



CITY COUNCIL

AGENDA

Monday, December 10, 2018 – Council Chambers, City Hall

Call to Order: 2:30 PM
Recess: 5:00 PM to 6:00 PM

1. IN CAMERA MEETING (to last approximately 1.75 hours)

- 1.1. Motion to In Camera - Human Resource Matter FOIP 24(1)(b)(I) and Financial Matters FOIP 24(1)(a)
- 1.2. Motion to Revert to Open

2. MINUTES

- 2.1. Confirmation of the Minutes of the November 26, 2018 Regular Council Meeting

(Agenda Pages 1 – 13)

3. POINTS OF INTEREST

4. PRESENTATIONS

- 4.1. Community Safety Strategy

5. REPORTS

- 5.1. Extension of Homelessness Partnering Strategy (HPS) and Outreach & Support Services Initiatives (OSSI) Projects

(Agenda Pages 14 – 16)

- 5.2. Buffalo Housing First - Request for Additional Funding
(Agenda Pages 17 – 17)
- 5.3. Development Permit Consideration - 5233-54 Avenue
(Agenda Pages 18 – 31)
- 5.4. Provincial Education Requisition Credit Application
(Agenda Pages 32 – 36)
- 5.5. 2018 Request for Tax Penalty Cancellation
(Agenda Pages 37 – 60)
- 5.6. Capital Grant Application Process
(Agenda Pages 61 – 64)
 - 5.6.a. Motion to Lift from the Table
- 5.7. Downtown Business Association's 2019 Budget
(Agenda Pages 65 – 76)
- 5.8. Municipal Planning Commission Request – Variance tools for Cannabis Retail
Sales Separation Distance Variance Guidelines
(Agenda Pages 77 – 80)
- 5.9. 2019 - 2022 City of Red Deer Strategic Plan
(Agenda Pages 81 – 83)

6. BYLAWS

- 6.1. Business License Bylaw Amendment - Bylaw 3609/A-2018
(Agenda Pages 84 – 137)
 - 6.1.a. Consideration of First Reading of the Bylaw
 - 6.1.b. Consideration of Second Reading of the Bylaw
 - 6.1.c. Motion for Permission to go to Third Reading
 - 6.1.d. Consideration of Third Reading of the Bylaw

- 6.2. Proposed 2019 Off-Site Levy Rates
Off-Site Levy Bylaw Amendment 3549/B-2018
(Agenda Pages 138 – 154)
 - 6.2.a. Consideration of Second Reading of the Bylaw
 - 6.2.b. Consideration of Third Reading of the Bylaw

- 6.3. Site Exception for a Freestanding Sign
Bylaw 3357/BB-2018
3947-50A Avenue (Lot 2, Block J, Plan 3999RS)
(Agenda Pages 155 – 163)
 - 6.3.a. Consideration of First Reading of the Bylaw

- 6.4. Amendments to the Safety Codes Permit Bylaw and Development Permit Fee
Bylaw
(Agenda Pages 164 – 297)
 - 6.4.a. Consideration of First Reading of Bylaw 3551/B-2018
 - 6.4.b. Consideration of First Reading of Bylaw 3555/B-2018

- 6.5. 2019 Capital Budget Borrowing Bylaws
(Agenda Pages 298 – 303)
 - 6.5.a. Motion to Lift from the Table
 - 6.5.b. Bylaw 3613/2018 - 2019 Recreation Projects
Consideration of First Reading of the Bylaw
(Agenda Pages 304 – 306)
 - 6.5.c. Bylaw 3614/2018 - 2019 Roads Projects
Consideration of First Reading of the Bylaw
(Agenda Pages 307 – 309)
 - 6.5.d. Bylaw 3615/2018 - 2019 General Municipal Works
Consideration of First Reading of the Bylaw
(Agenda Pages 310 – 312)

- 6.5.e. Bylaw 3616/2018 - 2019 EL&P Infrastructure
Consideration of First Reading of the Bylaw
(Agenda Pages 313 – 315)
- 6.5.f. Bylaw 3617/2018 - 2019 Roads Offsite Project
Consideration of First Reading of the Bylaw
(Agenda Pages 316 – 318)
- 6.5.g. Bylaw 3618/2018 - 2019 Sanitary Offsite Project
Consideration of First Reading of the Bylaw
(Agenda Pages 319 – 321)

7. ADJOURNMENT



UNAPPROVED - M I N U T E S

**of the Red Deer City Council Regular Meeting
held on, Monday, November 26, 2018
commenced at 1:05 P.M.**

Present: Mayor Tara Veer
Councillor Buck Buchanan
Councillor Michael Dawe
Councillor Tanya Handley
Councillor Vesna Higham
Councillor Ken Johnston
Councillor Lawrence Lee
Councillor Frank Wong
Councillor Dianne Wyntjes

City Manager, Craig Curtis
Director of Communications & Strategic Planning, Julia Harvie-Shemko
Director of Community Services, Sarah Cockerill
Director of Corporate Services, Lisa Perkins
Director of Development Services, Kelly Kloss
Director of Human Resources, Kristy Svoboda
Director of Planning Services, Tara Lodewyk
Acting Director of Protective Services, Ken McMullen
City Clerk, Frieda McDougall
Deputy City Clerk, Samantha Rodwell
Corporate Meeting Administrator, Amber Senuk
Planning Services Manager, Emily Damberger
Senior Planner, Christi Fidek
Senior Planner, Dayna Facca
HR Team Lead – Programs, Greg Leblanc



I. MINUTES

I.1. Confirmation of the Minutes of the November 13, 2018 Council Meeting

Moved by Councillor Lawrence Lee, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer hereby approves the Minutes of the November 13, 2018 Regular Council Meeting with the following amendment:

- Page 10: correct formatting to include Councillor Wong's name within the In Favour vote.

Councillor Higham arrived in Council Chambers at 1:06 p.m.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wytjies

MOTION CARRIED

2. UNFINISHED BUSINESS

2.1. Amend Direct Control (28) to include Supervised Consumption Services and Institutional Service Facility as a Discretionary Use on Lot 14 Block 4 Plan 8420286 Land Use Bylaw 3357/RR-2018

Moved by Councillor Vesna Higham, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer hereby agrees to lift from the table consideration of the Planning Services report dated October 31, 2018 re: Land Use Bylaw Amendment 3357/RR-2018 to Amend Direct Control (28) to include Supervised Consumption Services and Institutional Service Facility as a Discretionary Use on Lot 14, Block 4, Plan 8420286.



IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION TO LIFT FROM THE TABLE CARRIED

In accordance with the Municipal Government Act Section 184(a), Councillor Dianne Wyntjes recused herself from the meeting as she was not in attendance at the Public Hearing process. Councillor Wyntjes left Council Chambers at 1:15 p.m.

Moved by Councillor Buck Buchanan, seconded by Councillor Ken Johnston

SECOND READING: That Bylaw 3357/RR-2018 (an amendment to the Land Use Bylaw to amend Direct Control District (28) to add a Supervised Consumption Service and Institutional Service Facility as a discretionary use with applicable development regulations for Lot 14, Block 4, Plan 8420286 (5233-54 Avenue) and make City Council the Approving Authority for this use) be read a second time.

The following amendments were then introduced:

Moved by Councillor Buck Buchanan, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer hereby agrees to amend Bylaw 3357/RR-2018 as follows:

- Section 4 by deleting section 7. c) of the bylaw and replacing it with "A Supervised Consumption Services use must have a monitored internal and external digital camera security system and personnel to perform regular surveillance during all hours of operation"

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong



ABSENT: Councillor Dianne Wyntjes

MOTION TO AMEND CARRIED

Moved by Councillor Buck Buchanan, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer hereby agrees to amend Bylaw 3357/RR-2018 as follows:

- Section 4 by deleting section 7. h) of the bylaw and replacing it with "A Supervised Consumption Services use must comply with the design elements that incorporate CPTED principles as a result of a CPTED analysis incorporating natural surveillance, access control and territorial reinforcements."

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong

ABSENT: Councillor Dianne Wyntjes

MOTION TO AMEND CARRIED

Moved by Councillor Buck Buchanan, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer hereby agrees to amend Bylaw 3357/RR-2018 as follows:

- Section 4 by amending section 7. j) of the bylaw by deleting the word "may" and replacing it with the word "must"

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Frank Wong

OPPOSED: Councillor Lawrence Lee



ABSENT: Councillor Dianne Wyntjes

MOTION TO AMEND CARRIED

The following motion to reconsider was then introduced:

Moved by Councillor Ken Johnston, seconded by Councillor Frank Wong

Resolved that Council of The City of Red Deer hereby agrees to reconsider the following amendment:

Resolved that Council of The City of Red Deer hereby agrees to amend Bylaw 3357/RR-2018 as follows:

- Section 4 by amending section 7. j) of the bylaw by deleting the word "may" and replacing it with the word "must"

IN FAVOUR: Mayor Tara Veer, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong

OPPOSED: Councillor Buck Buchanan

ABSENT: Councillor Dianne Wyntjes

MOTION TO RECONSIDER CARRIED

The amendment was then back on the floor:

Moved by Councillor Buck Buchanan, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer hereby agrees to amend Bylaw 3357/RR-2018 as follows:

- Section 4 by amending section 7. j) of the bylaw by deleting the word "may" and replacing it with the word "must"

The following amendment was then introduced:



Moved by Councillor Lawrence Lee, seconded by Councillor Frank Wong

Resolved that Council of The City of Red Deer hereby agrees to amend Bylaw 3357/RR-2018 by deleting 7. j) in its entirety.

IN FAVOUR: Councillor Lawrence Lee, Councillor Frank Wong

OPPOSED: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston

ABSENT: Councillor Dianne Wyntjes

MOTION TO AMEND DEFEATED

The original amendment was then back on the floor.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong

ABSENT: Councillor Dianne Wyntjes

MOTION TO AMEND CARRIED

Second Reading of the Bylaw, as amended, was then on the floor.

IN FAVOUR: Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong

OPPOSED: Mayor Tara Veer, Councillor Tanya Handley, Councillor Vesna Higham

ABSENT: Councillor Dianne Wyntjes

MOTION CARRIED



Moved by Councillor Buck Buchanan, seconded by Councillor Ken Johnston

THIRD READING: That Bylaw 3357/RR-2018 be read a third time.

IN FAVOUR: Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong

OPPOSED: Mayor Tara Veer, Councillor Tanya Handley, Councillor Vesna Higham

ABSENT: Councillor Dianne Wyntjes

MOTION CARRIED

Councillor Dianne Wyntjes returned to Council Chambers at 3:28 p.m.

3. REPORTS

3.1. Licensing Related Resolutions

Moved by Councillor Vesna Higham, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer hereby agrees to lift from the table consideration of the Business License resolutions.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION TO LIFT FROM THE TABLE CARRIED

Moved by Councillor Lawrence Lee, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer, hereby agrees to table consideration of the Business License resolutions for up to 8 weeks.



IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION TO TABLE CARRIED

3.2. 2019 Municipal Officer Expense Allowance Revised Tax Treatment

Moved by Councillor Frank Wong, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer hereby agrees to lift from the table consideration of the 2019 Municipal Officer Expense Allowance Revised Tax Treatment.

Councillor Vesna Higham left chambers at 3:31 p.m.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wyntjes

ABSENT: Councillor Vesna Higham

MOTION TO LIFT FROM THE TABLE CARRIED

Councillor Vesna Higham returned to chambers at 3:35 p.m.

Moved by Councillor Lawrence Lee, seconded by Councillor Frank Wong

Resolved that Council of The City of Red Deer having considered the report from Human Resources dated October 17, 2018 re: 2019 Municipal Officer Expense Allowance Revised Tax Treatment hereby agrees to amend the Council Compensation & Benefits Policy GP-C-2.3 by deleting the tax-free allowance section (3.2) in the policy and adjusting gross salaries up to preserve current net pay, effective January 1, 2019.



The following tabling motion was then introduced.

Moved by Councillor Buck Buchanan, seconded by Councillor Vesna Higham

Resolved that Council hereby agrees to table consideration of 2019 Municipal Officer Expense Allowance Revised Tax Treatment until the 2019 Operating Budget.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Vesna Higham, Councillor Dianne Wyntjes

OPPOSED: Councillor Michael Dawe, Councillor Tanya Handley, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong

MOTION TO TABLE DEFEATED

Councillor Buck Buchanan left Council Chambers at 4:23 p.m. and returned at 4:25 p.m.

The original motion was then back on the floor.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong

OPPOSED: Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Dianne Wyntjes

MOTION CARRIED

3.3. Parsons House - Memorandum of Understanding

Moved by Councillor Buck Buchanan, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer having considered the report dated November 21, 2018 re: Parsons House – Memorandum of Understanding, hereby directs Administration to commence the negotiation of a Memorandum of Understanding based on the following principles:

- Province maintains ownership of the Parsons House or consider the sale to



The City for \$1

- City agrees to oversee the property management, leasing and operations
- City agrees to initiate a rezoning process for the property to a Direct Control District.
- Province and City agrees to maintain the historic integrity of the house as per the Municipal Historic Resource Designation
- Province funds all major maintenance
- City funds minor repairs and maintenance
- City will occupy the house for public purposes or lease to a tenant that is acceptable to the Province
- Province will take reasonable measures to address the structural integrity of the Parsons house during construction of the Red Deer Justice Centre

IN FAVOUR:

Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Council recessed at 4:59 p.m. and reconvened at 6:03 p.m.

4. PUBLIC HEARINGS

4.1. Proposed Land Use Bylaw Amendment to Redesignate 22 Gunn Street from A1 Future Urban Development to R1 Residential - Bylaw 3357/TT-2018

Administration, at the request of the landowner, withdrew this item.

4.2. Bylaw 3554/B-2018 to amend the North of IIA Major Area Structure Plan and Bylaw 3217/F-2018 to adopt the Hazlett Lake Neighbourhood Area Structure Plan

Mayor Tara Veer declared open the Joint Public Hearing for Bylaw 3554/B-2018, an amendment to the North of IIA Major Area Structure Plan to incorporate the proposed Hazlett Lake Multi-Neighbourhood Plan and Bylaw 3217/F-2018, the proposed Hazlett Lake Neighbourhood



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City Council Regular Meeting Minutes –
UNAPPROVED - Monday, November 26, 2018

Area Structure Plan. Mr. Tim Hazlett, Mr. Russ Watson, Mr. Gordon Lau, Mr. Greg Hazlett and Mr. Guy Pelletier spoke to this bylaw. As no one else was present to speak to the bylaw, Mayor Tara Veer declared the Joint Public Hearing closed.

Moved by Councillor Frank Wong, seconded by Councillor Buck Buchanan

SECOND READING: That Bylaw 3554/B-2018 (an amendment to the North of IIA Major Area Structure Plan to incorporate the proposed Hazlett Lake Multi-Neighbourhood Plan) be read a second time.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Frank Wong, seconded by Councillor Buck Buchanan

THIRD READING: That Bylaw 3554/B-2018 be read a third time.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Buck Buchanan, seconded by Councillor Frank Wong

SECOND READING: That Bylaw 3217/F-2018 (the proposed Hazlett Lake Neighbourhood Area Structure Plan) be read a second time.

The following amendments were then introduced.

Moved by Councillor Ken Johnston, seconded by Councillor Lawrence Lee



Resolved that Council of The City of Red Deer having considered the Hazlett Lake Neighbourhood Area Structure Plan Bylaw 3217/F-2018, hereby agrees to amend the plan by deleting the alternate R2T or R2 from the community amenity site and commercial site and replacing it with alternate R3. This change will be reflected in all figures and relevant text throughout the Hazlett Lake Neighbourhood Area Structure Plan.

IN FAVOUR: Councillor Michael Dawe, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wyntjes

OPPOSED: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley

MOTION TO AMEND CARRIED

Moved by Councillor Ken Johnston, seconded by Councillor Michael Dawe

Resolved that Council of The City of Red Deer having considered the Hazlett Lake Neighbourhood Area Structure Plan Bylaw 3217/F-2018, hereby agrees to amend the plan by removing the RI zoning identified in Appendix D of the Council agenda and replacing with RIG zoning. This change will be reflected in all figures and relevant text throughout the Hazlett Lake Neighbourhood Area Structure Plan.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wyntjes

OPPOSED: Councillor Vesna Higham

MOTION TO AMEND CARRIED

Second Reading, as amended, was then on the floor.



IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Buck Buchanan, seconded by Councillor Frank Wong

THIRD READING: That Bylaw 3217/F-2018 be read a third time.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

5. ADJOURNMENT

Moved by Councillor Buck Buchanan, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer hereby agrees to adjourn the Monday, November 26, 2018 Regular Council Meeting of Red Deer City Council at 7:48 p.m.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

MAYOR

CITY CLERK



November 13, 2018

Extension of Homelessness Partnering Strategy (HPS) and Outreach & Support Services Initiative (OSSI) Projects

SOCIAL PLANNING

Report Summary & Recommendation:

The City of Red Deer, as the Community Entity/Community Based Organization, allocates dollars from the federal Homelessness Partnering Strategy (HPS) grant and the provincial Outreach & Support Services Initiative (OSSI) grant. The projects currently funded by these grants end on March 31, 2019 and June 30, 2019, respectively.

The Community Housing Advisory Board (CHAB) considered this item at their meeting on October 23 and is submitting a recommendation for City Council's consideration.

City Manager Comments:

Council's direction is requested.

Craig Curtis
City Manager

Proposed Resolution

The recommendation of the Community Housing Advisory Board will be provided to Council at the December 10, 2018 meeting of City Council.



Report Details

Background:

The City of Red Deer, as the Community Entity/Community Based Organization, allocates dollars from the federal Homelessness Partnering Strategy (HPS) grant and the provincial Outreach & Support Services Initiative (OSSI) grant.

The following programs funded under the current System Framework for Housing & Supports will come to an end on March 31, 2019 (HPS programs) and June 30, 2019 (OSSI programs).

Homelessness Partnering Strategy (HPS) Agreements Expire on March 31, 2019	
SERVICE PROVIDER	PROGRAM
Safe Harbour Society	Coordinated Entry
Bredin Centre for Learning	PATH Program – Prevention
Central Alberta Women's Outreach Society	Red Deer Housing Team – Housing First
Red Deer Native Friendship Society	Aboriginal Homelessness Prevention Program
Red Deer Native Friendship Society	Aboriginal Housing First

Outreach & Support Services Initiative (OSSI) Agreements Expire on June 30, 2019	
SERVICE PROVIDER	PROGRAM
Safe Harbour Society	Coordinated Entry
Central Alberta Women's Outreach Society	Coordinated Access Process (CAP)
Central Alberta Women's Outreach Society	Rapid Rehousing – Red Deer Housing Team
Safe Harbour Society	Supported Housing
Canadian Mental Health Association	The Buffalo – Permanent Supportive Housing
Canadian Mental Health Association	HomeLinks – Intensive Case Management
Red Deer Native Friendship Society	Pimâcihowin - Aboriginal Intensive Case Management
McMan Central	Arcadia Housing – Transitional Housing for Youth
Red Deer Native Friendship	Cultural Connections – Indigenous Cultural Support
Central Alberta Women's Outreach Society	Shoestring Depot – Household Amenities Warehouse
Red Deer Native Friendship Society	Landlord Engagement Services
Canadian Mental Health Association	Landlord Engagement Services
Central Alberta Women's Outreach Society	Landlord Engagement Services



Red Deer's current plan to end homelessness (*Everyone's Home: Vision and Framework on Ending Homelessness by 2018*) comes to an end in 2018. Red Deer's *System Framework for Housing & Supports*, which facilitates service coordination and funding, comes to an end in 2019. In May 2018 City Council, through a recommendation from CHAB, approved funding from OSSI administrative dollars to create a new homelessness plan to provide direction moving forward. Work on this new plan will begin soon and is expected to take several months.

On April 1, 2019, a redesigned federal homelessness program called *Reaching Home: Canada's Homelessness Strategy* will replace the existing Homelessness Partnering Strategy (HPS). Service Canada recognizes that communities will require time to prepare for the program changes in advance of April 1, 2019 and determine how to prioritize their investments within the new Reaching Home program parameters.

Discussion:

The City of Red Deer will be supporting the development of a new homelessness plan and system framework which will provide direction on future funding priorities. It is not expected that these plans will be completed in time to issue a Request for Proposal (RFP) process by the end date of current OSSI and HPS programs.

To ensure there is no disruption of services to clients while this work is being completed, the Community Housing Advisory Board identified a need to extend all current OSSI and HPS funded projects to September 30, 2019. This will allow time to finalize the new homelessness plan and system framework, complete a procurement process, and allow transition time for projects. It is anticipated that an RFP will be issued in April 2019 with new projects to start on October 1, 2019.

Analysis:

These currently funded programs continue to meet the OSSI and HPS program requirements and the federal/provincial governments, as the funders, are supportive of extending these projects. Administration will conduct a full system review in preparation for the next funding cycle in 2019 which will include performance measurement of each program.

To ensure there is alignment with community needs, it is best practice for the new homelessness plan and system framework to be in place prior to issuing an RFP for new programs.

An extension to these projects is necessary to ensure there is no disruption of services to clients while the planning work is underway.

Recommendation:

CHAB's recommendation will be presented in open Council.

DATE: December 14, 2018

TO: Tricia Hercina, Social Planning Manager

FROM: Frieda McDougall, Legislative Services Manager

SUBJECT: Extension of Homelessness Partnering Strategy (HPS) and Outreach & Support Services Initiatives (OSSI) Projects

Reference Report:

Social Planning, dated November 13, 2018

Resolution:

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following Resolutions:

Resolved that Council of The City of Red Deer having considered the report from Social Planning, dated November 13, 2018 re: Extension of Homelessness Partnering Strategy (HPS) and Outreach & Support Services Initiative (OSSI) projects hereby endorses the extension of funding agreements from the Homelessness Partnering Strategy from April 1, 2019 to September 30, 2019 as follows:

Homelessness Partnering Strategy (HPS) Agreements to be Extended		
SERVICE PROVIDER	PROGRAM	FUNDING AMOUNT April 1, 2019 to September 30, 2019 (6 months)
Safe Harbour Society Coordinated Entry	Coordinated Entry	\$25,000.00
Bredin Centre for Learning PATH Program	Prevention	\$109,398.50
Central Alberta Women's Outreach Society Red Deer Housing Team	Housing First	\$79,932.50
Red Deer Native Friendship Society Aboriginal Prevention Program	Prevention	\$104,268.50
Red Deer Native Friendship Society Aboriginal Housing First	Housing First	\$11,585.50

Resolved that Council of The City of Red Deer having considered the report from Social Planning, dated November 13, 2018 re: Extension of Homelessness Partnering Strategy (HPS) and Outreach & Support Services Initiatives (OSSI) projects hereby endorses the extension of funding agreements from the Outreach & Support Services Initiative (OSSI) from July 1, 2019 to September 30, 2019, as follows:

Outreach & Support Services Initiative (OSSI) Agreements to be Extended		
SERVICE PROVIDER	PROGRAM	FUNDING AMOUNT July 1, 2019 to September 30, 2019 (3 months)
Safe Harbour Society Coordinated Entry	Coordinated Entry	\$69,833.25
Central Alberta Women's Outreach Society Coordinated Access Process (CAP)	Coordinated Access Process	\$5,000.00
Central Alberta Women's Outreach Society Red Deer Housing Team	Rapid Rehousing	\$104,600.00
Safe Harbour Society Supported Housing	Supported Housing	\$22,702.00
Canadian Mental Health Association The Buffalo Housing First Community	Permanent Supportive Housing	\$198,178.00
Canadian Mental Health Association HomeLinks	Intensive Case Management	\$250,000.00
Red Deer Native Friendship Society Pimâcihowin - Aboriginal Intensive Case Management	Intensive Case Management	\$88,887.00
McMan Central Arcadia Housing	Transitional Housing for Youth	\$45,000.00
Red Deer Native Friendship Society Cultural Connections	Indigenous Cultural Support	\$25,027.00
Central Alberta Women's Outreach Society Shoestring Depot	Household Amenities Warehouse	\$30,000.00
Red Deer Native Friendship Society Landlord Engagement	Landlord Engagement Services	\$3,750.00
Canadian Mental Health Association Landlord Engagement	Landlord Engagement Services	\$9,375.00

Central Alberta Women's Outreach Society Landlord Engagement	Landlord Engagement Services	\$5,625.00
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Report back to Council:

No.

Comments/Further Action:

None.



For Frieda McDougall
Manager

- c. Director of Community Services
Social Planning Supervisor - Resource & Capacity Development



Legislative Services

December 14, 2018

Ms. Sandi Chalmers
15 Weddell Crescent
Red Deer, AB, T4N 7E7

Email: sandij8@gmail.com

Dear Ms. Sandi Chalmers

Re: Extension of Homelessness Partnering Strategy (HPS) and Outreach & Support Services Initiatives (OSSI) Projects

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following Resolutions:

Resolved that Council of The City of Red Deer having considered the report from Social Planning, dated November 13, 2018 re: Extension of Homelessness Partnering Strategy (HPS) and Outreach & Support Services Initiative (OSSI) projects hereby endorses the extension of funding agreements from the Homelessness Partnering Strategy from April 1, 2019 to September 30, 2019 as follows:

Homelessness Partnering Strategy (HPS) Agreements to be Extended		
SERVICE PROVIDER	PROGRAM	FUNDING AMOUNT April 1, 2019 to September 30, 2019 (6 months)
Safe Harbour Society Coordinated Entry	Coordinated Entry	\$25,000.00
Bredin Centre for Learning PATH Program	Prevention	\$109,398.50
Central Alberta Women's Outreach Society Red Deer Housing Team	Housing First	\$79,932.50

Red Deer Native Friendship Society Aboriginal Prevention Program	Prevention	\$104,268.50
Red Deer Native Friendship Society Aboriginal Housing First	Housing First	\$11,585.50

Resolved that Council of The City of Red Deer having considered the report from Social Planning, dated November 13, 2018 re: Extension of Homelessness Partnering Strategy (HPS) and Outreach & Support Services Initiatives (OSSI) projects hereby endorses the extension of funding agreements from the Outreach & Support Services Initiative (OSSI) from July 1, 2109 to September 30, 2019, as follows:

Outreach & Support Services Initiative (OSSI) Agreements to be Extended		
SERVICE PROVIDER	PROGRAM	FUNDING AMOUNT July 1, 2019 to September 30, 2019 (3 months)
Safe Harbour Society Coordinated Entry	Coordinated Entry	\$69,833.25
Central Alberta Women's Outreach Society Coordinated Access Process (CAP)	Coordinated Access Process	\$5,000.00
Central Alberta Women's Outreach Society Red Deer Housing Team	Rapid Rehousing	\$104,600.00
Safe Harbour Society Supported Housing	Supported Housing	\$22,702.00
Canadian Mental Health Association The Buffalo Housing First Community	Permanent Supportive Housing	\$198,178.00
Canadian Mental Health Association HomeLinks	Intensive Case Management	\$250,000.00

Legislative Services

Red Deer Native Friendship Society Pimâcihowin - Aboriginal Intensive Case Management	Intensive Case Management	\$88,887.00
McMan Central Arcadia Housing	Transitional Housing for Youth	\$45,000.00
Red Deer Native Friendship Society Cultural Connections	Indigenous Cultural Support	\$25,027.00
Central Alberta Women's Outreach Society Shoestring Depot	Household Amenities Warehouse	\$30,000.00
Red Deer Native Friendship Society Landlord Engagement	Landlord Engagement Services	\$3,750.00
Canadian Mental Health Association Landlord Engagement	Landlord Engagement Services	\$9,375.00
Central Alberta Women's Outreach Society Landlord Engagement	Landlord Engagement Services	\$5,625.00

If you have any questions, please do not hesitate to contact me.

Sincerely,



for Frieda McDougall
Legislative Services Manager

- c. Social Planning Manager
Director of Community Services
Social Planning Supervisor - Resource & Capacity Development



November 28, 2018

Buffalo Housing First – Request for Additional Funding

SOCIAL PLANNING

Report Summary & Recommendation:

On November 14, 2018, Administration received a request from a Housing First service provider to change the staffing model for their program. The organization is requesting additional staffing in response to increased safety requirements.

As the request is from an existing service provider, this represents an intensification of service that would require both additional Outreach & Support Services (OSSI) funds, and a contract amendment. This request was first brought to the Community Housing Advisory Board (CHAB) for their recommendation.

The CHAB considered this item at their meeting on November 27, 2018 and is submitting a recommendation for City Council's consideration.

City Manager Comments:

Council's direction is requested.

Craig Curtis
City Manager

Proposed Resolution

The recommendation of the Community Housing Advisory Board will be provided to Council at the December 10, 2018 meeting of City Council.

DATE: December 14, 2018
TO: Tricia Hercina, Social Planning Manager
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Buffalo Housing First - Request for Additional Funding

Reference Report:

Social Planning, dated November 28, 2018

Resolution:

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer having considered the report from Social Planning dated November 28, 2018 re: Buffalo Housing First – Request for Additional Funding hereby endorses an amendment to the Buffalo Housing First agreement with the Canadian Mental Health Association by increasing the funding to this program in the amount of \$130,118 to September 30, 2019 from Outreach & Support Services Initiative (OSSI) funding.

Report back to Council:

No.

Comments/Further Action:

None.



FOV Frieda McDougall
Manager

- c. Director of Community Services
Social Planning Supervisor - Resource & Capacity Development



Legislative Services

December 14, 2018

Ms. Sandi Chalmers
15 Weddell Crescent
Red Deer, AB, T4N 7E7

Email: sandij8@gmail.com

Dear Ms. Sandi Chalmers

Re: Buffalo Housing First - Request for Additional Funding

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer having considered the report from Social Planning dated November 28, 2018 re: Buffalo Housing First – Request for Additional Funding hereby endorses an amendment to the Buffalo Housing First agreement with the Canadian Mental Health Association by increasing the funding to this program in the amount of \$130,118 to September 30, 2019 from Outreach & Support Services Initiative (OSSI) funding.

If you have any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink that reads 'Frieda McDougall'.

For Frieda McDougall
Legislative Services Manager

c. Social Planning Manager
Director of Community Services
Social Planning Supervisor - Resource & Capacity Development



October 16, 2018
Development Permit Consideration
DP079671

Subject Site: 5233 54 Avenue
Applicant: Turning Point

Report Summary

Turning Point has applied for a Development Permit for an Institutional Service Facility (community service programs and support) and Supervised Consumption Services (SCS), to be located at 5233 54 Avenue, Lot 14, Block 4, Plan 842 0286, (the "Proposed Site") (Appendix B).

The subject parcel is designated Direct Control District No. 28 DC (28) under the *Land Use Bylaw* and City Council is the delegated Development Authority for this application. The use of both the Institutional Service Facility and Supervised Consumption Services are discretionary in this District.

Administration recommends Council approve Development Permit DP079671.

City Manager Comments

I support the recommendation of Administration.

Craig Curtis
City Manager

Proposed Resolution

Resolved that Council of The City of Red Deer having considered the report from Inspections and Licensing, dated October 16, 2018, hereby approves the application submitted by Turning Point (the "Applicant"), for a Development Permit for the Discretionary Use of an Institutional Service Facility (community service programs and support) and Supervised Consumption Services, as shown on the plans filed with Inspections & Licensing (collectively referred to as the "Approved Plans"), on the lands zoned DC(28) Direct Control District, located at 5233 54 Avenue (Lot 14, Block 4, 842 0286), subject to the conditions listed below:

1. A Development Permit shall not be deemed completed based on this approval until all conditions except those of a continuing nature, have been fulfilled to the satisfaction of the Development Officer.
2. All Development must conform to the conditions of this Development Permit and the

**INSPECTIONS & LICENSING DEPARTMENT**

Approved Plans, and any revisions thereto as required pursuant to this Approval. Any revisions to the Approved Plans must be approved by the Development Authority.

3. The Applicant shall repair or reinstate, or pay for the repair or reinstatement, to original condition, any public property, street furniture, curbing, boulevard landscaping and tree planting or any other property owned by The City which is damaged, destroyed or otherwise harmed by development or construction on the site. Repairs shall be done to the satisfaction of The City of Red Deer. In the event that The City undertakes the repairs the Applicant shall pay the costs incurred by the City within 30 days of being invoiced for such costs.
4. The Applicant shall submit a landscaping plan which shows a minimum of 15% Landscaped Area for the Site. The Applicant shall consult with The City in regards to the appropriate location for the landscaping and species.
5. The Applicant shall construct a 1.5m wide concrete sidewalk located along 54 Avenue. The walk must be located 2.0m from the back of curb. The walk must span the full north-south length of the property, along 54th Avenue.
6. The Applicant shall submit a site plan with the following information:
 - a) The north driveway access is to be removed. Only a single access is permitted to the site;
 - b) The 1.5 m sidewalk is to be shown on the plans with appropriate dimensioning and reference to City sidewalk construction specifications;
 - c) Wheel stops or another physical barrier must be present 0.6m from the proposed back of walk to prevent vehicles from blocking the sidewalk.
 - d) An outdoor amenity area on the east side of the Site.
7. The Applicant shall submit a lighting plan for the Site. The lighting shall be a minimum of 5.38 lux/0.5 foot-candles of perimeter-to-perimeter lighting.
8. The Applicant shall erect a minimum of an 8' high opaque fence along the east property line.
9. The Applicant shall complete and submit to The City a Crime Prevention Through Environmental Design (CPTED) analysis. The Applicant must comply with the recommendations of the CPTED analysis.
10. The Applicant shall enter into either a Development Permit Development Agreement (DPDA) or a Cost Contribution Agreement for the construction of the 1.5 m wide concrete sidewalk.

Rationale for Recommendation

- I. The proposed Development is compliant with the Land Use Bylaw.**



INSPECTIONS & LICENSING DEPARTMENT

The proposed Site contains an existing commercial building which is compliant with the regulations for the DC(28) District, including setbacks, floor area, and height. The parking is compliant with the required parking stalls for Health & Medical Services. The required landscaping will be met as part of the Development Permit conditions.

2. The proposal is supported by City policy and strategic documents.

The Municipal Development Plan (MDP), the Greater Downtown Action Plan (GDAP), the Social Policy Framework, and the Red Deer Alcohol and Drug Strategy all contain supporting policy and/or strategy statements regarding the proposed use.

Discussion

Proposed Development

Turning Point has requested a Development Permit to operate an SCS from the Proposed Site. The Development Permit includes the relocation of Turning Point programs and operations from their current location to the Proposed Site.

The SCS will include areas for reception, consumption, and observation. As Turning Point proposes to relocate their operations, the Proposed Site will also house staff offices and offer areas for SCS service users to stay and socialize with peers.

Neighbourhood

The 1109 m² Site is located within the Downtown's Railyards area and is zoned DC(28), which facilitates Development of a distinctive urban neighbourhood with a high-quality pedestrian environment. The Railyards area is currently developed with existing commercial and industrial businesses.

Land Use Bylaw

The DC(28) District includes additional regulations to transition the area from industrial to a mix of residential and commercial. The Development Authority may impose, as a condition of approval, standards that are reasonably necessary to ensure that the Development will create the character envisioned for the Railyards neighbourhood.

The GDAP envisions added sidewalks, new walking and bike routes, and connections to the old CPR Train Bridge and Waskasoo Park river trails, throughout the Railyards area. A 1.5 m sidewalk is included as a condition for this Development to align with the vision of an enhanced pedestrian environment.

Pedestrian connections along both 52 Street and 54 Avenue are identified in the Multimodal Transportation Plan (approved by Council in July 2017) as "priority 1 routes", which indicate that improvements (such as sidewalk construction) would be minor, but have an immediate improvement to the active transportation network.

All Development standards, site plan, site access, the relationship between buildings, structures and open space, the architectural treatment of any building, the provision and architecture of landscaped areas, and the parking layout shall be subject to approval by the Approving Authority. Council is the designated Approving Authority for the uses at this Site.



INSPECTIONS & LICENSING DEPARTMENT

Parking

There is no parking requirement for an SCS and parking for Institutional Service Facility is broken down into a specific use, such as a hospital or school, and lists no parking requirement for community services. As the two uses are combined into one building and could be considered similar to a medical use, Administration felt it was appropriate to calculate the parking using the requirement for Health and Medical Services, which is 2 stalls per 93 m² of floor area. 8 parking stalls are required and 12 stalls can be provided.

Landscaping

The Site currently contains no Landscaped Area, however, as a condition of the Development Permit, the Applicant is required to install landscaping to a minimum of 15% of the Site, which is 166.48 m². To achieve an enhanced streetscape on 54 Avenue, landscaping may be installed on City lands through the creation of a boulevard and in consultation with the Parks Department.

Site Specific Regulations

As part of the LUB amendment there are regulations proposed to be part of LUB that will need to be complied with regardless if they are listed as conditions of the Development Permit. The regulations are related to functions of the SCS, security, hours of operation, pedestrian flow, window treatments, and landscaping.

Policy Framework

The Municipal Development Plan identifies the important role the Downtown serves, including the opportunity to accommodate a variety of social services and facilities that serve the needs of the community (s.11.1). The MDP also promotes social and support services within the Downtown, including the provisions of preventative social services, to meet the community's needs (s.15.7).

The Greater Downtown Action Plan identified that in 2008, the Downtown was appropriately the city's center for a wide range of human services. It indicates that the concept of 'social inclusion' also provides a perspective for developing an urban environment that supports the active involvement of all individuals in creating an equitable, supportive community (C.4).

Consultation

Consultation was completed as part of the Land Use Bylaw Amendment process. Comments received were provided as Appendix A of the LUB amendment report.

As consultation by the City was still underway, with the public hearing scheduled for November 13, 2018, additional conditions may be added as a result.

Appendices

- Appendix A: Letter of Intent from Turning Point, dated October 10, 2018
- Appendix B: Mapping and Photos from October 2018

Appendix A

Applicant's Letter of Intent – October 10, 2018



October 10, 2018

Inspections & Licensing Department
4914 48 Avenue
Red Deer, AB
T4N 3T4

Turning Point is submitting this letter of intent for a development permit to operate a Supervised Consumption Service (SCS) in the immediate future followed by the relocation of all existing Turning Point programs and operations to be provided at 5233 54 Avenue in Red Deer.

Initially, the site will provide Supervised Consumption Services and will include room for reception, consumption, observation and space to access additional supports, including wrap around services. In addition to client services, the SCS program allows for extensive on-site safety and security as well as support for agencies and businesses in the immediate vicinity in regards to potential drug related debris or other concerns.

The SCS programming will be operational 24 hours per day 7 days per week.
Below is a detailed description of the SCS space:

Reception Area

A reception area that is separate from the consumption space where people entering Turning Point can receive education and information. This area will serve as a centralized space that will direct traffic flow to ensure all people entering the building are welcomed and provided with the required services.

Consumption Room

A dedicated consumption space that has approximately 12 private booths for injecting, snorting or orally consuming preobtained drugs. There will also be approximately 2 separate, externally ventilated social rooms for inhalation. These rooms can accommodate more than one person at a time. All the required supplies for substance consumption will be provided and subsequently disposed of on site.

This space will also have a centralized nursing station with direct viewing access to all parts of the supervised consumption space. The nursing station will have all required equipment for medical intervention related to suspected opioid overdose as well as other complications related to substance use.

Observation Room

An observation room where clients will be monitored for a minimum of 15 minutes for alterations to their state of health related to ingestion of a substance, including close observation for overdose.

"Chill Out" Space

A welcoming environment with a kitchen, showers, washers and dryers where SCS service users are able to socialize with peers in a secure environment, receive ongoing care, and meet with staff who can utilize referral pathways, navigate existing services and provide on-site support.

Offices

Offices located off of the chill out space to host external service providers to ensure low barrier, wrap-around services including addictions, mental health, and housing are easily accessible.

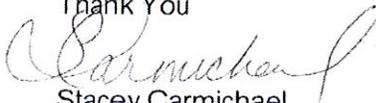
**turning
point**

In addition to the space required for the above programs, Turning Point also requires space for the administration and support team. The proposed site has the opportunity to expand the current building. This would be required to accommodate the additional space requirements.

Throughout the development Turning Point will strive to meet Crime Prevention Through Environmental Design recommendations including increased lighting, appropriate fencing and ensuring thorough site lines.

With a successful development permit application we will start work quickly on the building permit and renovations for SCS. As indicated the second phase of moving Turning Point's other programs and operations will take longer and we estimate it may take up to one year.

Thank You

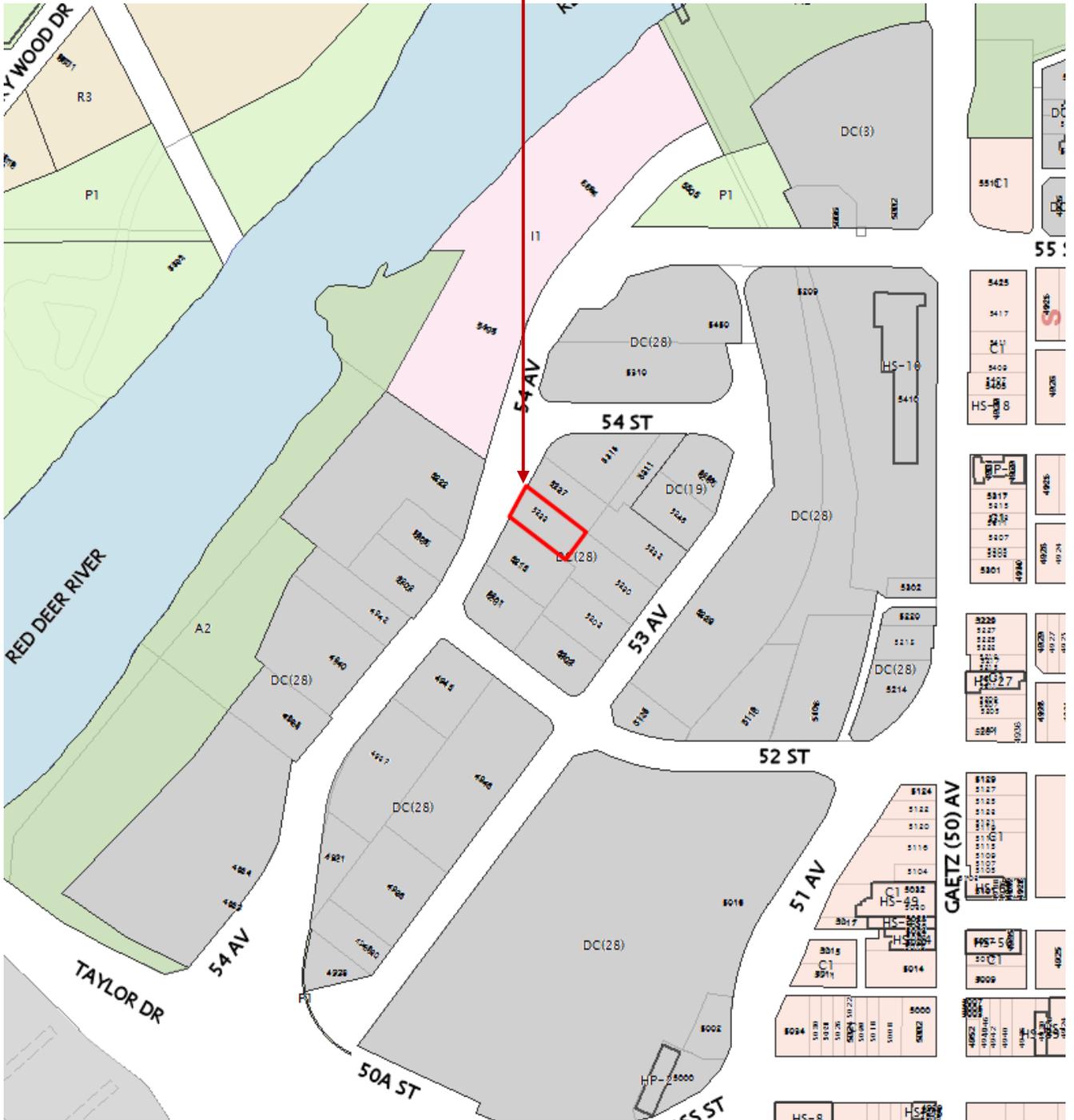


Stacey Carmichael
Executive Director
Turning Point Society

Appendix B

Mapping & Photos of 5233 54 Avenue

SUBJECT SITE



DP079671
 5233 54 Avenue
 Railyards



SUBJECT SITE



DP079671
5233 54 Avenue
Railyards

SUBJECT SITE



DP079671
5233 54 Avenue
Railyards

Site Inspection – October 18, 2018



Photo 1:
Front of
the Site
from 54
Avenue



Photo 2:
Front of
the Site
looking
north

DP079671

5233 54 Avenue

Railyards

Site Inspection – October 18, 2018



Photo 3 & 4:
Back of the
Site and
building
from
adjacent
property



DP079671

5233 54 Avenue

Railyards

DATE: December 14, 2018

TO: Beth McLachlan, Development Officer

FROM: Frieda McDougall, Legislative Services Manager

SUBJECT: Development Permit Consideration - 5233-54 Avenue

Reference Report:

Inspections & Licensing Department, dated October 16, 2018

Resolution:

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of the City of Red Deer, having considered the report from Inspections and Licensing dated October 16, 2018, hereby approves the application submitted by Turning Point Society of Central Alberta (the "Applicant"), for a Development Permit for the Discretionary Use of an Institutional Service Facility (community service programs and support) and Supervised Consumption Services, until January 1, 2026, as shown on the plans filed with Inspections & Licensing (collectively referred to as the "Approved Plans"), on the lands zoned DC(28) Direct Control District, located at 5233 54 Avenue (Lot 14, Block 4, 842 0286), subject to the conditions listed below:

1. A Development Permit shall not be deemed completed based on this approval, until all conditions, except those of a continuing nature, have been fulfilled to the satisfaction of the Development Officer.
2. All Development must conform to the conditions of this Development Permit and the Approved Plans, and any revisions thereto, as required pursuant to this Approval. Any revisions to the Approved Plans must be approved by the Development Authority.
3. The Applicant shall repair or reinstate, or pay for the repair or reinstatement, to original condition, any public property, street furniture, curbing, boulevard landscaping and tree planting, or any other property owned by The City which is damaged, destroyed or otherwise harmed by development or construction on the site. Repairs shall be done to the satisfaction of The City of Red Deer. In the event that The City undertakes the repairs, the Applicant shall pay the costs incurred by The City within 30 days of being invoiced for such costs.
4. The Applicant shall submit a revised site plan which reflects the parking layout as recommended within the Natural Surveillance section of the CPTED Assessment dated December 4, 2018. The revised site plan shall include wheel stops or another physical barrier, 0.6m from the proposed back of walk to

prevent vehicles from blocking the sidewalk. The Applicant will be required to enter into a License to Occupy for the parking stalls and landscaping within the road right-of-way.

5. The Applicant shall submit a landscaping plan, in consultation with the Parks Department, which shows landscaped area, garden beds, and a 1.5 m see-through non-climbable fence on the north and south property line at the front of the site, as recommended within the Natural Surveillance, Territorial Reinforcement and Access Control sections of the CPTED Assessment dated December 4, 2018. The Applicant shall ensure all landscaping is installed prior to the commencement of operations provided there are no seasonal limitations.
6. The Applicant shall ensure that any outdoor storage (shopping carts, bicycles, etc.) is contained at the rear of the sight and not visible from the street and is lockable.
7. The Applicant shall construct a 1.5 m wide concrete sidewalk located along 54 Avenue. The walk must be located 0.50 m from the back of curb. The walk must span the full north-south length of the property, along 54th Avenue.
8. The Applicant shall enter into either a Development Permit Development Agreement (DPDA) or a Cost Contribution Agreement for the construction of the 1.5 m wide concrete sidewalk.
9. The Applicant shall submit a lighting plan for the site, including site lighting and exterior building lighting, as recommended within the Natural Surveillance section of the CPTED Assessment dated December 4, 2018. All lighting shall be installed prior to the commencement of operations.
10. The Applicant shall erect a minimum of an 8' high opaque fence along the rear east property line and a minimum of a 6' high opaque fence on the north and south property lines, as identified on the approved site plans. All fence material should be flat to prevent climbing.
11. The Applicant shall install a 290 degree door eye viewer on the rear entry door. Any additional doors which face the rear in the future shall have the same to provide sightlines for occupants exiting the building.
12. The Applicant shall install signage around the Site, as recommended within the Territorial Reinforcement section of the CPTED Assessment dated December 4, 2018.
13. The Applicant shall comply with any other recommendations within the CPTED Assessment dated December 4, 2018.

Report back to Council:
No.

Comments/Further Action:
None.

J Coelwell

for Frieda McDougall
Manager

c. Director of Planning Services
Inspections & Licensing Manager



November 26, 2018

2018 Provincial Education Requisition Credit (PERC)

Revenue & Assessment Services

Report Summary & Recommendation:

The Provincial Education Requisition Credit (PERC) program was introduced by the province in 2017 to assist municipalities financially for uncollectable education property taxes on oil and gas properties. Administration has been unsuccessful in collecting two oil and gas linear tax rolls and in compliance with the Provincial Education Requisition Credit (PERC) guidelines, respectfully request Council pass a resolution cancelling the municipal and education properties taxes of \$14,844.17 thus enabling the PERC application to reclaim \$3,230.53 in unpaid education taxes for the 2016, 2017 and 2018 taxation years.

City Manager Comments:

I support the recommendation of Administration.

Craig Curtis
City Manager

Proposed Resolution

Resolved that Council of The City of Red Deer, having considered the report from Revenue & Assessment Services dated November 26, 2018, Re: 2018 Provincial Education Requisition Credit (PERC) hereby agrees to cancel and write off the collection of property taxes as bad debt, the 2016, 2017 and 2018 property taxes for properties identified below and directs administration to apply to the Province of Alberta for the Provincial Education Requisition Credit for Uncollected Education Property Taxes on Oil and Gas Properties for these properties, as follows:



Tax Year	Roll #	MAID #	Assessment Value	Total Municipal Property Tax	Total Education Property Tax	Total Senior Property Tax	Total DIP Property Tax	Total Property Taxes
2016	30008700522	1820831	2,100	\$ 27.61	\$7.74	\$0.06	\$0.00	\$35.40
2016	30008700522	1820835	2,100	\$ 27.61	\$7.74	\$0.06	\$0.00	\$35.40
2016	30008700522	1820836	2,100	\$ 27.61	\$7.74	\$0.06	\$0.00	\$35.40
2016	30008700522	8413884	6,710	\$ 88.21	\$24.72	\$0.18	\$0.00	\$113.11
2016	30008700522	8413885	96,480	\$ 1,268.30	\$355.39	\$2.63	\$0.00	\$1,626.32
2016	30008700522	8413886	61,100	\$ 803.20	\$225.07	\$1.67	\$0.00	\$1,029.94
2016	30008700522	8413887	53,600	\$ 704.61	\$197.44	\$1.46	\$0.00	\$903.51
2016	30008700522	8413888	8,370	\$ 110.03	\$30.83	\$0.23	\$0.00	\$141.09
2016	30008700522	8413889	9,590	\$ 126.07	\$35.33	\$0.26	\$0.00	\$161.65
2016	30008700522	8413945	25,030	\$ 329.04	\$92.20	\$0.68	\$0.00	\$421.92
2016	30008700522	8413946	19,610	\$ 257.79	\$72.24	\$0.54	\$0.00	\$330.56
2016	30008700522	8413947	2,090	\$ 27.47	\$7.70	\$0.06	\$0.00	\$35.23
2016	30008700522	8413949	107,450	\$ 1,412.51	\$395.80	\$2.93	\$0.00	\$1,811.24
2016	30008700522	8413951	24,740	\$ 325.22	\$91.13	\$0.68	\$0.00	\$417.03
2016	30008700522	8426612	32,520	\$ 427.50	\$119.79	\$0.89	\$0.00	\$548.18
			453,590	\$ 5,962.76	\$1,670.84	\$12.38	\$ -	\$7,645.99
2017	30008700522	1820831	1,790	\$ 24.09	\$6.68	\$0.05	\$0.00	\$30.81
2017	30008700522	1820835	1,790	\$ 24.09	\$6.68	\$0.05	\$0.00	\$30.81
2017	30008700522	1820836	1,790	\$ 24.09	\$6.68	\$0.05	\$0.00	\$30.81
2017	30008700522	8413884	6,080	\$ 81.82	\$22.68	\$0.16	\$0.00	\$104.65
2017	30008700522	8413885	87,470	\$ 1,177.08	\$326.25	\$2.24	\$0.00	\$1,505.57
2017	30008700522	8413886	55,400	\$ 745.52	\$206.63	\$1.42	\$0.00	\$953.57
2017	30008700522	8413887	48,590	\$ 653.88	\$181.23	\$1.24	\$0.00	\$836.35
2017	30008700522	8413888	7,590	\$ 102.14	\$28.31	\$0.19	\$0.00	\$130.64
2017	30008700522	8413889	8,690	\$ 116.94	\$32.41	\$0.22	\$0.00	\$149.58
2017	30008700522	8413945	22,690	\$ 305.34	\$84.63	\$0.58	\$0.00	\$390.55
2017	30008700522	8413946	17,770	\$ 239.13	\$66.28	\$0.45	\$0.00	\$305.86
2017	30008700522	8413947	1,890	\$ 25.43	\$7.05	\$0.05	\$0.00	\$32.53
2017	30008700522	8413949	97,420	\$ 1,310.98	\$363.36	\$2.49	\$0.00	\$1,676.83
2017	30008700522	8413951	22,430	\$ 301.84	\$83.66	\$0.57	\$0.00	\$386.07
2017	30008700522	8426612	27,750	\$ 373.43	\$103.50	\$0.71	\$0.00	\$477.64
			409,140	\$ 5,505.80	\$1,526.01	\$10.47	\$ -	\$7,042.28
2018	30008700521	2774966	360	\$ 4.95	\$1.37	\$0.01	\$0.01	\$6.34
2018	30008700521	2777883	2,820	\$ 38.76	\$10.73	\$0.09	\$0.10	\$49.68
2018	30008700521	790194	3,550	\$ 48.79	\$13.51	\$0.11	\$0.12	\$62.54
2018	30008700521	7902088	2,120	\$ 29.14	\$8.07	\$0.07	\$0.07	\$37.35
			8,850	\$ 121.64	\$33.67	\$0.28	\$0.30	\$155.90
			871,580	\$11,590.20	\$3,230.53	\$23.14	\$ 0.30	\$14,844.17
Total Eligible Provincial Education Requisition Credit					\$3,230.53			



Report Details

Background:

In 2017, in response to the economic downturn in the oil and gas industry, the Alberta government announced the Provincial Education Requisition Credit (PERC) program to financially assist municipalities for uncollectable education property taxes on oil and gas properties.

The program provides a credit equal to the provincial education requisition associated with the taxable properties that are delinquent in payment. The program is retroactive to 2015 and will operate for five years, until 2019.

Municipalities are eligible to apply to PERC for uncollectable education property taxes provided they meet the following eligibility:

- The property is an oil and gas property assessed to a company that does not exist, cannot be located or does not have financial means to pay outstanding property taxes owing to the municipality
- The property is taxed as non-residential for the purpose for the education property tax requisition
- The municipality has considered its options under the Alberta Municipal Government Act (MGA) to collect the property taxes owing
- Council has resolved to cancel the uncollected municipal and education property taxes
- The municipality has recorded the write off as bad debt on their financial statements

In 2018 Municipal Affairs approved 37 PERC applications ranging from \$323 to \$863,390 in credit for uncollected education taxes for 2015 to 2017 tax years.

Discussion:

Administration has been unable to collect the full payment of 2016, 2017 and 2018 taxes levied for two linear tax rolls owned by the same oil and gas conglomerate. In October 2015 the company filed for insolvency and a Receivership Order was issued by the Court of Queen's Bench of Alberta. The appointed receiver has not paid a portion of the taxes levied contending that several of the wells and pipelines associated with the respective tax rolls have been disclaimed and therefore not taxable. The assessed value of oil and gas facilities are prepared by the Provincial Assessor and are taxable until the well is disclaimed by the Alberta Energy Regulator (AER). This process can take several years and, in the meantime the municipality is required to tax and remit education property tax.

As per the MGA, oil and gas property fall under recovery of taxes not related to land. The options to recover taxes in arrears are limited to seizure and sale of goods as there is no land to secure the debt against. The company in receivership operated several oil and gas sites across the province and had no material assets to seize. Administration has been working in consultation with a third party legal firm to



collect outstanding property taxes through the courts and the appointed receiver. The likelihood of receiving payment for the remaining property taxes is extremely low.

Analysis:

The City is unable to collect the following amount for the respective Municipal Affairs Identification (MAID) for linear oil and gas properties:

Tax Year	Roll #	MAID #	Assessment Value	Total Municipal Property Tax	Total Education Property Tax	Total Senior Property Tax	Total DIP Property Tax	Total Property Taxes	Amount Collected	Uncollectable Amount
2016	30008700522	1820831	2,100	\$ 27.61	\$7.74	\$0.06	\$0.00	\$35.40	\$0.00	\$35.40
2016	30008700522	1820835	2,100	\$ 27.61	\$7.74	\$0.06	\$0.00	\$35.40	\$0.00	\$35.40
2016	30008700522	1820836	2,100	\$ 27.61	\$7.74	\$0.06	\$0.00	\$35.40	\$0.00	\$35.40
2016	30008700522	8413884	6,710	\$ 88.21	\$24.72	\$0.18	\$0.00	\$113.11	\$0.00	\$113.11
2016	30008700522	8413885	96,480	\$ 1,268.30	\$355.39	\$2.63	\$0.00	\$1,626.32	\$0.00	\$1,626.32
2016	30008700522	8413886	61,100	\$ 803.20	\$225.07	\$1.67	\$0.00	\$1,029.94	\$0.00	\$1,029.94
2016	30008700522	8413887	53,600	\$ 704.61	\$197.44	\$1.46	\$0.00	\$903.51	\$0.00	\$903.51
2016	30008700522	8413888	8,370	\$ 110.03	\$30.83	\$0.23	\$0.00	\$141.09	\$0.00	\$141.09
2016	30008700522	8413889	9,590	\$ 126.07	\$35.33	\$0.26	\$0.00	\$161.65	\$0.00	\$161.65
2016	30008700522	8413945	25,030	\$ 329.04	\$92.20	\$0.68	\$0.00	\$421.92	\$0.00	\$421.92
2016	30008700522	8413946	19,610	\$ 257.79	\$72.24	\$0.54	\$0.00	\$330.56	\$0.00	\$330.56
2016	30008700522	8413947	2,090	\$ 27.47	\$7.70	\$0.06	\$0.00	\$35.23	\$0.00	\$35.23
2016	30008700522	8413949	107,450	\$ 1,412.51	\$395.80	\$2.93	\$0.00	\$1,811.24	\$0.00	\$1,811.24
2016	30008700522	8413951	24,740	\$ 325.22	\$91.13	\$0.68	\$0.00	\$417.03	\$0.00	\$417.03
2016	30008700522	8426612	32,520	\$ 427.50	\$119.79	\$0.89	\$0.00	\$548.18	\$0.00	\$548.18
			453,590	\$ 5,962.76	\$1,670.84	\$12.38	\$ -	\$7,645.99	\$ -	\$7,645.99
2017	30008700522	1820831	1,790	\$ 24.09	\$6.68	\$0.05	\$0.00	\$30.81	\$0.00	\$30.81
2017	30008700522	1820835	1,790	\$ 24.09	\$6.68	\$0.05	\$0.00	\$30.81	\$0.00	\$30.81
2017	30008700522	1820836	1,790	\$ 24.09	\$6.68	\$0.05	\$0.00	\$30.81	\$0.00	\$30.81
2017	30008700522	8413884	6,080	\$ 81.82	\$22.68	\$0.16	\$0.00	\$104.65	\$0.00	\$104.65
2017	30008700522	8413885	87,470	\$ 1,177.08	\$326.25	\$2.24	\$0.00	\$1,505.57	\$0.00	\$1,505.57
2017	30008700522	8413886	55,400	\$ 745.52	\$206.63	\$1.42	\$0.00	\$953.57	\$0.00	\$953.57
2017	30008700522	8413887	48,590	\$ 653.88	\$181.23	\$1.24	\$0.00	\$836.35	\$0.00	\$836.35
2017	30008700522	8413888	7,590	\$ 102.14	\$28.31	\$0.19	\$0.00	\$130.64	\$0.00	\$130.64
2017	30008700522	8413889	8,690	\$ 116.94	\$32.41	\$0.22	\$0.00	\$149.58	\$0.00	\$149.58
2017	30008700522	8413945	22,690	\$ 305.34	\$84.63	\$0.58	\$0.00	\$390.55	\$0.00	\$390.55
2017	30008700522	8413946	17,770	\$ 239.13	\$66.28	\$0.45	\$0.00	\$305.86	\$0.00	\$305.86
2017	30008700522	8413947	1,890	\$ 25.43	\$7.05	\$0.05	\$0.00	\$32.53	\$0.00	\$32.53
2017	30008700522	8413949	97,420	\$ 1,310.98	\$363.36	\$2.49	\$0.00	\$1,676.83	\$0.00	\$1,676.83
2017	30008700522	8413951	22,430	\$ 301.84	\$83.66	\$0.57	\$0.00	\$386.07	\$0.00	\$386.07
2017	30008700522	8426612	27,750	\$ 373.43	\$103.50	\$0.71	\$0.00	\$477.64	\$0.00	\$477.64
			409,140	\$ 5,505.80	\$1,526.01	\$10.47	\$ -	\$7,042.28	\$ -	\$ 7,042.28
2018	30008700521	2774966	360	\$ 4.95	\$1.37	\$0.01	\$0.01	\$6.34	\$0.00	\$6.34
2018	30008700521	2777883	2,820	\$ 38.76	\$10.73	\$0.09	\$0.10	\$49.68	\$0.00	\$49.68
2018	30008700521	790194	3,550	\$ 48.79	\$13.51	\$0.11	\$0.12	\$62.54	\$0.00	\$62.54
2018	30008700521	7902088	2,120	\$ 29.14	\$8.07	\$0.07	\$0.07	\$37.35	\$0.00	\$37.35
			8,850	\$ 121.64	\$33.67	\$0.28	\$0.30	\$155.90	\$0.00	\$155.90
			871,580	\$11,590.20	\$3,230.53	\$23.14	\$ 0.30	\$14,844.17	\$ -	\$14,844.17
Total Eligible Provincial Education Requisition Credit					\$3,230.53					

Administration recommends Council cancel the outstanding portion of 2016, 2017 & 2018 levied property taxes in the amount of \$14,844.17. The likelihood of collection is extremely low, and this will allow Administration to pursue reclamation of \$3,230.53 in education tax remitted by The City but not collected from the taxpayer. The application deadline for 2019 is January 15 and successful applicants



will receive a credit towards their Alberta School Foundation Fund (ASFF) invoice for the respective year.

DATE: December 14, 2018

TO: Roxane Preedin, Controller – Property Taxation

FROM: Frieda McDougall, Legislative Services Manager

SUBJECT: Provincial Education Requisition Credit Application

Reference Report:

Revenue & Assessment Services, dated November 26, 2018

Resolution:

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer, having considered the report from Revenue & Assessment Services dated November 26, 2018, Re: 2018 Provincial Education Requisition Credit (PERC) hereby agrees to cancel and write off the collection of property taxes as bad debt, the 2016, 2017 and 2018 property taxes for properties identified below and directs administration to apply to the Province of Alberta for the Provincial Education Requisition Credit for Uncollected Education Property Taxes on Oil and Gas Properties for these properties, as follows:

Tax Year	Roll #	MAID #	Assessment Value	Total Municipal Property Tax	Total Education Property Tax	Total Senior Property Tax	Total DIP Property Tax	Total Property Taxes
2016	30008700522	1820831	2,100	\$ 27.61	\$7.74	\$0.06	\$0.00	\$35.40
2016	30008700522	1820835	2,100	\$ 27.61	\$7.74	\$0.06	\$0.00	\$35.40
2016	30008700522	1820836	2,100	\$ 27.61	\$7.74	\$0.06	\$0.00	\$35.40
2016	30008700522	8413884	6,710	\$ 88.21	\$24.72	\$0.18	\$0.00	\$113.11
2016	30008700522	8413885	96,480	\$ 1,268.30	\$355.39	\$2.63	\$0.00	\$1,626.32
2016	30008700522	8413886	61,100	\$ 803.20	\$225.07	\$1.67	\$0.00	\$1,029.94
2016	30008700522	8413887	53,600	\$ 704.61	\$197.44	\$1.46	\$0.00	\$903.51
2016	30008700522	8413888	8,370	\$ 110.03	\$30.83	\$0.23	\$0.00	\$141.09
2016	30008700522	8413889	9,590	\$ 126.07	\$35.33	\$0.26	\$0.00	\$161.65
2016	30008700522	8413945	25,030	\$ 329.04	\$92.20	\$0.68	\$0.00	\$421.92
2016	30008700522	8413946	19,610	\$ 257.79	\$72.24	\$0.54	\$0.00	\$330.56
2016	30008700522	8413947	2,090	\$ 27.47	\$7.70	\$0.06	\$0.00	\$35.23
2016	30008700522	8413949	107,450	\$ 1,412.51	\$395.80	\$2.93	\$0.00	\$1,811.24
2016	30008700522	8413951	24,740	\$ 325.22	\$91.13	\$0.68	\$0.00	\$417.03
2016	30008700522	8426612	32,520	\$ 427.50	\$119.79	\$0.89	\$0.00	\$548.18
			453,590	\$ 5,962.76	\$1,670.84	\$12.38	\$ -	\$7,645.99
2017	30008700522	1820831	1,790	\$ 24.09	\$6.68	\$0.05	\$0.00	\$30.81

2017	30008700522	1820835	1,790	\$ 24.09	\$6.68	\$0.05	\$0.00	\$30.81
2017	30008700522	1820836	1,790	\$ 24.09	\$6.68	\$0.05	\$0.00	\$30.81
2017	30008700522	8413884	6,080	\$ 81.82	\$22.68	\$0.16	\$0.00	\$104.65
2017	30008700522	8413885	87,470	\$ 1,177.08	\$326.25	\$2.24	\$0.00	\$1,505.57
2017	30008700522	8413886	55,400	\$ 745.52	\$206.63	\$1.42	\$0.00	\$953.57
2017	30008700522	8413887	48,590	\$ 653.88	\$181.23	\$1.24	\$0.00	\$836.35
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2017	30008700522	8413889	8,690	\$ 116.94	\$32.41	\$0.22	\$0.00	\$149.58
2017	30008700522	8413945	22,690	\$ 305.34	\$84.63	\$0.58	\$0.00	\$390.55
2017	30008700522	8413946	17,770	\$ 239.13	\$66.28	\$0.45	\$0.00	\$305.86
2017	30008700522	8413947	1,890	\$ 25.43	\$7.05	\$0.05	\$0.00	\$32.53
2017	30008700522	8413949	97,420	\$ 1,310.98	\$363.36	\$2.49	\$0.00	\$1,676.83
2017	30008700522	8413951	22,430	\$ 301.84	\$83.66	\$0.57	\$0.00	\$386.07
2017	30008700522	8426612	27,750	\$ 373.43	\$103.50	\$0.71	\$0.00	\$477.64
			409,140	\$ 5,505.80	\$1,526.01	\$10.47	\$ -	\$7,042.28
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2018	30008700521	2777883	2,820	\$ 38.76	\$10.73	\$0.09	\$0.10	\$49.68
2018	30008700521	790194	3,550	\$ 48.79	\$13.51	\$0.11	\$0.12	\$62.54
2018	30008700521	7902088	2,120	\$ 29.14	\$8.07	\$0.07	\$0.07	\$37.35
			8,850	\$ 121.64	\$33.67	\$0.28	\$0.30	\$155.90

			871,580	\$11,590.20	\$3,230.53	\$23.14	\$ 0.30	\$14,844.17
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Total Eligible Provincial Education Requisition Credit \$3,230.53

Report back to Council:

No.

Comments/Further Action:

None.

Joelwell

for Frieda McDougall
Manager

c. Revenue & Assessment Services Manager
Director of Corporate Services



December 10, 2018

2018 Request for Property Tax Penalty Cancellation

Revenue and Assessment Services

Report Summary & Recommendation:

The City has received four requests for property tax penalty cancellation for Council's consideration for the 2018 tax year and one request for the 2017 tax year. Administration has reviewed the requests and associated accounts in accordance with the Council Policy for Property Tax Cancellation in the preparation of this report to Council. The Property Tax Cancellation Policy states that Council will only consider tax relief for penalty cancellation when the responsibility for the penalty being incurred rests with The City.

Recommendation:

Based on administration's findings, the penalties were correctly imposed in all four of these instances and therefore administration respectfully recommends that the tax penalties applied under these requests not be waived and remain payable by the property owners.

City Manager Comments:

Administration is presenting the recommendation as outlined in the report based on Council's policy.

Craig Curtis
City Manager

Proposed Resolution

Resolved that Council of The City of Red Deer having considered the report from Revenue and Assessment Services dated December 10, 2018 re: 2018 Request for Property Tax Penalty Cancellation hereby agrees that the property tax penalties applied to the properties listed below not be waived:

1. Roll #30000740115
2. Roll #30001944433
3. Roll #30003047045
4. Roll #30000410310



Report Details

Background:

The Municipal Government Act (MGA) mandates that only Council has the statutory authority to make the decision to cancel, reduce or defer taxes provided it is equitable to do so.

In determining whether to consider property tax cancellation, the Governance guiding Council's decision making is:

1. Generally Accepted Principles of Taxation:
 - Fairness and equity to all taxpayers
 - Sustainability of revenues raised
 - Simplicity, transparency and efficiency of the tax system
 - Predictability and stability
 - Competitiveness
2. Council's previous direction in the adoption of:
 - Property Tax Cancellation Policy
 - Tax Penalty Bylaw 3546/2015
 - Tax Instalment Plan Bylaw 3547/2015
3. Other legislated and legal requirements
 - Payment Canada rules

Property Tax Penalties are applied to outstanding balances for current taxes on July 1 and September 1 and for arrears taxes on January 1 and July 1 in accordance with the Tax Penalty Bylaw 3546/2015. Penalties are applied consistently and fairly to all tax accounts with outstanding balances on the penalty dates.

In compliance with Payment Canada rules, the City must apply payments to the account directed by the taxpayer and cannot transfer payments without the accountholders explicit direction. It is the payer's responsibility to ensure they are directing their payment to the right account and to monitor their payments. The City provides an online service MyCity where citizens can monitor both tax and utility accounts free of charge.

The City does extensive communication reminding tax payers to verify processing timelines with their financial institution to ensure payment will be received by The City by the due date to avoid penalties. Tax payers are reminded of this on the back of the tax notice (attached) as well as on the tax notice insert (attached). It is not uncommon for financial institutions to take 3 to 5 days to process a payment. Each financial institution has its own



rules. The City applies online payments to the account/roll indicated by the payer on the date the payment is received by the City from the financial institution.

The Tax Cancellation process has three level of administrative review to ensure all requests are fully investigated and all legislation and policies have been properly applied. All formal requests are thoroughly investigated and a written response is provided to the taxpayer. Taxpayers who wish to escalate beyond the administrative review are brought forward to Council. In 2018, administration responded to nineteen formal requests with written responses. Fifteen of these requests were satisfactorily dealt with at the administrative level, and four taxpayers elevated this to Council for a final decision.

The Council Policy for Property Tax Cancellation directs Administration to bring forward requests for property tax penalty cancellation to Council in the last quarter of the year. Based on direction from the Council Policy, the property owner is ultimately responsible to ensure that payment is received by The City on time. To ensure fairness and equity for all taxpayers, Council has typically not cancelled penalties for similar requests in the past.

Discussion:

Property Tax Roll: 30001944433
Tax year: 2018

Penalty Date: July 1, 2018
Penalty Amount: \$151.83

Payment on this account was received electronically on July 3, 2018, therefore the account was applied a Tax Penalty on July 1, 2018 in accordance with the Tax Penalty Bylaw. The outstanding balance was paid before the September 1, 2018 penalty date and no further penalties were incurred.

The attached Tax Cancellation Form was completed by the taxpayer on July 27, 2018 (redacted of personal information).

The attached letter sent to the taxpayer on August 27, 2018, summarizes Administration's findings (redacted of personal information).

Recommendation:

Based on administration's findings, the penalties were correctly imposed and therefore administration respectfully recommends that the tax penalties applied under this request not be waived and remain payable by the property owner.



Property Tax Roll: 30000740115
Tax year: 2018

Penalty Date: July 1, 2018
Penalty Amount: \$365.48

Payment on this account was received electronically on July 3, 2018, therefore the account was applied a Tax Penalty on July 1, 2018 in accordance with the Tax Penalty Bylaw. The outstanding balance was paid before the September 1, 2018 penalty date and no further penalties were incurred.

The attached Tax Cancellation Form was completed by the taxpayer on July 24, 2018 (redacted of personal information).

The attached letter sent to the taxpayer on August 22, 2018, summarizes Administration's findings (redacted of personal information).

Recommendation:

Based on administration's findings, the penalties were correctly imposed and therefore administration respectfully recommends that the tax penalties applied under this request not be waived and remain payable by the property owner.

Property Tax Roll: 30003047045
Tax year: 2018

Penalty Date: July 1, 2018
Penalty Amount: \$253.36

Penalty Date: September 1, 2018
Penalty Amount: \$17.74

Payment on this account was received electronically on July 3, 2018, therefore the account was applied a Tax Penalty on July 1, 2018 in accordance with the Tax Penalty Bylaw. An amount remained outstanding and a penalty was applied September 1, 2018 in accordance with the Tax Penalty Bylaw.

The attached Tax Cancellation Form was completed by the taxpayer on October 17, 2018 (redacted of personal information).



The attached letter sent to the taxpayer on October 25, 2018, summarizes Administration's findings (redacted of personal information).

Recommendation:

Based on administration's findings, the penalties were correctly imposed and therefore administration respectfully recommends that the tax penalties applied under this request not be waived and remain payable by the property owner.

Property Tax Roll: 30000410310

Tax year: 2017

Penalty Date: September 1, 2017

Penalty Amount: \$277.97

Penalty Date: January 1, 2018

Penalty Amount: \$316.89

Payment was made electronically to the utility account on July 1, 2017. The July 1, 2017 penalty is not under dispute in this request.

The City, as per Payment Canada rules, is legally required to apply payments to the account directed by the payer when the payment is made. It is the payer's responsibility to ensure they are making their payment to the proper account and to monitor their accounts. The taxpayer acknowledged that the payment was made to the utility account which resulted in an outstanding amount remaining on the tax roll and a large credit on the utility account.

The City sent 10 points of communication – tax and utility statements – to the taxpayer before the issue was identified by the taxpayer in January 2018. The City received no returned mail from these accounts.

Penalties were applied to the outstanding tax amount in accordance with the tax penalty bylaw on July 1, 2017, September 1, 2017, and January 1, 2018. Statements of outstanding property taxes were sent July 14, 2017, September 8, 2017, and January 16, 2018.

Due to the credit on the account, no Pre Authorized Withdrawal (PAWS) amounts were withdrawn from the utility account holder's bank account from July 2017 – January 2018. Monthly utility bills were sent which clearly indicated a large credit balance on the account.

The attached Tax Cancellation Form was completed by the taxpayer on January 30, 2018 (redacted of personal information).



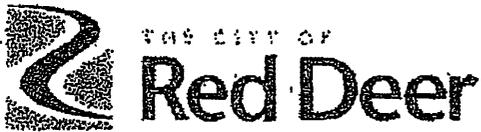
The attached letter sent to the taxpayer on February 20, 2018, summarizes Administration's findings (redacted of personal information).

The attached additional letter from the taxpayer to City Councilors was received by administration on November 1, 2018 and is included in this report.

Recommendation:

Based on administration's findings, the penalties were correctly imposed, therefore administration respectfully recommends that the tax penalties applied under this request not be waived and remain payable by the property owner.

Received July 24/18



Tax Cancellation Form

Date	July 20 18
Tax Roll Number (11 digits)	30000790115
Property Address	
Property Owner(s)	Ron + Shelley Van Someren
Mailing Address	
Phone Number	
E-mail	
<input checked="" type="checkbox"/> I declare I am the property owner	Signature: <i>NVa</i>

Tax Cancellation Request Type:

- Extenuating Circumstances (i.e. damage to property making it uninhabitable or unusable and is not covered by insurance)
- Tax Penalty Cancellation
- Other _____

Request Explanation

We received our tax notice late May or early June. at this time, I set up on line banking to pay on June 30 (not realizing it was a Saturday) when processed, it was dated the next business day (July 3) I realize that this is my fault and responsibility, but was hoping for some leniency as it was an honest mistake. I have been paying taxes since 1982 to the City (14 years at this address) and have never been late in paying prior to this. I have previously

paid using electronic banking (last 2 or three years) but it did not fall on a Saturday for the due date.

I am not sure if this is an all or nothing thing, but I would consider a 50% reduction fair as I acknowledge having responsibility in this issue

If you require more information, please do not hesitate to call me

Thank you for your time and consideration in this matter

Ron

Ron Van Somere

Administrative Fairness Review

- Completed form should be sent to tax@reddeer.ca or brought to the Property Tax department on the fourth floor of City Hall
- Please include any relevant documentation which supports your request
- Property owners are still responsible to pay their taxes by the due date on their Notice or letter
- Penalties will apply on outstanding balances per the Tax Penalty Bylaw
- Requests will undergo a Corporate Internal Review and be reviewed according to Council's Property Tax Cancellation Policy (GP-F-2.4) and the Corporate Tax Cancellation Procedure
- Written response will be sent by City administration within 30 days of receiving the request



August 22, 2018

Ron Van Someren and Shelley Van Someren

COPY

Red Deer AB

Re: Tax Roll 30000740115

This letter is in response to your recent communications with City staff regarding your property tax roll 30000740115. We have reviewed your request in accordance with our Corporate Internal Review process. Your account information and inquiry has been reviewed by the Operations Analyst and the Controller – Property Tax.

Account background

- Payment was made electronically through Electronic Data Interchange (EDI).
- The funds were received by the City, and applied to the roll, on July 3, 2018.
- A 7% penalty was applied to the outstanding balance on July 1, 2018 in accordance with the Tax Penalty Bylaw.
- A statement of outstanding taxes was sent to you July 12, 2018.
- In telephone conversations on July 18 & 19 with Tax staff, as well as through email with the Legislative Services Manager on July 30, you were advised that it is the taxpayer's responsibility to ensure payment is received by the City by the deadline, and penalties will not be canceled.
- Payment for account balance was made August 20, 2018.

As previously indicated by Legislative Services, we have reviewed your tax cancellation request and property tax roll and have confirmed your 2018 tax payment was processed by your bank and received by The City on July 3. The City does extensive communication reminding tax payers to verify processing timelines with their financial institution to ensure payment will be received by The City by the due date. It is not uncommon for financial institutions to take 3 to 5 days to process a payment. Each financial institution has its own rules.

As per Council's direction set out in the Tax Cancellation Policy (attached), Council will only consider tax relief if the responsibility for the penalty incurred rests with The City. The City did not apply the payment in error and in fairness to all tax payers the penalty remains imposed as per the Tax Penalty Bylaw.

You have indicated to the Legislative Services Manager that you would like this request to go to Council. You will receive notification from Legislative Services when this will go in front of Council – it is anticipated to be in late November.

For convenience, you can also access account information, including your Property Tax Notice and balance outstanding, on MyCity (reddeer.ca/mycity). To sign up for this you will need your roll number (30000740115) and your access code

Sincerely,

A handwritten signature in blue ink that reads 'Isabelle Forsstrom'.

Isabelle Forsstrom

Revenue and Assessment – Operations Analyst



Tax Cancellation Form

Date	July 27, 2018
Tax Roll Number (11 digits)	30001944433
Property Address	
Property Owner(s)	Brian Ypma
Mailing Address	
Phone Number	
E-mail	
<input checked="" type="checkbox"/> I declare I am the property owner	Signature: BRIAN YPMA

Tax Cancellation Request Type:

- Extenuating Circumstances (i.e. damage to property making it uninhabitable or unusable and is not covered by insurance)
 Tax Penalty Cancellation
 Other OUTSTANDING TAX PENALTY

Request Explanation (for additional space please use page 2)

In a Statement of Outstanding Taxes dated July 12, 2018 I was charged \$151.83 for tax arrears, however I paid my taxes through RBC scheduled online banking on the due date, June 30 2018. Being the Saturday of a long weekend, the payment was not processed until the following business day which was July 3rd. This delay was caused by the City of Red Deer's tax deadline being on a Saturday and not through any fault of my own, I request that this penalty be reversed.



August 27, 2018

Brian A. Ypma

Kingston ON

Re: Tax Roll 30001944433

COPY

This letter is in response to your recent communications with City staff regarding your property tax roll 30001944433. We have reviewed your request in accordance with our Corporate Internal Review process.

Your account information and inquiry has been reviewed by the Operations Analyst and the Controller – Property Tax.

Account background

- Payment was made electronically through Electronic Data Interchange (EDI).
- The funds were received by the City, and applied to the roll, on July 3, 2018.
- A 7% penalty was applied to the outstanding balance on July 1, 2018 in accordance with the Tax Penalty Bylaw.
- A statement of outstanding taxes was sent to you July 12, 2018.
- City staff advised you via telephone conversations on July 18, 2018 and July 27, 2018 that funds needed to be received by the City by June 30 to avoid penalties.
- Staff advised during the July 18, 2018 phone conversation of the September 1 penalty.

We have reviewed your tax cancellation request and property tax roll and have confirmed your 2018 tax payment was processed by your bank and received by The City on July 3. The City does extensive communication reminding tax payers to verify processing timelines with their financial institution to ensure payment will be received by The City by the due date. It is not uncommon for financial institutions to take 3 to 5 days to process a payment. Each financial institution has its own rules.

As per Council's direction set out in the Tax Cancellation Policy (attached), Council will only consider tax relief if the responsibility for the penalty incurred rests with The City. The City did not apply the payment in error and in fairness to all tax payers the penalty remains imposed as per the Tax Penalty Bylaw.

A balance of \$151.83 remains outstanding on your account. Please be advised that the next penalty date is September 1, 2018. Payment in full, including any penalty amounts, prior to this date is advised to avoid further penalties being applied to your account.

For convenience, you can also access account information, including your Property Tax Notice and balance outstanding, on MyCity (reddeer.ca/mycity). To sign up for this you will need your roll number (30001944433) and your access code

Sincerely,

Isabelle Forsstrom

Revenue and Assessment – Operations Analyst

Revenue & Assessment Services 4914 48 Avenue Phone: 403-342-8126 Fax: 403-342-8199
The City of Red Deer Box 5008 Red Deer, AB T4N 3T4 www.reddeer.ca

RECEIVED

OCT 19 2018



Tax Cancellation Form

Date	Oct 17, 2018
Tax Roll Number (11 digits)	
Property Address	
Property Owner(s)	Danny Neudorf
Mailing Address	
Phone Number	
E-mail	
<input checked="" type="checkbox"/> I declare I am the property owner	Signature: 

Tax Cancellation Request Type:

- Extenuating Circumstances** (i.e. damage to property making it uninhabitable or unusable and is not covered by insurance)
- Tax Penalty Cancellation**
- Other** _____

Request Explanation (for additional space please use page 2)

I paid the bill on June 30, 2018 through online banking the last day it was accepted as stated on the tax bill. I don't believe I should be penalized for paying a bill on or before the date stated. I work out of town and was unaware of your rule that the payee is responsible for ensuring the banking institute delivers or city accepts electronic transactions on said date. The day 30 of June 2018 was a Friday and I can provide a record showing the bill was paid on the said date. Any questions feel free to call.

Danny



COPY

October 25, 2018

Danny Neudorf

Red Deer AB

Re: Tax Roll 30003047045

This letter is in response to your recent communications with City staff regarding your property tax roll 30003047045. We have reviewed your request in accordance with our Corporate Internal Review process.

Your account information and inquiry has been reviewed by a Customer Service Representative and the Operations Analyst.

Account background

- Payment was made electronically through Electronic Data Interchange (EDI).
- The funds were received by the City, and applied to the roll, on July 3, 2018.
- A 7% penalty was applied to the outstanding balance on July 1, 2018 in accordance with the Tax Penalty Bylaw.
- A statement of outstanding taxes was sent to you July 12, 2018.
- A 7% penalty was applied to the outstanding balance on September 1, 2018 in accordance with the Tax Penalty Bylaw.
- A statement of outstanding taxes was sent to you September 13, 2018.

We have reviewed your tax cancellation request and property tax roll and have confirmed your 2018 tax payment was processed by your bank and received by The City on July 3. The City does extensive communication reminding tax payers to verify processing timelines with their financial institution to ensure payment will be received by The City by the due date. It is not uncommon for financial institutions to take 3 to 5 days to process a payment. Each financial institution has its own rules.

As per Council's direction set out in the Tax Cancellation Policy (attached), Council will only consider tax relief if the responsibility for the penalty incurred rests with The City. The City did not apply the payment in error and in fairness to all tax payers the penalty remains imposed as per the Tax Penalty Bylaw.

A balance of \$271.10 remains outstanding on your account. Please be advised that the next penalty date is January 1, 2019. Payment in full, including any penalty amounts, prior to this date is advised to avoid further penalties being applied to your account.



For convenience, you can also access account information, including your Property Tax Notice and balance outstanding, on MyCity (reddeer.ca/mycity). To sign up for this you will need your roll number (3003047045) and your access code

Sincerely,

A handwritten signature in blue ink that reads 'Isabelle Forsstrom'.

Isabelle Forsstrom, CPA, CA
Revenue and Assessment – Operations Analyst



Tax Cancellation Form

Date	Date <u>Jan 30</u>
Tax Roll Number (11 digits)	<u>30000410310</u>
Property Address	
Property Owner(s)	<u>Richard Potvin</u>
Contact Name	<u>Richard Potvin</u>
Mailing Address	
Phone Number	
E-mail	

Tax Penalty Cancellation Request

Penalty Date(s) as per the Tax Penalty Bylaw:

- July 1
- September 1
- January 1

Total amount of penalty:

\$

Were there any outstanding taxes on the date of the penalty?

Yes No

Was the penalty applied in accordance with Tax Penalty Bylaw?

Yes No

Was payment made as outlined on the back of the tax notice?

Yes No

Does the responsibility for the penalty rest with The City?

Yes No

If yes, please provide supporting documentation

Enclosed

If Yes: please provide an explanation as to why the responsibility rests with the City?

I Richard Potvin Made a mistake and with my mobile phone paid the wrong city of Red Deer account the Full amount of my 2017 Taxes. The account was city utilities, ~~not~~ which I have Direct withdrawl authorized.

I Am agreeing that I should pay the late payment for /day being late. Nothing more. The ~~status~~ City ~~with~~ utility should have Noticed such a large balance and Contacted myself. The first letter that I received was opened Friday, Jan 26, it was ~~presently~~ in the City office 9:30 AM the 29th of January. I was not trying to defraud or not pay my taxes. I think it is fair that I only pay for the first late payment.

I ~~was~~ thought ~~as~~ and ~~it~~ expected that my utilities would come out of my account.

as well when it come in on the 26th of January. The staff implied that it would only one for the late payment. As I paid The City of Red Deer on July 1/2017.

DM 2034045

Tax Cancellation: Extenuating Circumstances

Date property was determined to be uninhabitable or unusable _____ Date _____
 Taxation year requesting relief _____ 20XX
 Reason for damage _____
 Fire
 Flood
 Other
 Enclosed

Please provide any supporting documentation of date and reason of damage _____

Was the property partially or completely damaged? Yes No
 Was the property uninhabitable or unusable? Yes No
 Was the property insured? Yes No
 Have your requested your insurance company cover the property taxes? Yes No
 If your insurance does not cover property taxes, please attach a letter from your insurance provider confirming coverage Enclosed

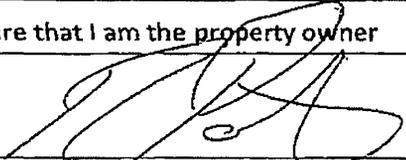
I acknowledge as per Council's Property Tax Cancellation Policy GP-F-2.4 Acknowledge

- Only the building/improvement portion of the municipal taxes will be considered for tax cancellation. (Excludes land)
- The Property owner will be responsible for any requisition portions of the tax bill
- Any tax cancellation attributed to the extenuating circumstances will be prorated from the time of damage to the end of the taxation period.

Tax Cancellation Other

Reason for Tax Cancellation Request: _____
 Total amount of taxes requested to be cancelled: \$ 872.83
 Does the responsibility rest with The City? Yes No
 If yes, please provide supporting documentation Enclosed
 If Yes: please provide an explanation as to why the responsibility rests with the City? _____

I declare that I am the property owner

 Signature	January 30/2017 Date
--	-------------------------



February 20, 2018

Richard Potvin

Red Deer AB

Re: Tax Cancellation Request – Roll 30000410310

Dear Mr. Potvin,

This letter is in response to your tax cancellation request received by the City on January 30, 2018 with respect to penalty charges for property tax roll 30000410310. We have reviewed your request in accordance with the City's Policy and Bylaws.

Our records show that a payment of \$3,971 was made to your utility account on July 1, 2017. From July 1, 2017 until January 29, 2018 your utility account was in a credit balance. Monthly utility bills were sent to you clearly outlining an opening credit balance, reduction of monthly utility charges and remaining credit balance.

Statements of outstanding property taxes were sent to you on July 14, 2017, September 8, 2017, and January 16, 2018. Tax penalties of 7% were applied to your account in accordance with Tax Penalty Bylaw (3546/2015) on each of the penalty dates: July 1, 2017, September 1, 2017, and January 1, 2018.

As per your request, the net credit available on your utility account on January 30, 2018 (\$3,387.35) was transferred to your tax roll.

As per City Council's Property Tax Cancellation Policy (GP-F-2.4), Council will only consider tax relief when the responsibility for the penalty being incurred rests with the City. Our findings concluded:

- As you have indicated, you incorrectly paid your utility account. Legally the City must apply payments as directed and cannot transfer payments without express account holder permission.
- The City provided 10 points of communications over 7 months which allowed the opportunity for you to identify and correct the error (7 Utility Bills and 3 Statement of Outstanding Taxes).
- Taxes were due June 30, 2017 and your payment was made July 1, 2017, so even if your payment had been made to the Property Tax Roll, it would have been late and penalties would have been incurred.
- The credit balance has been utilized for paying your utility Bills and no PAWs payments were taken from your bank account for these seven months.
- The City has not received any returned mail for this tax roll.



It is the utility account holder and taxpayer's responsibility to ensure payments are made to the correct account and to monitor account balance information. The City has gone beyond the legislative requirements to notify you of your utility account and outstanding tax account balances. In conclusion, penalties were correctly applied in accordance with the Tax Penalty Bylaw 3546/2015 and will remain imposed.

Please be advised \$872.48 remains outstanding on your Property Tax Roll and the next penalty date is **July 1, 2018 for 7%**. Payment in full, including penalty amounts, prior to this date is advised to avoid further penalties being applied to your account.

For convenience, you can also access account information, including your Property Tax Notice, application of payments, and balance outstanding, on MyCity (reddeer.ca/mycity). To add your tax account to your MyCity account, you will need your tax roll number (30000410310) and your access code . To add your utility account you will need your utility account number and access code

Respectfully,



Isabelle Forsstrom, CPA, CA
Operations Analyst – Property Tax
Enclosure



Tax Roll and Utility Account Activity

Tax Account (30000410310)

	Amount	Balance
2017 Levy	\$3,971.00	\$3,971.00
July 1 penalty	\$277.97	\$4,248.97
September 1 penalty	\$277.97	\$4,526.94
January 1 penalty	\$316.89	\$4,843.83
January 30 transfer from utilities	-\$3,387.35	\$1,456.48
January 30 payment	-\$584.00	\$872.48

Utility Account

	Amount	Balance
June 6 Bill	\$68.77	\$68.77
July 1 payment	-\$3,971.00	-\$3,902.23
July 7 Bill	\$71.56	-\$3,830.67
August 4 Bill	\$82.73	-\$3,747.94
September 7 Bill	\$82.73	-\$3,665.21
October 5 Bill	\$71.56	-\$3,593.65
November 6 Bill	\$68.77	-\$3,524.88
December 6 Bill	\$71.56	-\$3,453.32
January 6 Bill	\$65.97	-\$3,387.35
January 30 transfer credit to tax roll	\$3,387.35	\$0.00

To all Red Deer City Councillors ,

This letter is to please urge all to right a City Tax error and change this from happening to other honest tax paying citizens. This is something that the Red Deer City Council has the power to change the practice of the city.

In 2017 I made an honest mistake and paid my tax bill online through my phone one day late and to the wrong city account. I paid it to my utilities account, and because I have direct withdrawal for this account I have never thought to check its balance.

In January 2018, I was expecting my land tax assessment, and when I opened the letter on a Friday after business hours. I was quite the state of disbelief that my taxes were not paid and that the interest penalties were painful to see. Paying interest fees tax on tax is something no one would want to see.

I found that I had paid the wrong account, and after further investigation that the city utilities had also noticed that I had overpaid a usual bill by over 4800%. No one called, no one put together that I hadn't paid my taxes, but had paid my city utilities \$3971.00.

On the following Monday I went to the Red Deer Tax office, where I showed what had happened and the front staff (3 staff members) assured me that I would only have to pay the first penalty for being one day late. The following day I am notified by one of the staff by phone, which was on my tax account. That I would be charged the full penalty for non payment. After two meetings with the manager of the department, I was told the only avenue for resolution was the November 2018 City Council meeting.

I purpose that I pay a much smaller penalty than what I have paid in full so far, and a credit to my next City of Red Deer tax bill for 2019 when due. I think that it is only fair to be lenient on a citizen who is in good standing and a volunteer for the 2019 Canada Winter games for the badminton program.

As well, I hope that this issue will raise concern to all members of this Council. This is something that was noticed by city staff and nothing was done. The first letter that I received about this issue I was like a dog with a bone. Trying to find and fix this problem. I hope that this oversight, never happens to someone else. As well , that the city would be able to address this within a short period and contact the home owner.

If this was a standard business there would have been calls and or registered letters, notifying the individual of non payment and asking for payment. None of this was attempted by the City of Red Deer.

Thank you for your time in reading this letter,
I would like to remind the readers that this is something that needs a policy change, and relief for myself as it was an honest mistake.

Sincerely ,

Richard Potvin



Council Policy

Property Tax Cancellation

Policy Type: GOVERNANCE PROCESS | GP-F-2.4

- 1 As stated in MGA 347(1), if Council considers it equitable to do so, it may, generally or with respect to a particular taxable property or business or class of taxable property or business, do one or more of the following, with or without conditions:
 - (1) Cancel or reduce tax arrears
 - (2) Cancel or refund all or part of a tax
 - (3) Defer the collection of the tax

- 2 When considering a request for cancellation of property taxes, Council will take into account the following **Generally Accepted Principles of Taxation**:
 - (1) Fairness and Equity to All Taxpayers
 - (2) Sustainability of Revenues Raised
 - (3) Simplicity, Transparency and Efficiency of the Tax System
 - (4) Predictability and Stability
 - (5) Competitiveness

- 3 General:
 - (1) All requests for tax cancellation must be presented to Council in writing.
 - (2) Council will review all requests for tax cancellation in the last fiscal quarter of the year.
 - (3) All property types can be considered for tax relief.

- 4 Property Tax Levy Cancellation:
 - (1) When extenuating circumstances result in the building and/or improvements being destroyed (partially or completely), uninhabitable or unusable, Council will apply the following in determining the direction to take with respect to a request for property tax levy cancellation:
 - (a) The property owner will be responsible for any requisition portions of the tax bill and only the municipal portion of the taxes will be considered for cancellation.
 - (b) Only the building/improvements portion of the taxes will be considered for cancellation.
 - (c) Any tax cancellation attributed to the extenuating circumstances will be prorated from the time of damage to the end of the taxation period.

- 5 Property Tax Penalty Cancellation:
 - (1) Responsibility for late payment will be the determinant as to whether the tax penalty is cancelled.
 - (a) Council will consider tax relief only when the responsibility for the penalty being incurred rests with The City.

	Council Policy	
	Property Tax Cancellation	
	Policy Type: GOVERNANCE PROCESS	GP-F-2.4

Document History:

Policy Adopted	September 30, 2013
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Administrative Revisions:

Date:	Description:
July 27, 2017	Converted to the newest template format.

City of Red Deer
Revenue and Assessment Service (RAS): Tax and Assessment
 City Hall 4th Floor (4914 – 48 Ave)
 Phone: 403-342-8126
 Email: tax@reddeer.ca
 www.reddeer.ca/tax

PAYMENT METHODS

Payment Options:

Through your Bank	At most financial institutions, via in Branch Banking, Internet Banking or Telephone Banking.
-------------------	---

Please check with your financial institution for their processing deadlines to ensure your payment is processed by the due date.

For internet and telephone banking, select **City of Red Deer Taxes**; use your roll number as the account number. The roll number starts with "3" and is eleven digits in length.

At City Hall	4914 48 Avenue Red Deer, AB Main Floor, Cashiers Monday to Friday 8:00 am to 4:30 pm
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Payments can be made by cheque, cash or debit card. Please check your debit card transaction limit prior to coming to City Hall.

**For 2018 the last day to make payment at City Hall is Friday June 29, 2018.*

By Mail	PO Box 5008 Red Deer, AB T4N 3T4
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Please make cheques payable to: **The City of Red Deer** and ensure the bottom portion of this notice accompanies your payment.

To avoid penalties envelopes must be **postmarked by Canada Post** no later than **June 30**.

Tax Instalment Plan (TIP)	<p><u>Existing TIP Participants:</u> Check the front of the tax notice to verify your enrollment and for your adjusted TIP monthly payment amount.</p> <p><u>New TIP Applications:</u> The last day to enroll in the TIP program is June 15.</p> <p>Complete online application at www.reddeer.ca/tip or contact Tax and Assessment.</p>
---------------------------	---

- **Credit Cards are NOT accepted for payment of property taxes.**
- Post-dated cheques are accepted.
- Receipts will be issued if requested at the time of payment. Property owners can obtain historic record of payment(s) of charge through MyCity, or by requesting a copy from Tax and Assessment – service fees will apply.
- Any appeal against the assessed property value does not exempt the owner from paying taxes by the due date or from late penalties.
- Refund request forms are available online or from Tax and Assessment.

PENALTIES

Current Year Tax Levy:

7% penalty on July 1
7% penalty on September 1

Tax Arrears:

Taxes and penalties remaining unpaid after December 31 of the year for which they were levied become tax arrears. A 7% penalty will be added on the first of January and July. Any property with respect to which taxes are in arrears is liable to tax recovery proceedings under the Municipal Government Act (MGA).

ABOUT YOUR ASSESSMENT AND TAXES

- Tax rates are set annually by City Council after the municipal operating budget is approved and the Provincial Education, Piper Creek Foundation, and Designated Industrial Property (DIP) requisitions are received. **City Council has no authority over the Provincial Education, the Piper Creek Foundation, or DIP requisition amounts. Concerns and questions about these requisitions should be directed to Alberta Education, the Piper Creek Foundation, or Municipal Affairs.**
- Your municipal taxes are your share of the funds required to provide City services and facilities. Taxes are collected to pay for these services and facilities for the period January 1 to December 31 of the current year.
- For information on The City of Red Deer's budget, please visit our website at www.reddeer.ca/budget.

INFORMATION FOR TAX INSTALMENT PLAN (TIP) PARTICIPANTS

- Tax instalments are automatically withdrawn from your bank account on the last day of every month.
- A service charge for dishonored instalment payments (NSF, stop payment, etc.) will be added to the tax account. More than one dishonored instalment payment entitles The City to remove the payor from the TIP program.
- If you withdraw from or are removed from the TIP program, any unpaid taxes become due and payable immediately and will be subject to penalties.
- For a change in banking information or TIP cancellation, the payor **must** notify Tax and Assessment by submitting the appropriate online form found on our website at: www.reddeer.ca/tip.
- The property owner is responsible to cancel TIP.
- Payments will NOT be refunded if there is a change in ownership of the property.

OWNERSHIP AND MAILING ADDRESS CHANGES

- For a name or mailing address change please advise Land Titles Office Edmonton or go online to www.servicealberta.ca.
- For manufactured home ownership changes please contact Tax and Assessment.

PROPERTY TAXES

PAY BY



HOW CAN I PAY MY PROPERTY TAXES?



On Line Banking

Use your roll number as the account number. Be sure you leave enough time for your bank to process the payment for The City to receive it on time.



Tax Instalment Plan (TIP)

Pay automatically with pre-authorized monthly withdrawals. Deadline to join is June 15.



Mail

Payable to The City of Red Deer
Box 5008, Red Deer, AB T4N 3T4

**Envelopes must be post marked June 30*



In Person at

- Most banks
- City Hall, 8 a.m. – 4:30 p.m., Monday to Friday

**Remember, City Hall is closed on Saturday, be sure to pay in person by Friday, June 29, 2018.*

**Credit cards are not accepted*



A 7% penalty will be applied July 1 on any outstanding amount excluding accounts enrolled in the Tax Instalment Plan (TIP).



Revenue & Assessment Services / 403 342 8126 / tax@reddeer.ca

reddeer.ca/tax

DATE: December 14, 2018
TO: Roxane Preedin, Controller – Property Taxation
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: 2018 Request for Property Tax Penalty Cancellation

Reference Report:

Revenue & Assessment Services, dated December 10, 2018

Resolution:

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer, having considered the report from Revenue and Assessment Services dated December 10, 2018 re: 2018 Request for Property Tax Penalty Cancellation hereby agrees that the property tax penalties applied to the properties listed below not be waived:

1. Roll #30000740115
2. Roll #30001944433
3. Roll #30003047045
4. Roll #30000410310

Report back to Council:

No.

Comments/Further Action:

None.



for Frieda McDougall
Manager

- c. Director of Corporate Services
Revenue & Assessment Manager



Legislative Services

December 14, 2018

Mr. & Ms. Van Someren
47 Webb Close
Red Deer, AB, T4N 7E2

Email: rvansome@shaw.ca

Dear Mr. & Ms. Van Someren

Re: 2018 Request for Property Tax Penalty Cancellation

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer, having considered the report from Revenue and Assessment Services dated December 10, 2018 re: 2018 Request for Property Tax Penalty Cancellation hereby agrees that the property tax penalties applied to the properties listed below not be waived:

1. Roll #30000740115
2. Roll #30001944433
3. Roll #30003047045
4. Roll #30000410310

If you have any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink that reads "Frieda McDougall".

For Frieda McDougall
Legislative Services Manager

- c. Controller – Property Taxation
Director of Corporate Services
Revenue & Assessment Manager



Legislative Services

December 14, 2018

Mr. Brian Ypma
39 Loradean Cres
Kingston, ON K7K 6X7

Email: brianyypma@hotmail.com

Dear Mr. Brian Ypma

Re: 2018 Request for Property Tax Penalty Cancellation

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer, having considered the report from Revenue and Assessment Services dated December 10, 2018 re: 2018 Request for Property Tax Penalty Cancellation hereby agrees that the property tax penalties applied to the properties listed below not be waived:

1. Roll #30000740115
2. Roll #30001944433
3. Roll #30003047045
4. Roll #30000410310

If you have any questions, please do not hesitate to contact me.

Sincerely,

for Frieda McDougall
Legislative Services Manager

- c. Controller – Property Taxation
Director of Corporate Services
Revenue & Assessment Manager



Legislative Services

December 14, 2018

Mr. Danny Neudork
80 Jones Crescent
Red Deer, AB T4P 4A8

Email: danny.neudorf@yahoo.ca

Dear Mr. Danny Neudork

Re: 2018 Request for Property Tax Penalty Cancellation

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer, having considered the report from Revenue and Assessment Services dated December 10, 2018 re: 2018 Request for Property Tax Penalty Cancellation hereby agrees that the property tax penalties applied to the properties listed below not be waived:

1. Roll #30000740115
2. Roll #30001944433
3. Roll #30003047045
4. Roll #30000410310

If you have any questions, please do not hesitate to contact me.

Sincerely,

for Frieda McDougall
Legislative Services Manager

- c. Controller – Property Taxation
Director of Corporate Services
Revenue & Assessment Manager



Legislative Services

December 14, 2018

Mr. Richard Potvin
5 Sutherland Close
Red Deer, AB T4R 0L4

Email: richard_potvin18@hotmail.com

Dear Mr. Richard Potvin

Re: 2018 Request for Property Tax Penalty Cancellation

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer, having considered the report from Revenue and Assessment Services dated December 10, 2018 re: 2018 Request for Property Tax Penalty Cancellation hereby agrees that the property tax penalties applied to the properties listed below not be waived:

1. Roll #30000740115
2. Roll #30001944433
3. Roll #30003047045
4. Roll #30000410310

If you have any questions, please do not hesitate to contact me.

Sincerely,

for 

Frieda McDougall
Legislative Services Manager

- c. Controller – Property Taxation
Director of Corporate Services
Revenue & Assessment Manager



November 28, 2018

Capital Grant Application Process

Legislative Services

Report Summary & Recommendation:

Summary:

The attached report is being brought forward from the Monday, November 19 and Tuesday, November 20, 2018 Capital Budget Meeting.

Recommendation:

That Council lift from the table consideration of the Capital Grant Application Process and approve the proposed resolution.

Background:

At the Tuesday, November 20, 2018 Capital Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer hereby agrees to table consideration of:

- Capital Grant Application Process
- Bylaw 3613/2018 – 2019 Recreation Projects
- Bylaw 3614/2018 – 2019 Roads Projects
- Bylaw 3615/2018 – 2019 General Municipal Works
- Bylaw 3616/2018 – 2019 EL&P Infrastructure
- Bylaw 3617/2018 – 2019 Roads Offsite Project
- Bylaw 3618/2018 – 2019 Sanitary Offsite Bylaw

Proposed Resolution:

That Council of The City of Red Deer hereby agrees to lift from the table consideration of the Capital Grant Application Process.

Resolved that Council of The City of Red Deer having considered the report from Financial Services dated November 6, 2018 re: Capital Grant Application Process hereby directs Administration to create a policy to include the following principles to mitigate the financial risk related to grant applications:

- I. The policy will apply for any grant application exceeding \$1M



2. A grant application will only be made for capital projects already approved in the Capital Budget or approved in principle in the Capital Plan
3. Council will determine whether or not to submit the grant application.
4. Agencies will be required to request approval from Council for grant applications that require matching funding from The City. Agencies will be defined as part of the policy.



November 6, 2018

Capital Grant Application Process

Financial Services

Originally Submitted to the
November 19/20, 2018 Capital
Budget Meeting.

Report Summary & Recommendation:

Situations arise where capital grants are applied for which then require changes to the timing of projects, changes in the amount of projects, the creation of projects or the provision of matching funds. Administration is proposing a policy be created to address this situation.

It is recommended that Council provide direction to create a policy to include the following principles to mitigate the financial risk related to grant applications:

1. The policy will apply for any grant application exceeding \$1 M
2. A grant application will only be made for capital projects already approved in the Capital Budget or approved in principle in the Capital Plan
3. Council will agree to the submission of the grant application.
4. Agencies will be required to request approval from Council for grant applications that require matching funding from the City. Agencies will be defined as part of the policy.

City Manager Comments:

I support the recommendation of Administration.

Craig Curtis
City Manager

Proposed Resolution

Resolved that Council of The City of Red Deer having considered the report from Financial Services dated November 6, 2018 re: Capital Grant Application Process hereby directs Administration to create a policy to include the following principles to mitigate the financial risk related to grant applications:

1. The policy will apply for any grant application exceeding \$1 M
2. A grant application will only be made for capital projects already approved in the Capital Budget or approved in principle in the Capital Plan
3. Council will agree to the submission of the grant application
4. Agencies will be required to request approval from Council for grant applications that require matching funding from the City. Agencies will be defined as part of the policy.



Report Details

Background:

Currently there are situations where capital grants are applied for which results in projects having to be advanced in timing, increased in amount or added to the Capital Budget. There are also instances where matching funds are required of from the City without prior approval from Council. Administration is recommending that a policy be created to help mitigate the financial risk associated with these situations.

Discussion:

Administration is proposing the following principles be included in a grant application policy:

1. The policy will apply for any grant application exceeding \$1 M
2. A grant application will only be made for capital projects already approved in the Capital Budget or approved in principle in the Capital Plan
3. Council will agree to the submission of the grant application
4. Agencies will be required to request approval from Council for grant applications that require matching funding from the City. Agencies will be defined as part of the policy.

Analysis:

Implementing the policy will help the City will mitigate financial risk in the corporate financing of Operating and Capital Budgets. It will help to address situations where additional Operating or Capital Budget funds are required to be approved, or the timing of projects is required to be changed, without the prior knowledge of Council.

DATE: December 14, 2018
TO: Dean Krejci, Chief Financial Officer
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Capital Grant Application Process

Reference Report:

Legislative Services, dated November 28, 2018

Resolution:

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer, having considered the report from Financial Services dated November 6, 2018 re: Capital Grant Application Process hereby directs Administration to create a policy to include the following principles to mitigate the financial risk related to grant applications:

1. The policy will apply for any grant application exceeding \$1M.
2. A grant application will only be made for capital projects already approved in the Capital Budget or approved in principle in the Capital Plan. If an emerging opportunity is identified it will be brought to Council.
3. Council will determine whether or not to submit the grant application.
4. Agencies will be required to request approval from Council for grant applications that require matching funding from The City. Agencies will be defined as part of the policy.

Report back to Council:

No.

Comments/Further Action:

None.



Fov Frieda McDougall
Manager

c. Director of Corporate Services



November 22, 2018

Downtown Business Association's 2019 Budget

Legislative Services

Report Summary & Recommendation:

The Downtown Business Association's 2019 Budget is being presented for Council's approval.

City Manager Comments :

I support the budget as presented.

Craig Curtis
City Manager

Proposed Resolution:

Resolved that Council of The City of Red Deer having considered the report from Legislative Services Department dated November 22, 2018 re: Downtown Business Association's 2019 Budget, hereby approves the Downtown Business Association's 2019 Budget.

Resolved that Council of The City of Red Deer having considered the report from Legislative Services Department dated November 22, 2018 re: Downtown Business Association's 2019 Budget, hereby approves the Board of Directors the authority to manage any accrued funds (Reserve) and to transfer amounts between expenditures so long as the total expenditures is not increased, as per the Municipal Government Act Business Improvement Area Regulation and supported by the Downtown Business Association's Financial Policy.

Report Details

Background:

In 1984 Council received a request from businesses located in the downtown area to establish a Business Revitalization Zone (BRZ) in accordance with the Municipal Government Act. Based on this and input from the downtown businesses, Council agreed to establish this zone. In 2017 the Municipal Government Act changed the name of these zones to the Business Improvement Areas (BIA). The Downtown Business Association's Board of Directors is responsible for the management of this zone, including preparation and administration of its budget.

Although the Board operates autonomously from The City of Red Deer, we are linked in the following ways:



1. Council appoints the members of the Board.
2. The Downtown Business Association's Budget is approved by Council.
3. Any changes to the BIA Bylaw, including its boundaries, must be approved by Council.
4. The City completes the business assessment, invoices and collects the BIA Tax for the Board. These invoices are sent out in February of each year to every person assessed for business purposes in the BIA. The due date for payment is always March 31st.

Discussion:

In October, 2018 the Legislative Services Department received the Downtown Business Association's Budget for 2019. Individual notices were mailed to every person assessed for business purposes within the BIA, stating that on December 10, 2018 at 2:30 p.m. Council will consider written or verbal presentations concerning the budget and consider approval of the budget following presentations.

Analysis:

The report and budget from the Downtown Business Association outlines the financial implications of approving this budget. If approval of this budget is received, an amendment to the Business Improvement Area Business Tax Bylaw would come forward to council at a future meeting.

Legislative Services
City of Red Deer

Via email to Ryan Veldkamp

October 1, 2018



To whom it may concern

Please find attached the DBA Board approved 2019 Downtown Business Association (DBA) budget along with a request for Council to provide authority to the DBA Board to manage the DBA's reserve fund in line with the DBA Financial Policy.

On behalf of the DBA Board of Directors, I respectfully request this budget goes before Council for approval, as per the Downtown Business Revitalization Zone Bylaw and MGA.

Please see the September 2018 DBA Board of Directors meeting excerpt (1), initiating this request along with the decision by the Executive Committee (2) to maintain the minimum levy at \$187.25 for 2019.

1. *'Motion to approve the 2019 Operating Budget as presented.'*

Motion: Diana Heinzlmeir (Treasurer)

Second: Kerstin Heuer (Vice Chair)

In Favour: All

2. *'Motion to maintain the Minimum Levy at \$187.25 for 2019'*

Motion: Diana Heinzlmeir (Treasurer)

Second: Kerstin Heuer (Vice Chair)

In Favour: All

DBA Reserve Funds

The DBA Board of Directors respectfully request a motion be put forward at Council, accompanying the DBA 2019 Operating Budget, that provides the Board of Directors the authority to manage any accrued funds (Reserve) and to transfer amounts between expenditures so long as the total expenditures is not increased, as per the Municipal Government Act Business Improve Area Regulation and supported by the DBA Financial Policy (attached).



MGA Excerpt:

Budget Amendments

13 (1) Council may, in its approval of a board's budget,

(a) Authorize the board to amend the budget by

- (i) Transferring amounts to or from the board's reserves, and
- (ii) Transferring amounts between expenditures so long as the amount of the total expenditures is not increased,

And

(b) Establish conditions respecting the amendment of the budget under clause (a).

Should you require any further information, please feel free to contact me.

Warm regards



Amanda Gould
Executive Director
amanda.gould@downtownreddeer.com

Red Deer Downtown Business Association Financial Policy

Creation and Approval of the Annual Budget

The Executive Director of the Red Deer Downtown Business Association (DBA) shall produce an annual budget prior to the commencement of each fiscal year. This budget shall include all revenues and expenditures anticipated for the upcoming fiscal year, and will include details of both personnel and operational expenses. This budget shall be in keeping with the goals and objectives set out in the creation of the Business Revitalization Zone (BRZ). The budget shall also reflect the year to year objectives and strategies of the organization.

The Board of Directors of the Red Deer Downtown Business Association shall review and approve the budget summary which shall then be submitted to the office of the City Clerk in keeping with the timelines set out in the annual City Council budget process. The budget will be forwarded to BRZ ratepayers by the office of the City Clerk. Ratepayers will have the opportunity to comment on the submitted budget to the office of the City Clerk prior to the official presentation of the budget to City Council.

The Executive Director and members of the Board of Directors may be required to be present when the summary budget is presented to City Council for approval. The office of the City Clerk will notify the DBA in writing of this official approval.

From the approved summary budget, the Executive Director may develop a detailed budget for approval by the Board of Directors for use as a 'working' budget.

Management of the Approved Budget

The Executive Director shall be responsible for the management of revenues and expenditures of the Downtown Business Association in keeping with the boundaries of the approved budget and in keeping with approved strategies. The budget shall be managed in a sound and prudent fiscal manner. The Downtown Business Association shall hold all monies within accounts at a recognized financial institution.

The Executive Director shall provide the Board of Directors with a monthly statement of account which reflects all payables and receivables to date within the fiscal year. All reports shall follow generally accepted accounting principles. The Executive Director will also provide commentary to the Board of Directors regarding significant variances or other details of note.

The Executive Director is responsible for the bottom line of the budget. She/he shall not be required to seek approvals on any revenues or expenditures unless these variances will affect the bottom line of the budget, or will result in anything other than a balanced budget.

The annual financial statements shall undergo a complete audit at the conclusion of each fiscal year, to be conducted by an authorized accounting firm. The full audited financial statements shall be made available to ratepayers at any time.

Reserve Funds

Should the Executive Director be required to complete a project The Board of Directors have identified, where the funds are not already included in the approved budget, the Board of Directors have the authority to approve a transfer of funds from the savings account (Reserve Fund) to the general account (Operating Budget), without taking it forward to City Council for approval.

Should the Executive Director identify a shortfall in the budget that cannot be balanced by year end, the Executive Director may apply to the Board of Directors for authority to transfer the required funds from the savings account (Reserve Fund) to the general account (Operating Budget).

The DBA savings account (Reserve Fund) shall at all times, maintain a 4-month operating and payroll reserve, only to be accessed in the event of disbandment. These funds will be used to maintain existing staff to wrap-up operating activities and see through any associated financial commitments. The amount held in the operating reserve to be reviewed annually by the Finance Committee during budget deliberations for the following year, while not falling below \$120,000.

Signing Authority

All expenditures of the Downtown Business Association shall require two signatures for execution. The authorized signers for all financial business of the Downtown Business Association shall be the Executive Director, the Chair, Vice-Chair and Treasurer.

The Executive Director shall have full signing authority for day-to-day operations regarding staff including the approval of vacation time, approval of expense reimbursement, professional development costs, salary adjustments and performance evaluations. Expense reimbursements for the Executive Director must be approved by a Board member with signing authority prior to being processed for payment.

Electronic payments (EFT) shall be submitted at cheque signing (after payment) for reconciliation by Treasurer along with full set of Financial Statements and Bank Statements.

Expense Reimbursement

Employees and board members shall be reimbursed for DBA-related conference and professional development expenses (including reasonable amounts for transportation, meals and lodging as well as registration costs). The DBA shall not be responsible for any spouse/guest costs. Attendees are expected to show good judgment and an appreciation for economy. Attendance at any event requiring an overnight hotel stay (such as International Downtown Association conferences) will be approved by the Board and is subject to budget consideration.

Board members and staff shall be reimbursed for long-distance mileage for business-related travel at the same per kilometre rate as The City of Red Deer.

Creation of New Funding Arrangements

The Executive Director will not establish any bank lines of credit, nor any other credit arrangements without the approval of the Board of Directors. The Executive Director will

not enter into any new contracts on behalf of the Association without the approval of the Board of Directors except where those agreements are short term (annual) and conform to the approved budget.

The Downtown Business Association will not incur long term debt for any capital projects (such as building improvements and furnishings) nor for the funding of general ongoing operations.

Asset Protection and Risk

The Executive Director shall not risk losses beyond those necessary in the normal course of business. The Executive Director shall protect the Downtown Business Association against liability losses to a prudent level. The Association will seek to build a contingency fund out of a year over year annual budget surplus. These monies may be disbursed from time to time to cover revenue shortfalls or new expenditures, as approved by the Board of Directors. The Association shall only invest any savings funds in high-quality short-term investments.

Capitalization & Depreciation

The Downtown Business Association will capitalize all expenditures greater than \$500 with an estimated useful life extending beyond one year. The Association will use a straight-line method of depreciating assets where the depreciation lives are calculated as 20 years for buildings and 5 years for furniture and office equipment.

Vehicle Depreciation and Replacement

The Downtown Business Association will capitalize the purchase of any vehicles. Vehicles will depreciate over a 6-year period using a straight-line method.

IT Depreciation & Replacement

The Downtown Business Association will capitalize all IT expenditures greater than \$500 with an estimated useful life of over one year. Computers and associated software will depreciate over a 3-year period using a straight-line method and will be replaced as necessary at or after this point.

Tenant Improvements and Depreciation

Leasehold Improvements to be depreciated in line with tenant lease terms.



2019 Annual Budget

	Budget	Budget	Change in Budget		Explanation
	2018	2019	\$	%	
Revenues					
Business Improvement Area (BIA) levy	\$401,624	\$409,656	\$ 8,032	2.00%	
Environmental contract (Clean Team)	\$160,000	\$184,024	\$ 24,024	15.02%	
Event/program	\$ 29,200	\$ 28,200	-\$ 1,000	-3.42%	
Other	\$ 522	\$ 5,522	\$ 5,000	957.85%	
Grant	\$ 6,000	\$ 6,000	\$ -	0.00%	
Rental	\$ 6,000	\$ -	-\$ 6,000	-100.00%	
Business Incubator grant (provincial)	\$287,300	\$ 77,750	-\$209,550	-72.94%	Operating as Catapult Entrepreneurs
Business Incubator admin fee	\$ 7,200	\$ -	-\$ 7,200	-100.00%	
Temporary expanded Enviro. contract	\$ -	\$ 52,500	\$ 52,500	100.00%	
Interest	\$ 500	\$ 500	\$ -	0.00%	
	\$898,346	\$764,152	-\$134,194	-14.94%	
Expenditures					
Salaries & benefits	\$343,690	\$370,450	\$ 26,760	7.79%	+ variance due to 2018 Enviro contract value secured post Council budget ratification
Activities/programs	\$ 75,331	\$ 84,106	\$ 8,775	11.65%	
Advertising and promotion	\$ 36,200	\$ 41,600	\$ 5,400	14.92%	
Amortization			\$ -	-	Unavailable until 2018 audit complete
Assessment & tax administration	\$ 15,275	\$ 13,544	-\$ 1,731	-11.33%	
Bookkeeping/audit	\$ 13,800	\$ 13,800	\$ -	0.00%	
Computers	\$ 4,800	\$ 4,800	\$ -	0.00%	
Events, networking & meetings	\$ 44,900	\$ 37,150	-\$ 7,750	-17.26%	
Insurance	\$ 5,600	\$ 5,600	\$ -	0.00%	
Interest & bank charges	\$ 850	\$ 750	-\$ 100	-11.76%	
Office Furnishings	\$ 500	\$ 500	\$ -	0.00%	
Office supplies	\$ 7,400	\$ 7,650	\$ 250	3.38%	
Photocopier/printer lease	\$ 5,500	\$ 5,500	\$ -	0.00%	
Rent	\$ 53,000	\$ 53,500	\$ -	0.00%	
Software	\$ 1,200	\$ 1,200	\$ -	0.00%	
Telephone & Internet	\$ 3,000	\$ 3,700	\$ 700	23.33%	
Travel	\$ 300	\$ 300	\$ -	0.00%	
Utilities	\$ 3,000	\$ 3,000	\$ -	0.00%	
Website	\$ 3,700	\$ 3,650	-\$ 50	-1.35%	
Business Incubator (Catapult Entrepreneurs)	\$287,300	\$ 77,750	-\$209,550	-72.94%	- variance due to contract end date
Temporary expanded Enviro. Contract	\$ -	\$ 52,500	\$ 52,500	100.0%	12-month temporary contract
Total Operating Expenses	\$905,346	\$781,050	-\$124,796	-13.78%	
Total Capital Expenses	\$ 10,500	\$ 10,500	\$ -	0.00%	
Change in Net Assets	-\$ 7,000	-\$ 16,898	-\$ 9,398	-125.31%	Balanced budget = zero
Unrestricted net assets, beginning of year					Unavailable until 2018 audit complete
Transfer to and from reserve	\$ 18,000	\$ 18,000			
Unrestricted net assets, end of year					Unavailable until 2018 audit complete

October 18, 2018

«Name»«Mailing_address»

Dear Sir/Madam:

**Re: *Downtown Business Association – 2019 Budget
Request for Your Comments***

History

In 1984 businesses in the downtown formed a Business Revitalization Zone (BRZ) with a mission statement to guide the progress of Red Deer's central business district to provide a healthy atmosphere of business development and social and cultural improvements. In 2017 the Municipal Government Act changed the name of these zones to the Business Improvement Areas (BIA).

The BIA is governed by the Downtown Business Association Board of Directors who manage within the regulations set by Provincial legislation and empowered by Municipal Law.

2019 BIA Budget

To comply with Provincial legislation, each year the Downtown Business Association (DBA) must present a budget for the BIA to City Council for approval. This budget, if approved, will be used as the basis for the BIA tax that members pay. Before Council considers this budget we want to give you, as a member of the Association, an opportunity to provide Council with your comments about this budget. The 2017 Downtown Business Association budget is attached for your review.

Comments can be communicated to Council by:

1. Sending a letter to: Red Deer City Council
c/o Legislative Services Manager
Box 5008, Red Deer, AB T4N 3T4
Deadline: **Monday, November 26, 2018**
2. Emailing Council at: legislativeservices@reddeer.ca

Downtown Business Association-2019 Budget

October 17, 2018

Page 2

3. Attending and speaking at the Council Meeting scheduled for **Monday, December 10, 2018** at 2:30 p.m. in Council Chambers, 2nd floor, City Hall (access through west, Park side, City Hall doors). Letters may also be submitted at the Council Meeting.

Comments submitted will be placed on the open agenda of Council and will be available to the public.

For additional information, or should you have questions, please contact:

Regarding the Budget:

Downtown Business Association at (403) 340-8696 or email at info@downtownreddeer.com

Regarding the Council Meeting:

Legislative Services Manager at (403) 342-8132 or email at legislativeservices@reddeer.ca

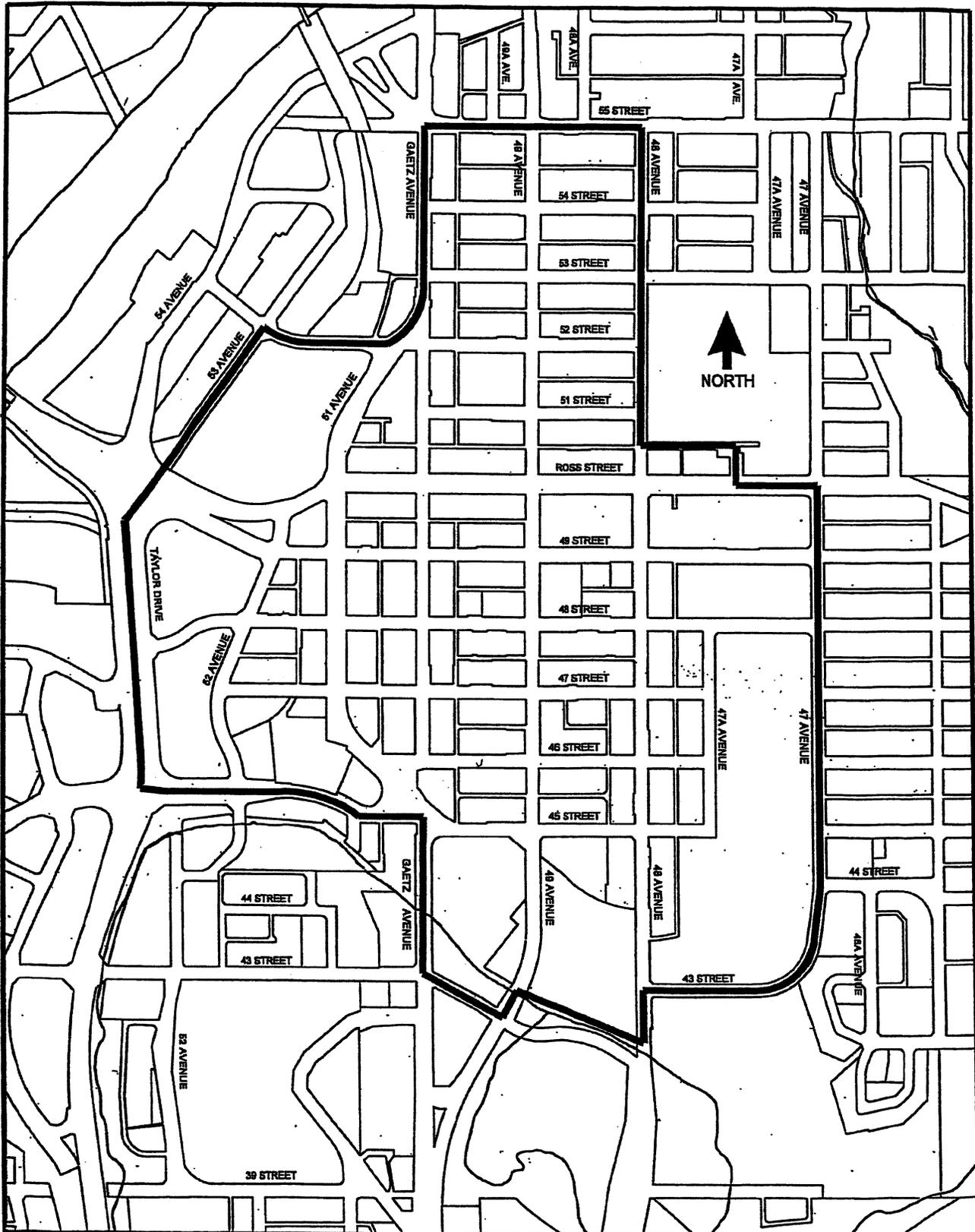
Yours truly,



Frieda McDougall
Legislative Services Manager

attach.

- c City Assessor
Controller – Property Taxation



SCHEDULE "A" 1
BYLAW 2827/83 BUSINESS REVITALIZATION ZONE

— BOUNDARY OF BUSINESS REVITALIZATION ZONE

Wednesday, November 7th, 2018

Central Appliances Sales & Services Inc.
4711 50th Avenue
Red Deer, Alberta
T4N 4A2

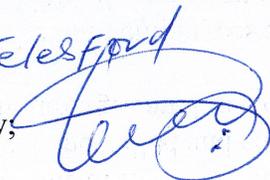
To whom it may concern:

I am writing this letter in response to your request for comments on the 2019 BIA budget. We are moving into 2019, and the mission statement of the association for 35 years has been to guide the progress of Red Deer's central business district to **provide a healthy** atmosphere of business development and social and cultural improvements.

The association is failing miserably; the businesses in the downtown core struggle daily to stay afloat, and no amount of flower baskets or pretty Christmas lights on lamp posts is going to change that. The biggest issue, is one of customer and employee **safety!** I own one of the downtown businesses, in the BIA and we have had drug users and homeless people come right in asking to use toilet facilities, or request items for free. We have had to clean up debris from those same flower baskets, that was ripped out and thrown all over the front windows of my store. We have also had two women out enjoying a day of shopping downtown, quickly duck into the store; not to purchase anything, but because they didn't feel safe continuing down the sidewalk past a bench filled and surrounded with homeless people yelling and cursing. When shoveling said sidewalk; no more than a week ago, one of my employees was yelled at by some degenerate trying to pick bottles out of the garbage can, he yelled and cursed at her for almost a block because there were no bottles in that particular garbage can. I personally feel that this environment is anything **but** healthy.

When our employees and our customers no longer feel safe, businesses can no longer develop in any fashion. Flower arrangements and street cleaning is simply window dressing, that will not correct the problems we are facing downtown. There are a plethora of soup kitchens, needle exchange, and shelters that all cater to the needs of the homeless people downtown Red Deer; and while these are a necessity, we must ask if it is wise to have them all crammed in to the one area the association is trying to revitalize?

In summary, as a downtown business owner, I would like to see some of the budget allocated to security measures for the safety of our customers and employees, or perhaps some solid plans to deal with the issue of all the homeless and drug addicted persons; so that we may move forward in our development in a positive healthy fashion.

Leroy Telesford
Sincerely, 

DATE: December 14, 2018
TO: Frieda McDougall, Legislative Services Manager
FROM: Samantha Rodwell, Deputy City Clerk
SUBJECT: Downtown Business Association's 2019 Budget

Reference Report:

Legislative Services, dated November 22, 2018

Resolution:

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following Resolutions:

Resolved that Council of The City of Red Deer having considered the report from Legislative Services Department dated November 22, 2018 re: Downtown Business Association's 2019 Budget, hereby approves the Downtown Business Association's 2019 Budget.

Resolved that Council of The City of Red Deer having considered the report from Legislative Services Department dated November 22, 2018 re: Downtown Business Association's 2019 Budget, hereby approves the Board of Directors the authority to manage any accrued funds (Reserve) and to transfer amounts between expenditures so long as the total expenditures is not increased, as per the Municipal Government Act Business Improvement Area Regulation and supported by the Downtown Business Association's Financial Policy.

Report back to Council:

No.

Comments/Further Action:

None.



Samantha Rodwell
Deputy City Clerk

- c. Director of Corporate Services
Social Planning Supervisor - Resource & Capacity Development



Legislative Services

December 14, 2018

Ms. Amanda Gould, Executive Director
Downtown Business Association
1, 5000 51st Avenue
Red Deer, AB T4N 4H5

Email: Amanda@downtownreddeer.ca

Dear Ms. Amanda Gould

Re: Downtown Business Association's 2019 Budget

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following resolutions:

Resolved that Council of The City of Red Deer having considered the report from Legislative Services Department dated November 22, 2018 re: Downtown Business Association's 2019 Budget, hereby approves the Downtown Business Association's 2019 Budget.

Resolved that Council of The City of Red Deer having considered the report from Legislative Services Department dated November 22, 2018 re: Downtown Business Association's 2019 Budget, hereby approves the Board of Directors the authority to manage any accrued funds (Reserve) and to transfer amounts between expenditures so long as the total expenditures is not increased, as per the Municipal Government Act Business Improvement Area Regulation and supported by the Downtown Business Association's Financial Policy.

If you have any questions, please do not hesitate to contact me.

Sincerely,


For Frieda McDougall
Legislative Services Manager

c. Director of Corporate Services
Social Planning Supervisor - Resource & Capacity Development



November 26, 2018

Municipal Planning Commission Request – Cannabis Retail Sales Separation Distance Variance Guidance

Inspections & Licensing

Report Summary & Recommendation

The Municipal Planning Commission (MPC) is seeking Council's direction on how to best consider variances to the separation distances related to Cannabis Retail Sales (CRS), including between CRS and identified sensitive uses.

On October 17, 2018, the MPC passed the following resolution:

Resolved that the Municipal Planning Commission hereby agrees to refer to Council a request for Council to review the Cannabis Retail Sales provisions of the Land Use Bylaw and consider providing variance guidelines to the Development Authority for future consideration of Cannabis Retail Sale applications.

Administration is requesting Council direction to provide Municipal Planning Commission further variance guidance, as requested.

City Manager Comments

It is my recommendation that there be no variances permitted to the Cannabis Retail Sales setback regulations. At the October 29, 2018 Council Meeting, Council requested that a report be brought back in 14 months with respect to implications of the number of cannabis retail stores, separation distances from sensitive uses and land use district. This item can be reviewed in conjunction with that report.

Craig Curtis
City Manager

Proposed Resolution

Resolved that Council of The City of Red Deer having considered the Administration Report, dated November 26, 2018 re: Municipal Planning Commission Request – Cannabis Retail Sales Separation Distance Variance Guidance hereby agrees that no variances be permitted to the Cannabis Retail Sales setback regulations and directs that administration prepares the required Land Use Bylaw amendment.

Discussion

Background

Council amended the Land Use Bylaw (LUB) on April 16, 2018, to incorporate Cannabis Retail Sales as a use, identify application requirements, and provide regulations for the use. The Development Authority for CRS applications are the Development Officer, where the application meets all regulations, or the MPC, where variances are sought. The purpose of the MPC is to act as the Development Authority in all matters assigned to it under the Land Use Bylaw (LUB), by Council, or referred to it by the Development Officer.

Council also passed a resolution requesting Administration report back in 14 months from the date of legalization, October 17, 2018, on how the first year of legalization went, and if there were any changes needed to policy.

The City began accepting Development Permit applications in July 2018, and has received 18 applications for CRS to date. Of those, 12 have been approved by the Development Officer, MPC has considered six applications, and one is currently being processed. Each of the six applications considered by the MPC required a variance on the separation distance from one CRS use to another CRS use. Those six applications were refused by the MPC because the variance was considered excessive and clustering of CRS uses would materially impact the economic development in the area. Several of these applicants have chosen to exercise their right of appeal, and apply to the Subdivision and Development Appeal Board (SDAB).

MPC passed a resolution on October 17, 2018, seeking guidance from Council:

Resolved that the Municipal Planning Commission hereby agrees to refer to Council a request for Council to review the Cannabis Retail Sales provisions of the Land Use Bylaw and consider providing variance guidelines to the Development Authority for future consideration of Cannabis Retail Sale applications.

Council can provide guidance through directing Administration to make changes to applicable policies, bylaws and/or service levels.

Cannabis Retail Sales' Land Use Bylaw regulations are new to Red Deer, as well as all other provincial municipalities and municipalities across Canada. New regulations take time to test and to observe the impact in the community. Land Use Bylaw amendments to regulations often occur after on the ground experiences have been realized. Municipalities look to each other to learn from similar experiences in their communities.

Separation Distances

Council can use minimum separation distances with the goal of relieving the potential for clustering. Attributing minimum separation distances between uses is a balance of:

- Providing opportunities for the use itself;
- Separating sensitive uses;

- Managing potential cumulative impacts; and
- Ensuring that there is still an opportunity for a variety of uses in an area.

Land Use Bylaw Variance Consideration

LUB's in their nature, are prescriptive, regulatory documents that paint broad-brush development standards for various uses, creating a blue-print for all development that occurs within the city. For the most part, the development standards are reasonable to apply to the vast majority of parcels. There are, however, parcels throughout the city that are extremely large, irregularly shaped, have unique environmental or development constraints, and/or have various other attributes making specific development standards unreasonable. Because of this, the Development Authority should have a mechanism to further evaluate the site and enable variations to specific development standards to allow an otherwise suitable use to occupy a site.

The LUB can direct which development standards may be varied, the level of variance toleration for those development standards (if any), and can explicitly state what cannot be varied. Caution should be used though; if variance ability is too restricted, the development standards can be too rigid, and run the risk of not being responsive to unique situations that do exist.

Subdivision and Development Appeals

Anyone who feels they are impacted by a decision has the right to appeal as per s.684(1) of the Municipal Government Act, which is part of fair process. For Cannabis Retail Sales development applications, the SDAB is the body who hears the appeal. The appeal process is an important tool for an individual to ensure their property rights are not being infringed upon. The ability to appeal a decision of a Development authority is a fundamental concept of the MGA.

There is always the right of appeal to the SDAB. There are three specific requirements together, under the MGA, that must be met for there to be no appeal opportunity:

- (1) An adopted MDP (s.641)
- (2) An area of land designated as a direct control district in the LUB (s.641, s.685)
- (3) Council as the Development Authority (s.685)

This means that if Council designates an area as direct control, and positions itself as the Development Authority, there is no appeal to SDAB from Council's decision.

Municipal Planning Commission Guidance

For Cannabis Retail Sales and variances to separation distances, Council can advise MPC to carry on and use their judgement, or there are several options in amending the LUB to provide further guidance on variances to MPC:

- 1) Amend the bylaw to prohibit variances to separation distances.
 - A variation on this option would be adding a specific amount not to vary over, such as not varying more than 10%.

- 2) Request Administration develop guidelines to evaluate separation distance variances, similar to what is in place for Secondary Suites.
- 3) Remove the MPC from making decisions on variances, and Council becomes the Development Authority.
 - MPC did not request that they not make decisions, but for guidance.

Clarifying Intent

Administration requests Council's direction on Cannabis Retail Sales separation distance variance guidelines, in principle, before drafting amendments to the LUB, or potentially applying another tool. This allows Administration to report back to MPC on the results of their request.

Further guidelines could be developed to achieve goals, such as:

- Limit proximity visually;
- Limit proximity to each other or clustering;
- Limit in particular locations, such as the downtown; or/and
- Limit the total number of business licenses.

DATE: December 14, 2018
TO: Christi Fidek, Senior Planner
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Municipal Planning Commission Request – Variance Tools for Cannabis Retail Sales Separation Distance Variance Guidelines

Reference Report:

Inspections & Licensing, dated November 26, 2018

Resolution:

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer having considered the Administration Report, dated November 26, 2018 re: Municipal Planning Commission Request – Cannabis Retail Sales Separation Distance Variance Guidance hereby agrees that no variances be permitted to the Cannabis Retail Sales setback regulations and directs that administration prepares the required Land Use Bylaw amendment.

Bylaw Reading:

At the Monday, December 10, 2018 Regular Council Meeting, Council gave first reading to the following Bylaw:

Bylaw 3357/UU-2018 (an amendment to the Land Use Bylaw to preclude the Development Authority from granting variances to the separation distances in the Land Use Bylaw for Cannabis Retail Sales)

Report back to Council:

Yes.

Comments/Further Action:

A Public Hearing will be advertised for two consecutive weeks and will be held on Monday, January 7, 2019 at 6:00 p.m. during Council's regular meeting.



for Frieda McDougall
Manager

- c. Director of Planning Services
Manager of Planning
Corporate Services Administrator



December 10, 2018

2019-2022 City of Red Deer Strategic Plan

Communications and Strategic Planning and Corporate Services

Report Summary & Recommendation:

The City of Red Deer's primary planning document is its strategic plan that covers a four year planning horizon. It respects the unique and complimentary roles of Council and Administration to realize the success of the Strategic Plan: The Strategic Direction and the Strategic Implementation.

Members of council provided input and had extensive discussion on identifying the areas for change that would focus The City of Red Deer's efforts over the next four year horizon (2019-2022).

Administration requests that Council consider this report and the proposed strategic plan as its 2019-2022 Strategic Plan and direct Administration to develop a reasonable interpretation action plan (charters) and communication documents necessary.

City Manager Comments:

I support the recommendation of Administration.

Craig Curtis
City Manager

Proposed Resolution

Resolved that Council of The City of Red Deer having considered the report from Communications & Strategic Planning and Corporate Services, dated December 10, 2018 re: 2019 – 2022 City of Red Deer Strategic Plan hereby approves the proposed 2019-2022 Strategic Plan and hereby directs Administration to develop a reasonable interpretation action plan (charters) and necessary communication documents.



Report Details

Background:

A strategic plan is a series of interrelated and complementary themes that will guide the actions and strategies towards a shared vision. While the strategic plan has many different components, they are meant to be considered as an interconnected series of strategies and steps that outline our priorities and opportunities for change

The City's strategic plan also serves as its required municipal sustainability plan. Sustainability is defined by the United Nations as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". By aligning the two plans, we have adopted the best practice of integrating sustainability across the five dimensions (culture, society, environment, economy and governance) with our strategic goals which provides us with a comprehensive plan for a sustainable

Discussion:

The City of Red Deer's primary planning document is its strategic plan that covers a four year planning horizon. It respects the unique and complimentary roles of Council and Administration to realize the success of the Strategic Plan: The Strategic Direction and the Strategic Implementation.

Strategic Direction: The purpose of the strategic direction is to identify the key themes or areas of change that are most important to occur if we are to achieve the vision and mission. It is Council's direction to administration for creating organizational strategies and change that allows the vision to unfold. City Council provides leadership to the Strategic Direction.

Strategic Implementation: The purpose of strategic implementation is to identify the key strategies and actions that will facilitate the direction set by Council. Through the coordinated series of strategies in the form of strategy charters, Administration is able to guide and monitor progress towards the vision. Administration provides leadership to the Implementation.

The City of Red Deer has been recognized for its approach to strategic planning because the approach

- It ensures that the vision translates into action,
- It is grounded in good governance principles, and
- It is tied to our Enterprise Business Plan (budget) process.

The Strategic Direction is developed by members of Council based on the discussion of opportunities and challenges unique to Red Deer.



Analysis:

The attached report reflects the input and direction provided by Council and the strategic goals that provide focus to Administration for the following four years. These goals complement each other and will be supported with a strategic charter that outlines the action plan based on a reasonable interpretation of the direction.

Red Deer is:

A safe community: Red Deer is a safe and secure community. Safety is strengthened through a focus on enforcement, as well as prevention, intervention, and education.

A socially responsible city: Red Deer offers a welcoming community where everyone can enjoy a high quality of life. As a community, together we advocate for much needed social infrastructure and build a resilient community.

An economic leader: We have a strong, dynamic economy, fostered by entrepreneurship and innovation. Leveraging our central location, Red Deer is an economic hub with a revitalized downtown and diverse local economy

A chosen destination: We are a four-season destination where visitors and residents enjoy our parks, trails and distinctive amenities, all within our “city in a park”. Centrally located in the province, we attract events that generate investment and enhance our community identity.

The City of Red Deer provides:

Citizens are confident they receive value in the services provided by The City. We are committed to service excellence and review operations to ensure efficiency and effectiveness.

DATE: December 14, 2018

TO: Lisa Perkins, Director of Corporate Services
Julia Harvie-Shemko, Director of Communications & Strategic Planning

FROM: Frieda McDougall, Legislative Services Manager

SUBJECT: 2019 – 2022 City of Red Deer Strategic Plan

Reference Report:

Communications & Strategic Planning and Legislative Services, dated December 10, 2018

Resolution:

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer having considered the report from Communications & Strategic Planning and Corporate Services, dated December 10, 2018 re: 2019 – 2022 City of Red Deer Strategic Plan hereby approves the proposed 2019-2022 Strategic Plan and hereby directs Administration to develop a reasonable interpretation action plan (charters) and necessary communication documents.

Report back to Council:

No.

Comments/Further Action:

Administration is to develop a reasonable interpretation action plan (charters) and necessary communication documents.



FO Frieda McDougall
Manager



November 6, 2018

Business Licence Bylaw Amendment No. 3609/A-2018 Related to Permanent Supervised Consumption Services

Administrative Report

Report Summary

On November 26, 2018, Council gave final reading to *Land Use Bylaw No. 3357/RR-2018*. This bylaw amended the Direct Control District (28) to add a Supervised Consumption Service and Institutional Service Facility as a Discretionary Use with applicable development regulations for Lot 14 Block 4 Plan 8420286 (5233 54 Ave), with City Council as the Approving Authority.

As part of Administration's public dialogue process related to the above, concerns were raised that could be mitigated with an amendment to the *Business Licence Bylaw*.

This report outlines the amendment proposed to Schedule "G" - Mobile Supervised Consumption Service Units of the *Business Licence Bylaw*.

In addition to amendments related to Supervised Consumption Services, Administration has made administrative amendments, required following initial adoption of the bylaw. There were inconsistencies and some formatting and numbering errors in the original version; the amendments seek to solve those issues and do not change the intent of any bylaw provisions.

Administration recommends Council give all three readings to Bylaw 3609/A-2018 (Appendix B).

City Manager Comments

I support the recommendation of Administration.

Craig Curtis
City Manager

Proposed Resolution

Resolved that with the unanimous consent of Council members present, that Bylaw 3609/A-2018 be presented for third reading.

That Business Licence Bylaw 3609/A-2018 be given all three readings.

Rationale for Recommendations

- 1) **Alignment with business licence conditions for similar uses.** The conditions proposed to the amended Schedule “G” are similar to conditions applied to Drinking Establishments, Mobile Supervised Consumption Service Units and Late Night Clubs.
- 2) **Responds to public feedback received for *Land Use Bylaw No. 3357/RR-2018*.** The conditions proposed address non-planning related feedback, which cannot be addressed through *Land Use Bylaw* regulations or Development Permit conditions.

Discussion

Background

The current *Business Licence Bylaw* came into effect in September 2018. It created a simpler, more concise bylaw, providing fairness and consistency for all types of business in the city, as well as ensuring clear regulations that are up to date and allow for more flexibility.

Included within the new bylaw were a series of Schedules for Regulated Businesses, defined as those types of business “which Council may adopt regulations in addition to those set out in the body of this Bylaw”. These included those businesses that Administration recommended further regulations due to concerns for the safety of the public, such as Drinking Establishments, Late Night Clubs and Cannabis related Businesses.

The regulations within Schedule “G” of the bylaw were transferred over from the old licensing bylaw and are specific to Mobile Supervised Consumption Services Units. They were initially considered by Council in April 2018 to provide for a mechanism to impose terms and conditions specific to the mobile use.

Administration proposes an amendment to Schedule “G” - Mobile Supervised Consumption Service Units to include the addition of Permanent Supervised Consumption Services (Appendix D).

Business Licence Conditions

Based on the feedback received from the public dialogue for *Land Use Bylaw No. 3357/RR-2018*, conducted from October 16 to October 26, Administration heard concerns and suggestions raised that could not be addressed through *Land Use Bylaw* regulations or Development Permit conditions, due to them not being planning related. Administration is proposing amendments to the *Business Licence Bylaw* to include business license conditions for Permanent Supervised Consumption Services.

Council cannot set the conditions that will go on a business license. This authority is held by the City Manager who delegates it to the Inspections and Licensing Manager. Council can

amend the *Business License Bylaw* to guide the conditions applied to a Permanent Supervised Consumption Service business.

The proposed conditions are outlined below. They are similar to the conditions applied to other types of Businesses already regulated within the bylaw, including Drinking Establishments, Mobile SCS Units, and Late Night Clubs. A full copy of the bylaw is included as Appendix C.

- (a) The licence holder must maintain in place a plan to address emergency, medical and security concerns;
- (b) The licence holder installs and maintains a system of video camera surveillance;
- (c) The licence holder must maintain in place a plan for outside inspections and regular clean up, including needle pick up, within the vicinity of the Permanent Supervised Consumption Service, during and after hours of operation;
- (d) The licence holder must designate one individual to serve as a liaison with the City to address any emerging issues related to community concerns; and
- (e) Such additional conditions reasonably necessary to protect the safety, health, welfare, and property of the attendees of the Permanent Supervised Consumption Service and its employees, and the public.

This list does not preclude additional conditions being added by the City Manager. This is an annual business licence, and conditions can be reviewed and modified each year, or if concerns arise throughout the year.

Definition of Permanent Supervised Consumption Services

In addition to the amendments related to the conditions, Administration has added a definition of Permanent Supervised Consumption Services. This is to distinguish between the application requirements for Mobile and Permanent Supervised Consumption Services, as well as the conditions applied to both.

Next Steps

Amendments to the bylaw do not require a public hearing and Council can choose to give all three readings on November 26.

Appendices

- Appendix A: *Business Licence Bylaw Amendment No. 3609/A-2018*
- Appendix B: *Business Licence Bylaw No. 3609/A-2018, Strikethrough Version*

Appendix A:

Business Licence Bylaw Amendment No. 3609/A-2018

BYLAW 3609/A-2018**A BYLAW OF THE CITY OF RED DEER IN THE PROVINCE OF ALBERTA TO AMEND BYLAW 3609/2018, THE BUSINESS LICENCE BYLAW**

WHEREAS pursuant to section 191 of the *Municipal Government Act* a Council is authorized to amend a bylaw;

NOW THEREFORE the Council of the City of Red Deer, duly assembled, enacts Bylaw 3609/2018, the Business Licence Bylaw, is amended as follows:

1. Section 2 is amended by adding the following:

“Permanent Supervised Consumption Site” means a Business operated within a standalone location, pursuant to an exemption granted for medical purposes by the federal government, offering a supervised and controlled environment where a Person may consume a controlled substance that was obtained in a manner not authorized under the *Controlled Drugs and Substances Act*;

“Second Hand Goods” means any item that is being transferred to a second or later end user but does not include real property;

2. Section 2 is amended by removing the numbering of the definitions and placing them in alphabetical order.
3. By removing and replacing “Schedule “B” – Pawn Shops and Pawnbrokers” with the attached.
4. By removing and replacing “Schedule “C” – Second Hand Dealers” with the attached.
5. By removing and replacing “Schedule “E” – Direct Sellers” with the attached.
6. By removing and replacing “Schedule “G” – Mobile Supervised Consumption Services Units” with the attached.
7. By removing and replacing “Schedule “J” – Specified Penalties” with the attached.

8. Any references to other sections are updated to reflect the new numbering of the sections.

READ FIRST TIME IN OPEN COUNCIL this day of 2018.

READ SECOND TIME IN OPEN COUNCIL this day of 2019.

READ THIRD TIME IN OPEN COUNCIL this day of 2019.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2019.

MAYOR

CITY CLERK

Schedule "B"
Pawn Shops and Pawnbrokers

1. A Pawnbroker must not also Carry On the Business of a Second Hand Dealer on the same Premises.
2. A Pawnbroker must keep a record, recorded at the time of each transaction, of the following information, in a form satisfactory to the City Manager, including by electronic means, where the Pawnbroker receives Pawns Goods:
 - (a) the date and time at which the Pawns Goods were received;
 - (b) an accurate description of the Pawns Goods, including, but not limited to:
 - i. the make and model;
 - ii. the manufacturer's name;
 - iii. any serial number; and
 - iv. other distinguishing marks;
 - (c) the amount of money advanced for the Pawns Goods;
 - (d) the rate of interest which is to be charged on the loan which is made;
 - (e) the full name of the employee who accepted the Pawns Goods.
3. In addition to section 2, a Pawnbroker must record a complete and accurate description of the Person pawning the goods, including the Person's:
 - (a) full name;
 - (b) date of birth;
 - (c) current address and telephone number; and
 - (d) physical description which shall include the following specifics: eye colour, hair colour, height, weight, and any other distinguishing feature.
 - (e) two pieces of numbered identification, one being government issued and containing a picture of the Person tendering the Pawns Goods, that confirm the name and address given.
4. At the time a Person Pawns goods, a Pawnbroker must free of charge, give that Person a copy of the summary of information taken at the time the goods are Pawns.

5. Immediately upon request, a Pawnbroker must make available to the City Manager or Peace Officer an accurate copy of the information kept under section 3.
6. If Pawned Goods are redeemed, the Pawnbroker who conducts the transaction must record:
 - (a) Record the Pawnbroker's own name and the date the pawned goods were redeemed;
 - (b) Record the same information required under section 3 relative to the Person who has redeemed the Pawned Goods; and
 - (c) ensure the information recorded in sections 2 and 3 is kept in accordance with section 14.
7. A Pawnbroker must:
 - (a) not sell any Pawned Goods until at least forty-five (45) days have elapsed from the time the goods were Pawned;
 - (b) keep all Pawned Goods in the Pawn Shop where the Pawn occurred until forty-five (45) days have elapsed from the time the goods were Pawned; and
 - (c) keep all Pawned Goods which have not been redeemed within the time allowed and are for sale apart from all other Pawned Goods for which the forty-five (45) days have not yet elapsed.
8. Notwithstanding section 7, if a longer period of retention has been agreed upon between the Pawnbroker and the Person who Pawns Goods, the Pawnbroker cannot sell or remove the goods from the Pawn Shop where the Pawn occurred until that longer period has expired.
9. A Pawnbroker must not accept Pawned Goods:
 - (a) if the goods are offered by a Person who:
 - i. is under 18 years of age; or
 - ii. fails to provide the identification required under section 3; or
 - iii. appears to be intoxicated.
 - (b) if the goods have had or appear to have had the identification number or serial number removed or altered with in any way, unless prior written approval is obtained from the RCMP.

10. A Pawnbroker must not:
 - (a) erase or alter any information recorded under section 2 or section 3; or
 - (b) direct or allow any Person to erase or alter any information recorded under section 2 or section 3.
11. A Pawnbroker must post in a conspicuous location in the place of Business:
 - (a) the maximum interest rate allowed by the *Statutes of Canada* to be taken by the Pawnbroker; and
 - (b) a detailed statement as to the manner in which the interest rate charged by the Pawnbroker is calculated.
12. The books or records and any personal property in a Pawnbroker's Premises shall be open for inspection at all times by any Peace Officer or the City Manager.
13. On any day the Pawn Shop is open for business, each Pawnbroker shall deliver to the City Detachment of the RCMP, a detailed and accurate description of all Pawns received during the preceding 24 hour period (from 10:00 am that day to 10:00am of the previous day on which the shop was last open for business), including:
 - (a) the date and time of day when each property was received;
 - (b) the serial or folio number in the Pawnbroker's book or record; and
 - (c) the name, address and a detailed description of the Person or Persons from whom the Pawn was received, including the description of the clothing and any other distinguishing features.
14. The information required to be kept in sections 2 and 3 must be kept:
 - (a) in electronic form with automated reporting capabilities;
 - (b) in English;
 - (c) in the Pawn Shop; and
 - (d) for a period of one (1) year from the date the goods were Pawns.

Schedule "C"
Second Hand Dealers

1. A Second Hand Dealer shall not Carry On the Business of a Pawnbroker from the same Premises as the Second Hand Dealer Business.
2. A Person shall not be required to hold a licence for dealing in Second Hand Goods where the second hand goods are accepted as part of the consideration for the purchase price of new goods.
3. A Second Hand Dealer must keep a record in English, in a form satisfactory to the City Manager, in relation to each transaction of receiving Second Hand Goods:
 - (a) the date and time at which the Second Hand Goods were received;
 - (b) an accurate description of the Second Hand Goods, including, but not limited to:
 - i. the make and model;
 - ii. the manufacturer's name;
 - iii. any serial number; and
 - iv. other distinguishing marks; and
 - (c) the amount paid by the dealer for the Second Hand Goods.
4. In addition to section 3, a Second Hand Dealer must record a complete and accurate description of the Person of whom the Second Hand Goods were acquired, including the Person's:
 - (a) full name;
 - (b) date of birth;
 - (c) residential address and telephone number; and
 - (d) physical description which shall include the following specifics: eye colour, hair colour, height, weight, and any other distinguishing feature.
5. No entry made in such book, record or computer program shall be erased, obliterated or defaced, nor shall any portion thereof be torn out or removed.
6. The book, record or computer program required herein and any personal property in the Second Hand Dealer's place of Business shall be open to inspection at all times by any Peace Officer or City Manager, and the duplicate copy of such book

or record shall be delivered to the Peace Officer or City Manager upon request.

7. No Second Hand Dealer shall dispose of or undertake the repair of any second hand goods until 72 hours have elapsed from the time of acquisition of such goods.
8. Each Second Hand Dealer shall keep separate and apart from his other goods those goods required to be held under section 7, until the time set forth in that section has elapsed.
9. Sections 3 to 8 inclusive do not apply to:
 - (a) the purchase of second hand goods, wares, merchandise or other effect bargained for or delivered to the purchaser at any place outside the City, although such Person disposes of the same within the City;
 - (b) Persons who deal in second hand books;
 - (c) auctioneers; or
 - (d) thrift shops and clothing banks operated by any church or charitable organization.

Schedule "E"
Direct Sellers

1. In addition to the requirements of section 18 of this Bylaw, an applicant for a business licence for a Direct Seller Business, must submit to the City Manager, in a form acceptable to the City Manager; proof of a current/valid direct selling business licence, issued under the *Direct Selling Business Licensing Regulation*, Alberta Regulation, 190/1999.
2. A Direct Seller may not Carry On Business between the hours of 8:00PM and 8:00AM.
3. A Direct Seller must carry with him a copy of the valid business licence issued under this Bylaw and produce it on request to each potential customer.

Schedule "G"
Mobile and Permanent Supervised Consumption Services

Application Requirements

1. In addition to any other requirements of this Bylaw, before the issuance or renewal of a business licence for a Mobile or Permanent Supervised Consumption Services, an applicant must submit the following to the City Manager in a form and with supporting documentation acceptable to the City Manager:
 - (a) Mobile Supervised Consumption Services Units
 - i. A signed landowner consent for each location where Mobile Supervised Consumption Services are proposed to be offered;
 - ii. A proposed schedule of the days of the week, times and location(s) where Mobile Supervised Consumption Services will be offered;
 - iii. A detailed description of the proposed Mobile Supervised Consumption Services Unit, including the layout of the booths and recovery spaces;
 - iv. Photographs of the interior and exterior of the vehicle;
 - v. A proposed security plan, including the number and qualifications of security personnel; and
 - vi. Confirmation the applicant has provided with the written notice required by section 3.
 - (b) Permanent Supervised Consumption Services
 - i. A signed landowner consent for the location of the Permanent Supervised Consumption Services;
 - ii. A proposed security plan, including the number and qualifications of security personnel; and
 - iii. Confirmation the applicant has provided the written notice required by section 3.
2. No licence for a Mobile or Permanent Supervised Consumption Services shall be issued unless the applicant has been granted an exemption for medical purposes by the federal government in accordance with section 56.1 of the *Controlled Drugs and Substances Act*.
3. Prior to submitting a licence application, the applicant must provide written notice of their intent to apply for a licence to each owner and occupant of land located within a 100 metre radius of the location(s) where the applicant is proposing to operate.

4. Applications for the issuance or renewal of a business licence for Mobile or Permanent Supervised Consumption Services may be circulated to Health Canada, Alberta Health Services and the RCMP for referral and consultation.

General Licence Conditions

5. Prior to making a decision on issuance or renewal of a business licence, the City Manager may take into consideration any written submissions received in response to the notice issued under section 3.
6. In addition to conditions which may be listed as mandatory, the City Manager may impose terms and conditions on a licence for Mobile or Permanent Supervised Consumption Services if, in the opinion of the City Manager based on reasonable grounds, it is in the public interest to do so. Such conditions may address, without limitation, CPTED concerns, hours of operation, queue management, and security concerns.
7. Any terms and conditions imposed by the City Manager must not conflict with any term or condition of the associated exemption granted for medical purposes by the federal government pursuant to section 56.1 of the *Controlled Drugs and Substances Act*.

Mobile Supervised Consumption Services Unit Licence Conditions

8. The following shall be mandatory conditions for business licences for Mobile Supervised Consumption Services:
 - (a) No outdoor storage of goods is allowed in connection with the operations of the Business;
 - (b) The Mobile Supervised Consumption Services Unit shall not remain at an approved location outside of the days and hours of operation approved in the licence;
 - (c) The site must be left in the condition it was prior to Business operation; and
 - (d) A licence for a Mobile Supervised Consumption Service Unit may only be issued for the following locations within the City of Red Deer:
 - i. 3942 50A Avenue; and
 - ii. 5246 53 Avenue

Permanent Supervised Consumption Services Licence Conditions

9. The following shall be mandatory conditions for business licences for Permanent Supervised Consumption Services:
 - (a) The licence holder must maintain in place a plan to address emergency, medical and security concerns;

- (b) The licence holder installs and maintains a system of video camera surveillance;
- (c) The licence holder must maintain in place a plan for outside inspections and regular clean up, including needle pick up, within the vicinity of the Permanent Supervised Consumption Service, during and after hours of operation;
- (d) The licence holder must designate one individual to serve as a liaison with the City to address any emerging issues related to community concerns; and

Such additional conditions reasonably necessary to protect the safety, health, welfare, and property of the attendees of the Permanent Supervised Consumption Service and its employees, and the public.

Schedule "J"
Specified Penalties

BYLAW SECTION	DESCRIPTION OF CONTRAVENTION	SPECIFIED PENALTY		
		1 st Offence	2 nd Offence	3 rd Offence
Applicable to all Licence Types				
35(a)	Failing to post licence in a conspicuous place in the Premises or the vehicle/apparatus where the business is Carried On	\$250	\$500	\$1,000
36(c)	Failing to produce a licence upon request	\$250	\$500	\$1,000
36	Failing to give access to the Premises on the licence	\$250	\$500	\$1,000
40	Providing false, inaccurate or misleading information on a licence application	\$250	\$500	\$1000
46	Carry On Business while licence suspended or revoked	\$500	\$1,000	\$5,000
53(a)	Carry On or operate a Business without a licence	\$250	\$500	\$1,000
53(b)	Carries On a Business in breach of an imposed licence condition	\$500	\$1,000	\$2,500
53(c)	Hinders or obstructs any Person in the exercise or performance of the Person's duties or powers	\$250	\$500	\$1,000
Applicable to Pawn Shops				
Schedule "B" 1	Pawnbroker Carrying on Business as a Second- Hand Dealer on the same Premises	\$500	\$1,000	\$2,500
Schedule "B" 2 & 3	Fail to keep satisfactory records	\$500	\$1,000	\$2,500
Schedule "B" 7	Failure to retain items for the specified time frame	\$500	\$1,000	\$2,500
Schedule "B" 9	Accepting goods from an unauthorized Person	\$500	\$1,000	\$2,500
Schedule "B" 10	Erasing, defacing, or altering records	\$500	\$1,000	\$2,500
12	Failure or refusal to allow inspection of records by Peace Officer or City Manager	\$500	\$1,000	\$2,500
Applicable to Second Hand Dealers				
Schedule "C" 1	Second Hand Dealer Carrying On Business of a Pawnbroker on the same Premises	\$500	\$1,000	\$2,500
Schedule "C" 3 & 4	Failure to keep satisfactory records	\$500	\$1,000	\$2,500

Schedule "C" 5	Erase, deface, remove or alter any portion of a record	\$500	\$1,000	\$2,500
Schedule "C" 6	Failure or refusal to allow inspections of records by Peace Officer or City Manager	\$500	\$1,000	\$2,500
Schedule "C" 7	Disposing or repairing of goods before the specified time frame has elapsed	\$500	\$1,000	\$2,500
Applicable to Direct Sellers				
Schedule "E" 2	Operating within prohibited timeframe (between 8:00PM and 8:00AM)	\$500	\$1,000	\$2,500
Schedule "E" 3	Failure to produce licence to customer upon request	\$500	\$1,000	\$2,500
Applicable to Drinking Establishments				
Schedule "F" 3	Failure or refusal to allow Peace Officer or City Manager on the Premises	\$500	\$1,000	\$2,500
Applicable to Supervised Consumption Services				
Schedule "G" 8(a)	Outdoor storage of goods in connection with operations of the business	\$1,000	\$5,000	\$10,000
Schedule "G" 8(b)	Unit on site outside of approved days and hours	\$1,000	\$5,000	\$10,000
Schedule "G" 8(c)	Failure to maintain site condition after Business operation	\$1,000	\$5,000	\$10,000
Schedule "G" 8(d)	Operating in an unapproved location	\$1,000	\$5,000	\$10,000
Schedule "G" 9(a)	Failure to maintain and/or execute a plan to address emergency, medical and security concerns	\$1,000	\$5,000	\$10,000
Schedule "G" 9(b)	Failure to install and/or maintain a system of video camera surveillance	\$1,000	\$5,000	\$10,000
Schedule "G" 9(c)	Failure to maintain and/or execute a plan for outside inspections and regular clean up	\$1,000	\$5,000	\$10,000
Schedule "G" 9(d)	Failure to inform City of any emerging issues related to community concerns	\$1,000	\$5,000	\$10,000
Applicable to Cannabis Retail Sales and Cannabis Production Facility				
Schedule "H" 2(a)(i)	Failure to keep proof of valid subsisting Cannabis Licence on Premise	\$1,000	\$5,000	\$10,000
Schedule "H" 2(a)(ii)	Failure to keep list of all Persons employed	\$1,000	\$5,000	\$10,000
Schedule "H" 2(b)	Failure to produce information as requested by a Peace Officer or City Manager	\$1,000	\$5,000	\$10,000
Schedule "H" 2(d)	Failure to maintain a minimum of two employees during hours of operation	\$1,000	\$5,000	\$10,000
Schedule	Failure to comply with approved security	\$1,000	\$5,000	\$10,000

"H" 2(f)	plan			
Schedule "H" 3(a)(i)	Failure to keep proof of valid and subsisting Cannabis Licence on Premise	\$1,000	\$5,000	\$10,000
Schedule "H" 3(a)(ii)	Failure to keep list of all Persons employed	\$1,000	\$5,000	\$10,000
Schedule "H" 3(b)	Failure to produce information as requested by Peace Officer or City Manager	\$1,000	\$5,000	\$10,000
Schedule "H" 3 (c)	Failure to comply with approved security plan	\$1,000	\$5,000	\$10,000
Applicable to Late Night Clubs				
Schedule "I" 5	Carrying on Business after 6 A.M.	\$500	\$1,000	\$2,500
Schedule "I" 7	Refusal to allow Peace Officer or City Manager to perform their duties	\$500	\$1,000	\$2,500

Appendix B:

Business Licence Bylaw No. 3609/A-2018, Strikethrough Version

BYLAW NO. 3609/2018

A Bylaw to licence and regulate businesses within the City of Red Deer.

THE MUNICIPAL COUNCIL OF THE CITY OF RED DEER IN THE PROVINCE OF ALBERTA, DULY ASSEMBLED, ENACTS AS FOLLOWS:

1. This Bylaw may be cited as the Business Licence Bylaw.
2. In this Bylaw:

~~(a)~~ **“Business”** means:

- i. a commercial, merchandising or industrial activity or undertaking;
- ii. a profession, trade, occupation, calling or employment; or
- iii. an activity providing goods or services,

whether or not for profit and however organized or formed, including a co-operative or association of Persons;

~~(b)~~ **“Cannabis”** means cannabis plant, fresh cannabis, dried cannabis, cannabis oil and cannabis plant seeds and any other substance defined as cannabis in the *Cannabis Act* (Canada) and its regulations, as amended from time to time and includes edible products that contain cannabis;

~~(c)~~ **“Cannabis Production Facility”** means any building in which commercial activities permitted by federal legislation may be conducted, such as the growing, production, labeling, packaging, storing and transporting of Cannabis, but excludes the growing of Cannabis by an individual for their personal use and consumption; and excludes Cannabis Retail Sales;

~~(d)~~ **“Cannabis Retail Sales”** means a retail store that is licensed by the Province of Alberta where Cannabis and Cannabis Accessories are lawfully sold to individuals who attend at the Premises;

~~(e)~~ **“Carry On”, “Carrying On”, “Carried On” and “Carries On”** means to conduct, operate, perform, keep, hold, occupy, deal in or use, for a fee or exchange of benefits, whether as principal or agent;

~~(f)~~ **“City”** means the City of Red Deer;

~~(g)~~ **“Direct Seller”** means the activities of soliciting, negotiating or concluding in person, at any place other than the seller’s place of business, sales contracts, including direct sales contracts to which Part 3 of the *Fair Trading Act* applies, for the provision of goods or services, where the

buyer is a consumer, as per the *Designation Of Trades And Businesses Regulation*, Alberta Regulation 178/1999;

- (h) **"Drinking Establishment"** means a business the primary purpose of which is the sale of alcoholic beverages for consumption on the Premises in which the business is located and the secondary purposes of which may include entertainment, dancing, music, the preparation and sale of food for consumption on the Premises, take-out food services, the sale of alcoholic beverages for consumption away from the Premises, and entertainment. A Drinking Establishment includes any Premises in respect of which a "Class A" Liquor Licence has been issued by the Alberta Gaming and Liquor Commission and where the terms of the licence prohibit minors;
- (i) **"Late Night Club"** means a facility, the primary purpose of which is to host late night events where:
- i. no alcohol or alcoholic beverages are available on the Premises for consumption or sale;
 - ii. 20 or more patrons are assembled at any time between 3:00 a.m. and 6:00 a.m.;
 - iii. the events are held for the purpose of gain or profit;
 - iv. tickets are sold or an entrance or attendance fee is charged for persons to attend; and
 - v. music, noise or sound of any kind or source, including but not limited to amplified recorded or computer generated music, amplified recorded or computer generated sounds, live music, sound or band music is performed or played;
- (j) **"Market"** means the Business of providing for rent, stalls, tables or spaces to merchants displaying for sale, offering for sale and selling goods to the public;
- (k) **"Mobile Business Unit"** means a motor vehicle, temporary structure or display, or stand from which a Business is Carried On;
- (l) **"Mobile Supervised Consumption Services"** means a Business operated within a Mobile Supervised Consumption Services Unit, pursuant to an exemption granted for medical purposes by the federal government, offering a supervised and controlled environment where a Person may consume a controlled substance that was obtained in a manner not authorized under the *Controlled Drugs and Substances Act*;
- (m) **"Mobile Supervised Consumption Services Unit"** means a vehicle designed or retrofitted to accommodate Mobile Supervised Consumption Services and having no more than two-booths and room for two people to

recover post-consumption;

- (n) **"Non Resident Business"** means a Business that is Carried On in Red Deer by a Person who either:
 - i. does not reside or have its registered office in Red Deer; or
 - ii. does not own or lease the Premises that the Business is Carried On from;
- (o) **"Pawn"** means to give as a deposit anything in pledge or as security for the payment of a loan or debt;
- (p) **"Pawnbroker"** means a Person who Carries On the Business of loaning or holding oneself out as ready to loan money on the security of the pawn of property but does not include a bank, trust company, credit union or other similar institution, and includes an agent or employee;
- (q) **"Pawnd Goods"** means any item that is pawned but does not include real property;
- (r) **"Pawn Shop"** means a place of Business, which is not a residence, where a Person may Pawn Goods;
- (s) **"Peace Officer"** means a Peace Officer as defined in the *Provincial Offences Procedure Act*, S.A. 1988, c P-21.5;
- (t) **"Permanent Supervised Consumption Services"** means a Business operated within a standalone location, pursuant to an exemption granted for medical purposes by the federal government, offering a supervised and controlled environment where a Person may consume a controlled substance that was obtained in a manner not authorized under the *Controlled Drugs and Substances Act*;
- (u) **"Person"** includes an individual, sole proprietorship, corporation, partnership, joint venture, co-operative or society;
- (v) **"Premises"** means land, buildings, or structures;
- (z) **"Regulated Business"** means a Business that is identified in a Schedule to this Bylaw, excluding Schedule "A" and Schedule "J", in relation to which Council may adopt regulations in addition to those set out in the body of this Bylaw;
- (w) **"Resident Business"** means a Business that is Carried On by a Person who either:

- i. resides in Red Deer and Carries On a Business in Red Deer; or
- ii. Carries On a Business from Premises in Red Deer which the Person owns or rents.

~~(x)~~ **“Second Hand Dealer”** means the Business of acquiring second-hand property by trade, purchase or consignment, for the purpose of selling or offering for sale, but does not include auction sales, auto-wreckers, or recycling depots;

“Second Hand Goods” means any item that is being transferred to a second or later end user but does not include real property;

~~(y)~~ **“Short Term Licence”** means a licence that is valid for not more than four (4) consecutive months in a calendar year; and

~~(aa)~~ **“Trade Shows”** means an exposition where Businesses in a specific industry can gather to display, demonstrate or sell products or services to other participants or the general public, in a single event operated over the course of one day or one weekend.

City Manager

3. The City Manager is authorized to:

- (a) receive and consider applications for business licences, including the power to consult with, obtain information from and verify information with other employees or agents of the City, other governments, government agencies or Persons;
- (b) issue business licences, impose conditions on business licences and refuse to issue business licences;
- (c) revoke and suspend business licences;
- (d) keep a record of all business licences issued and any particulars of those licences;
- (e) maintain a register of business licences that is available to all departments of the City to access for the purpose of administering and enforcing this bylaw, any other bylaw of the City or an enactment of Alberta or Canada;
- (f) undertake any inspections of lands or buildings and make any inquiries necessary to ensure compliance with this bylaw;
- (g) be responsible for the administration and enforcement of this bylaw; and
- (h) exercise any other power, responsibility or discretion provided under this bylaw.

Directory

4. The City Manager may publish or authorize the production of a directory of licensed businesses in the City, made publicly available.
5. The directory may contain any information provided by an applicant or licence holder under this bylaw.
6. When an applicant or licence holder provides information under this bylaw, the applicant or licence holder must be given an opportunity to exercise the right not be included in a directory that may be published under section 4.
7. The City Manager may establish terms and conditions under which a directory is published or information included in it.
8. The City Manager may also include information in the directory in relation to a Person who is not required to hold a business licence under this bylaw:
 - (a) on the request of that Person; and
 - (b) on terms and conditions established by the City Manager, including payment of a fee for inclusion.

Requirement for a Business Licence

9. A Person that Carries On a Business in Red Deer must hold a valid business licence authorizing the Person to Carry On that Business.
10. Section 9 applies whether a Person Carries On a Business as a principal or as an agent.

Exclusions from the Requirement for a Business Licence

11. The following Persons may Carry On a Business in Red Deer without a business licence:
 - (a) the Crown in right of Alberta;
 - (b) the Crown in right of Canada;
 - (c) The City; and
 - (d) a Person whose Business is expressly exempted from the requirement of a business licence by a statute of the Legislature of Alberta or Parliament of Canada.
12. No licence is required for:

- (a) a Business that rents a stall, table, or space in a Market and Carries On within Market hours;
 - (b) Mobile Business Units that are operating as part of a Special Event approved by the City; or
 - (c) a Business that is operating as a vendor at a Trade Show.
13. The Person who organizes a Market or Trade Show is required to obtain a business licence.
14. If only part of a Business is covered by an exemption under section 11 or 12, the Person who Carries On the Business must comply with this bylaw in respect of any part of the Business that is not exempted.
15. A Person who contracts with any of the Governments or Persons designated in section 11 will be subject to all the requirements of this bylaw.

Application for a Business Licence

16. Before the issue or renewal of a business licence, a Person must submit to the City Manager:
- (a) an application in a form established by the City Manager;
 - (b) the applicable fee; and
 - (c) any additional information required by this bylaw or by the City Manager.
17. An applicant must be at least 18 years old or have an agent at least 18 years old sign/authorize on behalf of the applicant.
18. The application must be in the form required by the City Manager and information to be submitted with an application must include the following:
- (a) the applicant's name;
 - (b) the legal name of the Business and any brand names/trade names/operating names under which the Business is to be conducted;
 - (c) the Business contact information, including phone number(s), email address(es), and mailing address;
 - (d) the operating address of the Business;
 - (e) the proper name of the owner(s) of the Business, including the corporate information;

- (f) the owner(s) contact information, including phone number(s), email address(es), and mailing address(es);
 - (g) a description of the nature of the Business that includes type of Business and the number of employees;
 - (h) ~~where~~ where a Person intends to engage in or operate a Business at a specific Premises within the City, the Person shall ensure all necessary approvals required by law have been obtained, and shall provide proof of a valid and existing Development Permit for the Premises;
 - (i) the signature/authorization of the applicant or the applicant's agent;
 - (j) any other information that the City Manager may reasonably require for the purpose of the administration of this bylaw; and
 - (k) the business licence fee specified under Schedule A, unless that Business is exempt under section 11 or 12.
19. In addition to the information required in section 18, an applicant for a business licence for a Regulated Business must also provide the information and documents required by the Schedule applicable to that Business.
20. If there is any change to the information provided to the City Manager in the application for a business licence during the term of a business licence, the licence holder must advise the City Manager in writing of the change immediately.

Considering the Application

21. The City Manager must consider each complete application, as outlined in section 18.
22. Subject to section 23, the City Manager must grant a business licence to the applicant if the applicant meets the requirements of this bylaw.
23. The City Manager may refuse to issue a business licence or may impose conditions on a business licence if the City Manager:
- (a) has revoked or suspended a business licence of the applicant for the same or a similar Business within the past 12 months; or
 - (b) has reasonable grounds for believing that the applicant does not or will not comply with this bylaw, another bylaw of the City, or an enactment of Alberta or Canada in relation to the Carrying On of the Business; or
 - (c) has reasonable grounds for believing that issuing a business licence with respect to the proposed Business is not in the public interest.

24. The City Manager may consult, prior to issuing or renewing a business licence, with authorities and agencies, including but not limited to the Province of Alberta, the RCMP, and City departments, to determine whether they are in possession of information which, in the opinion of the City Manager, renders it inappropriate for a business licence to be issued to the Person.
25. At any relevant time, the City Manager may impose, in addition to the conditions referenced under section 23, conditions on a new or existing business licence in relation to the establishment or operation of the applicable Business.
26. The City Manager must specify on the business licence:
 - (a) the name of the licence holder(s) and each name under which the Business is to be conducted;
 - (b) a description of the type of Business for which the licence is issued;
 - (c) the Schedule, if any, applicable to the regulation of the Business;
 - (d) the location where the Business is to be conducted;
 - (e) any conditions on the business licence; and
 - (f) the expiry date of the business licence.

Business Licence Fee

27. If the fee for a business licence is not paid, the business licence is not valid.
28. Once the City Manager has issued a business licence, the business licence fee is not refundable.

Effect of and Limitations on a Business Licence

29. Subject to section 31, a business licence allows the licence holder to Carry On the Business described in the business licence, and a business licence for a Regulated Business allows the licence holder to Carry On the Regulated Business described in the business licence provided that the licence holder complies with the specific regulations for that Regulated Business.
30. A business licence remains the property of the City.
31. A business licence does not relieve the licence holder from the obligation to obtain any other permit, licence or other approval that may be required under another bylaw of the City or any other governmental authority.
32. A business licence does not confer any property right and no licence holder may sell, transfer, assign, lease or otherwise dispose of or deal in a licence.

Term of Business Licence

33. A business licence issued under this bylaw expires on December 31 of the year for which it was issued, unless:
- (a) it is revoked earlier under section 39 of this bylaw; or
 - (b) it was issued as a Short Term Licence.

Obligations of Business Licence Holder

34. A licence holder must ensure that the Business conducted under a business licence complies with:
- (a) this bylaw; and
 - (b) any conditions imposed on the business licence.
35. A licence holder must:
- (a) post the business licence in a conspicuous place in the Premises where the Business under licence is Carried On or operated;
 - (b) Carry On the Person of the licensee, or in or on the vehicle or apparatus from which the Business is Carried On; and
 - (c) produce the business licence to the City Manager or Peace Officer if requested to do so.
36. A licence holder must give access to the Premises specified in the business licence to the City Manager or a Peace Officer if requested to do so.

Cancellation of Business Licence by a Licence Holder

37. A licence holder may cancel a business licence by providing written notice to the City Manager.
38. If a licence is cancelled under section 37, the business licence fee is not refundable.

Revocation or Suspension of Business Licence by City Manager

39. If the Business Carried On or operated under a business licence does not comply with:
- (a) this bylaw;
 - (b) any condition imposed on the licence; or
 - (c) any other bylaw or enactment of Alberta or Canada applicable to the Business or the Premises where the Business is located,

the City Manager may revoke the business licence or suspend the business licence for a period that the City Manager considers appropriate.

40. If an applicant for a business licence provides inaccurate or misleading information in an application for a business licence, the City Manager may revoke the business licence or suspend the business licence for a period that the City Manager considers appropriate.
41. The City Manager, upon the reasonable belief that the safety, health or welfare of the public may be at risk due to the issuance of the licence, may revoke the business licence or suspend the business licence for a period that the City Manager considers appropriate.
42. The City Manager must give written notice of the revocation or suspension, setting out in general terms the reason for the revocation or suspension and in the case of a suspension the period of the suspension.
43. The revocation or suspension of a business licence under section 40 is effective:
 - (a) 24 hours after delivery if the written notice is delivered personally to the licence holder or the registered office of a corporate licence holder;
 - (b) 72 hours after posting if the written notice is posted in a conspicuous place at the Premises specified in the licence where the Business is to be conducted or operated; or
 - (c) seven days after the written notice is sent to the mailing address provided in the application for a business licence or the address subsequently provided in writing under section 18,whichever is earliest.
44. In the notice suspending or revoking a licence, the City Manager may increase the time before which a revocation or suspension is effective from that established under section 43.
45. If the City Manager increases the amount of time under section 43, the City Manager may impose conditions on the business licence that the City Manager considers reasonable to ensure the protection of the public and the integrity of the administration of this bylaw.
46. A licence holder must cease Carrying On a Business immediately once a suspension or revocation is effective.
47. The City Manager may act under section 39 in addition to or instead of prosecuting an offence under this Bylaw or the *Provincial Offences Procedure Act*, or both.

Appeals

48. If the City Manager:

- (a) refuses to issue a business licence;
- (b) revokes or suspends a business licence;
- (c) identifies a Business subject to a Schedule; or
- (d) imposes a condition on a business licence;

the applicant or licence holder may appeal the decision to the Red Deer Appeal and Review Board. Appeals are governed and processed in accordance with the provisions of the City of Red Deer *Appeal and Review Bylaw*, No. 3487/2012.

49. On the filing of an appeal in accordance with section 48, the decision being appealed is stayed, pending the decision of the Board.

50. The Red Deer Appeal and Review Board may:

- (a) uphold the decision of the City Manager;
- (b) vary the decision of the City Manager or substitute its own decision; or
- (c) overturn the decision of the City Manager.

Inspection of Lands and Buildings

51. If there are reasonable grounds for believing that a Person is Carrying On a Business without a business licence, or is in contravention of this bylaw, the City Manager or Peace Officer may inspect the Business Premises and surrounding lands, without prior notice.

Business Licence is not a Representation of Compliance with other Bylaws

52. A business licence issued under this bylaw is not a representation to the licence holder that the Business complies with the requirements of any other bylaw or enactment and the licence holder is responsible to ensure that the licence holder complies with all applicable bylaws and enactments.

Enforcement

53. A Person is guilty of an offence if that Person:

- (a) Carries On a Business in Red Deer without a business licence as required under this bylaw, unless an exclusion under section 11 applies;
- (b) Carries On a Business in Red Deer in breach of a condition imposed on a business licence;

- (c) hinders or obstructs any Person in the exercise or performance of the Person's duties or powers pursuant to this bylaw; or
 - (d) is in breach of any provision of this bylaw.
54. When a corporation commits an offence under this bylaw, every principal, director, manager, employee or agent of the corporation who authorized the act or omission that constitutes the offence or assented to or acquiesced or participated in the act or omission that constitutes the offence is guilty of the offence whether or not the corporation has been prosecuted for the offence.
55. The owner of real property, who is registered on title at the Land Titles Office, shall be responsible for any act of a permit holder or Person Carrying On Business on the Premises located on the property that constitutes an offence under this Bylaw, in the same manner and to the same extent as though the act were done by the owner.

Fines and Penalties

56. A Person who is guilty of an offence under this bylaw is liable to the specified penalty for that offence, as stated in the Specified Penalty Table under Schedule "J".
57. A Person who breaches any of the provisions of this bylaw where the breach is of a continuing nature shall, in addition to the penalties set forth Schedule "J", pay a penalty of not less than \$250 for each day that the breach continues.
58. A Person who has not submitted payment by December 31 of that year may be subject to a \$25.00 late fee that will form part of the total fee owing.
59. When a penalty is not specified under this bylaw, a Person who is guilty of an offence is liable to a fine not exceeding \$10,000, and in default of payment of the fine, to imprisonment for up to six months.

Municipal Violation Tag

60. A Peace Officer may issue, with respect to an offence under this bylaw, a municipal violation tag specifying the fine amount (including any early payment fine amount), as may be established by this bylaw.
61. Where a municipal violation tag is issued, the fine amount indicated thereon may be paid as directed in lieu of prosecution.

Violation Ticket

62. A Peace Officer may issue, with respect to an offence under this bylaw, a violation ticket:
- (a) specifying the fine amount established by this bylaw; or

(b) requiring an appearance in court without the option of making a voluntary payment.

63. Where a violation ticket specifies a fine amount, a voluntary payment equal to the specified fine amount may be made as directed.

Effective Date

64. *License Bylaw, No. 3159/96, Late Night Clubs Bylaw, No. 3275/2001 and Drinking Establishment Licensing Bylaw No. 3332/2004* are hereby repealed.

65. This bylaw shall come into force and take effect upon third reading.

READ A FIRST TIME IN OPEN COUNCIL this 20 day of August 2018.

READ A SECOND TIME IN OPEN COUNCIL this 4 day of September 2018.

READ A THIRD TIME IN OPEN COUNCIL this 4 day of September 2018.

AND SIGNED BY THE MAYOR AND CITY CLERK this 4 day of September 2018.

“Tara Veer”

MAYOR
CLERK

“Frieda McDougall”

CITY

Schedule "A"
Fee Schedule

GST EXEMPT

1. The fees for licences are:

(a) Resident Business	\$108.00
(b) Non Resident Business	\$420.00
(c) Resident Short Term	\$50.00
(d) Non-Resident Short Term	\$175.00
(e) Change Fee	\$25.00
(f) Late Fee	\$25.00

2. Resident Business and Non Resident Business licence fees under this bylaw may be pro-rated on a monthly basis for each month from the date the licence is first issued until December 31 of that year, for any Business that was not operated or Carried On prior to the licence being issued. In no case will the pro-rated fee be less than \$35.00.

3. Business licence fees to be reviewed each year, prior to the renewal process, based on the Consumer Price Index (CPI) of Alberta. Fees will be rounded to the nearest \$0.05.

Schedule "B"
Pawn Shops and Pawnbrokers

1. A Pawnbroker must not also Carry On the Business of a Second Hand Dealer on the same Premises.
2. A Pawnbroker must keep a record, recorded at the time of each transaction, of the following information, in a form satisfactory to the City Manager, including by electronic means, where the Pawnbroker receives Pawns Goods:
 - (a) the date and time at which the Pawns Goods were received;
 - (b) an accurate description of the Pawns Goods, including, but not limited to:
 - i. the make and model;
 - ii. the manufacturer's name;
 - iii. any serial number; and
 - iv. other distinguishing marks;
 - (c) the amount of money advanced for the Pawns Goods;
 - (d) the rate of interest which is to be charged on the loan which is made;
 - (e) the full name of the employee who accepted the Pawns Goods.
3. In addition to section 32, a Pawnbroker must record a complete and accurate description of the Person pawning the goods, including the Person's:
 - (a) full name;
 - (b) date of birth;
 - (c) current address and telephone number; and
 - (d) physical description which shall include the following specifics: eye colour, hair colour, height, weight, and any other distinguishing feature.
 - (e) two pieces of numbered identification, one being government issued and containing a picture of the Person tendering the Pawns Goods, that confirm the name and address given.

4. At the time a Person Pawns goods, a Pawnbroker must free of charge, give that Person a copy of the summary of information taken at the time the goods are Pawned.
5. Immediately upon request, a Pawnbroker must make available to the City Manager or Peace Officer an accurate copy of the information kept under section 3.
6. If Pawned Goods are redeemed, the Pawnbroker who conducts the transaction must record:
 - (a) the Pawnbroker's own name and the date the pawned goods were redeemed;
 - (b) the same information required under section 43 relative to the Person who has redeemed the Pawned Goods; and
 - (c) ensure the information recorded in sections 32 and 43 is kept in accordance with section 15.
7. A Pawnbroker must:
 - (a) not sell any Pawned Goods until at least forty-five (45) days have elapsed from the time the goods were Pawned;
 - (b) keep all Pawned Goods in the Pawn Shop where the Pawn occurred until forty-five (45) days have elapsed from the time the goods were Pawned; and
 - (c) keep all Pawned Goods which have not been redeemed within the time allowed and are for sale apart from all other Pawned Goods for which the forty-five (45) days have not yet elapsed.
8. Notwithstanding section 87, if a longer period of retention has been agreed upon between the Pawnbroker and the Person who Pawns Goods, the Pawnbroker cannot sell or remove the goods from the Pawn Shop where the Pawn occurred until that longer period has expired.
9. A Pawnbroker must not accept Pawned Goods:
 - (a) if the goods are offered by a Person who:
 - i. is under 18 years of age; or
 - ii. fails to provide the identification required under section 43; or
 - iii. appears to be intoxicated.

- (b) if the goods have had or appear to have had the identification number or serial number removed or altered with in any way, unless prior written approval is obtained from the RCMP.
10. A Pawnbroker must not:
- (a) erase or alter any information recorded under section ~~32~~ or section ~~43~~; or
 - (b) direct or allow any Person to erase or alter any information recorded under section ~~32~~ or section ~~43~~.
11. A Pawnbroker must post in a conspicuous location in the place of Business:
- (a) the maximum interest rate allowed by the *Statutes of Canada* to be taken by the Pawnbroker; and
 - (b) a detailed statement as to the manner in which the interest rate charged by the Pawnbroker is calculated.
12. The books or records and any personal property in a Pawnbroker's Premises shall be open for inspection at all times by any Peace Officer or the City Manager.
13. On any day the Pawn Shop is open for business, each Pawnbroker shall deliver to the City Detachment of the RCMP, a detailed and accurate description of all Pawned Goods received during the preceding 24 hour period (from 10:00 am that day to 10:00am of the previous day on which the shop was last open for business), including:
- (a) the date and time of day when each property was received;
 - (b) the serial or folio number in the Pawnbroker's book or record; and
 - (c) the name, address and a detailed description of the Person or Persons from whom the Pawn was received, including the description of the clothing and any other distinguishing features.
14. The information required to be kept in sections ~~32~~ and ~~43~~ must be kept:
- (a) in electronic form with automated reporting capabilities;
 - (b) in English;
 - (c) in the Pawn Shop; and
 - (d) for a period of one (1) year from the date the goods were Pawned.

Schedule "C"
Second Hand Dealers

1. A Second Hand Dealer shall not Carry On the business of a Pawnbroker from the same Premises as the Second Hand Dealer ~~b~~Business.
2. A Person shall not be required to hold a licence for dealing in ~~s~~Second ~~H~~and ~~G~~goods where the ~~s~~Second ~~H~~and ~~G~~goods are accepted as part of the consideration for the purchase price of new goods.
3. A Second Hand Dealer must keep a record in English, in a form satisfactory to the City Manager, in relation to each transaction of receiving ~~s~~Second ~~H~~and ~~G~~goods:
 - (a) the date and time at which the ~~s~~Second ~~H~~and ~~G~~goods were received;
 - (b) an accurate description of the ~~s~~Second ~~H~~and ~~G~~goods, including, but not limited to:
 - i. the make and model;
 - ii. the manufacturer's name;
 - iii. any serial number; and
 - iv. other distinguishing marks; and
 - (c) the amount paid by the dealer for the ~~s~~Second ~~H~~and ~~G~~goods.
4. In addition to section 3, a Second Hand Dealer must record a complete and accurate description of the Person of whom the ~~s~~Second ~~H~~and ~~G~~goods were acquired, including the Person's:
 - (a) full name;
 - (b) date of birth;
 - (c) residential address and telephone number; and
 - (d) physical description which shall include the following specifics: eye colour, hair colour, height, weight, and any other distinguishing feature.
5. No entry made in such book, record or computer program shall be erased, obliterated or defaced, nor shall any portion thereof be torn out or removed.

6. The book, record or computer program required herein and any personal property in the Second Hand Dealer's place of Business shall be open to inspection at all times by any Peace Officer or City Manager, and the duplicate copy of such book or record shall be delivered to the Peace Officer or City Manager upon request.
7. No Second Hand Dealer shall dispose of or undertake the repair of any ~~s~~Second ~~H~~and ~~G~~oods until 72 hours have elapsed from the time of acquisition of such goods.
8. Each Second Hand Dealer shall keep separate and apart from his other goods those goods required to be held under section 7, until the time set forth in that section has elapsed.
9. Sections 3 to 8 inclusive do not apply to:
 - (a) the purchase of ~~s~~Second ~~H~~and ~~G~~oods, wares, merchandise or other effect bargained for or delivered to the purchaser at any place outside the City, although such Person disposes of the same within the City;
 - (b) Persons who deal in second hand books;
 - (c) auctioneers; or
 - (d) thrift shops and clothing banks operated by any church or charitable organization.

Schedule "D"
Mobile Business Units

1. In addition to the requirements of section 18 of this Bylaw, an applicant for a business licence for a Mobile Business Unit, must submit to the City Manager, in a form acceptable to the City Manager; a schedule of all locations the Mobile Business Unit intends to Carry On Business, including civic address(es), date(s) and time(s).

Schedule "E"
Direct Sellers

- ~~2.1.~~ In addition to the requirements of section 18 of this Bylaw, an applicant for a business licence for a Direct Seller Business, must submit to the City Manager, in a form acceptable to the City Manager; proof of a current/valid direct selling business licence, issued under the *Direct Selling Business Licensing Regulation*, Alberta Regulation, 190/1999.
- ~~3.2.~~ A Direct Seller may not Carry On Business between the hours of 8:00PM and 8:00AM.
- ~~4.3.~~ A Direct Seller must carry with him a copy of the valid business licence issued under this ~~Bylaw~~ and produce it on request to each potential customer.

Schedule "F"
Drinking Establishments

Mandatory Requirements

1. The licence holder for a Drinking Establishment must:
 - (a) adhere to the provisions of all bylaws, enactments or regulations which apply to the Drinking Establishment;
 - (b) maintain in place a plan to the reasonable satisfaction of the City Manager which includes provisions for:
 - i. first aid for patrons of the establishment; and
 - ii. outside inspection and clean up in the vicinity of the Drinking Establishment during and after the hours of operation.
 - (c) require its manager and staff, on the request of a member of the RCMP, Peace Officer, Safety Codes Officer or City Manager to:
 - i. assist the member of the RCMP, City Manager or Peace Officer in carrying out an inspection of the Premises, and
 - ii. point out the location of the Drinking Establishment Licence so that it may be examined.

Conditions Attached to Licence

2. Where events have occurred in connection with the operation of a Drinking Establishment that put at risk the safety, health, welfare or property of members of the public or of the patrons or employees of the Drinking Establishment, the City Manager may include in the licence for that Drinking Establishment specific conditions which are intended to deal with that risk, including conditions respecting the following matters:
 - (a) the number and qualifications of security personnel who must be available at the Drinking Establishment;
 - (b) the procedures required to be in place to address emergency medical and security concerns;
 - (c) noise abatement measures which must be made to ensure noise outside or within the venue is minimized;
 - (d) requirements that the owner install and maintain a system of video camera surveillance, including specific requirements as to the number and type of cameras, their location and hours of operation, and the procedures governing the retention of copies of video tapes or other visual surveillance recordings;

- (e) a requirement that the owner install, maintain and operate an airport–style metal detecting security gate of a model and type and in a manner specified by the City Manager, for the purpose of identifying and barring entry to anyone carrying metal weapons;
- (f) a requirement that the owner enter into an agreement specifying the conditions set out herein, including such additional conditions as may be required by the City Manager pursuant to the provisions of subparagraph (g). Such agreement may, but need not, set out the terms and provisions which will give rise to a revocation or suspension of any licence granted under this Bylaw; and
- (g) such additional conditions consistent with the foregoing requirements, as are, in the opinion of the City Manager, reasonably necessary to protect the safety, health, welfare, and property of the patrons and employees of the Drinking Establishment.

Inspection of Premises and Facilities

3. A Peace Officer, City Manager, Safety Codes Officer, or member of the RCMP may enter and inspect the Premises of any licensed Drinking Establishment at any reasonable time, including during its hours of operation:
 - (a) to determine if the facilities meet the requirements of this Bylaw, other applicable bylaws of the City or any other laws or regulations which the City Manager, Peace Officer, Safety Codes Officer or member of the RCMP is authorized to enforce;
 - (b) to ensure that the licensee is complying with the requirements of this Bylaw, the conditions attached to a licence issued under this Bylaw and other applicable bylaws of the City or any other laws or regulations which the City Manager, Peace Officer, Safety Codes Officer or member of the RCMP is authorized to enforce; and
 - (c) in the case of a facility whose licence has been suspended, to examine the Premises to determine whether the conditions leading to the suspension of the licence have been corrected.

Schedule "G"
Mobile and Permanent Supervised Consumption Services Units

Application Requirements

1. In addition to any other requirements of this Bylaw, before the issuance or renewal of a **B**usiness Licence for a Mobile **or Permanent** Supervised Consumption Services **Unit**, an applicant must submit the following to the City Manager in a form and with supporting documentation acceptable to the City Manager:

(a) Mobile Supervised Consumption Services Units

- i. A signed landowner consent for each location where Mobile Supervised Consumption Services are proposed to be offered;
- ii. A proposed schedule of the days of the week, times and location(s) where Mobile Supervised Consumption Services will be offered;
- iii. A detailed description of the proposed Mobile Supervised Consumption Services Unit, including the layout of the booths and recovery spaces;
- iv. Photographs of the interior and exterior of the vehicle;
- v. **A proposed security plan, including the number and qualifications of security personnel; and**
- vi. Confirmation the applicant has provided **with** the written notice required by section 3.

(b) Permanent Supervised Consumption Services

- i. **A signed landowner consent for the location of the Permanent Supervised Consumption Services;**
 - ii. **A proposed security plan, including the number and qualifications of security personnel; and**
 - iii. **Confirmation the applicant has provided the written notice required by section 3.**
2. No licence for a Mobile **or Permanent** Supervised Consumption Services shall be issued unless the applicant has been granted an exemption for medical purposes by the federal government in accordance with section 56.1 of the *Controlled Drugs and Substances Act*.
 3. Prior to submitting a licence application, the applicant must provide written notice of their intent to apply for a licence to each owner and occupant of land located

within a 100 metre radius of ~~the each~~ location(s) where the applicant is proposing to operate ~~the Mobile Supervised Consumption Services~~.

4. Applications for the issuance or renewal of a ~~B~~business ~~L~~licence for Mobile ~~or Permanent~~ Supervised Consumption Services may be circulated to Health Canada, Alberta Health Services and the RCMP for referral and consultation.

General Licence Conditions

5. Prior to making a decision on issuance or renewal of a ~~B~~business ~~L~~licence, the City Manager may take into consideration any written submissions received in response to the notice issued under section 3.
6. ~~In addition to conditions which may be listed as mandatory~~, the City Manager may impose terms and conditions on a licence for Mobile ~~or Permanent~~ Supervised Consumption Services if, in the opinion of the City Manager based on reasonable grounds, it is in the public interest to do so. Such conditions may address, without limitation, CPTED concerns, hours of operation, queue management, and security concerns.
7. Any terms and conditions imposed by the City Manager must not conflict with any term or condition of the associated exemption granted for medical purposes by the federal government pursuant to section 56.1 of the *Controlled Drugs and Substances Act*.

Mobile Supervised Consumption Services Unit Licence Conditions

8. ~~It is a condition of every~~The following shall be mandatory conditions for ~~B~~business ~~L~~licences for Mobile Supervised Consumption Services ~~that~~:
 - (a) No outdoor storage of goods is allowed in connection with the operations of the Business;
 - (b) The Mobile Supervised Consumption Services Unit shall not remain at an approved location outside of the days and hours of operation approved in the licence;
 - (c) The site must be left in the condition it was prior to Business operation; ~~and~~
 - (d) A licence for a Mobile Supervised Consumption Service Unit may only be issued for the following locations within the City of Red Deer:
 - i. 3942 50A Avenue
 - ii. 5246 53 Avenue.

Permanent Supervised Consumption Services Licence Conditions

9. The following shall be mandatory conditions for business licences for Permanent Supervised Consumption Services:

- (a) The licence holder must maintain in place a plan to address emergency, medical and security concerns;
- (b) The licence holder installs and maintains a system of video camera surveillance;
- (c) The licence holder must maintain in place a plan for outside inspections and regular clean up, including needle pick up, within the vicinity of the Permanent Supervised Consumption Service, during and after hours of operation;
- (d) The licence holder must designate one individual to serve as a liaison with the City to address any emerging issues related to community concerns; and
- (e) Such additional conditions reasonably necessary to protect the safety, health, welfare, and property of the attendees of the Permanent Supervised Consumption Service and its employees, and the public.

**Schedule “H”
Cannabis Retail Sales and Cannabis Production Facility**

Application Requirements

1. In addition to any other requirements of this bylaw, before the issuance or renewal of a business licence for Cannabis Retail Sales or Cannabis Production Facility, an applicant must submit the following to the City Manager in a form and with supporting documentation acceptable to the City Manager:
 - (a) A proposed security plan for the licensed Premises.

Licence Conditions for Cannabis Retail Sales

2. It is a condition of every business licence for Cannabis Retail Sales that the licence holder must:
 - (a) Maintain and keep on the licensed Premises:
 - i. Proof of a valid and subsisting Cannabis Licence pursuant to the *Gaming, Liquor and Cannabis Act* (Alberta), as amended from time to time; and
 - ii. A list of all Persons employed including proof of each employee’s compliance with the qualifications, conditions, or training requirements for employees of Cannabis Licensees set out in the *Gaming, Liquor and Cannabis Act* (Alberta), as amended from time to time.
 - (b) Produce the information set out in subsection (a) when requested to do so by a Peace Officer or City Manager;
 - (c) Display the business licence number assigned to their business licence for Cannabis Retail Sales in any advertisement for the Business placed in any newspaper, web page, magazine or periodical, and not advertise the Business unless any name, telephone number, e-mail address, internal address or other contact information used in the advertisement was previously provided to the City Manager;
 - (d) Ensure that a minimum of two employees are present on the licensed Premises at any time the Business is open to the public;
 - (e) Display the Licence in a prominent location in the Business, as well as information regarding the health and safety impacts of Cannabis and resources available to users of Cannabis;
 - (f) Comply with an approved security plan; and

- (g) Comply with all applicable municipal, provincial and federal legislation, regulations, and other requirements, including the terms and conditions of any federal or provincial licence, permit or authorization, which apply to the operation of the Business.

Licence Conditions for Cannabis Production Facility

- 3. It is a condition of every business licence for a Cannabis Production Facility that the licence must:
 - (a) Maintain and keep on the licensed Premises:
 - i. Proof of a valid and subsisting issued under the *Cannabis Act*, *Controlled Drugs and Substances Act*, or other applicable federal legislation, as amended from time to time; and
 - ii. A list of all Persons employed including proof of each employee's compliance with the qualifications, conditions, or training requirements set out in the *Cannabis Act*, *Controlled Drugs and Substances Act*, or other applicable federal legislation, as amended from time to time.
 - (b) Produce the information set out in subsection (a) when requested to do so by a Peace Officer;
 - (c) Comply with an approved security plan; and
 - (d) Comply with all applicable municipal, provincial and federal legislation, regulations, and other requirements, including the terms and conditions of any federal or provincial licence, permit or authorization, which apply to the operation of the licensed Premises.

Schedule "I"
Late Night Clubs

Application for a Licence

1. A Person wishing to obtain a licence for a Late Night Club may apply to the City Manager by providing an application in the form established by the City Manager, containing the following information:
 - (a) the full names and addresses of the following Persons:
 - i. the applicant; or
 - ii. where the applicant is a corporate entity, the directors and shareholders of the applicant;
 - (b) the consent of all the above parties for the Red Deer City RCMP to conduct a security check on them;
 - (c) the name and address of the registered owner of the Premises in which the Late Night Club will be located;
 - (d) a description of the usual types of events that will be held at the Late Night Club, including the hours of operation and the method by which admission will be charged; and
 - (e) a description satisfactory to the City Manager of the sound system to be used at the Late Night Club and any steps that will be taken by the applicant to ensure that no offence under the Community Standards Bylaw will occur and that noise disturbance outside the Late Night Club is minimized.
2. The City Manager may not issue a Late Night Club licence if:
 - (a) the City of Red Deer RCMP recommend against issuing the Late Night Club licence because of the criminal record of the applicant; or
 - (b) there are reasonable grounds to believe that it would not be appropriate to issue a Late Night Club licence to an applicant because the potential noise impact of the Late Night Club would create a nuisance in the community near the proposed club.
3. The City Manager may impose conditions in a Late Night Club licence respecting:
 - (a) the number and qualifications of security personnel which must be available at the Late Night Club;

- (b) the procedures required to be in place to address emergency medical and security concerns;
 - (c) the number of people who may attend the Late Night Club;
 - (d) noise abatement measures which must be made to ensure noise outside or within the venue is minimized; and
 - (e) such additional conditions as are, in the opinion of City Manager, reasonably necessary to protect the safety, health, welfare, and property of the attendees of the late night club and its employees.
4. A Late Night Club must meet the following requirements:
- (a) maintain in place an adequate security plan which includes provisions for:
 - i. first aid;
 - ii. entrance control to ensure that alcohol or illicit drugs are not brought into the Premises;
 - iii. outside inspection and clean up in the vicinity of the Late Night Club during and after the hours of operation; and
 - iv. line control including ensuring that patrons are not permitted to re-enter the Late Night Club after they have left;
 - (b) provide for an adequate supply of potable water at no cost to those in attendance.
5. A Late Night Club shall not remain open later than 6:00 AM.

Inspection Of Premises And Facilities

6. A Peace Officer, City Manager, or member of the RCMP may enter and inspect the Premises of any intended or licensed Late Night Club at any reasonable time, including during its hours of operation:
- (a) to determine if the facilities meet the requirements of this bylaw;
 - (b) to ensure that the licensee is complying with the requirements of this bylaw or of a licence issued under this bylaw;
 - (c) in the case of a facility whose Late Night Club licence has been suspended, to examine the Premises to determine whether the conditions leading to the suspension of the licence have been corrected.

Duty to Assist Inspector

7. Late Night Club licences issued shall be subject to a condition that the licence holder must, on the request of a member of the RCMP, City Manager or Peace Officer:

- (a) assist the member of the RCMP, City Manager, or Peace Officer in carrying out an inspection under section 6; and
- (b) provide the member of the RCMP, City Manager, or Peace Officer with the Late Night Club licence and provide a place where it may be examined.

**Schedule “J”
Specified Penalties**

BYLAW SECTION	DESCRIPTION OF CONTRAVENTION	SPECIFIED PENALTY		
		1 st Offence	2 nd Offence	3 rd Offence
Applicable to all Licence Types				
35(a)	Failing to post licence in a conspicuous place in the Premises or the vehicle/apparatus where the Business is Carried On	\$250	\$500	\$1,000
35(c)	Failing to produce a licence upon request	\$250	\$500	\$1,000
36	Failing to give access to the Premises on the business licence	\$250	\$500	\$1,000
40	Providing false, inaccurate or misleading information on a licence application	\$250	\$500	\$1000
46	Carry On Business while licence suspended or revoked	\$500	\$1,000	\$5,000
53(a)	Carry On or operate a Business without a licence	\$250	\$500	\$1,000
53(b)	Carries On a Business in breach of an imposed licence condition	\$500	\$1,000	\$2,500
53(c)	Hinders or obstructs any Person in the exercise or performance of the Person’s duties or powers	\$250	\$500	\$1,000
Applicable to Pawn Shops				
Schedule “B” 2 1	Pawnbroker Carrying Carry On Business as a Pawnbroker and Second Hand Dealer on the same Premises	\$500	\$1,000	\$2,500
Schedule “B” 3 2 & 3	Fail to keep satisfactory records	\$500	\$1,000	\$2,500
Schedule “B” 11(a)	Erasing, defacing, or altering records	\$500	\$1,000	\$2,500
Schedule “B” 8 7	Failure to retain items for the specified time frame	\$500	\$1,000	\$2,500
Schedule “B” 10(a) 9	Accepting goods from an unauthorized Person	\$500	\$1,000	\$2,500
Schedule “B” 10	Erasing, defacing, or altering records	\$500	\$1,000	\$2,500

1312	Failure or refusal to allow inspection of records by Peace Officer or City Manager	\$500	\$1,000	\$2,500
Applicable to Second Hand Dealers				
Schedule "C" 1	Second Hand Dealer Carrying On business of a Pawnbroker on the same Premises	\$500	\$1,000	\$2,500
Schedule "C" 3 & 4	Failure to keep satisfactory records	\$500	\$1,000	\$2,500
Schedule "C" 5	Erase, deface, remove or alter any portion of a record	\$500	\$1,000	\$2,500
Schedule "C" 56	Failure or refusal to allow inspections of records by Peace Officer or City Manager	\$500	\$1,000	\$2,500
Schedule "C" 7	Disposing or repairing of goods before 72 hours the specified time frame has elapsed	\$500	\$1,000	\$2,500
Applicable to Direct Sellers				
Schedule "E" 2	Operating within prohibited timeframe (between 8:00PM and 8:00AM)	\$500	\$1,000	\$2,500
Schedule "E" 3	Failure to produce licence to customer upon request	\$500	\$1,000	\$2,500
Applicable to Drinking Establishments				
Schedule "F" 3 (e)	Failure or refusal to allow Peace Officer or City Manager on the Premises	\$500	\$1,000	\$2,500
Applicable to Mobile Supervised Consumption Services Unit				
Schedule "G" 8(a)	Outdoor storage of goods in connection with operations of the business	\$1,000	\$5,000	\$10,000
Schedule "G" 8(b) 9	Operating Unit on site outside of approved days and hours	\$1,000	\$5,000	\$10,000
Schedule "G" 8(c)	Failure to maintain site condition after Business operation	\$1,000	\$5,000	\$10,000
Schedule "G" 8(d) 145	Operating in an unapproved location	\$1,000	\$5,000	\$10,000
Schedule "G" 9(a)	Failure to maintain and/or execute a plan to address emergency, medical	\$1,000	\$5,000	\$10,000

	and security concerns			
Schedule "G" 9(b)	Failure to install and/or maintain a system of video camera surveillance	\$1,000	\$5,000	\$10,000
Schedule "G" 9(c)	Failure to maintain and/or execute a plan for outside inspections and regular clean up	\$1,000	\$5,000	\$10,000
Schedule "G" 9(d)	Failure to inform City of any emerging issues related to community concerns	\$1,000	\$5,000	\$10,000
Applicable to Cannabis Retail Sales and Cannabis Production Facility				
Schedule "H" 2(a)(i)	Failure to keep proof of valid and subsisting Cannabis Licence on Premise	\$1,000	\$5,000	\$10,000
Schedule "H" 2(a)(ii)	Failure to keep list of all Persons employed	\$1,000	\$5,000	\$10,000
Schedule "H" 2(b)	Failure to produce information as requested by a Peace Officer or City Manager	\$1,000	\$5,000	\$10,000
Schedule "H" 2(d)	Failure to maintain a minimum of two employees during hours of operation	\$1,000	\$5,000	\$10,000
Schedule "H" 2(f)	Failure to comply with approved security plan	\$1,000	\$5,000	\$10,000
Schedule "H" 3(a)(i)	Failure to keep proof of valid subsisting Cannabis Licence on Premise	\$1,000	\$5,000	\$10,000
Schedule "H" 3(a)(ii)	Failure to keep list of all Persons employed	\$1,000	\$5,000	\$10,000
Schedule "H" 3(b)	Failure to produce information as requested by Peace Officer or City Manager	\$1,000	\$5,000	\$10,000
Schedule "H" 3 (c)	Failure to comply with approved security plan	\$1,000	\$5,000	\$10,000
Applicable to Late Night Clubs				
Schedule "I" 5	Operating Carrying on Business after 6 A.M.	\$500	\$1,000	\$2,500
Schedule "I" 7	Refusal to allow Peace Officer or City Manager to perform their duties	\$500	\$1,000	\$2,500

DATE: December 14, 2018
TO: Erin Stuart, Inspections & Licensing Manager
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Business License Bylaw Amendment
Bylaw 3609/A-2018

Reference Report:

Administrative Report, dated November 6, 2018

Resolution:

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following Resolutions:

Resolved that Council of The City of Red Deer hereby agrees to amend Licence Bylaw 3609/A-2018 deleting Schedule G section 9(c) and replacing with the following:

- The License holder must maintain and execute a plan for daily outside inspections and twice daily clean up including needle pick up within a 150m radius of the Permanent Supervised Consumption Services during and after hours of operation;

Resolved that Council of The City of Red Deer hereby agrees to amend Bylaw 3606/A-2018 as follows:

- Schedule G section 9(d) by adding “and the public” after “the City”.

Bylaw Reading:

At the Monday, December 10, 2018 Regular Council Meeting, Council gave first and second reading to the following Bylaw, as amended:

Bylaw 3609/A-2018 (an amendment to the Business Licence Bylaw to include Permanent Supervised Consumption Services and to resolve administrative errors) with the following amendment:

- Schedule G section 9(b) by adding “monitored and professional installed” after “maintains a”.

Report back to Council:

Yes.

Comments/Further Action:

This Bylaw will come back to Council for third reading at the Monday, January 7, 2019 Council Meeting.



for Frieda McDougall
Manager

- c. Director of Planning Services
Corporate Services Administrator



December 3, 2018

Proposed 2019 Off-Site Levy Rates Off-Site Levy Bylaw Amendment 3549/B-2018

Consideration of Second and Third Reading

Legislative Services

Report Summary & Recommendation:

Summary:

The attached report is being brought forward from the Monday, November 19 and Tuesday, November 20, 2018 Capital Budget Meeting.

Recommendation:

That Council consider second and third reading of Bylaw 3549/B-2018.

Background:

At the Tuesday, November 20, 2018 Capital Budget Meeting, Council gave first reading to Bylaw 3549/B-2018, an amendment to the Off-Site Levy Bylaw to set the 2019 off-site levy rates as follows:

- Trunk Water	\$15,553
- Trunk Sanitary	\$33,484
- Trunk Storm	\$73,176
- Major Thoroughfares	\$115,690
Total:	\$237,903

Proposed Resolution:

That Bylaw 3549/B-2018 be read a second and third time.



Originally Submitted to the
November 19/20, 2018 Capital
Budget Meeting.

October 25, 2018

Proposed 2019 Off-Site Levy Rates Off-Site Levy Bylaw Amendment 3549/B-2018 Consideration of First Reading

Engineering Services

Report Summary & Recommendation:

This report provides information regarding The City of Red Deer's Off-Site Levy Rates including background, rate changes and recommendations for the 2019 rates.

Administration recommends that Council:

Approve Bylaw Amendment No. 3549/B-2018 Off-Site Levy Bylaw setting the off-site levy rates as follows:

2019 Rates

Trunk Water	\$15,553
Trunk Sanitary	\$33,484
Trunk Storm	\$73,176
Major Thoroughfares	\$115,690
Total	\$237,903

City Manager Comments:

I support the recommendation of Administration. If first reading is given, Bylaw 3549/B-2018 will come back for second and third reading at the Monday, December 10, 2018 Council Meeting.

Craig Curtis
City Manager

Proposed Resolution

That Bylaw 3549/B-2018 be read a first time.



Report Details

Background:

The City charges off-site levies on new development lands within the City to cover the cost of extending water, wastewater and storm utilities and arterial roadways to service these areas. The cost of expanding water and wastewater treatment facilities are funded through utility rates, and are not included in the off-site levy calculation. The off-site levy rates are typically reviewed on an annual basis and adjusted as required.

Further work on the off-site model is still to be undertaken in 2019 including the use of a multi-basin model.

Discussion

Analysis completed by Administration on the health of the off-site levy reserves shows that increases are required to provide overall sustainability to the reserves. Administration is recommending an increase in the off-site levy rate of 5%. This increase in the levy rates was used as a parameter metric for the cash flow calculations and overall reserve health for the current 10 year Capital Plan. Utilizing the 5% rate increase each year throughout the remainder of the 10 year Capital Plan horizon results in bringing the overall reserve back to a positive position (i.e. Self-funded) by 2028.

As our analysis and cash flow projections use the 5% per year for the next 10 years, the following table outlines the shortfall that would result if yearly percentage increases were varied:

Yearly Rate Increase Over 10 Years	2028 Shortfall (Thousands)
5%	\$3,900
4%	- \$4,900
3%	- \$12,400
2%	- \$19,400
1%	- \$26,100
0	- \$32,800

It should be noted that the off-site levy is based on an expected growth basin of approximately 30 years so there is fluidity in the overall health of the reserve at any point in time based on timing and size of rate adjustments, actual construction costs of projects, and actual rate of development. Further, shortfalls in the off-site levy rates or funds lost and not collected from development at the appropriate time results in the tax base or future development having to cover that difference.



During our review of the rates, Administration also noticed that cleanup of Schedules A and B were required for clarity and consistency. These changes have been made and new schedules have been provided with the amendment.

Analysis

Impact to the New Home Owner

New levy rates are often compared to the overall capital cost to construct a new residential home. On average, a new single family home including the lot will cost approximately \$450,000. Based on 14 residential lots per hectare, the proposed 5% would increase the cost of a residential home by approximately \$809, or 0.1%.

Previous Rates

Historically, rate increases have ranged from 0% to 5%. This information is summarized as follows:

Year	Percent Increase
2012	4.8%
2013	3.0%
2014	0%
2015	4.9%
2016	1.2%
2017	0%
2018	5%

Recommendation

Administration recommends amending Bylaw 3549/A-2018 as follows:

Rates

Off-Site Infrastructure	2018 Rate	5% Increase	2019 Rate
Trunk Water	\$ 14,812	\$741	\$15,553
Trunk Sanitary	\$ 31,889	\$1,595	\$33,484
Trunk Storm	\$ 69,691	\$3,485	\$73,176
Major Thoroughfares	\$110,181	\$5,509	\$115,690
Total per hectare	\$226,573	\$11,330	\$237,903



Schedule A

Replace Schedule A with the updated version dated October 25th, 2018.

Schedule B

Replace Schedule B with the updated version dated October 25th, 2018.

Off-Site Levy Bylaw Amendment Schedule B

Bylaw No 3549/B-2018

I. Water Trunk Projects

Water Model Update
Queens Business Park(QBP) (SW36) - Water Trunk
North of Hwy 11A
Area 1: Hwy 11A (51-21) - (SE5 & SW4)
Area 1: Taylor Drive Trunk (SW4) (stn 0+000 to 0+600)
Area 2: Taylor Drive Trunk (NW4) (stn 0+600 to 1+1400)
Area 2: Trunk - Twp Road 391 from Central Pk to RR 274 (800m) (East/West Leg)
Northland Dr (Gaetz Avenue to 67 St) Supply Line - includes 600mm tie in for Chiles Area
Area 3 (SE4 & SW4): 750/600mm Trunk from Pump Station to C&E Trail. (Includes 400mm North/South Trunk)
Reservoir N of 11A
Queens Supply Line (Hwy 11A) (750mm) from Pump Station to tie-in East of Hwy 2. (Includes cost of Booster Pump)
Hwy 2A Trunk (600/450mm) from Pump Station to Twp Rd 391- East. (Includes East/West leg at the end)
Area 2: Water Trunk (SE8) (500mm) along Rge Rd 274 from Twp Rd 391 to CP Rail (City Limits)
East of 20th Avenue
Area 1: Supply line (WTP-38 & 39 to 42)
Area 1: East Hill Pump Station & Reservoir
Water Treatment Plant Pumps Upgrades - upgrade high lift pumps from 350hp to 900hp
Area 3 (SW25): 20 Avenue Trunk Mains from 67 St to 800m North of 20 Ave
Area 3 (NW25): 20 Avenue Trunk Mains from 800m north of 20 Ave to 1600m north
Area 1 & Area 2 (SE35 & SW35): 750mm Trunk
Area 3 (SW25 & NW25): 600/450mm Trunk
Area 3 (SW25 & NW25): 500mm Trunk
Development East of Pump Station & East of Area 4
Area 4 (NW24): 600mm East Trunk from Pump Station plus 500mm North/South Trunk
Area 5, 6 & 7 (SW24, NW13 & SW 13): 20 Ave Trunk
Area 6 (NE13): 500/400mm Trunks
Area 10 & Area 12 (SE11 & SW11): 400/500mm Trunks
Area 11 (NE11): 450/500 Trunks
South Reservoir
Supply line to South Reservoir
Debenture Repayments

Hwy 11A Sanitary Trunk Extension (59-60)
Sanitary Model Update
North of Hwy 11A
Area 1: Sanitary Trunk (SE5) (800m)
Area 2: Sanitary Trunk (North 1/2 of 3 & NE4)
Area 3: Sanitary Trunk (NE 4) (400 m)

October 25, 2018

Off-Site Levy Bylaw Amendment Schedule B

Sanitary Trunk (NE3) - adjacent to Hwy 2A, connecting shared Regional Line to the area (City Snow Site)
East of 20th Avenue
Area 1: Trunk Mains from 20 Ave to 30 Ave
Area 2: Lift Station & Trunk Mains from Northland Drive North (1600m)
Area 3: Trunk Mains from Northland Drive to 67 St
Area 4: Trunk Mains from 67 St to South Quarter Line (800m)
Area 5: Trunk Mains from Quarter Line to 55 St
Area 6: Trunk Mains from 55 St to Ross St
Area 7: Trunk Mains from Ross St to 39 St
Area 8: Lift Station, Trunk Mains and temporary tie-in to SRD Force Main
Area 10: Lift Station, Trunk Mains and temporary tie-in to SRD Force Main
Force Main from 19 St to 39 St and tie-in to Lift Station in Area 8 & Area 10
Debenture Repayments

2. Storm Trunk Projects

Hazlett Lake Stormwater Management Study / Monitoring
Queens Business Park (QBP) (NW25) Trunk (94-95)
QBP (NW25) Pond I6
East Hill Central (EHC) - Timberlands East (NE 23) - Pond D3
East Hill North (EHN) - (NE 27) Pond H6 & Trunk (79-80)
EHN - (SE 27) Pond H3
EHN - North of 67 St. (SW27) - Pond H7 + Trunk (76-84)
EHN - (N26) Northland Dr - Trunks (81-83)
EHN - (NE26) - Pond H4
Sunnybrook (SE4) - Pond C6 & Trunks (46 - 47)
Sunnybrook (NE4) Bower quarter - Pond B4 & Trunks (41-40)
Sunnybrook (NE4) Bower quarter - Pond B3 & Trunks (42-43)
Debenture Repayments
North of Hwy 11A
Area 1: Hazlett Lake - Overflow Drainage Route Improvements
Area 2/3: Hazlett Lake Trunk & Outfall at Red Deer River (2400m)
Area 2 (NW4 & SE9): Trunks East of Hazlett Lake (800m)
Area 3 (SE & NE4): Storm Ponds(2) & Trunk (700m)
Area 2 (SW9 & SE8): Trunk (800m)
Phase 2 (SW10): Trunk (800m)
Area 1 (NE5): Storm Pond
Area 1 (SE5): Storm Pond
Area 1 (SW4): Storm Pond
Area 3 (SW4): Storm Pond
Phase 2 (SW3): Storm Pond

Off-Site Levy Bylaw Amendment Schedule B

Phase 2 (SE3): Storm Pond
Phase 2 (NE3): Storm Pond
Phase 2 (NE3): Storm Pond
Phase 2 (NE3): Storm Pond
Area 2 (NW4): Storm Pond
Area 3 (SE9): Storm Pond
Area 2 (SW9): Storm Pond
Area 2 (SE8): Storm Pond
East of 20th Avenue
Area 1 (S35): Storm Pond(1)
Area 1 (S35): Trunk Mains
Area 2 (E34 & W35): Storm Ponds(2)
Area 2 (E34 & W35): Outfall & Trunk Mains
Area 3 (W25): Storm Ponds(2)
Area 3 (W25): 20 Ave Trunk Mains
Area 3 (W25): East/West Trunk Mains
Area 4 (NW24): Storm Pond(1)
Area 4 (NW24): 20 Ave Trunk Mains
Area 4 (NW24): 67 St Trunk Mains
Area 5 (SW24): Storm Pond(1)
Area 5 (SW24): 20 Ave Trunk Mains
Area 5 (SW24): 55 St/Hwy 11 Trunk Mains
Area 6 (N13): Storm Ponds
Area 6 (N13): 20 Ave Trunk Mains & Ross St Trunk Mains
Area 7 (S13): Storm Ponds(2)
Area 7 (S13): 20 Ave Trunk Mains
Area 7 (S13): 39 St Trunk Mains
Area 8 (W12): Storm Ponds(2)
Area 8 (W12): 20 Ave Trunk Mains
Area 8 (W12): 19 St Trunk Mains
Area 8 (W12): Pond Trunk Mains
Area 9 (E12): Storm Ponds(2)
Area 9 (E12): Trunk Mains
Area 10 (W1): Storm Ponds(2)
Area 10 (W1): Trunk Mains
Area 11 (NE1): Storm Pond(1)
Area 12 (SE1): Storm Pond(1)
Area 12 (SE1): Trunk Mains

Off-Site Levy Bylaw Amendment Schedule B

3. Major Thoroughfare Projects

West QEII Business Park (NE35) Phase 3 - Divided arterial roadway construction (N to S) Includes Hwy 11A rdwy & intersection improvements at 80 Ave.
West QEII Business Park (NE35) Phase 4 - Divided arterial roadway construction (N to S)
West QEII Business Park (SE35) Phase 5 - Undivided arterial roadway construction (E to W)
West QEII Business Park (SW36) Phase 6 - Undivided arterial roadway construction (N to S)
West QEII Business Park (SE35) Phase 7 - Undivided arterial roadway construction (E to W)
West QEII Business Park (NW25) Phase 8 - Divided arterial roadway construction (N to S)
67 St from Quarter Line to 20 Ave - 2 lane (upgrade 2 lane rural cross section to 2 lane urban cross section) includes intersectional upgrades west of quarter line.
67 St from Quarter Line to 20 Ave - upgrade 2 lane urban cross section to 4 lane arterial
32 St (Daines Av to 20 Av) - 4 Lanes - Design and Pregrading '17
19 Street (30 Ave to 20 Ave) - 4 Lane - Quarter line to 20 Ave in 2028+
19 St / 30 Avenue Intersection Improvements - Design & Const in 2028+
Northland Drive - Gaetz Ave to 49 Ave
CN & River Bridges
Northland Drive - 2 lane 49 Ave to 78 St Crescent
Northland Drive - 2 lane 78 St Crescent to 30 Ave
30 Avenue from Northland Drive to 67 Street - upgrade 2 lane urban to 4 lane
Northland Dr from Hwy 2 to Taylor Dr - 4 lanes (Design)
Northland Dr from Taylor Dr to Gaetz Ave - 4 lanes (anticipated funding 100% AT)
CP Rail Overpass (Hwy 11A between Taylor Dr & Gaetz Avenue)
20 Avenue from 55 St to 32 St - 2 lanes
20 Avenue from 67 St to 400 m North of 55 St - 2 lanes
20 Avenue 400 m North of 55 Street to 55 Street - 2 lanes
20 Avenue from 32 St to 19 St - 2 lanes
Northland Drive - (30 Ave to 20 Ave) - 2 lanes
Debenture Repayments
North of Hwy 11A
Area 1: Taylor Drive (Hwy 11A to stn 0+600) - 4 lane arterial
Area 1: Taylor Drive (stn 0+600 to stn 1+000) - 4 lane arterial
Area 2: Taylor Drive (stn 1+000 to 1+600) - 4 lane arterial
Area 2: Taylor Drive (stn 1+600 to 2+000) - 2 lane arterial
Area 3: Southern East / West Arterial - 4 lanes (1.2 km)
Area 3: Future Northern East / West Arterial - 4 lanes (1.8 km)
Road 6: Taylor Drive / Hwy 11A Intersection Improvements in 2025. Construction of Interchange (2028+)
Road 7: Hwy 2A Interchange (North side) (2028+)

Off-Site Levy Bylaw Amendment Schedule B

East of 20th Avenue
Area 2: 30 Avenue North of Northland Drive (NLD) - 2 lanes
Area 4: 67 Street East of 20 Ave - 4 lanes (400 m)
Area 5: NLD from Gaetz Ave to 67 St - 2 to 4 lanes
Area 6: Ross Street from 20 Ave to 10 Ave first 2 lanes in 2018-East 580 m & 2028+ construct balance of rdwy East to 10 Ave (1000 m)
Area 8: 32 Street from 20 Ave to East quarter line - first 2 lanes (900 m) (2028+)
Area 8: 20 Avenue from 67 St to 32 St - 2 to 4 lanes (4000 m) (2028+)
Area 9: 32 Street from East quarter line to 10 Ave - 2 lanes (900 m) (2028+)
Area 10: 22 Street from 20 Ave to East quarter line - 2 lanes (900 m) (2028+)
Area 10: 20 Avenue from 32 St to 19 St - 2 to 4 lanes (2028+)
Area 10: 19 Street from 20 Ave to 400 m East - 4 lanes (2028+)
Area 11: 22 Street from East quarter to 10 Ave - 2 lanes (900 m) (2028+)
Area 12: 19 Street from 400 m East of 20 Ave for 800 m - 4 lanes (2028+)
NLD Drive - Gaetz Ave to 67 St - 6 lanes (5600 m) (2028+)
NLD Drive - 67 St to 39 St - 6 lanes (3200 m) (2028+)
NLD Drive - 39 St to 19 St - 6 lanes (3200 m) (2028+)
Interchanges at 32 Street and 19 Street (2028+)
Interchange at Gaetz Ave / Hwy 11 A (Not included as part of North of 11A) (2028+)

BYLAW NO. 3549/2015

Being a Bylaw of The City of Red Deer to provide a uniform levy of off-site costs in respect of previously undeveloped land.

- 1 WHEREAS pursuant to provisions of Section 648 of the Municipal Government Act, The City may by bylaw:
 - a) Provide for the imposition and payment of a levy to be known as an "off-site levy" in respect of land that is to be developed or subdivided, and
 - b) Authorize an agreement to be entered into in respect of the payment of the levy.
- 2 An off-site levy may be used only to pay for all or part of the capital cost of any or all of the following:
 - a) New or expanded facilities for the storage, transmission, treatment, or supplying of water;
 - b) New or expanded facilities for the treatment, movement, or disposal of sanitary sewage;
 - c) New or expanded storm sewer drainage facilities;
 - d) New or expanded roads required for or impacted by a subdivision or development;
 - e) Land required for or in connection with any facilities described in clauses (a) to (d);

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

- 3 This bylaw may be cited as "The Off-Site Levy Bylaw".

- 4 Definitions:

For the purpose of this bylaw:

- 1) "Development" shall mean:
 - a) a change of use of land, or an act done in relation to land that results in or is likely to result in a change in the use of the land, or
 - b) a change in the intensity of the use of land or an act done in relation to land that results in, or is likely to result in, a change of the intensity of the use of the said land.

- 2) "Gross Development Area" means each and every hectare or part thereof as shown on the Plan of Subdivision for a development which has been approved by the Municipal Planning Commission, including any area which may be dedicated for roads, lanes, walkways, parks, reserve parcels, schools, or any other public use.
- 3) "Net Development Area" means the area remaining after the deletion of the following lands (deemed undevelopable) from the Gross Development Area:
 - a) previously developed lands for which off-site levies have already been paid;
 - b) expressway and arterial road right of ways as defined by The City;
 - c) Environmental Reserves as defined in the Municipal Government Act (e.g. native wetlands, rivers, creeks, lakes, ravines, steeply sloped areas);
 - d) major tree stands that are identified by the City for preservation and are in excess of the 10% municipal reserve dedication required by the MGA;
 - e) The power transmission right of way and facilities (e.g. substations) extending across the city. Parts of these lands that are subdivided from the right of way for development purposes would not be excluded from the Gross Development Area;
 - f) North East High School site (SW 26-38-27 W4) and accompanying recreation areas;
 - g) Oil and gas line rights-of-ways and / or facilities operated by the same company;
 - h) Railway rights-of-way.
- 4) "Trunk Water" means an existing or proposed water main; generally having an internal diameter of 350 mm or greater, complete with related pumping and storage facilities; that has been designated by The City as a trunk facility, the cost of same having been included in the calculation of the Water Off-site Levy rate.
- 5) "Trunk Water Off-site Levy Rate" means the amount to be assessed per hectare of developable land; the calculation of which is based on the actual or estimated cost of the Trunk Water facilities identified on Schedule "B" less the Water Off-site Levy revenues collected to date, plus interest on borrowed funds, divided by the Net Development Area within the Basin Boundary identified on Schedule "A".
- 6) "Trunk Sanitary" means an existing or proposed sanitary sewer; generally having an internal diameter of 375 mm or greater, or having a depth of cover greater than 6.0 m, complete

¹ 3549/A-2018

with related pumping facilities; that has been designated by The City as a trunk facility, the cost of same having been included in the calculation of the Sanitary Off -site Levy rate.

- 7) "Trunk Sanitary Off -site Levy Rate" means the amount to be assessed per hectare of developable land; the calculation of which is based on the actual or estimated cost of the Trunk Sanitary facilities identified on Schedule ²"B" less the Sanitary Off-site Levy revenues collected to date, plus interest on borrowed funds, divided by the Net Development Area within the Basin Boundary identified on Schedule ³"A".
 - 8) "Trunk Storm" means an existing or proposed storm sewer; generally defined as having an internal diameter of 1,200 mm or greater, as well as storm water storage facilities and associated outlet piping; that has been designated by The City as a trunk facility, the cost of same having been included in the calculation of the Storm Off-site Levy rate.
 - 9) "Trunk Storm Off-site Levy Rate" means the amount to be assessed per hectare of developable land; the calculation of which is based on the actual or estimated cost of the Trunk Storm facilities identified on Schedule ⁴"B" less the Storm Off-site Levy revenues collected to date, plus interest on borrowed funds, divided by the Net Development Area within the Basin Boundary identified on Schedule ⁵"A".
 - 10) "Major Thoroughfare" means an existing or proposed expressway, divided or undivided arterial roadway, including the land for right of way, storm drainage, traffic signals, and street lighting, that has been designated as a major thoroughfare by The City; the cost of same having been included in the calculation of the Major Thoroughfare off-site levy rate.
 - 11) "Major Thoroughfare Off-site Levy Rate" means the amount to be assessed per hectare of developable land; the calculation of which is based on the actual or estimated cost of the Major Thoroughfare facilities identified on Schedule ⁶"B" less the Major Thoroughfare Off-site Levy revenues collected to date, plus interest on borrowed funds, divided by the Net Development Area within the Basin Boundary identified on Schedule ⁷"A".
- 5 That effective ⁸January 1, 2019, The City of Red Deer hereby levies an off-site levy upon all land within The City boundaries to be subdivided or developed within the areas described below and calculated as follows:

² 3549/A-2018

³ 3549/A-2018

⁴ 3549/A-2018

⁵ 3549/A-2018

⁶ 3549/A-2018

⁷ 3549/A-2018

⁸ 3549/A-2018

- 1) In all the area outlined in the attached Schedule "A", the sum of \$15,553 per hectare for each hectare or part thereof within the Net Development Area for Trunk Water Infrastructure (the "Trunk Water Off-site Levy Rate").
 - 2) In all the area outlined in the attached Schedule "A", the sum of \$33,484 for each hectare or part thereof within the Net Development Area for Trunk Sanitary Sewer Infrastructure (the "Trunk Sanitary Off - site Levy Rate").
 - 3) In all the area outlined in the attached Schedule "A", the sum of \$73,176 for each hectare or part thereof within the Net Development Area for Trunk Storm Sewer Infrastructure (the "Trunk Storm Off-site Levy Rate").
 - 4) In all the area outlined in the attached Schedule "A", the sum of \$115,690 for each hectare or part thereof within the Net Development Area for Major Thoroughfares (the "Major Thoroughfare Off-site Levy Rate").
- 6 Service Basin areas lying beyond City limits are used for purposes related to calculation of Off Site Levy rates only. Off-site Levies shall not apply to areas beyond The City's jurisdiction.
 - 7 All levies imposed under this bylaw shall be in addition to the fee payable for development permits or building permits, and shall be paid to The City following approval of a subdivision plan and prior to the issuance of a development permit or a building permit, as the case may be.
 - 8 Off-site levies imposed and collected under Bylaw 3498/2013 shall be deemed to have been imposed and collected under this Bylaw.
 - 9 Bylaw 3498/2013 is hereby repealed.

READ A FIRST TIME IN OPEN COUNCIL this 11th day of May 2015.

READ A SECOND TIME IN OPEN COUNCIL this 22nd day of June 2015.

READ A THIRD TIME IN OPEN COUNCIL this 22nd day of June 2015.

AND SIGNED BY THE MAYOR AND CITY CLERK this 22nd day of June 2015.

⁹ 3549/A-2018

¹⁰ 3549/A-2018

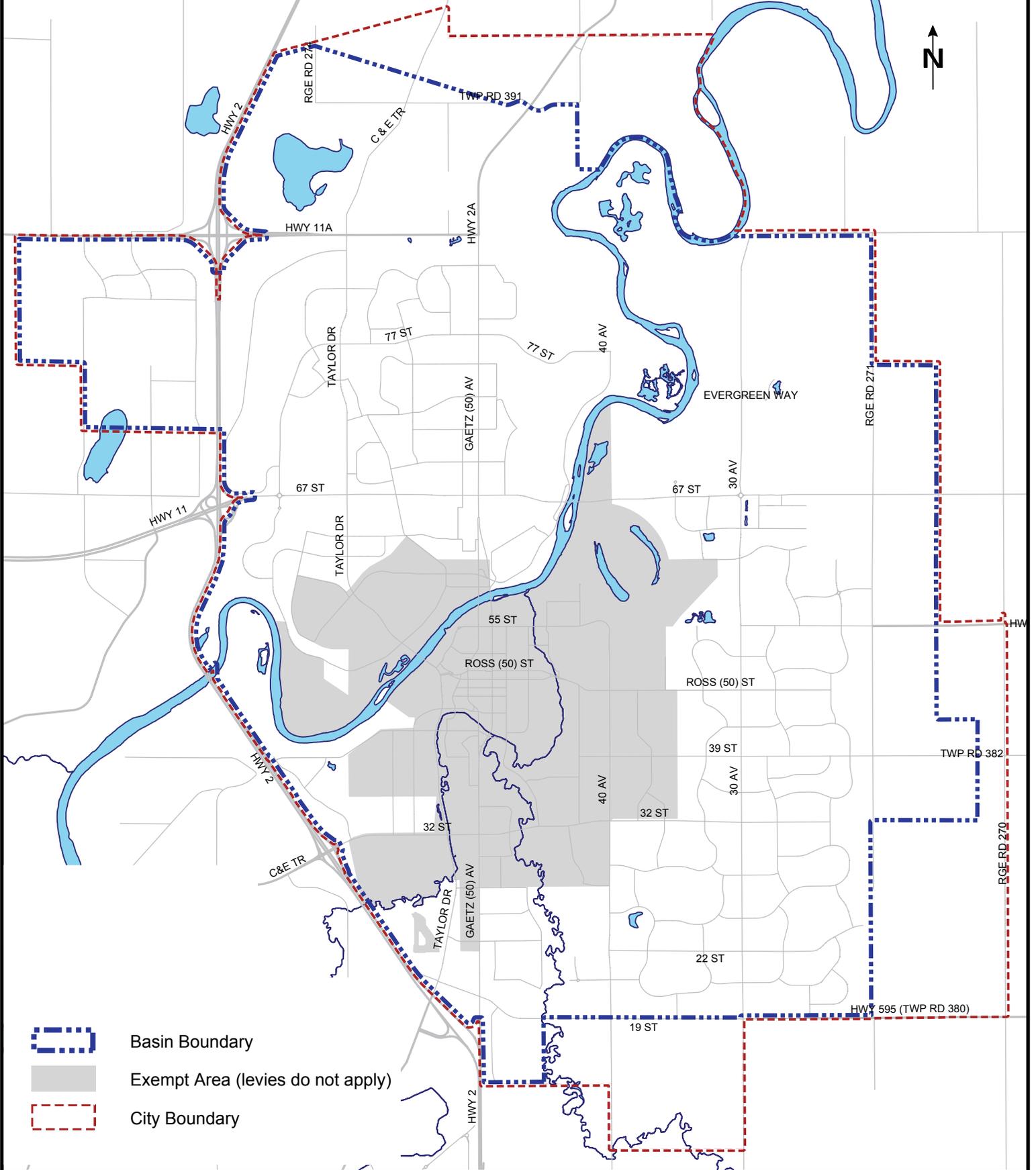
¹¹ 3549/A-2018

“Mayor Tara Veer”

MAYOR

“Angie Keibel”

ACTING CITY CLERK



BASIN BOUNDARY



Not to Scale

October 25, 2018

OFF-SITE LEVY
BYLAW 3549 / 2015
SCHEDULE "A"

DATE: December 14, 2018
TO: Konrad Dunbar, Engineering Services Manager
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Proposed 2019 Off-Site Levy Rates
Off-Site Levy Bylaw Amendment 3549/B-2018

Reference Report:

Legislative Services, dated December 3, 2018

Bylaw Reading:

At the Monday, December 10, 2018 Regular Council Meeting, Council gave second and third reading to the following Bylaw:

Bylaw 3549/B-2018 (an amendment to the Off-Site Levy Bylaw to set the 2019 off-site levy rates as follows:

-	Trunk Water	\$15,553
-	Trunk Sanitary	\$33,484
-	Trunk Storm	\$73,176
-	Major Thoroughfares	\$115,690
	Total:	\$237,903)

Report back to Council:

No.

Comments/Further Action:

Administration will distribute this Bylaw in due course.

Frieda McDougall
for Frieda McDougall
Manager

c. Director of Development Services
Corporate Meeting Administrator



November 22, 2018

Site Exception for a Freestanding Sign

Bylaw 3357/BB-2018

3947 – 50A Avenue (Lot 2, Block J, Plan 3999RS)

Planning Department

Report Summary and Recommendation

Planning received an application to amend an existing site exception within the Land Use Bylaw that would allow for one freestanding sign as a discretionary use on a parcel that is designated *R3 – Residential (Multiple Family) District*.

Planning staff recommends Council give First Reading to Bylaw 3357/BB-2018 and schedule a public hearing as per the requirements of s674 of the Act.

City Manager comments

I support the recommendation of Administration. If first reading of Bylaw 3357/BB-2018 is given, a Public Hearing would then be held on Monday, January 7, 2019 at 6:00 p.m. during Council's regular meeting.

Craig Curtis
City Manager

Proposed Resolution

That Bylaw 3357/BB-2018 be read a first time.

Rationale for Recommendation

1. Although the subject site is designated *R3 – Residential (Multiple Family) District* it functions as a commercial site through a site exception

For 30 years this site has had a site exception that allows for, "Medical offices and related facilities and related commercial services provided that such offices shall not be located on any floor of the building which contains a dwelling unit."

2. Freestanding signs are a permitted or discretionary use in all commercial districts.

Since this parcel functions as a commercial parcel allowing a freestanding sign is reasonable as freestanding signs are a use in all commercial districts.

3. A freestanding sign is compatible with surrounding developments.

The parcel is surrounded by other commercial and public uses (See Appendix A).

Discussion

Despite its R3 zoning the subject site has developed as a commercial use and it is reasonable for commercial uses to have appropriate signs.

The proposed amendment would allow a freestanding sign up to 9.0 metres high, which is the maximum height allowed under most commercial districts, and up to 7.0 m² in sign area as per the applicant's request. Most commercial districts allow sign areas up to 12.0 m².

Allowing an amendment to the existing commercial site exception for a commercial sign is in alignment with other commercial uses and districts in the area. The current R3 zoning has been in place for many years and it is anticipated that this zoning will be examined as part of the larger Land Use Bylaw review.

Listing the proposed use as discretionary gives the Development Authority the ability to impose conditions to minimize any potential negative impacts and it also gives anyone who believes they are impacted by an approval of a Development Permit the right to appeal that decision to the Subdivision and Development Appeal Board.

The Municipal Development Plan's Generalized Land Use Concept identifies this area for residential uses.

Initially the application was to consider *C1 – Commercial (City Centre) District*. However, due to C1 not requiring parking and existing on-site parking being required, the application has been limited to the specific request of a sign consideration. This area is noted for further consideration of a broader Land Use Bylaw review.

Dialogue

The proposal was circulated to relevant city departments and all concerns/comments provided have been reviewed and considered by the Planning department.

A referral was sent to nine landowners within 100 metres of the subject site. Although the proposal is now limited to expanding the existing R3 amendment to an existing site exception to allow for a free standing sign, the referral had indicated that the proposal was to rezone the site to *C1 – Commercial (City Centre) District*. The proposal is now more limited. No responses were received from the 100 metre landowners.

Appendices

Appendix A – Location of Subject Site

Appendix B – Current Wording of Section 8.22 Exceptions Respecting Land Use,
subsection 1(b)

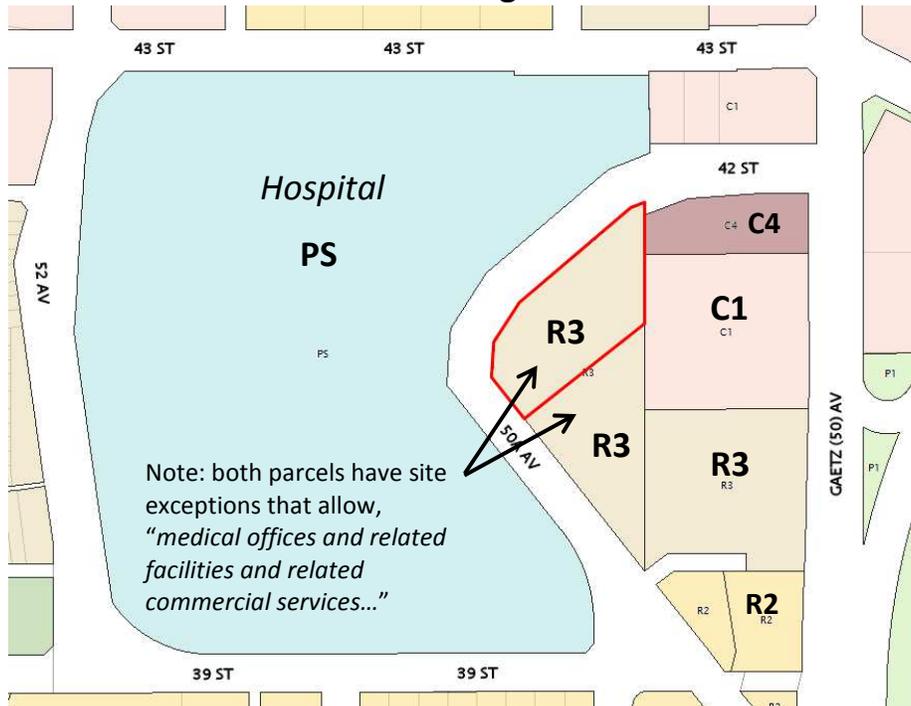
Appendix C – Land Use Bylaw 3357/BB-2018

Appendix A
Location and Zoning of Subject Site

3947 – 50A Avenue Location



Zoning



Appendix B
Current Wording of Section 8.22 Exceptions Respecting Land Use,
subsection 1(b)

8.22 Exceptions Respecting Land Use

1. Areas Specifically Designated for a Particular Use

- (b) On those sites listed below, medical offices and related facilities and related commercial services are discretionary uses provided that such offices shall not be located on any floor of the building which contains a dwelling unit. Parking lots are also a discretionary use for Block 4, Plan 6564 E.T.:
 - (i) Block 4, Plan 6564 E.T. (5101 – 5129 39 Street & 5102-5130 38 Street)
 - (ii) Lot 1, Block J, Plan 3999 R.S. (3939-50A Avenue),
 - (iii) Lot 2, Block J, Plan 3999 R.S. (3947-50A Avenue),
 - (iv) 5102-5130 38 Street and 5101 – 5129 39 Street.

Appendix C
Land Use Bylaw 3357/BB-2018



October 15, 2018

Amendments to the Safety Codes Permit Bylaw and Development Permit Fee Bylaw

Administrative Report

Report Summary

The proposed amendments to the *Development Permit Fee Bylaw* and *Safety Codes Permit Fee Bylaw* are to address three areas:

1. Addition of fees for services not currently charged for.
2. Addition of specified penalties for Safety Codes related infractions.
3. Removal of references to Occupancy Permits.

Firstly, Administration has conducted a full fee and charges review of the development and building service areas, as recommended by the 2016 Value for Money Review (Appendix F). The recommended addition of fees for services not currently charged for is brought forward for Council's endorsement.

Second, the addition of specified penalties for certain contraventions allows Administration to issue municipal tickets without an individual having to attend Court.

And finally, there were consequential amendments required to remove references to Occupancy Permits, based on Council's recent adoption of the new *Business Licence Bylaw*.

Administration recommends Council give 1st reading to *Development Permit Fee Bylaw* and *Safety Codes Permit Fee Bylaw* to adopt the amendments (Appendices A & C).

City Manager Comments

I support the recommendation of Administration. If first reading of Bylaw 3551/B-2018 and Bylaw 3555/B-2018 are given, these bylaws will come back for second and third reading at the Monday, January 7, 2019 Council meeting.

Craig Curtis
City Manager

Proposed Resolutions

That Bylaw 3551/B-2018 and Bylaw 3555/B-2018 be read a first time.

Rationale for Recommendations

- 1) **The recommendations were identified in the 2016 Value for Money Review.**
- 2) **The introduction of fees for services provided to customers but not currently charged for ensures that those services are not substantially being subsidized by the tax base.** These additional fees would only be applied to customers who are not prepared or who would be acquiring the individualized service.
- 3) **Adding specified penalties for certain infractions prevents all contraventions from having to go to Court.** The current bylaw allows only limited abilities to issue municipal tickets.
- 4) **The requirement for Occupancy Permits no longer exists.** With the recent adoption of *Business Licence Bylaw No. 3609/2018*, the requirement for an annual business licence replaces the need for Occupancy Permits.

Discussion

The *Safety Codes Permit Bylaw* and *Development Permit Fee Bylaw* were both adopted in 2015, following a complete review of processes within the Inspections & Licensing Department.

Proposed are additional fees for services for currently charged for, additional specified penalties for Safety Codes related infractions, and minor changes to remove requirements for Occupancy Permits.

Value for Money Review

A Value for Money (VFM) Review was conducted by KPMG in 2016 for the development and building services of City operations. The review included examining existing processes, procedures, fees and delivery structures in The City, comparing practices with other municipalities of similar size. The final review provided a number of recommendations for implementation, including several specific to The City's permit fees.

The final report from KPMG included a number of recommendations specific to The City's permit fees. The document identifies that fees for The City's services are not cost recovered and that fees do not reflect the effort provided by staff in service delivery.

Further, a comprehensive review of fees was considered as a high value, high complexity option for consideration, identifying the need as high priority. Related options included adding additional fees for permits/services that The City does not currently charge for and differentiating fee levels for homeowners.

Safety Codes Permit Bylaw Amendments

There are three components making up the amendments to the *Safety Codes Permit Bylaw* (Appendix B):

1. Recommended additional fees
2. Additional specified penalties

3. Removal of occupancy permits

Recommended Additional Fees

There are a number of Safety Codes services or processes that The City does not currently have a fee for, but that other municipalities are charging for. These include items such as an applicant revising their application following issuance, or for situations where reinspections are required and previously identified deficiencies are left outstanding.

The table below identifies the new fees proposed by Administration for Safety Codes related permits.

Service Provided	Fee
Non-residential and apartment plan re-submission for review – If a Building Permit has been submitted and the Safety Codes Officer (SCO) already completed the plan review; the applicant modifies their plan, requiring another plan review.	\$100.00/hour to a max. of \$1,000.00
Alternative solution review – A non-prescriptive solution/design to provide equal life safety to the applicable code, requiring additional SCO time to review. These require registration with Alberta Municipal Affairs.	\$100.00/hour to a max. of \$1,000.00
Environmental remediation (grow-op/derelict building) – This fee would apply for applications where additional sensitivity is required due to hazardous materials, and typically include additional specialized reports and inspections by the SCO.	\$100/hour to a max. of \$5,000.00
Homeowner permit premium – To compensate for the significantly more time involved in the administration and inspections side of a permit when a homeowner applies for their own permit and completes the work.	Additional 25% of permit fee
Inspection of occupied space – If a space has been occupied or has furniture/belongings moved into it, prior to an inspection. This requires more time from the SCO, requires arrangements to have the applicant at the inspection due to increased risk of liability to The City.	\$250.00
Reinstate a permit within 30 days of permit expiry	\$125.00
Permit extension request prior to permit expiry	½ permit fee; max of \$100.00

Specified Penalties

A bylaw may include either specified penalties or unspecified penalties in relation to contraventions to specific sections of that bylaw. Unspecified penalties typically are used in situations where there are a number of variables involved and the severity of the contravention will vary depending on the nature of those variables. Specified penalties, on the other hand, are used for contraventions that do not typically vary much in nature.

The key difference between the two is the process that would follow; if unspecified, there is an automatic court appearance for the individual receiving the ticket, with the judge determining the amount imposed for the contravention. This takes considerable more time and resources

than if a penalty is specified. If a specified penalty exists, the individual can pay their ticket directly at City Hall.

The additional recommended specified penalties have been identified by Administration as being standard, and reducing the time and resources required enforcing those sections of the bylaw.

Occupancy Permits

In 2017, Council adopted amendments to the *Safety Codes Permit Bylaw*, implementing the newly identified Completion Report. This was step one in a process to separate Safety Codes from land use from business licensing, where historically processes had been intermingled. The Completion Report is the mechanism that ensures all Safety Codes permits have been inspected and closed, prior to the building being used or occupied.

The second and final step in the process included City Council adopting the new *Business Licence Bylaw* in September 2018, requiring all Businesses operating in the city to obtain an annual business licence. The intent of this was to remove the requirement of an Occupancy Permit and replace it with the business licence.

As such, minor amendments are required to the *Safety Codes Permit Bylaw* to remove any references to Occupancy Permits.

Recommended Development Permit Bylaw Amendments

In addition to those related to Safety Codes, Administration is also proposing to amend the *Development Permit Fee Bylaw* to add a similar fee to Development Permits (Appendix D). Should an applicant revise their submission following review, they will be charged a fee equal to 50% of their original application fee.

Process

Consultation

Administration has worked with BILD Central Alberta and Red Deer Construction Association over the last few years, and fees have been a topic of discussion. Both groups were included in consultation with the proposed new fees within the bylaw amendments (Appendix E).

The Red Deer Construction Association did not identify any concerns related to the new fees proposed. At a meeting with BILD Central Alberta's builder counsel group, a number of concerns were identified and feedback gathered. Based on the feedback provided, modifications were made to the fees themselves, as well as the structure. The proposed homeowner premium was highly supported by the group.

Next Steps

With the completion of the fees and charges review by Administration, the full recommendations will be brought forward as part of the Operating Budget for 2019 for Council's consideration.

Appendices

- Appendix A: *Safety Codes Permit Bylaw* Amendment No. 3551/B-2018
- Appendix B: *Safety Codes Permit Bylaw* No. 3551/B-2018, Strikethrough Version
- Appendix C: *Development Permit Fee Bylaw* Amendment No. 3555/B-2018
- Appendix D: *Development Permit Fee Bylaw* No. 3555/B-2018, Strikethrough Version
- Appendix E: Consultation with BILD Alberta and Red Deer Construction Assoc.
- Appendix F: Planning and Development Services Value for Money Review, November 2016

Appendix A:

Safety Codes Permit Bylaw Amendment No. 3551/B-2018

BYLAW NO. 3551/B-2018

Being a Bylaw to amend Bylaw No. 3551/2015 The Safety Codes Permit Bylaw of the City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

Bylaw No. 3551/2015 is hereby amended as follows:

- 1. By deleting section 15(d) in its entirety and replacing it with:

(d) ensure that all approved plans and specifications are available at the construction site at all reasonable times for inspection by a Safety Codes Officer;
- 2. By deleting "Occupancy" from the section heading preceding section 19.
- 3. By deleting section 19 in its entirety and replacing it with:

19. No person shall occupy, or allow the occupancy of, or use of, any building or portion thereof until a final inspection has occurred in all applicable Safety Code Act disciplines and the Safety Codes Officers have deemed the building or portion thereof ready to use or occupy and the Permit Issuer has issued a completion report.
- 4. By deleting section 20 in its entirety and replacing it with:

20. No person shall allow a change in use, tenancy or the occupancy classification (as determined by the Safety Codes Officer) of an existing building until approved by a Safety Codes Officer in writing or other form of approval by the City Manager has been granted.
- 5. By deleting section 24 in its entirety and replacing it with:

24. A Safety Codes Officer shall have the right to inspect any site at any reasonable time.
- 6. By deleting Schedule "A" and replacing it with the attached Schedule "A".
- 7. By deleting Schedule "B" and replacing it with the attached Schedule "B".

READ A FIRST TIME IN OPEN COUNCIL this day of 2018.

READ A SECOND TIME IN OPEN COUNCIL this day of 2018.

READ A THIRD TIME IN OPEN COUNCIL this day of 2018.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2018.

MAYOR

CITY CLERK

SCHEDULE "A"
FEEES FOR PERMITS AND SERVICES UNDER SAFETY CODES ACT

Plumbing Permits	Fee
Minimum fee	\$70.60
For each fixture, discharge device, or weeping tile	\$10.00
Installation of backflow device/lawn sprinkler	\$70.60
Ditch permit to service site – residential and commercial	\$70.60
Private sewage disposal	\$116.25
Gas Permits	Fee
Minimum fee	\$70.60
All major occupancies other than single family and two family residences (to be determined by the total B.T.U rating for all gas fixtures, furnaces, or other devices installed):	\$70.60
<ul style="list-style-type: none"> • 65,000 B.T.U./HR input or less 	\$85.25
<ul style="list-style-type: none"> • 65,001 – 400,000 B.T.U./HR input or less 	\$120.80
<ul style="list-style-type: none"> • 400,001 – 500,000 B.T.U./HR input or less 	\$156.20
<ul style="list-style-type: none"> • 500,001 – 1,000,000 B.T.U./HR input or less 	\$284.05
<ul style="list-style-type: none"> • 1,000,001 – 5,000,000 B.T.U./HR input or less 	\$390.50
<ul style="list-style-type: none"> • 5,000,001 B.T.U./HR input or more 	\$70.60
Temporary gas line	\$70.60
Gas fireplace installation	\$70.60
Alterations	\$70.60
Building Permits	Fee
Minimum fee	\$77.50

Fireplace installation – solid fuel appliance	\$70.20
For each \$1,000.00 or part of that of construction costs – commercial buildings	\$8.55
For each \$1,000.00 or part of that of construction costs – industrial and public buildings	\$7.95
New residential buildings:	\$0.61/ft ²
• main floor	(\$ 6.50/m ² .)
• any additional above-grade levels	\$ 0.41/ft ² . (\$ 4.40/m ² .)
• basement development	\$ 0.22/ft ² . (\$ 2.35/m ² .)
• garages and carports	\$ 0.16/ft ² . (\$ 1.75/m ² .)
• apartments, townhouses, and row housing	\$ 0.61/ft ² . \$6.40m ²)
• decks	\$ 77.50
Completion report – Residential (incl. Apartments)	\$ 12,75/unit (minimum \$76.70; maximum \$ 351.50)
Completion report - Commercial/Industrial/Public buildings	\$ 76.70/100 m ² or portion of it (minimum \$ 76.70; maximum \$ 351.50)
Each heating unit or system – residential	\$ 70.60
Each heating unit or system – non-residential	
• 65,001 – 400,000 B.T.U./HR input or less	\$ 85.25
• 400,001 – 500,000 B.T.U./HR input or less	\$ 120.75
• 500,001 – 1,000,000 B.T.U./HR input or less	\$ 156.20
• 1,000,001 – 5,000,000 B.T.U./HR input or less	\$ 284.05

<ul style="list-style-type: none"> • 5,000,001 B.T.U./HR input or more 	\$ 389.70
Electrical Permits – Contractors	Fee
Minimum fee	\$ 70.60
Installation cost (including labour):	
<ul style="list-style-type: none"> • \$1,000 - \$1,999 	\$ 85.25
<ul style="list-style-type: none"> • \$2,000 - \$2,999 	\$ 106.60
<ul style="list-style-type: none"> • \$3,000 - \$3,999 	\$ 127.85
<ul style="list-style-type: none"> • \$4,000 - \$4,999 	\$ 149.25
<ul style="list-style-type: none"> • \$5,000 - \$5,999 	\$ 163.35
<ul style="list-style-type: none"> • \$6,000 - \$6,999 	\$ 177.55
<ul style="list-style-type: none"> • \$7,000 - \$7,999 	\$ 191.80
<ul style="list-style-type: none"> • \$8,000 - \$8,999 	\$ 206.00
<ul style="list-style-type: none"> • \$9,000 - \$10,000 	\$ 220.10
<ul style="list-style-type: none"> • Over \$10,000 	\$ 220.10 plus 1.20% of the installation cost over \$ 10,000
Electrical Permits – Annual	Fee
Rating of installation kV.A:	
<ul style="list-style-type: none"> • 100 or less 	\$ 181.15
<ul style="list-style-type: none"> • 101 to 2,500 	\$ 181.15 plus \$15.00 per 100 kV.A or any fraction over 100
<ul style="list-style-type: none"> • 2,501 to 5,000 	\$ 615.70 plus \$ 11.25 per 100 kV.A or any fraction over 2,500
<ul style="list-style-type: none"> • 5,001 to 10,000 	\$ 953.00 plus \$ 7.70 per 100 kV.A or any fraction over 5,000

• 10,001 to 20,000		\$ 1414.50 plus \$ 3.85 per 100 kV.A or any fraction over 10,000	
• Over 20,000		\$ 1876.05 plus \$ 1.00 per 100 kV.A over 20,000	
Electrical Permits – Homeowner			
Value of Material	Fee	Value of Material	Fee
\$0.00 - \$450.00	\$ 70.60	\$1,700.01 - \$1,750.00	\$ 125.65
\$450.01 - \$500.00	\$ 72.40	\$1,750.01 - \$1,800.00	\$ 127.85
\$500.01 - \$550.00	\$ 74.50	\$1,800.01 - \$1,850.00	\$ 130.10
\$550.01 - \$600.00	\$ 76.85	\$1,850.01 - \$1,900.00	\$ 132.15
\$600.01 - \$650.00	\$ 78.90	\$1,900.01 - \$1,950.00	\$ 134.10
\$650.01 - \$700.00	\$ 81.05	\$1,950.01 - \$2,000.00	\$ 136.40
\$700.01 - \$750.00	\$ 83.15	\$2,000.01 - \$2,050.00	\$ 138.50
\$750.01 - \$800.00	\$ 85.25	\$2,050.01 - \$2,100.00	\$ 140.70
\$800.01 - \$850.00	\$ 87.45	\$2,100.01 - \$2,150.00	\$ 142.65
\$850.01 - \$900.00	\$ 89.50	\$2,150.01 - \$2,200.00	\$ 144.80
\$900.01 - \$950.00	\$ 91.65	\$2,200.01 - \$2,250.00	\$ 147.05
\$950.01 - \$1,000.00	\$ 93.90	\$2,250.01 - \$2,300.00	\$ 149.25
\$1,000.01 - \$1,050.00	\$ 95.95	\$2,300.01 - \$2,350.00	\$ 151.30
\$1,050.01 - \$1,100.00	\$ 98.10	\$2,350.01 - \$2,400.00	\$ 153.45
\$1,100.01 - \$1,150.00	\$ 100.15	\$2,400.01 - \$2,450.00	\$ 155.60
\$1,150.01 - \$1,200.00	\$ 102.35	\$2,450.01 - \$2,500.00	\$ 157.70

\$1,200.01 - \$1,250.00	\$ 104.40	\$2,500.01 - \$2,550.00	\$ 159.05
\$1,250.01 - \$1,300.00	\$ 106.65	\$2,550.01 - \$2,600.00	\$ 160.55
\$1,300.01 - \$1,350.00	\$ 108.75	\$2,600.01 - \$2,650.00	\$ 161.85
\$1,350.01 - \$1,400.00	\$ 110.85	\$2,650.01 - \$2,700.00	\$ 163.40
\$1,400.01 - \$1,450.00	\$ 113.00	\$2,700.01 - \$2,750.00	\$ 164.85
\$1,450.01 - \$1,500.00	\$ 115.15	\$2,750.01 - \$2,800.00	\$ 166.25
\$1,500.01 - \$1,550.00	\$ 117.25	\$2,800.01 - \$2,850.00	\$ 167.65
\$1,550.01 - \$1,600.00	\$ 119.25	\$2,850.01 - \$2,900.00	\$ 169.05
\$1,600.01 - \$1,650.00	\$ 121.45	\$2,900.01 - \$2,950.00	\$ 170.45
\$1,650.01 - \$1,700.00	\$ 123.60	\$2,950.01 - \$3,000.00	\$ 171.90
General Fees			Fee
Requested additional inspection			\$ 100.00
Re-inspection fee			\$ 142.10
Homeowner permit premium			Additional 25% of permit value
Non-residential and apartments plan re-submission for review			\$100.00/hour to a max. of
Alternative solution review			\$100.00/hour to a max. of
Permit extension request prior to permit expiry			½ permit fee; max. of \$100.00
Reinstate a permit within 30 days of permit expiry			\$125.00
Environmental remediation - for example, but not limited to, grow-op/derelict buildings			\$100/hour to a max of \$5,000.00
Inspection request of occupied space, per permit			\$250.00

SCHEDULE "B" PENALTIES

		FIRST OFFENCE	SECOND OFFENCE	THIRD OFFENCE
15 (d)	Failure to ensure all approved plans and specifications are available at construction site	\$100	\$200	\$300
15(e)	Failure to post or otherwise identify the Building Permit at construction site	\$100	\$200	\$300
19	Failing to obtain a completion report for closure of all safety codes permits for the use or occupancy of a building	\$250	\$500	\$1000
20	Failing to obtain an approval for a change in occupancy classification	\$250	\$500	\$1,000
23	Failure to display Completion Report	\$100	\$200	\$300
38	Re-inspection – Deficiencies not corrected	\$200	\$400	\$600

Appendix B:

Safety Codes Permit Bylaw No. 3551/B-2018, Strikethrough Version

BYLAW NO. 3551/2015

WHEREAS, pursuant to section 66 of the *Safety Codes Act*, RSA 2000, c S-1, an accredited municipality may pass bylaws respecting fees for anything issued or any material or service provided pursuant to the *Safety Codes Act*, and the carrying out of the powers and duties of an accredited municipality;

AND WHEREAS, pursuant to section 7 of the *Municipal Government Act*, RSA 2000, c M-26, a council may pass bylaws for municipal purposes respecting the following matters the safety, health and welfare of people and the protection of people and property and for any services provided by or on behalf of the municipality and services provided by or on behalf of the municipality;

AND WHEREAS, pursuant to section 8 of the *Municipal Government Act*, a council may pass bylaws to deal with any development, activity, industry, business or thing in different ways, divide each of them into classes and deal with each class in different ways to provide for a system of licences, permits or approvals.

NOW THEREFORE COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

PART I – TITLE, PURPOSE AND DEFINITIONS**Title**

1. This bylaw may be referred to as the “Safety Codes Permit Bylaw.”

Purpose

2. The purpose of this bylaw is to establish the application procedure and fees for permits issued or any other material or service provided pursuant to the *Safety Codes Act*, the Regulations and this bylaw.

Definitions

3. In this bylaw, the following definitions shall apply:
 - (a) **“B.T.U.”** refers to a unit of energy;
 - (b) **“kV.A”** refers to a unit of power;
 - (c) **“Municipal Tag”** means a document alleging an offence issued pursuant to the authority of a bylaw of the City;
 - (d) **“Owner”** means a person who has care and control of an Undertaking and includes a lessee, a person in charge, and a person who holds out that the person has the powers and authority of ownership or who at the time being exercises the powers and authority of ownership;

- (e) **“Permit Issuer”** means a Safety Codes Officer or a person designated to issue permits pursuant to the *Safety Codes Act*;
- (f) **“Person”** means an individual, partnership, association, corporation, organization, business, cooperative, trustee, executor, administrator or legal representative;
- (g) **“Quality Management Plan”** means the City’s quality management plan registered with the Alberta Safety Codes Council;
- (h) **“Regulations”** means any regulations passed pursuant to the *Safety Codes Act* including any codes adopted in such Regulations;
- (i) **“Safety Codes Act”** means the *Safety Codes Act*, RSA 2000, c S-1, as amended;
- (j) **“Safety Codes Officer”** means an individual designated as a Safety Codes Officer pursuant to the *Safety Codes Act*;
- (k) **“Undertaking”** means the construction of a thing or the control or operation of a thing, process or activity to which the *Safety Codes Act* or the Regulations applies;
- (l) **“Violation Ticket”** has the same meaning as in the *Provincial Offences Procedure Act*, RSA 2000, c P-34, as amended; and
- (m) Unless otherwise defined herein, the definitions contained in the *Safety Codes Act* and Regulations shall have a similar meaning in this bylaw.

PART II – PERMITS

Scope

- 4. This bylaw applies to the issuance of permits respecting:
 - (a) the construction, demolition, installation, alteration, repair and removal, occupancy or change in occupancy of any building regulated by the *Safety Codes Act* and Regulations within the City of Red Deer; and
 - (b) the installation, alteration or repair of electrical, plumbing and gas equipment and systems regulated by the *Safety Codes Act* and Regulations within the City of Red Deer.

Permits required

5. Subject to section 6, a person shall not start any Undertaking for which a permit is required pursuant to the *Safety Codes Act*, the Regulations, or this bylaw unless a valid and subsisting permit has been issued.
6. If there is imminent serious danger to persons or property because of any thing, process or activity to which the *Safety Codes Act* applies or because of a fire hazard or risk of an explosion, a person may, without a permit, start an Undertaking for which a permit is required pursuant to this bylaw but that person must apply for a permit as soon as the danger, fire hazard or risk of explosion has been remedied.

Permit Application

7. In addition to any other requirement, every person applying for a permit pursuant to the *Safety Codes Act*, the Regulations, or this bylaw must provide to the Permit Issuer:
 - (a) an application in a form approved by the Permit Issuer;
 - (b) plans and specifications as required by the Permit Issuer;
 - (c) the value of the proposed Undertaking;
 - (d) any fees required pursuant to this bylaw; and
 - (e) any additional information required by the Permit Issuer.

Issuance of Permit

8. A Permit Issuer shall issue a permit pursuant to the *Safety Codes Act*, the Regulations, or this bylaw, only when:
 - (a) the Undertaking described in the application for the permit meets the requirements of the *Safety Codes Act*, the Regulations and this bylaw;
 - (b) the plans and specifications submitted in the application meet the requirements of the *Safety Codes Act*, the Regulations and this bylaw; and
 - (c) the fees payable pursuant to this bylaw, any fees payable pursuant to the *Safety Codes Act* and any applicable taxes have been paid in full.
9. The Permit Issuer may impose any terms and conditions on any permit issued under this bylaw as are deemed necessary to ensure compliance with the purpose and intent of the *Safety Codes Act*, the Regulations, this bylaw and any other legal requirements.

Revisions and Re-examination

10. The Safety Codes Officer may accept a revision to the construction for which a permit has been issued and determine the appropriate fee to be charged for the service as set out in Schedule "A."
11. If the documents submitted with an application for a permit contain substantial errors or omissions, the application may be rejected by the Safety Codes Officer. The documents may be re-submitted for further re-examinations, and a fee in accordance with Schedule "A" may be charged for each and every re-examination.
12. Any documents submitted which are incomplete and do not form the basis of the permit issued may be destroyed by the Permit Issuer.

Transfer

13. A person shall not transfer a permit to any other person unless the transfer has been authorized in writing by the Permit Issuer.

Refusal to Issue, Suspension or Cancellation

14. In addition to any powers pursuant to the *Safety Codes Act* or the Regulations, the Permit Issuer may refuse to issue a permit, and the Safety Codes Officer may suspend or cancel a permit that has been issued, if:
 - (a) in the case of an addition or alteration, the existing Undertaking is unsafe or will reduce the level of safety of the Undertaking governed by the permit to below that which is intended by the *Safety Codes Act*, the Regulations or this bylaw;
 - (b) incorrect or insufficient information is submitted with respect to the permit or the Undertaking to be governed by the permit;
 - (c) in the opinion of the Permit Issuer, the Undertaking for which the permit would be or has been issued would or does contravene the *Safety Codes Act*, the Regulations or this bylaw;
 - (d) the fees payable for the permit have not been paid;
 - (e) there is a contravention of any condition under which the permit was issued; or
 - (f) the permit was issued in error.

Permit Holder Obligations

15. A person to which a permit has been issued must:
- (a) comply with the terms and conditions of the permit;
 - (b) undertake the construction, process or activity in accordance with the *Safety Codes Act*, the Regulations, and this bylaw;
 - (c) notify the Permit Issuer:
 - i. if the permit holder does not intend to complete the Undertaking, or
 - ii. if there is a change in ownership from the Owner as stated on the permit application;
 - (d) ensure that all **approved** plans and specifications **required to apply for the permit** are available at the construction site at all reasonable times for inspection by a Safety Codes Officer;
 - (e) ensure that a permit for the building discipline is posted, or otherwise identified at the construction site; and
 - (f) ensure that the civic address of the property for which the permit was issued is clearly visible from the roadway to which the property is addressed.

Permit Term and Extensions

16. A permit issued under this bylaw, other than a permit for the occupancy or use of a building, shall expire:
- (a) if work authorized by the permit has not commenced within 90 days of the date of issue of the permit; or
 - (b) if the work authorized by the permit is commenced but is later suspended or abandoned for a continuous period of more than 120 days; or
 - (c) if the work authorized by the permit is commenced but is not completed within 18 months of the date of issue of the permit;

unless the terms and condition of the permit provide otherwise, in which case the terms and conditions of the permit shall take precedence over this section.

17. The Permit Issuer may, from time to time, extend a permit for an additional period when:
- (a) a written application has been received specifying a completion date; and
 - (b) a permit fee for extension as set out in Schedule "A" has been paid
- except when the permit has expired or been revoked.
18. A permit that has expired may be reinstated by the Permit Issuer at the written request of an applicant within 30 days of expiry provided that:
- (a) no changes are made in the documents submitted with the original application; and
 - (b) a fee equivalent to half of the original permit fee has been paid.

~~Occupancy~~ Completion Report

19. No person shall occupy, or allow the occupancy of, or use of, any building or portion thereof until a final inspection has occurred in all applicable *Safety Code Act* disciplines and the Safety Codes Officers have deemed the building or portion thereof ready to use or occupy and the Permit Issuer has issued ~~an occupancy permit and/or~~ a completion report.
20. No person shall allow a change in ~~use, tenancy or~~ the occupancy classification (as determined by the Safety Codes Officer) of an existing building until ~~approved by a Safety Codes Officer in writing or other form of approval by the City Manager has been granted an occupancy permit has been issued.~~
21. A completion report shall be issued on request if the building does not contravene the provisions of the *Safety Codes Act*, the Regulations and this bylaw.
22. A completion report is not required for the following residential construction uses:
- (a) an accessory structure serving a detached dwelling;
 - (b) basement development;
 - (c) hot tubs; and
 - (d) a deck or a deck covering.
23. The Owner of building must permanently display the completion report in a conspicuous location inside the building near the main entrance, except for single family

residential buildings where it may be placed near the electrical panel serving the building.

24. A Safety Codes Officer shall have the right to inspect ~~the occupancy permit~~ any site at any reasonable time.
25. The issuance of a completion report shall not be construed to be permission for, or approval of, a contravention of any provision of any other act, regulation or bylaw.

Heating, Ventilating and Air-Conditioning Permit

26. No person shall build, repair, or alter any heating, ventilating, or air-conditioning Undertaking unless the person obtains a permit allowing that person to build, repair, or alter that heating, ventilating, or air-conditioning Undertaking.
27. This section does not apply to repairs or alterations to a heating, ventilating, or air-conditioning Undertaking that in the opinion of the Safety Codes Officer:
 - (a) are minor in nature;
 - (b) do not hinder the satisfactory operation of the Undertaking; and
 - (c) do not impact the health or safety of occupants of the building containing the Undertaking.
28. A permit issued pursuant to this section may only be issued to:
 - (a) a journeyman sheet metal worker who is regularly employed for the installation, alteration, repair or addition to the heating, ventilation and air-conditioning systems by industrial institutions or similar establishments, provided the work is performed on the property of the industrial institution or similar establishment;
 - (b) a sheet metal mechanic; or
 - (c) an Owner who resides in a single family residential dwelling where the heating, ventilating, or an air-conditioning system serves that dwelling.

PART III – INSPECTIONS

Notification of Inspection

29. When an Undertaking for which a permit has been issued is ready to be inspected for compliance with the *Safety Code Act* and Regulations, the person holding the permit shall notify the Safety Codes Officer.

Inspections

30. Any inspections conducted by or on behalf of the Safety Codes Officer shall be conducted in accordance with the governing Quality Management Plan.

PART IV – FEES

Fees

31. The fees payable for any permit issued pursuant to this bylaw are set out in Schedule “A”.
32. The fees payable for any search, certificate, document, or other service related to the administration of this bylaw are set out in Schedule “A.”
33. The City Manager may adjust the fees set out in Schedule “A.” on April 30 of each year by the change in the Alberta average consumer price index, with the exception of those fees marked with an asterisk (*) which shall not be adjusted each year, and shall update Schedule “A” accordingly.
34. The permit fees set out in Schedule “A” are subject to an additional Safety Codes Levy, as set by the Safety Codes Council.
35. The Safety Codes Officer may place a valuation on any work for the purpose of calculating fees for a permit.
36. If any Undertaking is commenced prior to a permit being issued pursuant to this bylaw, the fees payable for the permit are double the permit fees set out in Schedule “A”.

Inspection Fees

37. Unless otherwise specified, the fees payable pursuant to Schedule “A” include all mandatory inspections.
38. The additional inspection fee set out in Schedule “A” is payable for every inspection where:
- (a) the municipal address of the parcel for which the permit was issued is not displayed; or
 - (b) when an inspection has been previously arranged, and:
 - i. the Safety Codes Officer is unable to access the building;

- ii. the Undertaking is not ready for an inspection; or
- iii. a previously identified deficiency has not been corrected.

Refunds

- 39. A person who has paid a permit fee in accordance with Schedule “A” may cancel, withdraw or surrender the permit to the Permit Issuer and make application in writing for a refund in accordance with the provisions of this bylaw.
- 40. The Safety Codes Levy is non-refundable.
- 41. No refund shall be made if:
 - (a) the permit has been revoked or has expired;
 - (b) the occupancy, relocation, construction or demolition of the building or the installation of the mechanical equipment or systems has commenced; or
 - (c) an extension of the permit has been granted.

PART V – OFFENCES AND PENALTIES

Offence

- 42. A person who contravenes this bylaw, or authorizes or directs another person to contravene this bylaw, is guilty of an offence.

Vicarious Liability

- 43. For the purposes of this bylaw, an act or omission by an employee or agent of a person is deemed also to be an act or omission of the person if the act or omission occurred in the course of the employee’s employment with the person, or in the course of the agent’s exercising the powers or performing the duties on behalf of the person.

Corporations

- 44. When a corporation commits an offence under this bylaw, every principal, director of the corporation who authorized the act or omission that constitutes the offence or assented to or acquiesced or participated in the act or omission that constitutes the offence is guilty of the offence whether or not the corporation has been prosecuted for

the offence.

Fines and Penalties

45. Any person who contravenes any provision of this bylaw is guilty of an offence and is liable, on summary conviction, to the specified penalty as set out in Schedule "B," and in default of payment of the specified penalty, to imprisonment for up to six months.
46. Any person who contravenes the same provision of this bylaw twice is guilty of a second offence and is liable, on summary conviction, to a specified penalty for a second offence as set out in Schedule "B" and in default of payment of the specified penalty, to imprisonment for up to six months.
47. Any person who contravenes the same provision of this bylaw three or more times is guilty of a third or subsequent offence and is liable, on summary conviction, to a specified penalty for a third or subsequent offence as set out in Schedule "B" and in default of payment of the specified penalty, to imprisonment for up to six months.
48. When a penalty is not specified under this bylaw, a person who is guilty of an offence is liable to a fine not exceeding \$10,000.00, and in default of payment of the fine, to imprisonment for up to six months.

Continuing Offence

49. In the case of an offence that is of a continuing nature, a contravention constitutes an offence in respect of each day, or part of a day, on which it continues and a person guilty of such an offence is liable to of \$100 for each day that the offence continues.

Municipal Tag

50. A Municipal Tag may be issued to any person where there are reasonable and probable grounds to believe the person has contravened any provision of this bylaw.
51. If a Municipal Tag is issued in respect of an offence the Municipal Tag must specify:
 - (a) the name of the person;
 - (b) the offence;
 - (c) the fine amount;
 - (d) that the fine amount shall be paid within 14 days of the issuance of the Municipal Tag; and
 - (e) any other information as may be required.

52. A Municipal Tag may be issued to such person :
- (a) either personally; or
 - (b) by mailing a copy to such person at his or her last known post office address;

Payment in Lieu of Prosecution

53. Where a Municipal Tag is issued in respect of an offence, the person to whom the Municipal Tag is issued may, in lieu of being prosecuted for the offence, pay the penalty specified within the time period indicated on the Municipal Tag.

Violation Ticket

54. If a Municipal Tag has been issued and if the specified penalty has not been paid within the prescribed time, a Violation Ticket may be issued pursuant to the *Provincial Offences Procedure Act*.
55. Despite section 50, a Violation Ticket may be immediately issued to any person where there are reasonable and probable grounds to believe that person has contravened any provision of this bylaw.
56. If a Violation Ticket is issued in respect of an offence, the Violation Ticket may:
- (a) impose the specified penalty established by this bylaw for the offence and permit a person to make a voluntary payment; or
 - (b) require a person to appear in court without the alternative of making a voluntary payment.

Voluntary Payment

57. A person who commits an offence and who wishes to plead guilty may:
- (a) if a Violation Ticket has issued in respect of the offence; and
 - (b) if the Violation Ticket includes a specified penalty as established by this bylaw for the offence;

plead guilty to the offence by making a voluntary payment by submitting to a Clerk of the Provincial Court, on or before the initial appearance date indicated on the Violation Ticket, the specified penalty set out on the Violation Ticket.

Obstruction

- 58. A person shall not obstruct or hinder any person in the exercise or performance of the person’s powers pursuant to this bylaw.

PART VI – GENERAL

Proof of Permit

- 59. The onus of proving that the Permit Issuer has issued a permit in relation to any activity otherwise regulated, restricted or prohibited by this bylaw is on the person alleging the existence of such a permit.

Proof of Exemption

- 60. The onus of proving that a person is exempt from the provisions of this bylaw requiring a permit is on the person alleging the exemption.

Legal Duty

- 61. Nothing in this bylaw, including the issuance of a permit, any approval, and any inspections conducted pursuant to this bylaw, relieves any person of their legal duty to comply with the *Safety Codes Act*, the Regulations and this bylaw.

Effective Date

- 62. This bylaw takes effect beginning on November 23, 2015.

READ A FIRST TIME IN OPEN COUNCIL this 13th day of October 2015.

READ A SECOND TIME IN OPEN COUNCIL this 26th day of October 2015.

READ A THIRD TIME IN OPEN COUNCIL this 26th day of October 2015.

AND SIGNED BY THE MAYOR AND CITY CLERK this 26th day of October 2015.

‘Tara Veer’
MAYOR

‘Frieda McDougall’
CITY CLERK

SCHEDULE "A"
FEEES FOR PERMITS AND SERVICES UNDER
SAFETY CODES ACT

Plumbing Permits	Fee
Minimum fee	\$70.60
For each fixture, discharge device, or weeping tile	\$10.00
Installation of backflow device/lawn sprinkler	\$70.60
Ditch permit to service site – residential and commercial	\$70.60
Private sewage disposal	\$116.25
Gas Permits	Fee
Minimum fee	\$70.60
All major occupancies other than single family and two family residences (to be determined by the total B.T.U rating for all gas fixtures, furnaces, or other devices installed):	
• 65,000 B.T.U./HR input or less	\$70.60
• 65,001 – 400,000 B.T.U./HR input or less	\$85.25
• 400,001 – 500,000 B.T.U./HR input or less	\$120.80
• 500,001 – 1,000,000 B.T.U./HR input or less	\$156.20
• 1,000,001 – 5,000,000 B.T.U./HR input or less	\$284.05
• 5,000,001 B.T.U./HR input or more	\$390.50
Temporary gas line	\$70.60
Gas fireplace installation	\$70.60
Alterations	\$70.60
Building Permits	Fee
Minimum fee	\$77.50

¹⁰ 3551/A-2018

Fireplace installation – solid fuel appliance	\$70.20
For each \$1,000.00 or part of that of construction costs –commercial buildings	\$8.55
For each \$1,000.00 or part of that of construction costs – industrial and public buildings	\$7.95
New residential buildings:	\$0.61/ft ²
• main floor	(\$ 6.50/m ² .)
• any additional above-grade levels	\$ 0.41/ft ² . (\$ 4.40/m ² .)
• basement development	\$ 0.22/ft ² . (\$ 2.35/m ² .)
• garages and carports	\$ 0.16/ft ² . (\$ 1.75/m ² .)
• apartments, townhouses, and row housing	\$ 0.61/ft ² . (\$6.40m ²)
• decks	\$ 77.50
Completion report – Residential (incl. Apartments)	\$ 12,75/unit (minimum \$76.70; maximum \$ 351.50)
Completion report - Commercial/Industrial/Public buildings	\$ 76.70/100 m ² or portion of it (minimum \$ 76.70; maximum \$ 351.50)
Each heating unit or system – residential	\$ 70.60
Each heating unit or system – non-residential	
• 65,001 – 400,000 B.T.U./HR input or less	\$ 85.25
• 400,001 – 500,000 B.T.U./HR input or less	\$ 120.75
• 500,001 – 1,000,000 B.T.U./HR input or less	\$ 156.20
• 1,000,001 – 5,000,000 B.T.U./HR input or less	\$ 284.05

<ul style="list-style-type: none"> • 5,000,001 B.T.U./HR input or more 	\$ 389.70
Electrical Permits – Contractors	Fee
Minimum fee	\$70.60
Installation cost (including labour):	
<ul style="list-style-type: none"> • \$1,000 - \$1,999 	\$ 85.25
<ul style="list-style-type: none"> • \$2,000 - \$2,999 	\$ 106.60
<ul style="list-style-type: none"> • \$3,000 - \$3,999 	\$ 127.85
<ul style="list-style-type: none"> • \$4,000 - \$4,999 	\$ 149.25
<ul style="list-style-type: none"> • \$5,000 - \$5,999 	\$ 163.35
<ul style="list-style-type: none"> • \$6,000 - \$6,999 	\$ 177.55
<ul style="list-style-type: none"> • \$7,000 - \$7,999 	\$ 191.80
<ul style="list-style-type: none"> • \$8,000 - \$8,999 	\$ 206.00
<ul style="list-style-type: none"> • \$9,000 - \$10,000 	\$ 220.10
<ul style="list-style-type: none"> • Over \$10,000 	\$ 220.10 plus 1.20% of the installation cost over \$ 10,000
Electrical Permits – Annual	Fee
Rating of installation kV.A:	
<ul style="list-style-type: none"> • 100 or less 	\$ 181.15
<ul style="list-style-type: none"> • 101 to 2,500 	\$ 181.15 plus \$ 15.00 per 100 kV.A or any fraction over 100
<ul style="list-style-type: none"> • 2,501 to 5,000 	\$ 615.70 plus \$ 11.25 per 100 kV.A or any fraction over 2,500
<ul style="list-style-type: none"> • 5,001 to 10,000 	\$ 953.00 plus \$ 7.70 per 100 kV.A or any fraction over 5,000

<ul style="list-style-type: none"> 10,001 to 20,000 		\$ 1414.50 plus \$ 3.85 per 100 kV.A or any fraction over 10,000	
<ul style="list-style-type: none"> Over 20,000 		\$ 1876.05 plus \$ 1.00 per 100 kV.A over 20,000	
Occupancy Permits			
Occupancy Permit		\$ 77.55	
Electrical Permits – Homeowner			
Value of Material	Fee	Value of Material	Fee
\$0.00 - \$450.00	\$ 70.60	\$1,700.01 - \$1,750.00	\$ 125.65
\$450.01 - \$500.00	\$ 72.40	\$1,750.01 - \$1,800.00	\$ 127.85
\$500.01 - \$550.00	\$ 74.50	\$1,800.01 - \$1,850.00	\$ 130.10
\$550.01 - \$600.00	\$ 76.85	\$1,850.01 - \$1,900.00	\$ 132.15
\$600.01 - \$650.00	\$ 78.90	\$1,900.01 - \$1,950.00	\$ 134.10
\$650.01 - \$700.00	\$ 81.05	\$1,950.01 - \$2,000.00	\$ 136.40
\$700.01 - \$750.00	\$ 83.15	\$2,000.01 - \$2,050.00	\$ 138.50
\$750.01 - \$800.00	\$ 85.25	\$2,050.01 - \$2,100.00	\$ 140.70
\$800.01 - \$850.00	\$ 87.45	\$2,100.01 - \$2,150.00	\$ 142.65
\$850.01 - \$900.00	\$ 89.50	\$2,150.01 - \$2,200.00	\$ 144.80
\$900.01 - \$950.00	\$ 91.65	\$2,200.01 - \$2,250.00	\$ 147.05
\$950.01 - \$1,000.00	\$ 93.90	\$2,250.01 - \$2,300.00	\$ 149.25
\$1,000.01 - \$1,050.00	\$ 95.95	\$2,300.01 - \$2,350.00	\$ 151.30
\$1,050.01 - \$1,100.00	\$ 98.10	\$2,350.01 - \$2,400.00	\$ 153.45
\$1,100.01 - \$1,150.00	\$ 100.15	\$2,400.01 - \$2,450.00	\$ 155.60
\$1,150.01 - \$1,200.00	\$ 102.35	\$2,450.01 - \$2,500.00	\$ 157.70

\$1,200.01 - \$1,250.00	\$ 104.40	\$2,500.01 - \$2,550.00	\$ 159.05
\$1,250.01 - \$1,300.00	\$ 106.65	\$2,550.01 - \$2,600.00	\$ 160.55
\$1,300.01 - \$1,350.00	\$ 108.75	\$2,600.01 - \$2,650.00	\$ 161.85
\$1,350.01 - \$1,400.00	\$ 110.85	\$2,650.01 - \$2,700.00	\$ 163.40
\$1,400.01 - \$1,450.00	\$ 113.00	\$2,700.01 - \$2,750.00	\$ 164.85
\$1,450.01 - \$1,500.00	\$ 115.15	\$2,750.01 - \$2,800.00	\$ 166.25
\$1,500.01 - \$1,550.00	\$ 117.25	\$2,800.01 - \$2,850.00	\$ 167.65
\$1,550.01 - \$1,600.00	\$ 119.25	\$2,850.01 - \$2,900.00	\$ 169.05
\$1,600.01 - \$1,650.00	\$ 121.45	\$2,900.01 - \$2,950.00	\$ 170.45
\$1,650.01 - \$1,700.00	\$ 123.60	\$2,950.01 - \$3,000.00	\$ 171.90
General Fees			Fee
Requested additional inspection			\$ 100.00
Re-inspection fee			\$ 142.10
Homeowner permit premium			Additional 25% of
Non-residential and apartments plan re-submission for review			\$100.00/hour to a max. of
Alternative solution review			\$100.00/hour to a max. of
Permit extension request prior to permit expiry			½ permit fee; max. of
Reinstate a permit within 30 days of permit expiry			\$125.00
Environmental remediation - for example, but not limited to, grow-op/derelict buildings			\$100/hour to a max of
Inspection request of occupied space, per permit			\$250.00

**SCHEDULE "B"
PENALTIES**

		FIRST OFFENCE	SECOND OFFENCE	THIRD OFFENCE
15 (d)	Failure to ensure all approved plans and specifications are available at construction site	\$100	\$200	\$300
15(e)	Failure to post or otherwise identify the Building Permit at construction site	\$100	\$200	\$300
19	Failing to obtain an occupancy permit and/or a completion report for closure of all safety codes permits for the use or occupancy of a building	\$250	\$500	\$1000
20	Failing to obtain an occupancy permit approval for a change in occupancy classification	\$250	\$500	\$1,000
23	Failure to display Completion Report	\$100	\$200	\$300
38	Re-inspection – Deficiencies not corrected	\$200	\$400	\$600

Appendix C:

Development Permit Fee Bylaw Amendment No 3555/B-2018

BYLAW NO. 3555/B-2018

Being a Bylaw to amend Bylaw No. 3555/2015 The Development Permit Fee Bylaw of the City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

Bylaw No. 3555/2015 is hereby amended as follows:

1. By deleting Schedule "A" and replacing it with the attached Schedule "A".

READ A FIRST TIME IN OPEN COUNCIL this day of 2018.

READ A SECOND TIME IN OPEN COUNCIL this day of 2018.

READ A THIRD TIME IN OPEN COUNCIL this day of 2018.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2018.

MAYOR

CITY CLERK

SCHEDULE "A"
FEEES FOR PERMITS AND SERVICES

Development Services	Fee
Real Property Reports – Residential	\$ 95.80
Real Property Reports – Non-Residential	\$127.70
Condominium Plan Review	\$ 51.20/Unit
Conformance letters	\$ 76.70/site
Caveat	\$ 95.80
Grade Certificate	\$ 31.20
Development Permit Applications and Related Services	
Permitted and Discretionary Use – Minimum Base Fee	\$ 95.80
Cannabis Retail Sales	\$539.45
Change of Use Permitted	\$95.80
Change of Use Discretionary	\$159.65
Variance to the Land Use Bylaw	\$255.20
Multiple Family and Multi-Attached Buildings:	
• 4 – 10 Units	\$255.20 plus \$18.95/unit
• 11 – 20 Units	\$447.00 plus \$18.95/unit
• 21 – 50 Units	\$638.55 plus \$18.95/unit
• 50 or More Units	\$766.25 plus \$18.95/unit
Commercial/Industrial/Institutional and Places of Assembly	\$319.30 plus \$44.75/100 m ²
Signs	
• General	\$12.75/m ² (\$69.85 minimum)
• Portable Signs	\$109.20
• Seasonal Signs	\$ 31.95
• Supergraphics	\$ 38.30
Information Distribution, where neighbouring properties provided notification	\$127.70
Advertising	\$ 76.70
Permit Revision	50% of original fee

Appendix D:

Development Permit Fee Bylaw No 3555/B-2018, Strikethrough Version

BYLAW NO. 3555/2015

WHEREAS, pursuant to section 7 of the *Municipal Government Act*, RSA 2000, c M-26, a council may pass bylaws for municipal purposes respecting the safety, health and welfare of people and the protection of people and property and services provided by or on behalf of the municipality;

AND WHEREAS, pursuant to section 8 of the *Municipal Government Act*, a council may pass bylaws to deal with any development, activity, industry, business or thing in different ways, divide each of them into classes and deal with each class in different ways, and to provide for a system of licences, permits or approvals, including establishing fees for licences, permits and approvals, including fees for licences, permits and approvals that may be in the nature of a reasonable tax for the activity authorized or for the purpose of raising revenue;

AND WHEREAS, pursuant to section 630.1 of the *Municipal Government Act*, a council may establish and charge fees for planning and development matters.

NOW THEREFORE COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

PART I – TITLE, PURPOSE AND DEFINITIONS**Title**

1. This Bylaw may be referred to as the “Development Permit Fees Bylaw”.

Purpose

2. The purpose of this bylaw is to establish fees for permits issued, or any other material or service provided, pursuant to the *Land Use Bylaw* of The City of Red Deer or the *Municipal Government Act*.

Definitions

3. The definitions contained in the *Land Use Bylaw*, as may be amended, shall have a similar meaning in this bylaw.

PART I – FEES

Fees

- 4. The fees set out in Schedule “A” are established with respect to the fees for permits issued, or any other material or service provided, pursuant to the *Land Use Bylaw* or the *Municipal Government Act*.

PART II – GENERAL

Repeal

- 5. The City of Red Deer, Bylaw No. 3149/95, Permit Fee Bylaw, is hereby repealed.

Effective Date

- 6. The bylaw takes effect on November 23, 2015.

READ A FIRST TIME IN OPEN COUNCIL this	13 th	day of	October	2015
READ A SECOND TIME IN OPEN COUNCIL this	26 th	day of	October	2015
READ A THIRD TIME IN OPEN COUNCIL this	26 th	day of	October	2015
AND SIGNED BY THE MAYOR AND CITY CLERK this	26 th	day of	October	2015

‘Tara Veer’

MAYOR

‘Frieda McDougall’

CITY CLERK

**'SCHEDULE "A"
FEES FOR PERMITS AND SERVICES**

Development Services	Fee
Real Property Reports – Residential	\$ 95.80
Real Property Reports – Non-Residential	\$127.70
Condominium Plan Review	\$ 51.20/Unit
Conformance letters	\$ 76.70/site
Caveat	\$ 95.80
Grade Certificate	\$ 31.20
Development Permit Applications and Related Services	
Permitted and Discretionary Use – Minimum Base Fee	\$ 95.80
Cannabis Retail Sales	\$539.45
Change of Use Permitted	\$159.65 \$95.80
Change of Use Discretionary	\$ 95.80 \$159.65
Variance to the Land Use Bylaw	\$255.20
Multiple Family and Multi-Attached Buildings:	
• 4 – 10 Units	\$255.20 plus \$18.95/unit
• 11 – 20 Units	\$447.00 plus \$18.95/unit
• 21 – 50 Units	\$638.55 plus \$18.95/unit
• 50 or More Units	\$766.25 plus \$18.95/unit
Commercial/Industrial/Institutional and Places of Assembly	\$319.30 plus \$44.75/100 m ²
Signs	
• General	\$12.75/m ² (\$69.85 minimum)
• Portable Signs	\$109.20
• Seasonal Signs	\$ 31.95
• Supergraphics	\$ 38.30
Information Distribution, where neighbouring properties provided notification	\$127.70
Advertising	\$ 76.70
Permit Revision	50% of original fee

Appendix E:

Consultation with BILD Alberta and Red Deer Construction Association

Erin Stuart

From: Erin Stuart
Sent: November 30, 2018 12:17 PM
To: 'ceo@bildcentralalberta.ca'
Cc: Darin Sceviour
Subject: November 30, 2018 - RE: Amended Additional Fees

Importance: High

Hi Denie,

The following are the amended additional fees that we will be proposing. Based on the feedback from your group on Tuesday, we made several modifications to them. I think we've ended up with a much better result and I appreciate the feedback received.

To summarize some of the significant changes:

1. Plan resubmission will apply to non-residential projects and apartments. Single family and semi-detached dwellings are not included within this, as most modifications that take any significant amount of time will be non-residential. We also understand that there are often changes made to the trusses following submission, and don't want to penalize the builder for providing the drawings prior to us arriving on site for inspections.
2. We've placed a maximum amount on several of the fees, including the permit extension request prior to expiry.
3. Changed the amount of the permit reinstatement following expiry to accommodate for the additional admin. time required.

Service Provided	Fee
Non-residential and apartment plan re-submission for review – If a Building Permit has been submitted and the Safety Codes Officer (SCO) already completed the plan review; the applicant modifies their plan, requiring another plan review.	\$100.00/hour to a max. of \$1,000.00
Alternative solution review – A non-prescriptive solution/design to provide equal life safety to the applicable code, requiring additional SCO time to review. These require registration with Alberta Municipal Affairs.	\$100.00/hour to a max. of \$1,000.00
Environmental remediation (grow-op/derelict building) – This fee would apply for applications where additional sensitivity is required due to hazardous materials, and typically include additional specialized reports and inspections by the SCO.	\$100/hour to a max. of \$5,000.00
Homeowner permit premium – To compensate for the significantly more time involved in the administration and inspections side of a permit when a homeowner applies for their own permit and completes the work.	Additional 25% of permit fee value
Inspection of occupied space – If a space has been occupied or has furniture/belongings moved into it, prior to an inspection. This requires more time from the SCO, requires arrangements to have the applicant at the inspection due to increased risk of liability to The City.	\$250.00
Reinstate a permit within 30 days of permit expiry	\$125.00
Permit extension request prior to permit expiry	½ permit fee; max of \$100.00

Please forward this on to the builder counsel group, and let me know if you have any further comments or feedback.

Thank you,

Erin Stuart

From: Erin Stuart
Sent: November 12, 2018 12:16 PM
To: 'Denie Olmstead'
Cc: Darin Sceviour
Subject: November 12, 2018 - RE: Additional Fees Proposed for Services Not Previously Charged For - to Denie Olmstead

Hi Denie,

You may recall that we had conducted a full fee and charges review of the development and building service areas, as recommended by the 2016 Value for Money Review. The recommended addition of fees for services not currently charged for was a recommendation identified in the review, and we are planning on bringing those forward for Council's consideration at the November 26 City Council meeting.

The following are the new fees that we are proposing to introduce to the Safety Codes permits:

Service Provided	Fee
Plan re-submission for review	\$100.00 + \$100.00/hour
Alternative solution review	\$200.00 + \$100.00/hour
Permit extension request	Min \$100.00 or 1/2 of permit value
Environmental remediation (grow-op/derelict building)	\$5,000.00
Homeowner permit premium	25% of permit fee value
Inspection of occupied space	\$250.00
Reinstate an expired permit (s. 18(b))	1/2 permit fee
Permit Extension (s. 17)	Min \$100.00 or 1/2 of permit value

We are also proposing a fee for Development Permit plan resubmission, which would be 50% of the original Development Permit fee.

These fees would only impact those requiring the services and are intended to ensure that those services are not substantially being subsidized by the tax base, as they currently are.

In addition, there were consequential amendments required to remove references to Occupancy Permits, based on Council's recent adoption of the new Business Licence Bylaw. The bylaw will be submitted for Council's consideration, removing any references to Occupancy Permits and the requirement to obtain them, as well as the fee associated.

I am hoping you can please forward this out to your team to review and provide feedback on, as we would like to include that as part of the Council presentation on the 26th.

Please contact Darin or I if there are questions.

Thank you,
Erin

Erin Stuart
Inspections & Licensing Manager

Erin Stuart

From: Red Deer Construction Association <info@rdca.ca>
Sent: November 27, 2018 12:50 PM
To: Erin Stuart
Cc: Darin Sceviour
Subject: November 27, 2018 - RE: Additional Fees Proposed for Services Not Previously Charged For - from RDCA Gary Gies

Hello Erin.

At this time we don't have any further comments regarding the proposed new fees.

Thank you again for keeping us updated.

Gary Gies
Executive Director
Red Deer Construction Association
Bay 3, 7471 Edgar Industrial Bend
Red Deer, AB
(403) 346-4846
www.rdca.ca
info@rdca.ca



From: Erin Stuart <Erin.Stuart@reddeer.ca>
Sent: November 27, 2018 11:36 AM
To: Red Deer Construction Association <info@rdca.ca>
Cc: Darin Sceviour <Darin.Sceviour@reddeer.ca>
Subject: RE: November 12, 2018 - RE: Additional Fees Proposed for Services Not Previously Charged For
Importance: High

Hi Gary,

I'm just wondering whether you have any comments in relation to the proposed new fees? The item did not end up going to Council last night, but I would like to be able to update my report for submission.

Thanks,

Erin Stuart
Inspections & Licensing Manager
Inspections & Licensing Department

Phone: (403) 342-8192

Fax: (403) 342-8200

erin.stuart@reddeer.ca

www.reddeer.ca

From: Erin Stuart

Sent: November 22, 2018 1:40 PM

To: 'Red Deer Construction Association' <info@rdca.ca>

Cc: Darin Sceviour <Darin.Sceviour@reddeer.ca>

Subject: RE: November 12, 2018 - RE: Additional Fees Proposed for Services Not Previously Charged For

Hi Gary,

Thanks for your questions. Here is some additional information:

1. Permit extensions are addressed under our existing *Safety Codes Permit Bylaw*, which states the following:

16. A permit issued under this bylaw, other than a permit for the occupancy or use of a building, shall expire:

- (a) if work authorized by the permit has not commenced within 90 days of the date of issue of the permit; or
- (b) if the work authorized by the permit is commenced but is later suspended or abandoned for a continuous period of more than 120 days; or
- (c) if the work authorized by the permit is commenced but is not completed within 18 months of the date of issue of the permit;

unless the terms and condition of the permit provide otherwise, in which case the terms and conditions of the permit shall take precedence over this section.

17. The Permit Issuer may, from time to time, extend a permit for an additional period when:

- (a) a written application has been received specifying a completion date; and
- (b) a permit fee for extension as set out in Schedule "A" has been paid

except when the permit has expired or been revoked.

- 2. Environmental remediation is required for buildings that have been used as grow op facilities or are derelict, because these buildings typically involve hazardous materials and potentially additional reports, etc.
- 3. Should someone have a space that is occupied, this fee would be applied.

Thank you,
Erin

Erin Stuart
Inspections & Licensing Manager
Inspections & Licensing Department

Phone: (403) 342-8192

Fax: (403) 342-8200

erin.stuart@reddeer.ca

www.reddeer.ca

From: Red Deer Construction Association <info@rdca.ca>
Sent: November 22, 2018 7:30 AM
To: Erin Stuart <Erin.Stuart@reddeer.ca>
Cc: Darin Sceviour <Darin.Sceviour@reddeer.ca>
Subject: RE: November 12, 2018 - RE: Additional Fees Proposed for Services Not Previously Charged For

Good day Erin.

We had a chance to review the information you provided below and just had a couple of points that we were looking for a bit more clarity.

Would you be able to provide a detailed blurb for the Permit Extension Request, Environmental Remediation and the Inspection of Occupied Space? I believe we have an understanding of where you are going with these, but we wanted to ensure we knew what these areas completely covered.

Thank you again Erin for sharing this with our association.

Gary Gies
Executive Director
Red Deer Construction Association
Bay 3, 7471 Edgar Industrial Bend
Red Deer, AB
(403) 346-4846
www.rdca.ca
info@rdca.ca



From: Erin Stuart <Erin.Stuart@reddeer.ca>
Sent: November 12, 2018 12:16 PM
To: Red Deer Construction Association <info@rdca.ca>
Cc: Darin Sceviour <Darin.Sceviour@reddeer.ca>
Subject: November 12, 2018 - RE: Additional Fees Proposed for Services Not Previously Charged For

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I am hoping you can please forward this out to your team to review and provide feedback on, as we would like to include that as part of the Council presentation on the 26th.

Please contact Darin or I if there are questions.

Thank you,
Erin

Erin Stuart
Inspections & Licensing Manager
Inspections & Licensing Department

Phone: (403) 342-8192

Fax: (403) 342-8200

erin.stuart@reddeer.ca

www.reddeer.ca

Appendix F:

Planning and Development Services Value for Money Review

November 2016



Planning and Development Services Value for Money Review

City of Red Deer

Final Report

November 2016



Glossary & Abbreviations

Economy: the extent to which ongoing costs of acquiring service inputs are optimized to deliver the desired outputs.

Effectiveness: the degree to which services are delivered and contribute to the achievement of the City's long-term goals and other key measures, and create value for the organization. This also includes the ability of a service (or set of services) to meet defined targets or service levels.

Efficiency: the degree to which services are being delivered in a way that optimizes the resources (e.g. budget, people, etc.) used to deliver them. This also includes understanding whether process improvement opportunities exist.

ES: Emergency Services, a department in the Development Division.

I&L: Inspections & Licensing, a department in the Planning Services Division.

Value: the relationship between satisfying needs and expectations, and the resources required to achieve them. It is the worth of a service provided by the City as determined by the preferences of constituents and services users and the trade-offs given scarce resources.

Value for Money (VFM) Review: an independent, objective and systematic review of a program, activity or function designed to assess the extent to which the pre-determined goals of the program, activity or function are being achieved and the economy, efficiency, and effectiveness of the processes and activities through which the organization attempts to achieve these goals.

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DISCLAIMER

This report has been prepared by KPMG LLP (“KPMG”) for the City of Red Deer (“Client”) pursuant to the terms of our engagement agreement with Client dated December 23, 2015 (the “Engagement Agreement”). KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than Client in connection with their use of this report.

1 Executive Summary

Introduction

As part of an ongoing process of continuous improvement, the City of Red Deer (the City) engaged KPMG to conduct an end-to-end value for money (VFM) review of its building and development services, currently provided through four (4) departments and two (2) divisions.

The review examined existing processes, procedures, fees and delivery structures in the City, compared practices with other similar sized municipalities; identified leading practices and recommendations for service delivery, and established appropriate baselines to enable the City to create performance indicators for use on an ongoing basis.

The scope of the VFM review, which was undertaken from January to July 2016, included the review of two divisions (Planning Services and Development Services) and four departments (Planning, Engineering, Inspections & Licensing and Emergency Services). Within each of these departments, a set of specific services related to Planning and Development were reviewed.

This VFM Review identifies recommendations specific to the scope agreed upon with the City; it is the responsibility of the City to balance these recommendations with priorities throughout the organization. In addition, it is important to note that the review was conducted at a point in time. As such, some of the recommendations may already have been addressed by the City; known progress on these, as of July 2016, has been noted.

Key Findings

Overall, based on the analysis of data and documentation provided by the City, engagement of internal and external stakeholders, and comparison to other jurisdictions, **the City is receiving value for money in its delivery of Building and Development Services**. However, there are several areas where the City could realize additional value.

The VFM review was guided by eight evaluation questions that were developed (see Appendix 5). A high level summary of the findings and opportunities for improvement identified for each question is captured below.

Evaluation Question: Does the existing process achieve the highest level of efficiency and effectiveness in meeting the City's objectives, service delivery model and the strategic direction of Council?

Findings: Overall, the City appears to be providing services effectively; processes are designed to achieve the desired results, and are consistent with processes utilized by similar municipalities. Stated service delivery timelines also appear to be similar to other municipalities.

The City has made some progress in providing online services for customers, which can redirect volumes normally processed by front-desk staff. However, there are several areas where processes could be improved to provide greater value, specifically in regards to efficiency, these include: use of performance indicators, removal of unnecessary steps in processing, enhanced quality control mechanisms, and improved use of technology.

Detailed Findings:

Performance Management: There is insufficient tracking of performance indicators, and as such limited information available to verify that goals and / or service levels are being met. Information and data from performance management is not currently being utilized widely in decision making due to a lack of available information.

Customer Centric Service Delivery: The City has not fully integrated the concept of 'customer centered delivery' and gains in effectiveness could be obtained by adopting processes that elevate the customer's experience.

Service Bundling: Service bundling is the process of combining multiple services or applications into one single, consolidated application where possible. Other municipalities, such as Edmonton, Calgary, and Lethbridge consolidate permits so that an applicant can make a single application for all the required development and safety code permits. While the City has made progress in bundling some services, this is not yet a widely utilized approach.

Streamline Process / Remove Unnecessary Steps: Several processes were identified where efficiency could be increased through the streamlining of process steps and the reduction of activities which are not essential to the process.

Quality Control Mechanisms: The City may not be utilizing the most appropriate controls at critical points to assist in managing the processing of applications. For example, the completeness and quality of applications from customers is an ongoing issue that the City faces.

Information Technology / Management: The implementation of the EBA system has improved the functionality of the information systems utilized at the City. However, there are several areas where further exploration of the use of technology could be undertaken to provide real time, updated data and to increase process efficiencies.

Evaluation Question: Who needs to be involved in each process, and when?

Findings: Generally the City has the appropriate staff involved in the delivery of the planning and development services reviewed. Staff are skilled in their roles and able to provide the desired service level to customers. However, there are opportunities to increase value by increasing the clarity of roles, responsibilities, and accountabilities and enhancing training opportunities for staff to allow for better customer service and more effective service delivery.

Detailed Findings:

Roles, Responsibilities and Accountabilities: There is a lack of clarity by internal and external stakeholders who should be involved in each process, and who the appropriate contact is.

Training Procedures: While informal training processes occurs, there are few formalized training processes at the City. There is also limited cross-functional training.

Customer Service: While external stakeholders were generally satisfied with the City's services, they did note several areas for improvement, specifically around the customer service abilities of staff.

Evaluation Question: How should The City determine the resources necessary to do the work?

Findings: The City has not adjusted its staffing levels according to population growth over the past five years. While this may not be a direct indicator of the way the City determines its required staffing levels, there may be opportunities to better understand the required staffing levels to assist with future planning and decision making.

Detailed Findings:

Resource Levels: The City's resourcing for Planning Services and Development Services does not address the rate of growth it has experienced. It appears that the City's growth, and corresponding demand for planning and development services, has had a minimal to moderate impact on staffing levels.

Support Staff: There is a lack of administrative support in Planning Services.

Evaluation Question: How should The City be organized effectively to do the work?

Findings: Generally, the organization and structure of Planning and Development provides value. The City uses the same organizational functions as other municipalities; however, there are some differences in the way these are organized in the City, as compared to other municipalities. Confusion exists regarding the authority and responsibilities and there are opportunities to improve value by providing clarity, both internally and externally.

Detailed Findings:

Organization structure: Confusion exists both internally and externally regarding building and development services, resulting in incorrectly routed complaints, inquiries, applications, etc. Departments within the City tend to operate in silos, resulting in delayed timelines, inconsistent messaging to applicants, and increased confusion.

Evaluation Question: How do fees relate to the services provided?

Findings: The fees for services generally appear to be consistent with other municipalities (exact comparisons are unable to be determined due to cost structure differences and economic factors). However, there were several areas where the jurisdictional review identified opportunities, e.g. charging for services without fees.

Detailed Findings:

Fee Review: Fees for similar services vary across comparator municipalities. It was generally noted that fees for the City's services were not cost-recovered and that fees did not reflect the effort provided by staff in service delivery.

Options

As indicated in the key findings section above, there are a number of areas where the City can make improvements to improve the value from its planning and development services.

Each of the recommended improvements is highlighted below in terms of how they will help to improve value for the City, based on the Value Framework defined in Appendix 4. Detailed value framework assessments for each are included in Section 5.3.1.

Lever	Recommendation	Value Assessment					Overall Value Improvement
		Economy	Efficiency	Effectiveness	Fairness	Environment	
Process	Enhance Quality Control Mechanisms Formalize pre-consultation sessions and triage reviews to increase the quality of applications.	+	+	+	+		High
	Streamline Engineering Referrals Eliminate the passing of folders in sequence in Engineering and redundant processes that run alongside them to increase efficiencies in referral timelines.		+	+			Medium
	Bundle Permits / Services Bundle services / permits together to reduce the number of distinct applications and increase customer centric service delivery.		+	+	+		High
	Shift to Risk Based Inspections Alter the inspections model to free up staff time that can be redirected toward high priority work, and simplify the high experience for high-performing customers.	+	+	+	+	+	High
People	Dedicated Business Analyst Resources Dedicate resources to the analysis and optimization of current and future IT systems to bridge the gap between operations and IT systems / functions.	+	+	+	+		High

Lever	Recommendation	Value Assessment					Overall Value Improvement
		Economy	Efficiency	Effectiveness	Fairness	Environment	
	Conduct Customer Focused Training Implement training that empowers staff to utilize judgment in service delivery to provide outcome based solutions.		+	+	+		High
	Addition of a Dedicated Administrative Assistant to the Planning Department The addition of a dedicated administrative resource will allow specialized staff to direct attention to core service delivery and increase capacity to meet service levels.	+	+	+	+		High
Information Technology	Enable Mobile Engineering Inspections Introduce mobile technology to the Engineering Services Development Section to support efficiencies in inspections.	+	+	+			High
Policy	Implement Performance Management Define and implement metrics to build performance management capabilities that will drive improvements to efficiency and effectiveness.	+	+	+	+		High
	Build / Utilize an Activity Model Build an Activity Model in conjunction with the data collection in implementing performance management to identify resources required by activity and inform resourcing decisions.	+	+	+			High

2 Introduction

2.1 Background

As part of an ongoing process of continuous improvement, the City of Red Deer (City) engaged KPMG to conduct an end-to-end value for money (VFM) review of its building and development services, currently provided through four (4) departments and two (2) divisions.

Planning Services and Development Services departments deliver and manage the City's permits, and deliver processes related to a range of activities from developing raw land to the eventual habitation of buildings on property. These departments deal with a range of other City departments and play a key role in dealing with residents and customers across the City.

Several key statistics provide additional context as to opportunities and challenges for the City's building and development services:

- In 2015, the number of Building Permits issued by the City declined by 14%, following a growth of approximately 10% per year in the three years prior.
- The number of Development Permits issued in 2015 decreased 21% from the year prior, resulting in reduced revenue of approximately \$51,000.
- In 2014, there was a 73% reduction in the revenue obtained from development agreement administrative fees, associated with a reduction in the number of approved Development Agreements. In 2015, administrative revenues decreased 7% from the year prior.
- Subdivision revenues decreased by 52% in 2014 from the year prior, with a 59% reduction in approved subdivision lots since Q3 2013. The number of residential subdivision lots approved decreased by 2.3% in 2015 as compared to 2014 numbers.
- The number of reviews performed for statutory plans (NASP, MASP, IASP, etc.) increased from 2 in 2014 to 5 in 2015.

The review examined existing processes, procedures, fees and delivery structures in the City, compared practices with other similar sized cities; identified leading practices and recommendations for service delivery, and established appropriate baselines to enable the City to create performance indicators for use on an ongoing basis.

2.2 Scope

The scope of KPMG's VFM Review, undertaken from January to July 2016 included the review of two divisions (Planning Services and Development Services) and four departments (Planning, Engineering, Inspections & Licensing and Emergency Services). Within each of these departments, specific services / permits related to Planning and Development processes were reviewed; Section 3 includes a detailed listing of the services examined during the review.

As part of the review a series of stakeholder engagement activities were conducted to obtain an understanding of the varying perspectives of industry groups, customers, residents, staff and Council. Internal stakeholders were engaged through a series of workshops and interviews while external stakeholders were engaged through a public survey, an online engagement session, and a focus session.

The scope of the review also included the comparison of the City's existing services and processes to the following jurisdictions: Town of Blackfalds, County of Red Deer, Town of Sylvan Lake, Mountain View

County, City of Lethbridge, City of Medicine Hat, City of Grand Prairie, City of Calgary, and the City of Edmonton.

2.3 Approach

To conduct the review, eight evaluation questions were agreed upon by the City to assess the efficiency and effectiveness of the City's building and development services.

- 01 – Does the existing process achieve the highest level of efficiency and effectiveness in meeting the City's objectives, service delivery model and the strategic direction of Council?
- 02 – What improvements to the current building and development processes are desirable?
- 03 – Who should be involved in each building and development process and when?
- 04 – What is the baseline customer satisfaction for the processes, against which improvement can be measured?
- 05 – How the City should determine the resources necessary to do the process work?
- 06 – How should the City be organized to effectively do the work?
- 07 – How do fees relate to the services provided?
- 08 – How do the City's processes, procedures, fees and delivery structure compare to similar sized cities?

These eight questions were used to create an evaluation framework, which identified which information, data, and analysis utilized in the review. Appendix 5 includes the detailed framework. Question #2 is answered in Section 5 and question #8 is answered throughout the report with a summary provided in Appendix 3.

To answer the review questions, a four phased approach, as depicted below was undertaken:



2.3.1 Value Framework

One of the key outputs from the review was the development of a framework that the City could use to continuously assess value across all of its departments and services.

Value is the relationship between satisfying needs and expectations and the resources required to achieve them. In the context of the City's delivery of services, it is the worth of a service provided by the City as determined by the preferences of its residents, customers and service users and the trade-offs given scarce resources such as time or taxes.

Value was defined for the City as informed by the definitions and descriptions of 'value' from the Value Management Institute, feedback provided through engagement of external stakeholders and staff, and engagement of Council, the Corporate Leadership Team, and the Mayor.

Opportunities to generate value must be assessed through a number of contextual lenses in order to select those that best align with the City's vision and that result in optimal value creation. When decision-makers choose which levers to pull, the following lenses are connected to contextual factors and impacts that merit consideration. Economy, Efficiency, and Effectiveness are directly related to the inputs, outputs, and outcomes of a program or service, and Equity and Environment are broader lenses through which to consider.

The Value Framework that was developed as part of this review and was applied to the potential options identified by the review is included in Appendix 4.

3 Overview of Planning and Development

3.1 Key Divisions

The following provides an overview of the work completed by the two divisions which were reviewed through the VFM – Planning Services and Development Services.

3.1.1 Planning Services

The Planning Services division includes the following departments:

- The Inspections & Licensing department ensures the proper construction of residential and non-residential buildings through permits and building inspections, issues business (and other) licenses, and enforces the Land Use and Community Standards Bylaw.
- The Planning department utilizes Council’s approved policy documents and Provincial and Federal regulations to provide leadership for developing Red Deer as a safe, vibrant, and attractive community.

Services reviewed during the VFM for this division included:

Category	Services
Inspections and Licensing	<ul style="list-style-type: none"> — Development Permits — Safety Code Permits — Enforcement (Land Use Bylaw, etc.) — Demolition Permits — Occupancy Permits — Quality Management Plan — Enforcement of Development Permits — Review of Statutory Plans, Land Use Bylaw proposals
Planning Services	<ul style="list-style-type: none"> — Land Use Bylaw Amendment — Statutory and non-statutory Plans — Studies — Subdivision — Heritage Plans — Oil and Gas Proposals/Proposals near oil and gas sites — Review of Development Permits

3.1.2 Development Services

The Development Services division includes the following departments:

- The Engineering department performs the administration of customer requests for City services related to property access, sanitary, storm and water connections, easement agreements, building grade certificates, encroachment agreements, development agreements, and use of streets to ensure services delivered are socially and environmentally responsible and meet the long-term need of the growing community.
- The Emergency Services department provides services relative to inspections and verifications that building and development conditions and requirements related to fire and occupation safety have been met and continually adhered to.

Services reviewed during the VFM for this division included:

Category	Services
Emergency Services	<ul style="list-style-type: none"> — Review of Development Permits — Review of Safety Code Permits — Enforcement (Land Use Bylaw, etc.) — Review of Demolition Permits — Inspection for Occupancy Permits — Enforcement of Development Permits — Review of Land Use Bylaw proposals
Engineering	<ul style="list-style-type: none"> — Development Agreements — Determine need for and acceptability of special studies such as Traffic Impact Assessments, Escarpment Studies, Servicing Studies — Lot grading permits — Review of Statutory Plans, Land Use Bylaw proposals, Development Permits — Infrastructure Inspections and acceptance — Use of Streets Permits

4 Key Findings

Overall, it appears that the City is receiving value for money from its delivery of building and development services. However, there are several areas of opportunity that were identified, which can further increase the value the City receives.

Over the course of the VFM review, eight evaluation questions were developed to guide the assessment of VFM (please see Appendix 5). The following section describes the key findings for each of the review questions.

4.1 Does the existing process achieve the highest level of efficiency and effectiveness in meeting the City's objectives, service delivery model and the strategic direction of Council?

From the perspective of external stakeholders, effectiveness is achieved when the desired outcome is delivered to the satisfaction of all parties involved. Efficiency is described as being achieved when the task consumes the least amount of resources possible to achieve the desired outcome.

The City's strategic direction is informed by its Vision, Mission and RISE guiding principles. The RISE principles reflect each staff's promise to each other and to citizens, and are fundamental pillars supporting each department's approach to service delivery. A description of RISE principles is included Appendix 4.

With these principles in mind, based on the analysis undertaken and comparison to relative municipalities, it appears that the City is effective and efficient in their service delivery.

The City acts as stewards on behalf of its citizens to undertake sustainable development, work to provide a quality service, and balance the needs of varying stakeholders. However, stakeholder feedback and analysis completed indicates that there are several areas where effectiveness and efficiency could be improved to assist the City to better meet its strategic direction.

4.1.1 Performance Management

To analyze whether the City is effective and efficient, performance metrics can be utilized to ensure that service levels are being adhered to, and that processes are optimized to deliver a service.

Based on the analysis completed, it appears that there is insufficient tracking of performance metrics, with limited information available to verify that defined goals and /or service levels are being met.

Other comparable municipalities are increasing their transparency around process timelines by tracking the target versus actual completion times.

4.1.1.1 Data & Information Analysis

The table in Appendix 1 summarizes the current service levels provided by the City for various activities. However, the City does not track metrics to validate whether the City is meeting its defined service levels.

While departments are able to provide approximate processing timelines (e.g. Building Permits take approximately three weeks), metrics on the actual processing timelines (versus the target or defined timelines) for most services are not currently tracked.

The Engineering department has begun to monitor / track staff time by activity type to measure the cost of development agreements and whether or not fees are set at cost recovery.

4.1.1.2 Feedback from Internal and External stakeholders

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Some service levels are defined, but they are not consistently met or reported upon, which can make it difficult to communicate adherence of service levels both internally and to customers.
- Few process metrics are utilized, tracked, or reported upon; there are limited ad-hoc and standard reporting abilities for management to utilize in strategic decision making.
- The lack of available data puts major limitations on the ability of the City to make evidence-based resourcing decisions.
- Referral / circulation timelines may be too long, but given they are not tracked it is difficult to determine what an appropriate timeline is

External Stakeholders provided the following feedback:

- Turnaround times are too long, which may be the result of defined / quoted service levels not being adhered to.
- There is a need for increased transparency in processes; if defined / quoted timelines cannot be adhered to, it would be helpful for applicants to receive this information as soon as possible.

4.1.1.3 Jurisdictional Review

Under the Municipal Government Act (MGA), municipalities are required to process Development Permits and Subdivision Approvals within 40 and 60 days, respectively.

While most municipalities have similar defined service levels for permits / applications defined, some municipalities have identified additional specific service levels; further details are included in Appendix 3. For example the City of Edmonton provides detailed estimates of approval timelines, as well as target and actual processing times. The City of Edmonton releases a quarterly report to the public, which informs residents of the target versus actual timelines for that period, as well as permit volumes.

4.1.2 Customer Centered Service Delivery

The City's RISE principles reflect the need to incorporate customer centered approaches further into its operations and processes. Based on the feedback received from internal and external stakeholders, it appears that the City has not fully integrated the concept of customer centered service delivery and work is needed to elevate the overall experience from the customer's perspective.

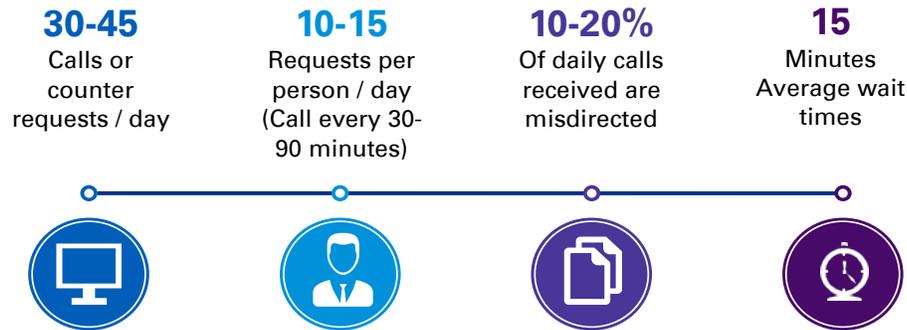
4.1.2.1 Data & Information Analysis

Inquiries

Misdirected calls are a critical pain-point identified by internal stakeholders that can impair the ability of staff to focus on core service delivery. Misdirected calls appeared to be a present issue across all departments within the scope of this review. In addition, it was noted that misdirected inquiries have the potential to negatively influence customer service levels and create confusion for applicants.

The point of passing an applicant to another source to assist with their complaint / inquiry is the point where customer centered service has the potential to significantly improve the customer experience as well as indirectly impact the efficiency for staff.

This step is where the potential for inefficiencies to occur, such as applicants to be passed from department to department before they finally are transferred to the appropriate contact.



In addition, customer inquiries are not tracked by or between departments, which can result in inconsistencies between inquiries and potential 'shopping for answers' by applicants. The data above was obtained from the Engineering department. Other departments within the scope of this review could not provide metrics due to a lack of available information; this was noted as a common problem across all departments.

Push Notifications

Currently, the City does not utilize automatic 'push' notifications to proactively manage applications and communicate case progress, status, and delays to customers. As a result, departments can receive a high volume of phone inquiries requesting updates on their project's status. The City's Tempest system could be configured to provide automatic notifications to better manage processes, both internally and externally.

4.1.2.2 Feedback from Internal and External Stakeholders

The following feedback provided was provided by internal stakeholders across all departments within the scope of this review:

- Staff at the operational and leadership levels identified that there is a culture at the City of strict adherence to rules; a culture that supports flexibility in thinking and problem solving may provide a higher level of customer service.
- High volumes of questions are received from applicants inquiring about the status of their project and the required next steps. Following up on numerous inquiries distracts staff from the processing of applications and further strains the ability of the City's resources to meet service levels.

External stakeholders provided the following feedback:

- Customers view the City as a barrier to their aims rather than a partner with whom to collaborate towards a solution.
- External stakeholders cited an "inflexible adherence to the City's rules and regulations regardless of practicality" in recent years and noted that a shift to a more practical approach was needed.
- It was indicated that adopting a 'team' mentality would help to build relationships with developers; attempting to understand the implications that decisions, delays, additional study requests etc. have on projects and overall costs is vital.

- There are limited self-service options available; improvements could include the ability to apply for permits and inspections online, to attach all required documentation directly to the file, to increase tracking capabilities for the status of applications, and to view outstanding conditions.
- Process requirements are often not identified or communicated to applicants early enough in the process, including outstanding information.
- There is limited clarity around process timelines and no proactive notifications around process status or delay.
- 58% of survey participants indicated that they were either dissatisfied or very dissatisfied with the status communications they received during their project.

Progress Note: Due to the point in time nature of this VFM review, it is important to note that substantial progress has been made regarding the self service capabilities of the City. The T4 testing sessions have been completed and significant improvements in MyCity and self-service options have been noted.

4.1.2.3 Jurisdictional Review

While most municipalities utilize phone calls or email to communicate next steps to the customer, the City of Lethbridge has systems that utilize digital workflow and automated notifications, allowing for proactive, push based notifications.

Additionally, the City of Calgary's VISTA (View Information Specific To My Application) allows applicants to log on, assess project status, and view any outstanding items that need to be completed / provided.

4.1.3 Service Bundling

Service bundling is the process of consolidating several applications into one, which reduces the number of separate applications that applicants must submit, as well as the number of applicants received / processed / tracked within the system.

External stakeholders believe that the application process should be streamlined and made easier / more efficient. The greatest benefit from service bundling is the enhanced customer service that is provided and the ease of the experience for the applicant; some internal processing efficiencies may be realized as well.

4.1.3.1 Data and Information Analysis

Many applicants are requesting that services / permits be consolidated for ease of application, whether it be through application channels, payment channels, or through a development coordinator.

Other municipalities consolidate high volume, low complexity permits such as accessory structure, uncovered decks, signs, and single detached houses. If these permits were bundled at the City, 42% of building permit applications could be converted into 'bundled applications', which include the corresponding development and sub-trade permits. This could improve the customer experience for just under half of all building permit applications submitted.

4.1.3.2 Feedback from Internal and External Stakeholders

Internal stakeholders (from the Inspections & Licensing and Planning departments) provided the following feedback:

- There are potential opportunities to bundle applications / services; for example, the processing of the Development Permit and the rezoning application together where possible.

- There have been steps taken to move towards bundling certain permits; for example, it was identified that there is a ‘project permit’ that now includes a building permit and the required subsidiary permits. In addition, the foundation permit and occupancy permits are being removed from the process.

External stakeholders provided the following feedback:

- Having a ‘one-stop shop’ for building and development processes would increase the ease of applications, including a single point of contact across departments and / or consolidated channels for submitting and paying for permits and services.
- Reducing the complexity of the application process, including increased clarity around requirements, increased channels for application, and ease of application, will further improve the customer experience.

4.1.3.3 Jurisdictional Review

The cities of Edmonton, Calgary and Lethbridge consolidate permits so that an applicant can make a single application for all the required development, building and safety code permits.

In the City of Edmonton, combination permits are used for accessory structures, uncovered decks, signs, and single detached houses. Due in part to consolidated, streamlined permit applications, the City of Edmonton is able to issue 30% of all permits instantly at the front counter.

The City of Calgary also bundles sub-trade permits into their development and building permits; and once a partial permit is issued, with the foundation permit, it expedites the approval of the building permit.

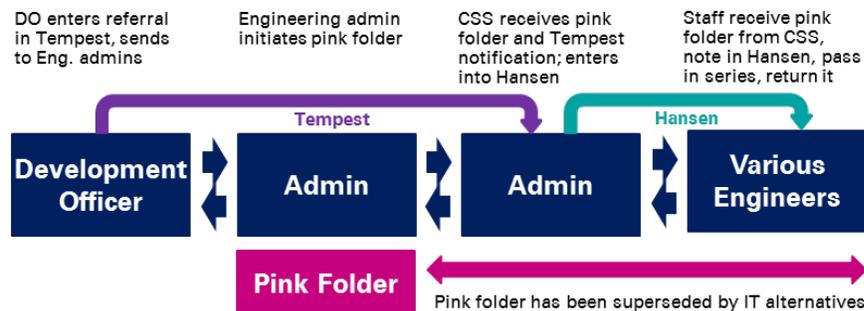
Progress Note: Since the completion of the VFM review, it was indicated that steps to bundle certain processes have been undertaken such as the building permit and the required subsidiary permits. For ease of application the foundation and occupancy permits are being removed from the application process as well.

4.1.4 Streamline Processes / Remove Unnecessary Steps

To improve efficiency, the City should look to optimize resources utilized to provide services by assessing which steps are value-add and those that may not be necessary. Several processes were identified during the review where efficiency can be increased by streamlining process steps and reducing non-essential activities.

4.1.4.1 Data & Information Analysis

Currently, the Engineering department utilizes three mechanisms of tracking referrals: “the pink folder”, which is a manual folder with a tracking sheet and the application to be reviewed, a notification in Hansen, and a notification in Tempest (for Development Permits).



The pink folder’s purpose is undermined by the City’s technology, and could be eliminated by leveraging the tracking capability of Tempest. Eliminating the pink folder could also remove the need for reviews to be done sequentially. Instead, copies could be distributed in parallel; any staff could log onto Tempest at any time and perform their review instead of waiting for the pink folder.

Staff reported that reviewing sequentially can result in applications sitting on one desk and having to be reviewed by multiple staff on its due date. Approximately 100 development permits are referred to the Engineering department each year; a significant volume that could be streamlined. The use of Hansen could also be eliminated and referrals managed entirely through Tempest.

4.1.4.2 Feedback from Internal and External Stakeholders

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Highly manual referral processes reduces visibility for staff and customers and contributes to process delays (e.g. Tempest only reaches the “gates” of departments). Although departments are making progress in utilizing Tempest for different types of applications, some departments are still utilizing manual tracking mechanisms for referrals.
- Multiple tracking systems are used within departments for referral follow-ups.
- There is a perception that there are too many referrals / reviews for some processes (e.g. development permits).
- There are backlogs when it comes to inspections and / or responding to complaints and inquiries.

4.1.4.3 Jurisdictional Review

Inspections are another area where process efficiencies could be addressed. Leading practice suggests that an inspection level of approximately 20% is required for qualified contractors / professionals and 100% for unqualified contractors / professionals.

Other municipalities and safety authorities only go physically to a site to do 10 to 20% of inspections. These municipalities found that they are able to reduce more hazards this way than they were in the past because they are able to spend more time on higher risk sites.

The diagram below estimates the potential City staff that could be freed up and redirected to higher priority tasks by shifting to a risk-based inspections model.



Assumptions to develop this estimate include:

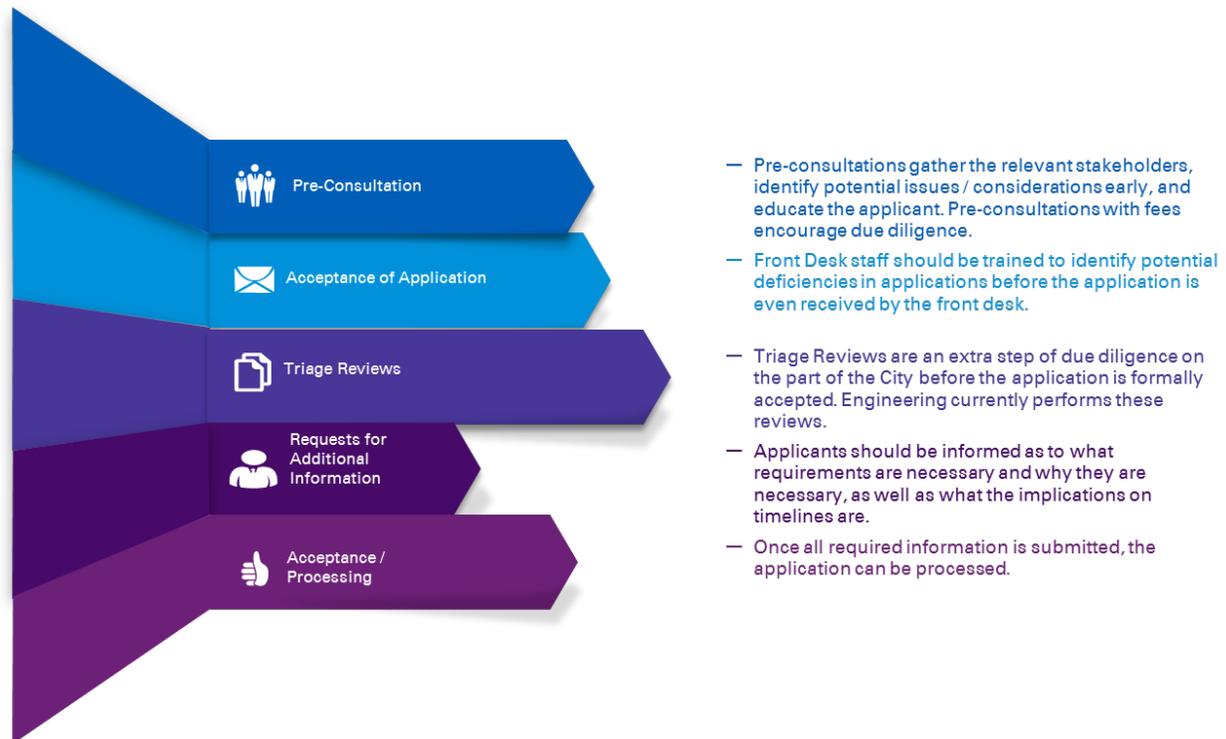
- It is assumed that 70% would be high risk work based on KPMG’s work with safety authorities.
- Current FTE’s for Inspections was calculated utilizing information from the City’s job descriptions. Safety Code Officers from I&L were estimated to utilize 60% of their role conducting inspections, while ES Safety Code Officers were estimated at 50%. The number of Safety Code Officers were approximated using these figures.

4.1.5 Quality Control Mechanisms

Utilizing the appropriate controls at critical points of a process can assist in managing applications in a way that allows service levels to be more easily adhered to. When discussing the largest problems related to the timely processing of applications across municipalities, one of the largest influencing factors is the completeness and quality of applications. Controls that directly impact the reduction in the acceptance of incomplete applications will reduce rework or workarounds later in the process.

4.1.5.1 Data & Information Analysis

There are several critical points where the potential for incomplete / low quality applications could occur; these are points where process controls should be implemented to prevent additional work by City staff or process delays due to the requesting of additional information.



The appropriate controls at each stage of the process could reduce the number of incomplete applications received.

Currently, pre-consultation processes are utilized, but they are not formalized, meaning there are no requirements that pre-consultations are performed for complex projects, or fees associated with the pre-consultations.

Triage reviews are another informal step used by Engineering, but could be formalized across other departments as well. Triage reviews involve the review of an applicant by a specialized / qualified staff with expertise to identify whether or not the application is complete; this is in addition to the review of the application by front desk staff.

Often, requests for additional information, particularly when a project's scope is changed by an applicant, can result in significant delays. An example is in infill development. When detailed drawings are required for a development permit, a back and forth process can occur if the applicant does not provide the drawings to the required specifications. If the applicant does not understand what detail is required and

does not provide the required information, Engineering cannot proceed with the processing of the application.

4.1.5.2 Internal and External Stakeholder Feedback

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Incomplete / piecemeal applications add complexity and workarounds to the processing of applications, adding to overall process timelines. Large numbers of incomplete applications are received.
- Additional comprehensive training programs for front desk staff and staff receiving applications is needed to increase general knowledge on all bylaws, processes, etc.
- Resource heavy pre-application consultations are not formalized (there is no fee attached); customers do not perform due diligence in preparation for pre-consultation meetings which utilizes staff time inefficiently.
- There is a lack of clarity around process requirements for customers; application requirement information may not be clear or easily accessible, and further educational tactics are required.
- Customers often change the nature of their project throughout the lifespan, which requires additional processing and work but they do not understand that this adds to processing timelines.

External stakeholders noted:

- Project conditions and requirements are not effectively defined or communicated by the City for distinct processes and are not understood by applicants, or are not identified early enough in the application process.
- Requirements identified by staff are not always consistent with those identified by other staff.
- Pre-consultations would be more beneficial to applicants if staff exercised authority in decisions and the information communicated was binding and relevant.
- There is a general trend in increasing requirements for detail, which incur significant costs and add to timelines for developers, and the reasoning behind these requirements are unclear.
- Increased opportunities for applicants to clarify process requirements, particularly with things like engineering drawings and other technical requirements, could better help applicants to understand deficiencies and provide high quality and complete applications.

4.1.5.3 Jurisdictional Review

While other municipalities conduct informal pre-consultation meetings some have begun to formalize their processes.

The City of Calgary has formalized a pre-application fee for those applications that are performed at \$631. Pre-applications are attended by a Planner and representatives from Parks, Transportation and Development Engineering.

The City of Edmonton also has a formalized pre-application meeting. The current planning provides a pre-application meeting for development proposals that require a major development permit. These development proposals relate only to commercial, industrial, and multi-dwelling residential projects. Applicants pay a pre-application fee (set at \$306) prior to the meeting occurring. A 'meeting record' is provided to the applicant as well as filed internally, so that the City can review all comments / notes when the development permit application is submitted for approval and ensure all relevant considerations have been undertaken.

4.1.6 Information Technology / Management

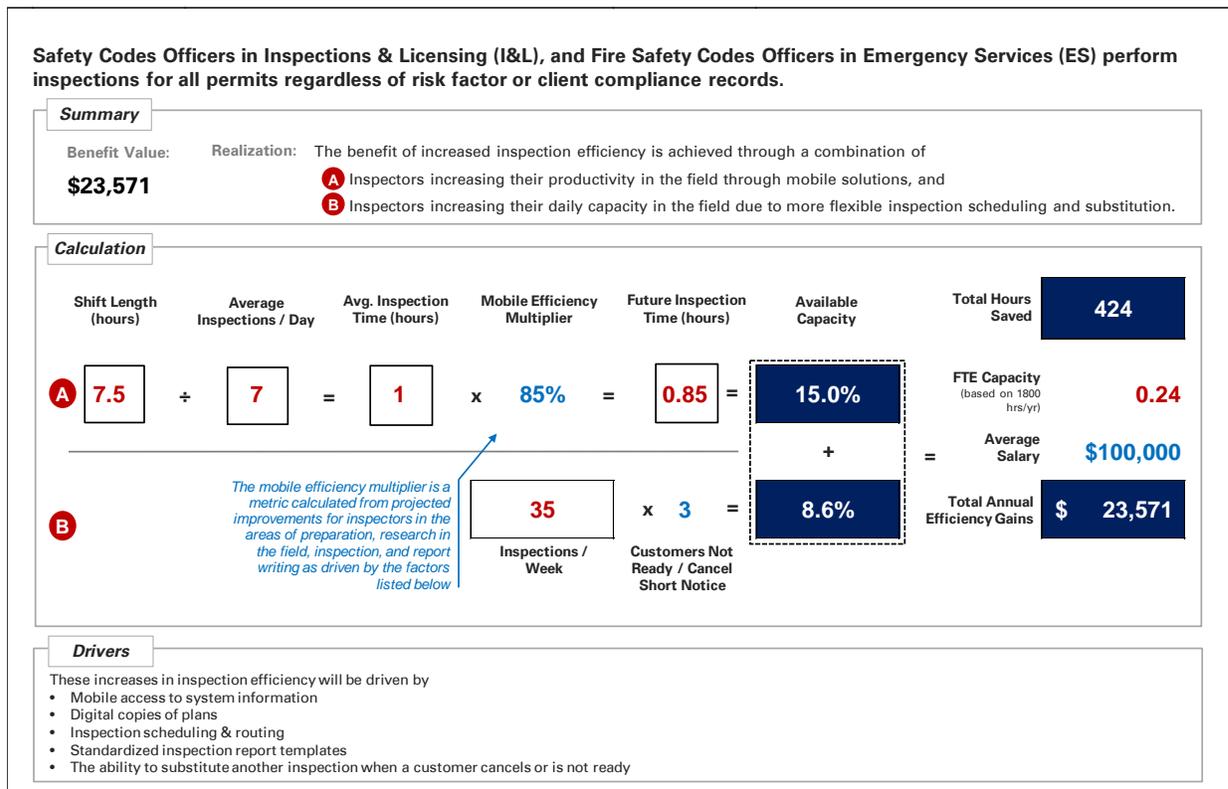
The implementation of the EBA system has greatly increased the functionality of the information systems utilized at the City. The system is enabling the move towards digitized processes, increased collaboration and the use of real time information. However, while noting that some of the stakeholder feedback was obtained prior / during the transition to EBA, there are still opportunities for improvement that the City can undertake to improve its use of technology.

4.1.6.1 Data & Information Analysis

Mobile Inspections

Engineering does not have the access to the same technology that other departments are currently using. Mobile technology is cheap and a major efficiency lever; Engineering should follow the lead of I&L and acquire mobile technology to assist in inspection process efficiency.

Below is an estimate of a Development Inspector’s annual time saved by using mobile tech has been created; key assumptions are noted in blue text.



In addition to the estimated savings due to increased efficiency as noted above, leveraging mobile technology also provides the following benefits:

- Real time information: On-site Inspectors can view updated information on projects, and the system is updated in real time as Inspectors make comments / note deficiencies or approvals.
- Searchable files: all information stored digitally makes retrieval of information easy and accessible for future use

- Increased productivity: less time is spent filling out forms / entering into a system when back at the office
- Integration with existing systems: if relayed to Tempest, all information on projects can be stored and leveraged by other staff (cross-functionally) who have access.

Tempest

During a workshop with staff it was noted that the City is making strides toward implementing Tempest in referrals. The goal is that all comments will be captured in Tempest and can be viewed / retrieved in the system. However, it appears that there is still work to be done to fully integrate Tempest; departments are still utilizing multiple methods of tracking referrals and Tempest has not been fully optimized to be utilized for aspects such as push notifications or activity tracking / modelling.

Tempest could be utilized for tracking referrals in parallel within departments. This would eliminate manual tracking and reviewing applications sequentially. It was reported that the Planning and Engineering departments should be brought onboard in 1 to 2 years. Presently the Planning and Engineering departments only interact with Tempest to comment on development permits.

Business License Renewal

During the EBA transition, the licensing bylaw was rewritten to require business licenses all to expire at the end of the year, requiring staff to process all renewals at one period of time. Staff noted that this requirement could cause inefficiencies in processing the renewals, as renewals would need to occur once a year (as opposed to the anniversary of the license) within Tempest.

With approximately 2,500 business licenses in the City, this could create a large volume of renewal work that was previously spread throughout the year, and could result in processing backlogs and overtime expenses.

4.1.6.2 Internal and External Stakeholder Feedback:

Internal stakeholders provided the following feedback:

- IT systems exist in siloes between departments, and there is limited enterprise wide IT integration which would allow departments to see the 'global picture' of a customer / project / site, and reduce the duplication of activities. It was noted that once Tempest is fully integrated by all departments and services, this should be alleviated.
- IT is not effectively integrated into processes; there is a lack of capacity for full-digital capability and a continued reliance on paper / manual processes, which are not easy to track or to use for future reference.
- Tempest referrals only reach the "gate" of a Department, and are then disseminated into a variety of formats. The integration of Tempest into existing processes is limited.
- There is a lack of centralized, accessible information management within departments. Information is hard to find within the system, and naming conventions are not formalized to easily identify different types of files.
- For inspections, following up on unpermitted work is a highly manual process and there is no official process or system for recording and tracking unpermitted work.
- There is limited education for customers on the need to book inspections and no automated follow-up mechanisms.

- There is insufficient hardware / software to drive efficiency in the Engineering department. IT hardware in Engineering does not support the complex activities that are performed by the department. For example, it was reported that dated computers with limited memory impact staff's ability to use software effectively. At the same time, Engineering does not utilize mobile technology for inspections.
- Presently, the renewal process for business licenses is set up such that they are set to expire all at the same time, once a year.

4.1.6.3 Jurisdictional Review

While the majority of municipalities assessed indicated that they are still utilizing manual processes and are only in the beginning stages of moving to full digitization, some municipalities have made great strides.

In the City of Lethbridge, residential building permits are all completed online, and document routing and plan reviews are performed digitally. The City of Lethbridge also uses Tempest, which allows each application to be stored in its own 'folder' and is attached to the project address, enabling access by anyone with the appropriate permissions. This allows users to view the full history of the full by searching the address.

The City of Grande Prairie utilizes 'CityView' which gives the capability of marking up the plot plans online and emailing these documents to the customer along with the permit.

The City of Calgary is transitioning to full digitization. They have provided applicants with a voluntary option to provide their applications 'digitally'.

The City of Edmonton uses 'Posse' as a centralized tracking system, which allows all relevant staff to log in and see the complete history of a file.

In terms of mobile technology, smaller municipalities are not utilizing mobile technology for their inspectors, but the cities of Edmonton, Lethbridge, and Calgary are utilizing either phones or iPads to conduct inspections.

4.2 Who needs to be involved in each process, and when?

In order to assess who should be involved in which processes, and at what stage, it is important to first assess who is currently involved in each process and identify any conflicting or overlapping responsibilities or accountabilities. In addition, it is important that staff involved in the process also have the appropriate skills or resources to perform the role.

4.2.1 Roles, Responsibilities, and Accountabilities

Based on the assessment of the involvement of departments and staff across a variety of building and development processes identified a lack of clarity by both internal and external stakeholders as to who should be involved in each process, and who the appropriate contact was. While there are numerous staff that applicants or residents can contact to provide services, there may be improvements required in how applicants determine who to contact.

4.2.1.1 Data & Information Analysis

A RACI matrix assists in the identification of roles and assigning cross-functional responsibilities to an activity. RACI charts utilize four classifications:

- Responsible = person or role responsible for ensuring that an activity is completed.
- Accountable = person or role responsible for actually doing or completing an activity.

- Consulted = person or role whose subject matter expertise is required in order to complete an activity.
- Informed = person or role that needs to be kept informed of the status of an activity’s completion.

Stakeholder Group Project Deliverable (or Activity)	In-Scope Departments				Other Internal Stakeholders						External Stakeholders				
	Inspections and Licensing	Planning	Engineering	Emergency Services	MPC	Council	City Manager	Legal	Communications	Others: Public Works, EL&P, Parks, etc.	Applicant	Public	Various Stakeholder Groups		
Building Permits	A/R			C							R				
Development Permits	A/R	C/R	C/R	C/R	C	I	I	I	R	C	R	C	C		
Licensing	A/R			A/R							R				
Inspections	A/R		A/R	A/R							R				
Enforcement / Compliance	A/R	I		A/R				I		I/R	I	I			
Statutory / Non-Statutory Plans	C	A/R	C	C		C/R				C	R	C			
Land Use Bylaw Amendments / Rezoning	C	A/R	C	C		C/R		C		C	R				
Subdivision	C	A/R	C	C	C/R					C	R				
Development Agreements		C	A/R							C	R				
Engineering Permits		C	A/R		C						R				
Engineering Studies / Reviews	I		A/C/R							C	R				

As indicated above, there are several overlapping areas of responsibility and accountability between departments. For example, for development permits the Inspections and Licensing, Engineering, Planning, and Emergency Services departments are each responsible for the delivery of the service. This can create confusion both internally and externally as to whom is responsible for which portions of the process.

4.2.1.2 Internal and External Stakeholder Feedback:

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Roles and responsibilities are not always clear, both internally and for customers. Staff may not understand where authority is delegated from certain bylaws / policies and customers may not understand who the appropriate source to contact is.
- Complaints and inquiries are often incorrectly routed, either by customers who contact the incorrect staff with their complaints / inquiries, or those that are incorrectly routed by staff.
- There are numerous bodies of enforcement throughout the City; it can be difficult for residents / applicants to understand who to contact, specifically for development related complaints.
- Staff are constrained with regard to workload capacity, increasing process timelines.
- Some permits / applications may not require circulation to all of the departments that are currently sent referrals to review.

External stakeholders provided the following feedback:

- There is no single point of contact to guide applicants through the building and development process. Having a single staff who is accountable to a project and can answer inquiries could increase process transparency and the ease of obtaining information.
- Requirements identified by multiple staff may be inconsistent.

4.2.1.3 Jurisdictional Review

Both internal and external stakeholders indicated that they felt that Development Officers were experiencing high volumes of applications, and that without additional resources, backlogs would occur. In particular, Development Officers have capacity constraints and are unable to properly address enforcement.

Some municipalities, such as Mountain View County and the City of Grande Prairie, have Enforcement Officers in addition to Development Officers, whose primary role is to conduct enforcement related activities. The cities of Edmonton and Calgary have designated functional areas that primarily deal with enforcement. The City of Edmonton has 20 to 30 individuals in their Development and Zoning Section that perform enforcements.

Regarding the number of stakeholders that are included in referral processes, other municipalities tend to circulate less application reviews for referral; the cities of Edmonton, Calgary, and Grande Prairie only circulate complex commercial, and discretionary use Development Permits. Typically, smaller applications are only circulated if public consultation is required.

4.2.2 Training Procedures

While informal training occurs within various departments and across roles, there are few formalized training opportunities at the City. As such, there are:

- Limited cross-functional training session undertaken to facilitate shared knowledge
- Limited comprehensive training regarding varying bylaws, policies, etc. for customer facing staff, and
- A lack of development of skills that promote flexible problem solving to provide better customer service.

4.2.2.1 Internal and External Stakeholder Feedback

The following feedback provided was provided by internal stakeholders across all departments within the scope of this review:

- Staff at operational and leadership levels identified that there are opportunities to create a culture that emphasizes flexible, proactive thinking, to encourage problem solving capabilities and improve customer service.
- To better assist an applicant in identifying what deficiencies might exist within an application, there are opportunities to formalize training which includes cross-functional training, classroom learning, and job-shadowing.
- The transition of knowledge for specialized services, such as Heritage Planning, is minimal. Currently, there is one individual who performs the Heritage Planning procedures, with no one to perform these activities if the single staff members is away / unavailable.

External stakeholders provided the following feedback:

- Additional training for staff to obtain further knowledge on bylaws, policies, and services provided by other departments, etc. would result in better service, with regards to timeliness, overall knowledge, and understanding customer needs.
- Requirements are often not identified or communicated to applicants early enough in the process.
- 57% of respondents were dissatisfied or very dissatisfied in their interactions with staff.

4.2.2.2 Jurisdictional Review

Formalized training is often provided by municipalities to support front counter staff assess quality and completeness of applications. Alternatively (or in addition to training), front desk staff are also supported by those who have specialized knowledge, i.e. rotating shifts for Safety Code Officers at the front desk. In addition to providing higher levels of customer service, municipalities reported that these approaches have resulted in higher quality applications and faster processing / approval timelines.

The City of Calgary has a rigorous 3 month training program with 7 weeks spent in classroom style training, which includes assignments, projects, and exams, and the remaining 5 weeks spent in job shadowing.

The City of Edmonton utilizes rotating Safety Codes Officers to provide assistance in inquiries as well as assist in reviewing / approving permits at its front counters. This has contributed to its ability to instantly approve 30% of permits at the front counter.

4.3 What are the current perspectives of our customers on our services, against which improvements can be measured?

To determine a baseline of customer satisfaction for building and development services, external stakeholder engagement was undertaken. This included a focus session and an online engagement session with industry participants, and a public survey.

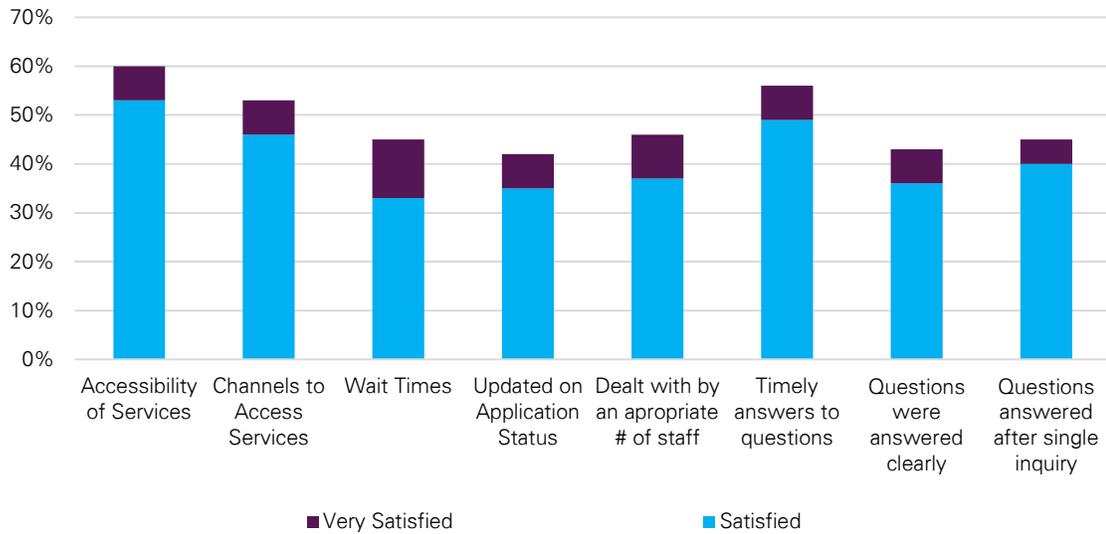
The survey provided quantifiable satisfaction levels from which the City can measure improvements made as a result of this review. Overall, satisfaction levels appeared to demonstrate general satisfaction with services, however, there is room for improvement in several areas.

4.3.1.1 External Stakeholder Feedback

A web-based survey was conducted to obtain feedback from residents, industry representatives and prior customers of building and development services. Responses from 94 participants were received. A summary of the key satisfaction ratings is outlined in the graphs below. A detailed summary of the public survey is included in Appendix 2.



Satisfaction Rankings



4.3.1.2 Jurisdictional Review

The City of Calgary conducts a satisfaction survey for their Planning and Development departments every two years. The summary below reflects the most recent survey results from June 2015.

Question	Ranking
Overall Satisfaction with the level and quality of services	83%
Overall Satisfaction with the level and quality of customer service	85%
Overall Satisfaction with the level and quality of services provided online	77%
Satisfaction with experience at the P&D front counter	92%
Satisfaction with experience contacting P&D over the phone	92%

4.4 How should the City determine the resources necessary to do the work?

To properly identify the optimal number of staff that should be performing the work, the City would need to identify whether the current staffing levels enable departments to meet its objectives and defined service levels. The challenge encountered during the review was that the City does not capture and / or track specific metrics and service levels that would help to inform this assessment.

Additionally, feedback from internal and external stakeholders suggests that the departments are currently constrained in regards to their staff capacity; this may create challenges with providing customer service and / or meeting service levels.

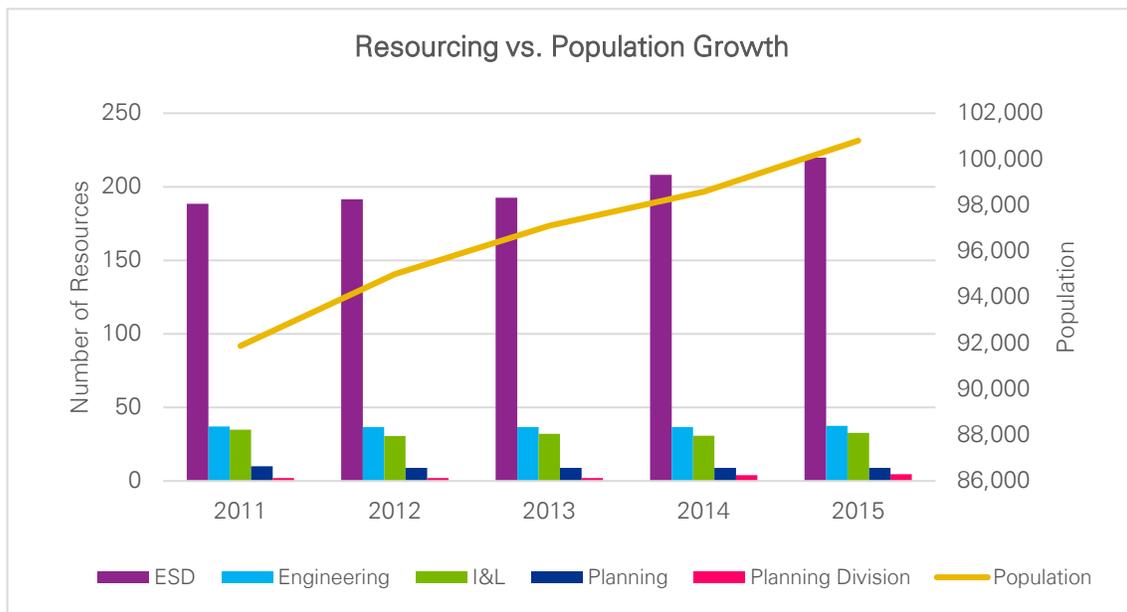
Although the City’s population has grown by approximately 27,000 over the past ten years (or 11%), it has not significantly adjusted its staffing levels for its building and development services.

4.4.1 Resourcing Adjustments Influenced by Growth

In recent years, the City has seen significant growth in its population and the number of developments. However, it appears that this growth has had a minimal to moderate impact on staffing decisions for building and development services.

4.4.1.1 Data Analysis

The overall change in the level of resourcing over the past five years has been low or remained the same in most in-scope departments, although the City’s population continues to climb.



The above graph compares the increases of staffing resources by department to the overall population growth rate over the past five years.

The population of the City has steadily increased over the past five years; however, with the exception of the Emergency services department, the headcount at the City has not increased to reflect this municipal growth. In fact, Planning and Inspections & Licensing have reduced headcount.

4.4.1.2 Internal and External Stakeholder Feedback

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Staff resources are constrained regarding their workload and this contributes to the inability to adhere to defined service levels or provide high levels of customer service.
- The City has not increased the number of staff to support the increase in its growth in previous years.

4.4.2 Administrative Support in Planning

Based on the analysis completed, the City's building and development services do not appear to be appropriately resourced in terms of administrative assistants.

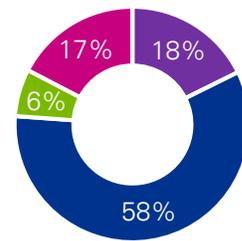
4.4.2.1 Data & Information Analysis

Currently, the Planning department relies on a Divisional Administrative Assistant to provide support to approximately 13.5 staff, with 9.5 staff in planning and 4 staff at the divisional level.

Recognizing the limitations of the available data, it was determined through the review of trial timesheets that were collected by the department in 2014 and 2015. Based on timesheets that were analyzed, up to 21% of staff time was spent on administrative activities in 2014, and up to 23% in 2015. It is important to note that activities such as data entry were not captured in the administrative time breakdown.

In addition, the Planning department indicated that they perform their own communications and public consultation work, whereas other departments utilize the City's Communications department for these activities. It was estimated that these activities may make up approximately 10% of the work for a project, although there was no data available to validate this estimate.

**Allocation of Planning Staff Time
(Average)**



■ Admin ■ Projects ■ Communications ■ Other

Consistent tracking of the time spent on various building and development activities would help to identify where time is spent on core tasks, and where time is spent on administrative activities that could be resourced differently.

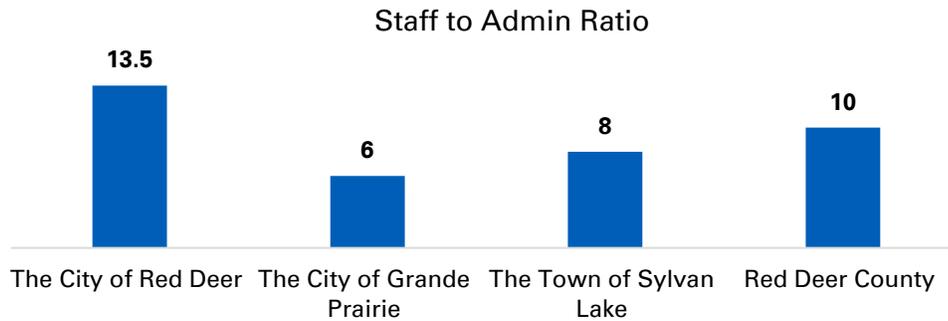
4.4.2.2 Internal and External Stakeholder Feedback:

Staff from the Planning department provided the following feedback:

- Processes are impacted by the lack of an administrative assistant supporting the Planning department in a full-time capacity; as an example a staff member spent 2 weeks filing documents after the completion of a project approval.
- Significant time is spent on non-value added activities by specialized staff, which limits their ability to focus on core service delivery.
- Activities related to communications and public consultation can take up to 10% of overall time spent on projects. It was also noted that the City's Communications department plays a more active role for other departments than it does for the Planning department.

4.4.2.3 Jurisdictional Review

Out of the six comparable jurisdictions, the City's administrative staff are expected to support a larger proportion of staff than all but one other municipality that was reviewed.



*Note: the City of Red Deer's and the City of Grande Prairie's ratios are for the Planning departments only; whereas smaller municipalities are structured to include both Planning and Development staff.

4.4.3 Development Officer Capacity

Based on the analysis completed, the City's building and development services do not appear to be appropriately resourced in terms of Development Officers.

4.4.3.1 Internal and External Stakeholder Feedback

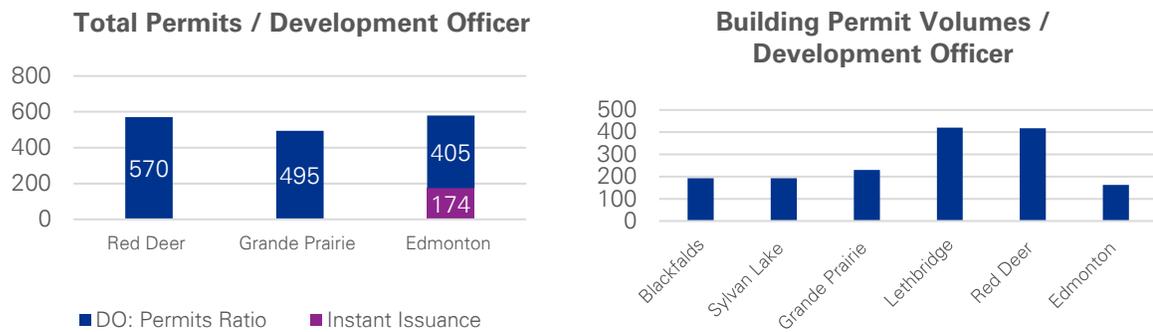
Staff from the Inspections & Licensing department provided the following feedback:

- Staff resources are constrained with regard to workload capacity, increasing process timelines.
- Staff capacity is not available to focus on new priorities.
- Development Officer resourcing for enforcement is not sufficient; Development Officers cannot maintain their traditional roles with the increased mandate from management regarding the prioritization of enforcement.
- External Stakeholders noted:
 - Staff may not have sufficient experience and technical understanding that is required to provide a high level of customer service; the relationships that existed with previous Development Officers no longer exist.
 - Inspections & Licensing is under staffed, which can contribute to process delays and lower quality of customer service.

4.4.3.2 Jurisdictional Review

The City of Red Deer issues a higher number of building permits per Development Officer than all but one of the six comparable municipalities.

While total permits (i.e. development, building, and combination) per Development Officer appears to be comparable for the cities of Red Deer and Edmonton, it is important to note that 30% of the City of Edmonton's permits are issued instantly at the front counter (as noted in blue) and do not require Development Officer review.



Progress Note: Staff indicated that prior to Tempest when KPMG was conducting stakeholder interviews Development Officers were operating at a higher capacity. However since the implementation of Tempest it has been noted that this issue of constrained capacity has been reduced.

As part of the feedback received, it was noted that in addition to not having enough time / resources to conduct enforcement activities, staff may not have felt comfortable conducting these activities. To mitigate this, enforcement training is being conducted regularly to provide staff with the appropriate skills.

4.4.4 Dedicated Business Analyst Resource

Due to the lack of performance management / metrics utilized at the City, and the opportunity to leverage current technology fully to optimize processes, the City could consider dedicating resources to business analysis.

4.4.4.1 Internal and External Stakeholder Feedback

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Few process metrics are utilized, tracked, or reported upon; there are limited ad-hoc and standard reporting abilities for management to utilize in strategic decision making.
- Inconsistent availability of data puts major limitations on the ability of the City to make evidence-based resourcing decisions.
- Technology is available at the City, but a dedicated resource is needed to proactively monitor and review systems to identify / assess how it functions, or can better function.
- Staff are knowledgeable and familiar with business and operational aspects but there are gaps in IT knowledge.

4.4.4.2 Jurisdictional Review

Other jurisdictions have begun to prioritize dedicated resources for business analysis. The City of Edmonton's development area has an analytics team who look at various process metrics to provide insight around processing times, permit volumes, customer wait times, etc. This information is published and available publicly on a quarterly basis. Additionally, the City of Lethbridge has a resource who is dedicated to optimizing the use of the Tempest system.

Progress Note: In discussing potential options / opportunities with IT it was identified that the City does have Business Analyst resources that are designated for this purpose. However they are not specific to any one function and can be utilized by numerous departments / groups.

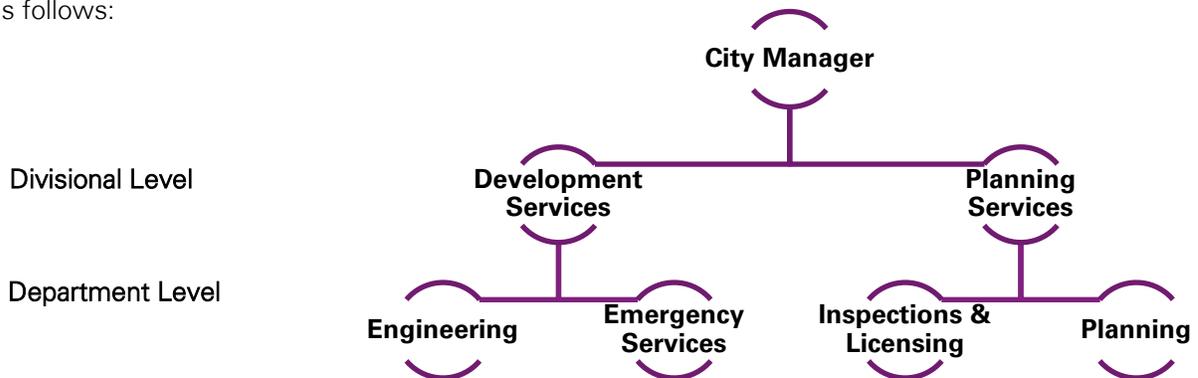
It was noted that there are BA/BRM (business analyst / business relationship management) in the form of business consultants. It was also noted that there is a Tempest Systems Coordinator working at the City as well.

4.5 How should the City be organized to effectively do the work?

Confusion exists both internally and externally regarding building and development services, resulting in incorrectly routed complaints, inquiries, applications, etc. Additionally, stakeholders noted that departments tend to operate in silos, resulting in delayed timelines, inconsistent messaging to applicants / residents, and increased confusion in overall processing.

4.5.1.1 Data & Information Analysis

Currently, the organizational structure of the areas that carry out building and development activities are as follows:



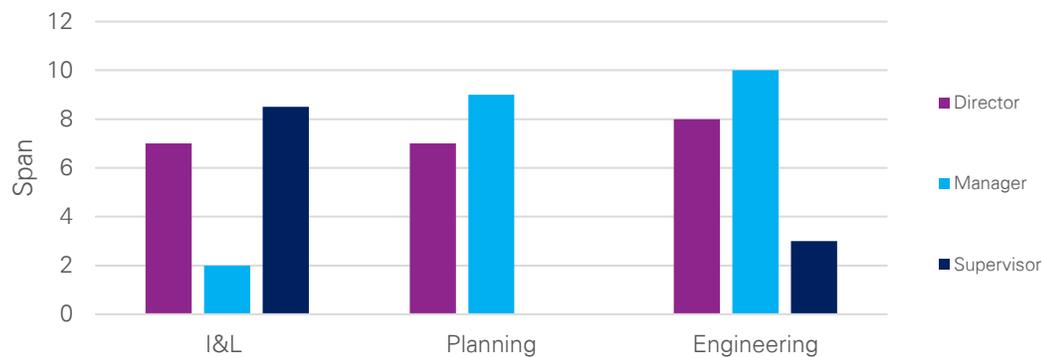
The above visual depicts how external customers / residents may become confused as to whom they should be calling with their inquiries and questions. While 'Development Services' suggests that this may be the appropriate division to contact with development related questions, most development activities that applicants are calling in regards to (i.e. building permits, development permits, etc.) are provided by the Inspections & Licensing department, which exists in the Planning Services division.

In addition, having the I&L and Engineering departments in different divisions may be influencing the perception that staff have, where departments are said to operate in silos, and that collaboration across departments is necessary.

When assessing the layers and spans of control within a department, it is important to assess the appropriate spans of control for the specific function of the organization. Some considerations are outlined in the table on the following page.

Larger Span of Control is Useful When:	Narrow Span of Control is Useful When:
<ul style="list-style-type: none"> — Less day to day involvement, allows easier decision making, less chiefs, clearer identification of responsibilities — Work is stable and routine, process are clearly defined — Expectations are clear, fewer 'unexpected events' — Processes may be relatively simple — People are highly trained and autonomous — Management are good at delegating — Good reporting, visual management and tracking 	<ul style="list-style-type: none"> — When the manager wants (or needs) to have close direct and regular contact with the team members, — Where we need close attention paid to what is happening day to day — Complex work and high variety within the work — Less skilled or experienced front line people — Harder to communicate – poor reporting, visual management — Lack of trust or higher risk inherent in the work

Spans of Control by Layer



Note: the 'Director' level for I&L and Planning are the same individuals.

Given the current span of control by level, the City may wish to further assess whether these are appropriate within each of its departments.

4.5.1.2 Internal and External Stakeholder Feedback

The following feedback was provided by internal stakeholders across all departments within the scope of this review.

- In addition, feedback from management levels indicated that there may be opportunities to improve the organizational structure of the departments in scope. Roles and responsibilities are not always clear; both internally and for customers (e.g. with regard to enforcement). This may be due to the concept that departments may not be organized in a way that supports consistency
- Complaints / inquiries may be incorrectly rerouted both internally and externally because people do not understand who should be addressing the issue; there is confusion around which department performs which function.

- Inspections & Licensing is where many of the development services / processes occur; however, they are located in the Planning Services division. When customers call with inquiries / looking for further information on development, they often call the Development Services division instead.

External stakeholders provided the following feedback:

- Requirements identified by staff are not always consistent with those identified by other staff
- There is a lack of coordination between departments in the plan review process, resulting in conflicting comments and delays.
- There is no integration across different services (in terms of applications, paying fees, separate folders, etc).

4.5.1.3 Jurisdictional Review

Available organizational structure and staffing information from comparable municipalities is summarized in the jurisdictional review in Appendix 3.

Smaller municipality's structure planning and development within the same department, and some contract out specific services, such as planning, safety code related activities, or inspections. However, several municipalities were noted to have moved away from contracted services, similar to what the City did with its Planning Services several years ago.

Larger municipalities may also structure planning and development within the same 'division' or 'department', and then creating functional and sub-functional units based on the activities provided. For example, the City of Edmonton's Sustainable Development department includes planning services, a planning service center, and development and zoning services branches. Within development and zoning, there is an engineering group, a development permit approvals group, a safety codes group, business licensing, customer service advisors, and an analytics team.

4.6 How do fees relate to the service provided?

The comparisons of fees for in-scope services identified that variation in the fees for similar services across comparable municipalities. While some municipalities have kept their fees more broad for ease of application, some have gone into further detail, to allow municipalities to better reflect the time and effort put into service delivery.

4.6.1.1 Data & Information Analysis

In reviewing the financial information for each of the in-scope departments, it was identified that none of the departments are cost-recovering for the services provided. The Emergency Services department has not been included, as most of the activities in the financial information are outside of the scope of this review.

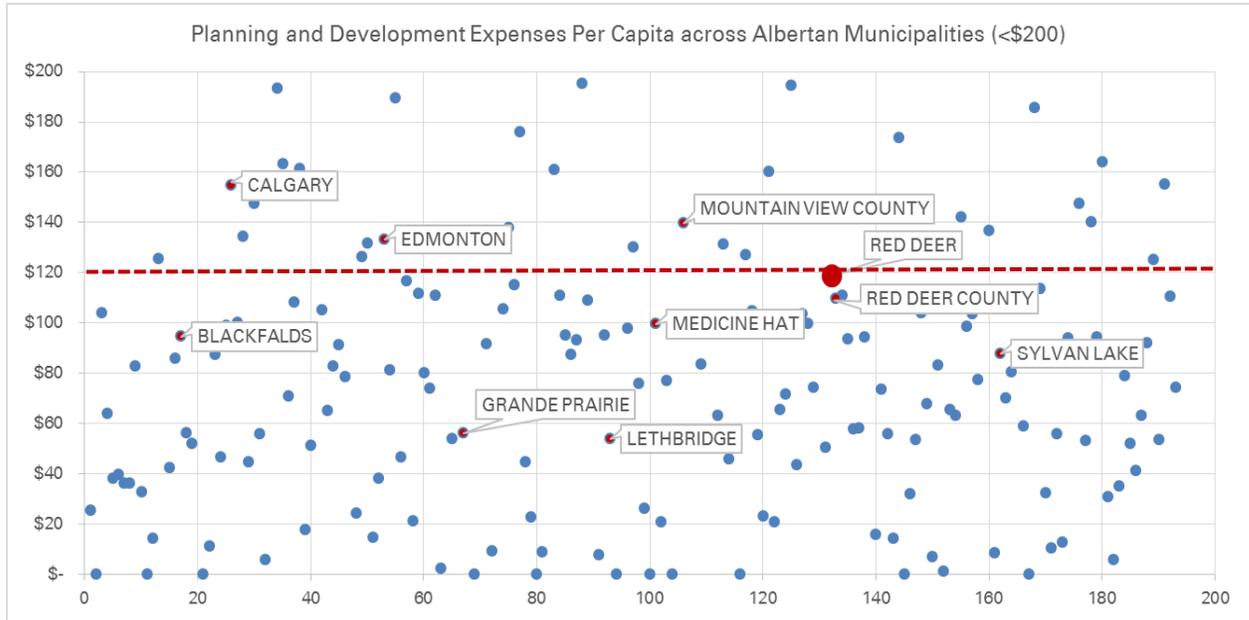
In addition, Emergency Services does not charge for the services provided related to Building and Development processes. The financial information for the Inspections & Licensing, Planning, and Engineering departments have been included, although this may include information on out of scope services as this information could not be separated from the in-scope information.

The table on the following page depicts the financial information for the department generally; however, the Planning department financial information has excluded the retail land sales / rent revenues, as this activity is within the Land and Economic Development group.

Inspections & Licensing					
	2010	2011	2012	2013	2014
Revenues	\$2,349,687	\$2,647,196	\$3,324,112	\$3,541,951	\$3,690,014
Expenses	\$9,956,956	\$10,816,455	\$10,501,006	\$11,215,572	\$12,326,372
Net	\$(7,607,269)	\$(8,169,259)	\$(7,176,894)	\$(7,673,621)	\$(8,636,358)
Planning					
	2010	2011	2012	2013	2014
Revenues	\$51,952	\$145,174	\$198,915	\$285,035	\$162,100
Expenses	\$1,352,101	\$1,616,445	\$1,558,784	\$1,661,773	\$1,663,675
Net	\$(1,300,149)	\$(1,471,271)	\$(1,359,869)	\$(1,376,738)	\$(1,501,575)
Engineering					
	2010	2011	2012	2013	2014
Revenues	\$23,061	\$75,491	\$83,587	\$95,104	\$69,680
Expenses	\$4,675,211	\$7,144,404	\$6,161,827	\$9,734,309	\$6,642,414
Net	\$(4,652,150)	\$(7,068,913)	\$(6,078,240)	\$(9,639,205)	\$(6,572,734)

The graph below compares the planning and development per capita expenditures for Alberta's municipalities, with each dot representing a different municipality. The City and Red Deer County have similar expenditures per capita, likely due to their close geographic vicinity and similar business costs.

The majority of other municipalities assessed in this review were below the City's per capita expenditures; however, the City of Edmonton is slightly above, while the City of Calgary has the highest of all comparable municipalities. It is interesting to note that while Mountain View County has a small population, they have a higher per capita expenditure than most other municipalities, following only Calgary.



Based on the above assessment, the expenditures per capita spent are generally higher than other comparable municipalities.

4.6.1.2 Internal and External Stakeholder Feedback

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- The fees attached to services are outdated, disproportionate to service value, and / or perceived by staff as being too low.
- Lack of enforcement / proportionate penalty fees in various service areas does not encourage due diligence from customers.
- There is confusion on how fees and charges are determined, both internally and externally. There may also be a lack of consistency in fee application for some services.

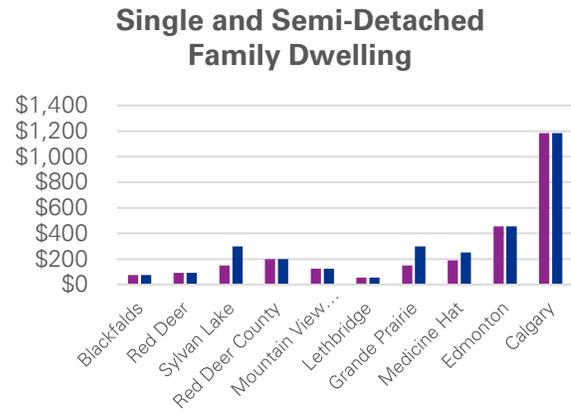
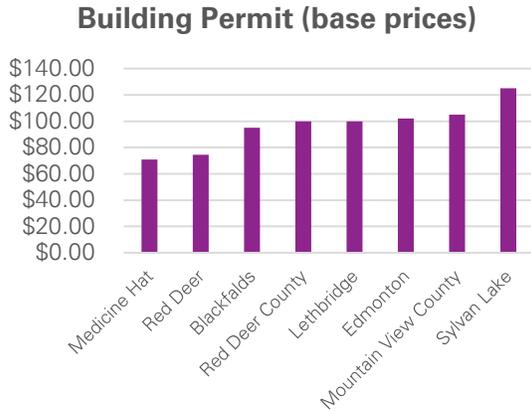
External stakeholders provided the following feedback:

- The 'cost' of doing business (including fees) in the City is higher than surrounding municipalities and the processes are more difficult to navigate.
- 33% of survey participants indicated that they were dissatisfied with the current fee structures.

4.6.1.3 Jurisdictional Analysis

A review of the fees by comparable municipalities identified several areas that the City may wish to adjust or add fees to. While comparisons were not always available due to differences in policies, structure, and granularity, the following observations were identified from those fees that were able to be compared:

Inspections & Licensing

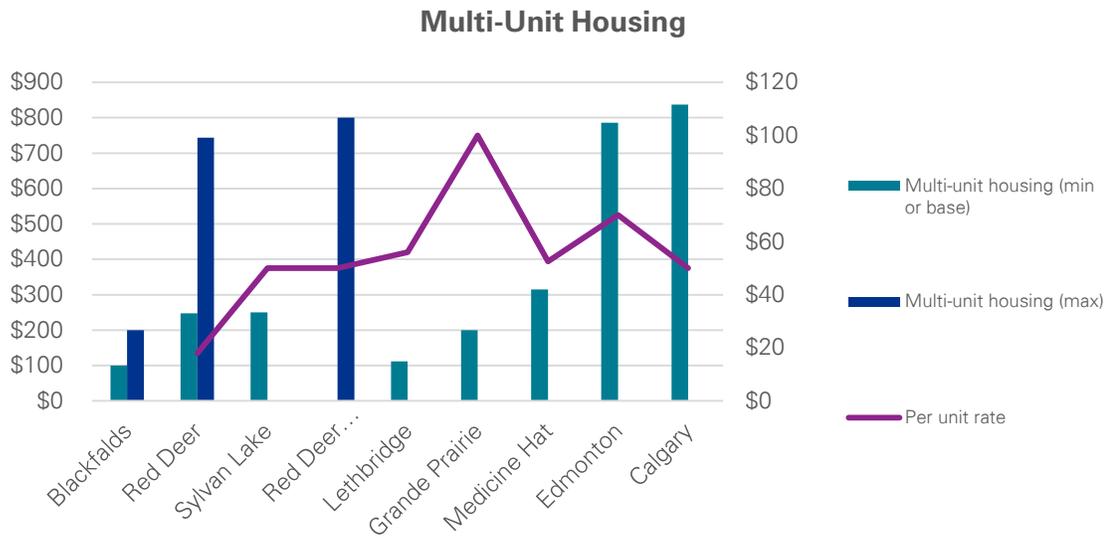


The City appears to have relatively low fees relative to comparable municipalities assessed; the base building permit fee is the second lowest across all municipalities that were assessed.

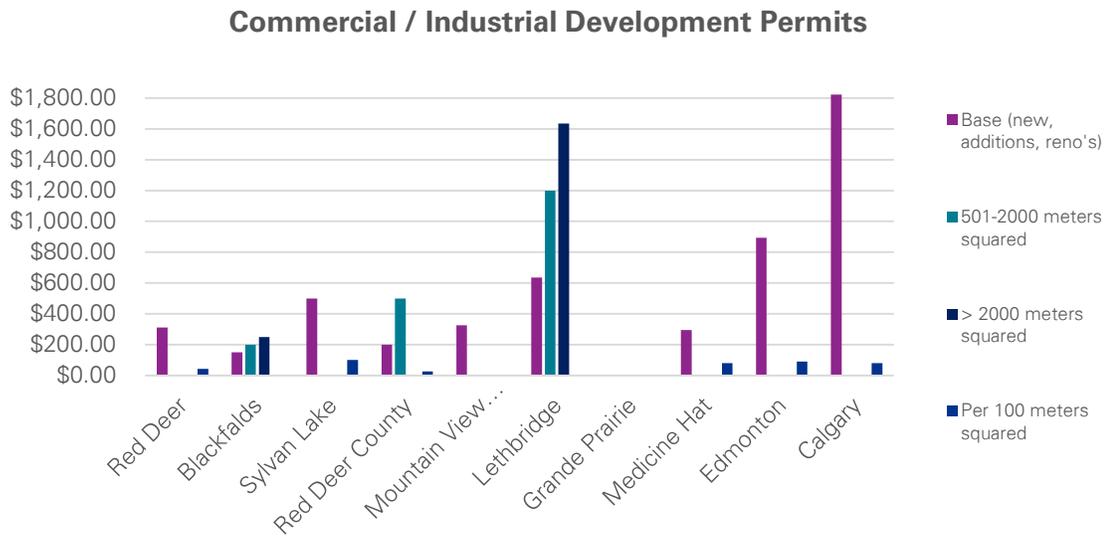
Differences in fees across various other categories of building permits are difficult to compare; some municipalities (i.e. City of Medicine Hat, Red Deer County, and Mountain View County) tend to rank pricing based on square foot for residential building permits, whereas the Town of Sylvan Lake, City of Lethbridge, and cities of Calgary and Edmonton charge based on construction value. For commercial building permits, most municipalities charge based on construction value at a formula of \$X / \$1000 of construction value. Aside from the cities of Edmonton / Calgary, Red Deer had the highest commercial Building Permit per \$1000 construction value fees.

The City does not have the same classifications for development permits that other municipalities do. Other municipalities break their residential development permits into categories such as single detached dwellings, semi-detached dwellings, multi-unit apartments, accessory buildings, accessory dwellings, and additions or renovations.

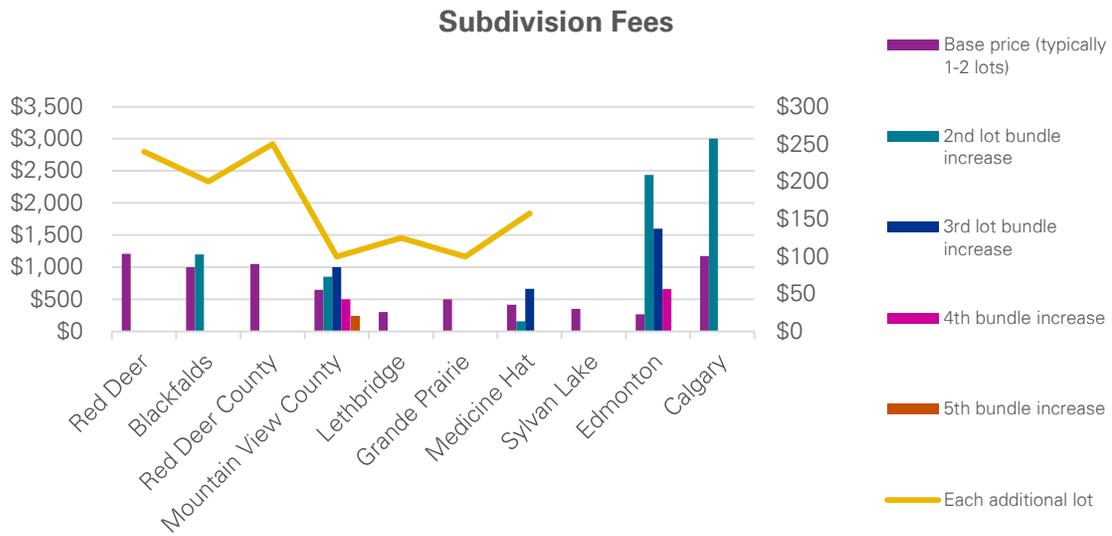
As a result, since the City has a 'basic' development permit fee that is given to residential development applications, as depicted in the graph above, the fees are relatively low when compared to other municipalities.



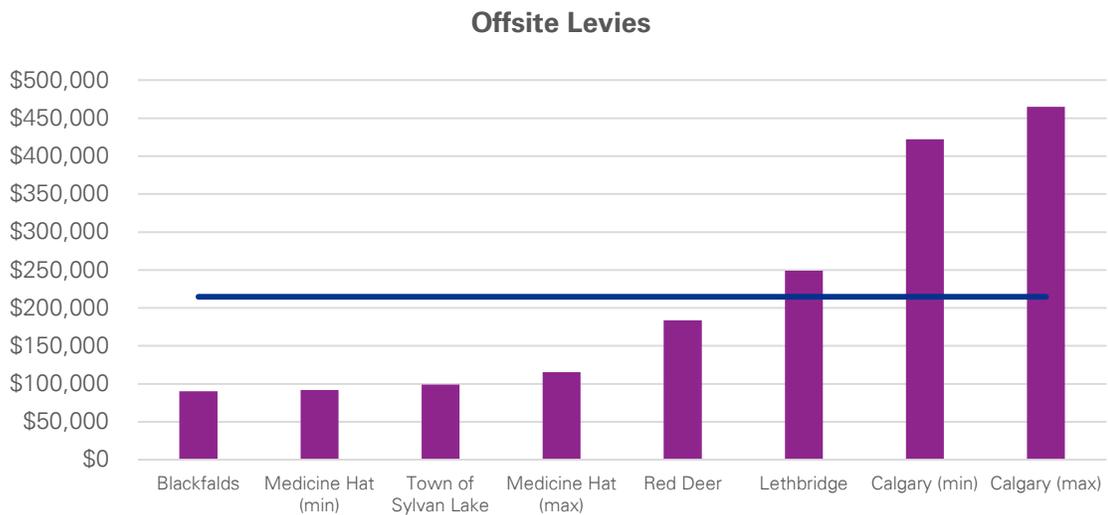
As depicted above, multi-unit fees are similar to other municipalities, but the per unit rate is lower than comparator municipalities.



Generally speaking, the City's fees for development permits for commercial / industrial appear to be lower than other municipalities, some of which use increasing rates based on square footage. The per 100 m³ rates used by other municipalities is higher than the City's (with the exception of Red Deer County at \$25 per 100 m³). The City charges approximately \$43 per 100 m³, while other municipalities range from \$79 to \$100 per 100 m³.



Relative to other municipalities, the City appears to be comparatively priced for subdivisions, excluding the cities of Edmonton and Calgary, who have escalating fees based on the number of lots. One observation from reviewing the subdivision fees is that the City also used to have escalating fees with lot increases, but in 2012 the fees were changed to their current single rate form. Relative to municipal areas in closer proximity (e.g. Town of Blackfalds, Red Deer County), the City is either comparable or slightly lower in pricing when adjusting for prices by additional lot.



Relative to surrounding municipalities like the Town of Blackfalds, the City has a higher rate for offsite levies. However, for comparable cities and larger ones, like the City of Lethbridge, Red Deer has lower offsite levies.

The City charges Development Agreements on a per hectare basis (at \$3,300 in 2015). These fees rely largely on assumptions, and require developments to be built out in six or more phases to recover the upfront costs of staff investment / time, including Servicing Study reviews, TIA's, Noise Studies, etc.

A recent review of Development Agreement fees has indicated that the relative size of the development does not significantly affect the amount of staff time spent processing the application, which means that a smaller Development Agreement requires the same effort as a larger one. However, the fee charged is significantly less and reduces the ability to recover costs.

Other municipalities have different structures for charging fees relative to Development Agreements / Servicing studies and associated reviews. The below table summarizes fees that are related to the Development Agreement process.

Municipality	Fees
Red Deer County	Preparation of commercial, industrial, residential or multi-lot unit - \$1000 Additional Fees Associated with the agreement - \$4000 minimum Rural Development: \$500 / acre, \$2000 max Urban Development:\$1000 / acre (no max)
Sylvan Lake	Development Agreement Administration Type 'A' – major/subdivision - \$3000 minimum or \$350 per gross hectare Development Agreement Administration Type 'B' – minor/development - \$2500
Mountain View County	Development Agreements, Engineering Review (applies to high density developments where no subdivision is proposed) \$25.00/gross acre Minimum Fee \$1500.00
Medicine Hat	Service Agreement – City Standard Agreement \$1,879.50 Service Agreement – Use of Non-City Standard Agreement \$6,090.00 Development Agreement – City Standard Agreement \$131.25 Development Agreement – Use of a Non-City Standard Agreement \$2,835.00 Development Agreement Final Fee \$215.25
Edmonton	The current rate for residential developments is \$4,344/hectare (2015) with a minimum value of 3.0 hectares.

While the City includes associated services / reviews in its Development Agreement administration fee, other municipalities may not necessary have fees structured the same way. Other municipalities may break out their fees into 'service agreements', 'engineering reviews', 'servicing inspection' fees, etc.

Additionally, Legal has expressed concerns to Engineering regarding the size of their development deposit. Currently, the deposit required is only 25%, which is not enough to cover the risk in case the developer defaults. Other municipalities, such as the cities of Calgary, Lethbridge, and Grande Prairie, and Mountain View County, require higher deposits from their developers in order to manage risk, ranging from 50% to 150% as outlined below:

— Grande Prairie: 50%

- Lethbridge: 50% (minimum of \$5,000 to a maximum of 50%)
- Mountain View County: 100%
- Calgary: 150% (of outstanding deficiencies – minimum of \$3,000)

The Town of Blackfalds utilizes a base rate, with a deposit of \$1,000 for each unit to be developed.

Based on these comparisons, it is evident that the City could increase its security deposit fee to vet some of the risk in case a developer defaults.

There are also several processes that the City does not charge a formal fee for that other municipalities are charging for. An example is redesign / revision fees, which are for those applications that have a change in use throughout the project lifespan, or require significant revision likely due to incompleteness of the application. While the City of Grande Prairie only charges 50% of the regular application rate for these revisions, the City of Medicine Hat considers this a 're-application' and charges the standard fee plus 100% to review the application again. The City of Calgary charges \$234 for 'plans re-examination', and 10% of the permit fee or \$125 / hour staff time (\$120 minimum) for revisions.

Some municipalities also charge when applications require recirculation to departments, as a result of changes by the applicant throughout the process.

- The City of Medicine Hat charges 25% of the regular permit fee.
- The City of Edmonton charges \$1,020 for development permits, and 50% for residential permits.
- The City of Calgary charges \$1,203 to re-circulate applications.

In addition, pre-consultations are a process that is currently utilized by the City to assist applicants in identifying what information and requirements their project will entail. However, this process is not currently formalized, and does not have a fee attached.

Other municipalities, like the cities of Edmonton and Calgary, have formalized these processes for complex and discretionary developments, with fees of \$306 and \$631 respectively.

The City may wish to charge a fee for consultations for those applications that are complex and require significant staff time for review. This fee charged does not have to cover the cost of providing the services, however, it should be substantial enough to incent applicants to undertake due diligence in preparing for the meeting. In addition, if the City charges a fee, this will encourage staff to prepare for the meeting, and ensure that the appropriate individuals with authority are present that can make decisions.

Feedback from internal stakeholders suggested that the penalty fees for certain services are not high enough to act as a deterrent for non-compliance. While the towns of Blackfalds and Sylvan Lake, Red Deer County, and the cities of Lethbridge and Medicine Hat have defined penalties for commencing development without the appropriate permits (i.e. double the original permit fee). The following municipalities have identified various fees for enforcement:

	First Offense	Second Offense	Third Offense
Red Deer	\$500	\$1,000	\$5,000
Red Deer County	\$2,500	N/A	N/A
Mountain View County	\$1,000	N/A	N/A
Edmonton	\$1,000	\$2,500	N/A
Calgary	\$1,500	\$3,000	N/A

5 Options for Improvement

5.1 Overview

More than 40 options were developed based on the findings and opportunities for improvement outlined in the previous section.

It should be noted that the City has made **significant progress** in making improvements to its building and development services in recent years. In particular, various self-service options have been – and are in the process of being – introduced for high volume, low complexity permits issued by the Inspections & Licensing permit. The department has also transitioned to using mobile technology for inspections. The City's recent EBA implementation has facilitated the development of these efficiencies, with intentions to bring the Engineering and Planning departments on board in the future.

Given the ongoing changes associated with the EBA implementation, the upcoming rewrites of the Licensing Bylaw and Land Use Bylaw, and anticipated changes to the MGA that will impact the way business is done in the departments, it should be noted that these are point-in-time options and some may change over time.

As many opportunities impact multiple departments, the following table identifies how the opportunities identified align with each of the in-scope departments that was reviewed by theme.

Option Theme		Inspections & Licensing	Engineering Services	Planning Services	Emergency Services
A	Empower Staff	5	4	4	3
B	Adjust Fees	4	4	3	0
C	Streamline Application Processing Controls	2	3	4	1
E	Bundle Services & Rationalize Inspections	5	1	1	2
F	Enhance Approach to Customer Centric Service Delivery	9	9	8	6
G	Refine Information Technology / Management	4	5	2	2
H	Performance Management	2	2	2	2
Total Opportunities (out of 40) Relevant to Each Department:		31	28	24	16

5.2 Prioritization

To provide the City with context as to which options should be prioritized for implementation immediately, each option was ranked in terms of value, as defined by the Value Framework, and the complexity of the option's implementation.

5.2.1 Value

Value is the relationship between satisfying needs and expectations and the resources required to achieve them. In the context of the City's delivery of services, it is the worth of a service provided by the City as determined by the preferences of its residents and customers and the trade-offs given scarce resources such as time or taxes.

The expected value is summarized in terms of the impact the change has on any of the following areas:

- Improved economy (reduced costs to deliver the desired outputs)

- Improved efficiency (optimizing the use of resources to deliver services in a timely and high quality manner)
- Improved effectiveness (ability to meet organizational goals and stakeholder expectations)
- Improved equity (increased fairness of outcomes)
- Improved environment (increased sustainability and consideration to long-term decision making for the community)

To provide a ranking for each option based on the above lenses, the following was identified as high, medium, and low value:

High	The recommendation is expected to generate value in several of the areas listed above significantly.
Medium	The recommendation is expected to generate a significant to moderate amount of value in at least one of the areas listed above.
Low	The recommendation is expected to generate only a small to moderate amount of value in at least one of the areas listed above.

5.2.2 Complexity

The level of complexity required is summarized in terms of the people, cost and time to implement the described option. The level defined for each option on the following pages is an aggregate of these three assessments:

People:

High	The estimated impact on processes, policy, training, and role adjustment is significant.
Medium	The estimated impact on processes, policy, training, and role adjustment is moderate.
Low	The estimated impact on processes, policy, training, and role adjustment is low.

Cost:

High	The estimated cost to implement the recommendation is significant.
Medium	The estimated cost to implement the recommendation is moderate.
Low	The estimated cost to implement the recommendation is low.

Time:

High	The estimated duration to implement the recommendation is significant (> 1 year).
Medium	The estimated duration to implement the recommendation is moderate (within 1 year).
Low	The estimated cost to implement the recommendation is low (immediately).

5.2.3 Value vs. Complexity Matrix

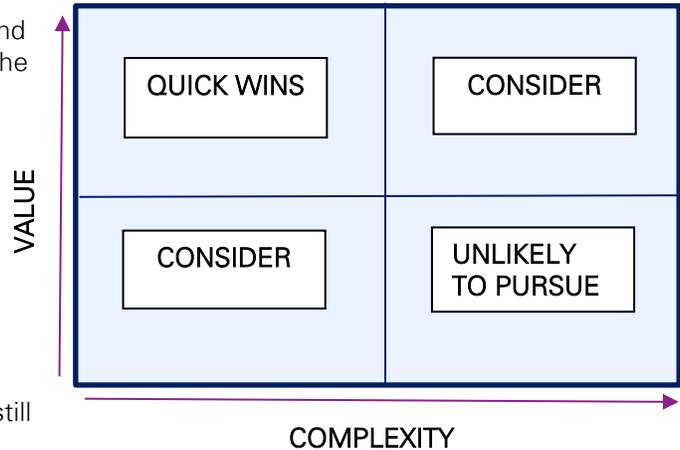
After scoring options were assembled into a matrix comparing the value and complexity of each. The City will need to take a different approach for the implementation of each options based on where they fall on the matrix, which is described below.

Quick Wins: Options that fall into this quadrant should be prioritized for implementation first as they will generate the highest perceived benefits for stakeholders with the lowest effort in implementation.

Consider: Options that are high value, but high complexity (landing in the top right quadrant) and options that are low complexity, low value (in the bottom left quadrant) should be considered for implementation next.

Options that are high value but higher complexity may require longer-term implementation effort, but since the perceived benefits received will be high, this could be a worthy investment regarding value for the City.

Additionally, if options are relatively easy to implement, even if they are lower value, they still may be considered for implementation as the associated costs are fairly low and there may be marginal benefits to value.



Unlikely to Pursue: Options that are low in value, but high in complexity, will land in the bottom right quadrant. These options are not recommended for implementation, as the benefits received and perceived by stakeholders will be low, and the efforts associated with implementation will be high.

5.3 Recommendations

Based on the prioritization, recommendations arising from this VFM review are described below:

Recommendation	Description	Drivers
<p>1. Enhance Quality Control Mechanisms</p> <p>Formalize pre-consultation sessions and triage reviews to increase the quality of applications.</p>	<p>Formalize pre-application consultations, and introduce triage reviews for complex applications (Engineering’s Development section performs a triage for Development Agreements) to assess their completeness and quality, and align with applicants on conditions and expectations.</p> <p>Attach a fee to encourage due diligence in application preparation, which can be taken off of the back-end once an application is approved; although mainly to encourage quality, these fees also attach revenues to the staff time spent in informal consultations with applicants.</p>	<p><i>Increased application quality will be driven by:</i></p> <p>Formalize pre-application consultations for complex applications to Planning, Engineering, and Inspections & Licensing</p> <p>Capture the critical content of pre-consultations for later reference</p> <p>Introduce a triage review for complex Planning applications</p>

Recommendation	Description	Drivers
		Enforce “no acceptance” policy for incomplete / piecemeal applications;
<p>2. Streamline Engineering Referrals</p> <p>Eliminate the passing of folders in sequence in Engineering and redundant processes that run alongside them to increase efficiencies in referral timelines.</p>	<p>Send out Engineering referrals in parallel (through Tempest) instead of sequentially from staff to staff to reduce issues caused by applications sitting on one person’s desk for long periods of time, and to increase transparency into the referral process.</p> <p>This would involve eliminating the ‘pink-folder’ tracking process in Engineering and utilize Tempest for all referrals (between and within departments).</p>	<p><i>These increased referral efficiencies will be driven by:</i></p> <p>Granting all Engineers who do referrals access to Tempest</p> <p>Distributing applications to be reviewed in parallel alongside Tempest notifications sent directly to reviewers</p> <p>Phasing out the pink folder and Hansen notifications</p>
<p>3. Bundle Permits / Services</p> <p>Bundle services / permits together to reduce the number of distinct applications and increase customer centric service delivery.</p>	<p>Bundle services and permits where possible to improve the service levels associated with simple residential permits.</p> <p>Even when reducing the overall number of externally-facing applications does not contribute to efficiency gains, it simplifies the customer-facing experience by reducing the repetition associated with multiple applications and the inconvenience of dealing with various contacts.</p> <p>Permit bundling also can contribute to faster processing times where a reduced numbers of applications streamlines the handling of permit applications.</p>	<p><i>Permit / Service Bundling will be driven by:</i></p> <p>Reducing the amount of time an application sits idle waiting for reviews by identifying sources of queues and backlogs</p> <p>Triaging applications at intake</p> <p>De-streaming and prioritizing simple residential permits (1+2 Family Dwellings, accessory structures, and decks) from more complex projects</p>
<p>4. Shift to Risk Based Inspections</p> <p>Alter the inspections model to free up staff time that can be redirected toward high priority work, and simplify the high experience for high-performing customers.</p>	<p>Reduce inspections for high-performing contractors (perform random audits instead) to redirect resources from low risk items to high risk items.</p> <p>By deploying a risk based approach to inspections, the City can use its current inspection resources better and focus on areas of high concern rather than try and inspect everything.</p> <p>For additional efficiencies, replace site visits with “desk inspections” based on</p>	<p><i>Increased safety outcomes will be driven by:</i></p> <p>Risk scoring the services offered by the City following an analysis of the probability and consequences of failure</p> <p>Leveraging existing models used by other safety authorities</p> <p>Redirecting resources from low risk items to high risk items</p> <p>Educating the public using freed up resources to increase</p>

Recommendation	Description	Drivers
	evidence / declarations (e.g. regarding re-inspections for minor deficiencies)	compliance with existing regulations with the benefit of reducing work without permit and increasing revenue
<p>5. Dedicated Business Analyst Resources</p> <p>Dedicate resources to the analysis and optimization of current and future IT systems to bridge the gap between operations and IT systems / functions.</p>	<p>Few process metrics are utilized, tracked, or reported upon; limited ad-hoc and standard reporting abilities for management to utilize in strategic decision making.</p> <p>The addition of dedicated business analysts will assist in bridging the gap between operations and optimizing the IT systems to increase effectiveness and efficiency.</p> <p>The increased availability of reports, data and metrics will enable management to make strategic, quantitatively driven decisions.</p>	<p><i>Prioritization of analysis functions will be driven by:</i></p> <p>The dedication of business analysts to optimizing Tempest</p> <p>Generation of performance management reports and metrics</p> <p>Making this information accessible to internal and external stakeholders</p>
<p>6. Conduct Customer Focused Training</p> <p>Implement training that empowers staff to utilize judgment in service delivery to provide outcome based solutions.</p>	<p>Deliver training to staff that will allow them to balance the policies, processes, and guidelines put in place by the City with the need to provide an exceptional customer experience that is outcomes-driven rather than tactics-driven.</p> <p>Staff must understand which decisions are flexible and which are not through a comprehensive understanding of applicable bylaws and policies, but also be empowered to assess risks and exercise judgment to drive customer-oriented outcomes.</p> <p>Support from management such that staff feel safe exercising judgment is essential to driving this outcome.</p>	<p><i>Implement customer-focused training</i></p> <p>Hiring and training individuals with strong judgment capabilities</p> <p>Developing and training staff in the use of a risk assessment tool to navigate reviews in a way that offers flexibility within rules</p> <p>Driving support and encouragement from management to promote a culture of empowered, customer-oriented staff</p> <p>Pursuing training opportunities with industry so that staff understand not just the City's business, but the business of customers as well.</p>

Recommendation	Description	Drivers
<p>7. Addition of a Dedicated Administrative Assistant to the Planning Department</p> <p>The addition of a dedicated administrative resource will allow specialized staff to direct attention to core service delivery and increase capacity to meet service levels.</p>	<p>Add an administrative resource to the Planning Department to free up staff capacity by allowing them to focus on core services mandated by leadership and by council, instead of non-value added activity. The increased capacity of Planning staff will contribute to a focus on core activities, meeting service levels, and provide more time to better understand customer needs. Currently, the department relies on the divisional administrative assistant to provide support in administrative activities. Activity modelling would add to the business case for this resource.</p>	<p><i>Increased focus on core service delivery will be driven by:</i></p> <p>Increasing alignment with management / Council as to what the core activities delivered by the Planning department are</p> <p>Using an activity model to identify time spent on activities outside of staff’s current job description and re-allocating tasks to administrative resource(s) where possible.</p>
<p>8. Enable Mobile Engineering Inspections</p> <p>Introduce mobile technology to the Engineering Services Development Section to support efficiencies in inspections.</p>	<p>Acquire mobile technology for Engineering inspections, which has the capability for automatic report generation and deficiency notifications sent directly to customers. This will reduce manual inputs by inspectors.</p> <p>The benefit of increased inspection efficiency is achieved through a combination of:</p> <ul style="list-style-type: none"> — Inspectors increasing their productivity in the field through mobile solutions, and — Inspectors increasing their daily capacity in the field due to more flexible inspection scheduling and substitution. 	<p><i>These increases in inspection efficiencies will be driven by</i></p> <p>Mobile access to system information</p> <p>Digital copies of plans</p> <p>Inspection scheduling & routing</p> <p>Standardized report templates for inspections</p> <p>The ability to substitute another inspection when a customer cancels or is not ready</p>
<p>9. Implement Performance Management</p> <p>Define and implement metrics to build performance management capabilities that will drive improvements to efficiency and effectiveness.</p>	<p>Define and implement process metrics and develop reporting abilities to enable performance management.</p> <p>Data analytics on service delivery should be used to assess whether targets are being met across different time periods, track customer wait times and complaints, and identify areas for improvement.</p> <p>Metrics underlying performance management will empower managers with the business intelligence to</p>	<p>Increased business efficiencies will be driven by:</p> <p>Designing metrics that support business outcomes</p> <p>Collecting data to support performance measures and analysis</p> <p>Generating timely reports to inform decision-makers</p> <p>Utilizing performance management metrics to find bottlenecks</p>

Recommendation	Description	Drivers
	<p>identify gaps and make data-driven decisions.</p> <p>Reducing the number of unlinked data sources and moving towards a single tracking system will increase the effectiveness of these efforts.</p>	<p>Prioritizing areas where adjustments can be made to generate efficiencies</p>
<p>10. Build / Utilize an Activity Model</p> <p>Build an Activity Model in conjunction with the data collection in implementing performance management to identify resources required by activity and inform resourcing decisions.</p>	<p>Build an Activity Model that links detailed employee hours to activities to develop an understanding of core activities and how much time is spent on them relative to other tasks.</p> <p>This model will generate significant insights into how efficiently and effectively the City applies its resources and inform future decision-making to close gaps or alter resourcing / job descriptions to align with work being done.</p> <p>The model can also capture time on individual applications to track the costs of those applications in terms of staff time, where referrals to certain parties may be unnecessary, etc.</p>	<p><i>Improved resourcing abilities will be driven by:</i></p> <p>Developing a model of activities and processes that is accessible to staff for filling out their time on each work task.</p> <p>Tracking of data that links staff time to activities at four levels: stream, process, activity, and tasks.</p> <p>Using the data to analyze staff time required per unit of work volume for the various activities (by level) they are involved in</p> <p>Utilizing the data on an ongoing basis to evaluate the best use of resources and how changes in demand may impact allocation</p>

Other Options

Options that were ranked as low in value, low in complexity or high in value, high in complexity are located in the 'consider' quadrants. These are options that the City could consider for implementation after the quick wins have been implemented. These are described in further detail in Appendix 6.

5.3.1 Value Assessment of Recommendations

Each of the recommended improvements is highlighted below in terms of how they will help to improve value for the City, based on the Value Framework defined in Appendix 4.

Recommendation	Lever:	Process
1. Enhance Quality Control Mechanisms Formalize pre-consultation sessions and triage reviews to increase the quality of applications.	Overall Value Improvement:	High
	<i>Value Framework Assessment</i>	
	Economy:	Fees attached to the triage and pre-consultation processes not only encourage due diligence in preparation from applicants, but also assist in cost recovery.
	Efficiency:	High quality and complete applications result in efficient processing (i.e. less requests for requirements, waiting for additional drawings, modifications etc.).
	Effectiveness:	Efficient processing of applications results in an increased ability to meet pre-defined service levels.
	Fairness:	High quality and complete applications result in efficient processing (i.e. less requests for requirements, waiting for additional drawings, modifications etc.).
	Environment:	Likely will have a minimal impact on environment.

Recommendation	Lever:	Process
2. Streamline Engineering Referrals Eliminate the passing of folders in sequence in Engineering and redundant processes that run alongside them to increase efficiencies in referral timelines.	Overall Value Improvement:	Medium
	<i>Value Framework Assessment</i>	
	Economy:	Likely will have a minimal impact on economy.
	Efficiency:	Optimizing the use of systems to track referrals and reducing unnecessary referral processes will eliminate non-essential steps, reducing the non-value added intermediate manual step.
	Effectiveness:	Increased use of systems to track referrals / applications will allow for greater transparency of application status, both internally and external and contribute to the adherence to service levels.
	Fairness:	Likely will have a minimal impact on fairness.
	Environment:	Likely will have a minimal impact on environment.

Recommendation	Lever:	Process
3. Bundle Permits / Services Bundle services / permits together to reduce the number of distinct applications and increase customer centric service delivery.	Overall Value Improvement:	High
	<i>Value Framework Assessment</i>	
	Economy:	Likely will have a minimal impact on economy.
	Efficiency:	Impacts on efficiency may be realized (i.e. all information is collected at once and reduction of the 'points of contact' needed with applicants at submission)
	Effectiveness:	Bundling services is a mechanism to increase the customer experience and aim to meet stakeholder expectations regarding the ease of application.
	Fairness:	Bundling services greatly reduces the complexity and number of submissions required for simple residential permits; this increases the service level to those developers / homeowners who do not require detailed review of applications and desire faster processing.
	Environment:	Likely will have a minimal impact on environment.

Recommendation	Lever:	Process
4. Shift to Risk Based Inspections Alter the inspections model to free up staff time that can be redirected toward high priority work, and simplify the high experience for high-performing customers.	Overall Value Improvement:	High
	<i>Value Framework Assessment</i>	
	Economy:	Cost aversion in the sense that resources that were previously being utilized for other inspections can now be re-allocated to other activities.
	Efficiency:	Utilizing a risk based inspection process will allow the City to utilize resources for high-risk inspection sites and reduce the number of staff required to conduct overall inspections, allowing them to focus on other activities. This will also reduce the current backlog in inspections.
	Effectiveness:	Will allow the City to conduct necessary inspections in a timelier manner, and focus on high risk sites to increase overall safety and meet identified safety outcomes.
	Fairness:	The reduction of non-essential inspections will increase the overall timelines for all processes (i.e. low risk can proceed with 'desk inspections' instead, high risk get inspected sooner so safety concerns can be addressed and the project can proceed etc.) Developers are obtaining the inspections when they need them, as the current backlog is mitigated and the greater community benefits as a result.
	Environment:	Focus on high risk sites will help to identify those safety concerns and contribute to overall levels of increased safety for the greater community.

Recommendation	Lever:	People
5. Dedicated Business Analyst Resources Dedicate resources to the analysis and optimization of current and future IT systems to bridge the gap between operations and IT systems / functions.	Overall Value Improvement:	High
	<i>Value Framework Assessment</i>	
	Economy:	Relevant and timely information can lead to greater understanding of operations, including costs and could possibly lead to cost-avoidance or cost-aversion.
	Efficiency:	An additional resources will not add to the capacity limitations that staff currently have in taking additional work like this on.
	Effectiveness:	Understanding and communicating the information and data retrieved is paramount to the sustained use of data in a decision-making capacity.
	Fairness:	From an internal perspective, departments should have access to data and metrics that are meaningful and allow them to make informed decisions.
	Environment:	Likely will have a minimal impact on environment.

Recommendation	Lever:	People
6. Conduct Customer Focused Training Implement training that empowers staff to utilize judgment in service delivery to provide outcome based solutions.	Overall Value Improvement:	High
	<i>Value Framework Assessment</i>	
	Economy:	Likely will have a minimal impact on economy.
	Efficiency:	Effectively communicating with clients could result in increased ability to communicate requirements and reduce inefficiencies in the processing stages later on.
	Effectiveness:	The focus on outcomes based thinking has a high potential for the increased perception of value from both the perspective of stakeholders and citizens.
	Fairness:	Increasing the ability of staff solve the unique problems / needs of varying stakeholder groups will increase their perception of value.
	Environment:	Likely will have a minimal impact on environment.

Recommendation	Lever:	People
7. Addition of a Dedicated Administrative Assistant to the Planning Department The addition of a dedicated administrative resource will allow specialized staff to direct attention to core service delivery and increase capacity to meet service levels.	Overall Value Improvement:	High
	<i>Value Framework Assessment</i>	
	Economy:	It is more cost-effective to have an administrative professional handling admin activities rather than highly specialized staff.
	Efficiency:	Optimizing resources to focus on value-added activities reduces the time spent on other activities and increases the ability to provide services according to timelines.
	Effectiveness:	Increased focus on value-added activities increases the ability of staff to meet pre-defined service levels.
	Fairness:	From an internal perspective, departments should have access to similar levels of support as other departments so they can focus on value-added work.
	Environment:	Likely will have a minimal impact on environment.

Recommendation	Lever:	Information Technology
8. Enable Mobile Engineering Inspections Introduce mobile technology to the Engineering Services Development Section to support efficiencies in inspections.	Overall Value Improvement:	High
	<i>Value Framework Assessment</i>	
	Economy:	Mobile technology can reduce the amount of time spent preparing, researching in the field, inspection, report writer, substituting inspections for clients not ready etc.
	Efficiency:	Automatic update from mobile technology into systems and sent to client's reduces the manual inputs by operators, with less time spent filling out forms or entering data into a system, which increases productivity.
	Effectiveness:	Information is easy and accessible for use and can be retrieved at a future date; consistency of quality in service delivery and in inspections meets overall outcomes defined by the City.
	Fairness:	Likely will have a minimal impact on fairness.
	Environment:	Likely will have a minimal impact on environment.

Recommendation	Lever:	Policy
9. Implement Performance Management Define and implement metrics to build performance management capabilities that will drive improvements to efficiency and effectiveness.	Overall Value Improvement:	High
	<i>Value Framework Assessment</i>	
	Economy:	Process metrics and other reliable performance data will provide more accurate and comprehensive understanding to the current costs of delivering services and may assist with identifying cost aversion / cost cutting opportunities.
	Efficiency:	To optimize the various inputs utilized to deliver services, the City must understand what inputs are utilized, what outputs are delivered, and how does this compare against desired outcomes, which is done through the use of process metrics, reports on target vs. actual turnaround times, etc.
	Effectiveness:	Effectiveness can be easily monitored, evaluated, and improved upon when process metrics are actively tracked. Assessment or targets vs. actual processing times can directly improve effectiveness.
	Fairness:	Increased transparency and communication of process metrics can increase the perception of value from stakeholder's perspective; clarity of processes, timelines, requirements, etc. were all indicated as high priority by stakeholders.
	Environment:	Likely will have a minimal impact on environment.

Recommendation	Lever:	Policy
10. Build / Utilize an Activity Model Build an Activity Model in conjunction with the data collection in implementing performance management to identify resources required by activity and inform resourcing decisions.	Overall Value Improvement:	High
	<i>Value Framework Assessment</i>	
	Economy:	Activity models will provide more accurate and comprehensive understanding to the current costs of delivering services and may assist with identifying cost aversion / cost cutting opportunities.
	Efficiency:	Information on the actual inputs required for service delivery will allow the City to more efficiently provide services utilizing the least amount of inputs.
	Effectiveness:	Increased effectiveness through the ability of the City to appropriately understand processes and resources involved in service delivery, making informed and conscious choices about trade-offs and overall implications to value.
	Fairness:	Likely will have a minimal impact on fairness.
	Environment:	Likely will have a minimal impact on environment.

6 Implementation Roadmap

A high level road map has been created for the City based on the recommended options for implementation. This roadmap indicates the relative timelines for each option. Please note that the timeline below depicts relative priority, but does not suggest that any option should be implemented in that order or that the steps are sequential. The City will need to determine the actual timelines for implementation due to capacity and available resources for implementation.

	Immediate Very High Priority	Short Term High Priority (> 1 Year)	Long Term Low Priority (<1 Year)
Quick Wins High Value, Low Complexity	Activity Modelling		
	Implement Performance Mgmt.		
	Customer Focused Training		
	Streamline Eng. Referrals		
	Dedicated Business Analyst		
	Mobile Eng. Inspections		
	Enhance Quality Control		
	Bundle Permits / Services		
	Shift to Risk Based Inspections		
	Pro-Active Case Management		
	Add Administrative Assistant		

	Immediate Very High Priority	Short Term High Priority (> 1 Year)	Long Term Low Priority (<1 Year)
Considerations Low Value, Low Complexity		<ul style="list-style-type: none"> ▶ Discounted Online Submission ▶ Standardized Checklists ▶ Involve Stakeholders Earlier ▶ Process DP and Rezoning Together ▶ Formalize "Warm Transfers" ▶ Document Archiving Training ▶ Add Eng. Permits in Prospero ▶ Cross Functional Training ▶ Front Staff Training ▶ Reduce # of Referrals ▶ Risk / Severity Prioritization ▶ Utilize Online Wizards ▶ Utilize Application Streams ▶ Communications Materials ▶ Update Eng. Hardware ▶ Auto License Renewal ▶ Review Fee Simplicity ▶ Adjust Use of Streets Fees ▶ Differentiate Fee Levels 	

	Immediate Very High Priority	Short Term High Priority (> 1 Year)	Long Term Low Priority (<1 Year)
		<ul style="list-style-type: none"> Charge for Permits w/o Fees Adjust Security Deposit 	
Considerations High Value, High Complexity		<ul style="list-style-type: none"> Comprehensive Fee Review 	<ul style="list-style-type: none"> One-Stop Online Portal Expire Licenses on Anniversary Utilize Case Managers Implement CRM System Full Digitization BGC before Building Permit Homeowner Center Review Org Structure

Appendix 1 In-Scope Service Levels

Department	Service	Service Level
Inspections & Licensing	Development Permit	40 days
	Building Permit	3 weeks (approximate)
Planning	Subdivision	60 days
Engineering	Servicing Study	6 weeks, 4 weeks per re-submission
	Construction Drawing Review	4 weeks, 4 weeks per re-submission. 2 weeks for final drawing review and approval
	Development Agreement	3 weeks for Draft Development Agreement preparation; 3 weeks for Final Development Agreement preparation 1 week for the review of developer's insurance and security documents 1 week for the Development Agreement to be signed by the City
	TIA	2 weeks to provide comments on proposed scope, 6 weeks after receiving final TIA to review.
	Use of Streets	Typical processing time 20 minutes (1-3 days for complicated traffic plan review)
	Escarpment Studies	2 weeks
	Building Grade Certificate	2 weeks
	CCC/FAC Certificates	3 weeks

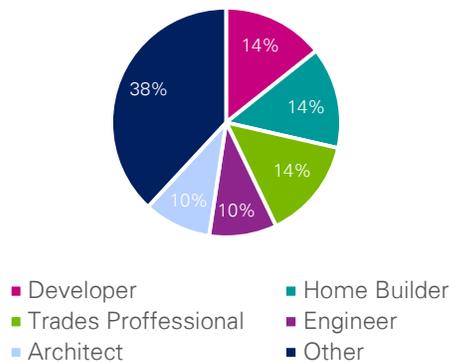
Appendix 2 Stakeholder Engagement Summary – Public Survey

Public Survey

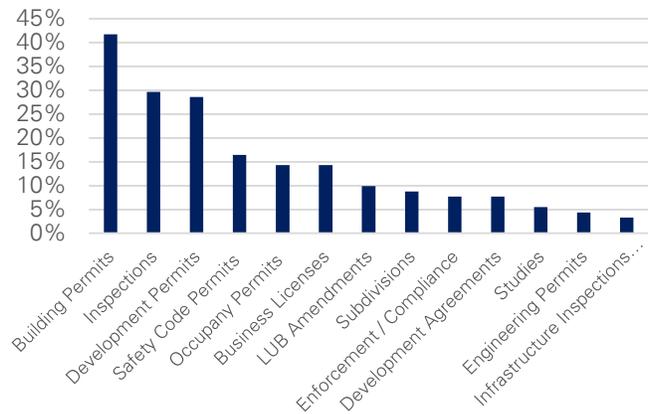
The City of Red Deer’s Public Survey had 94 participants, consisting mainly of developers, home builders, and trades professionals. Other individuals participating identified as taxpayers, business owners, and realtors, among others. 26% of respondents have been residents of the City of Red Deer for greater than 10 years, 15% for 5-10 years, 2% for 1-5 years, and 57% chose not to disclose this information.

The core services in the City’s building and development processes that participants identified as the most frequently utilized are building permits (42%), inspections (30%), and development permits (29%).

Classification of Participant



Percentage of Respondents Utilizing Key Services



The table below summarizes the satisfaction rankings obtained regarding the Building and Development processes. On a scale of 1 (very dissatisfied) to 5 (very satisfied), most people indicated that they were neither satisfied nor dissatisfied with services. While most rankings had the second highest percentage of scores given as ‘satisfied’ following the ‘neither satisfied or dissatisfied’ ranking, the ‘fees’ category has a dissatisfaction rating of 20%, following the highest ranking of ‘neither satisfied or dissatisfied’ at 44%, indicating that there may be room for improvement in the fees.

	Weighted Average Ranking	Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied
The way to access services	3.2	11%	11%	35%	33%	11%
Availability of Information	3	17%	11%	33%	30%	9%
The City Staff that were Interacted with:	3.3	7%	20%	27%	23%	23%

	Weighted Average Ranking	Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied
Fees	2.8	13%	20%	44%	16%	7%
Service Level Received	2.9	15%	22%	28%	24%	11%
Service Quality Received	3	17%	17%	30%	20%	15%
Overall Value	2.9	15%	22%	33%	20%	11%

	Weighted Average Ranking	Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied
Accessibility of Services	3.4	7%	12%	21%	53%	7%
Channels to Access Services	3.3	2%	27%	17%	46%	7%
Wait Times	3.1	14%	19%	23%	33%	12%
Updated on Application Status	3	12%	21%	26%	35%	7%
Dealt with by an appropriate # of staff	3.1	9%	23%	21%	37%	9%
Timely answers to questions	3.3	5%	23%	16%	49%	7%
Questions were answered clearly	3	7%	31%	19%	36%	7%
Questions answered after single inquiry	3.1	10%	21%	24%	40%	5%

Appendix 3 Jurisdictional Review Results

Organizational Structure and Staffing Information:

Municipality	Departments	Staffing Information
Red Deer County	Planning & Development: Current Planning, Long-Range Planning, and Safety Codes.	Total department is 20 people, 5 Development Officers.
Blackfalds	Planning & Development Department. Inspections are contracted out.	N/A
Mountain View County	Planning and Development Services: Planning Services, Development and Permitting Services.	2015 Budget indicates a staff of 16; 1 Director, 2 Managers, 4 admin, 2.5 DO's, 0.5 Safety Codes, 1 Bylaw Enforcement Officer, 3 Planners, 1 GIS Spatial Analyst, 1 Subdivision and Development Technologist.
Sylvan Lake	Planning and Development department: Building Services and Planning are currently contracted out.	The Development Manager oversees the DO, Assistant DO, Development Clerk, Licensing Inspector, and 2 Planners
Grande Prairie	Planning & Development Services	1 Planning and Development Manager, 4 Planners, 1 Planning tech, 1 admin, 5 Development Officers, 1 Permitting Supervisor, 1 Compliance Authority, 2 admin
Medicine Hat	Planning & Development Services department: Planning Services, Safety Codes and Development Engineering.	
Lethbridge	Planning and Development Services department: The Planning and Development Services department includes the Inter-municipal Planning, Community Planning, Downtown Revitalization, Development Services, and Building Inspection groups. .	
Edmonton	Sustainable Development Department: Incudes City Wide	Service areas within the Development and Zoning

Municipality	Departments	Staffing Information
	Planning Services, Current Planning Service Center, Development and Zoning Services branches	Services Branch: Engineering (18-20), Development Permit Approvals (80) (about 20-30 people are for enforcement), Safety Codes (100), Business Licensing, Customer Service: Service Advisors, and Analytics team (20).
Calgary	Planning & Development Department: Calgary Approvals Coordination, Calgary Building Services, Calgary Growth Strategies, and Community Planning service areas.	Calgary Approvals: centralized customer center (40), applications passed to file managers (20 in residential), passed to Development Authority for approval then Development Officers (8?) conduct the field work.

Service Levels – Other Municipalities (where information was available)

Municipality	Performance Targets / Defined Service Levels	Performance Actuals
Red Deer	Development Permit: 40 days Building Permit: 21 days	N/A
Medicine Hat	Development Permit — Discretionary: 30 days — Permitted: 20 days Building Permit — Major: 14 days — Minor: 7 days	Development Permit: — Discretionary: 16 days — Permitted: 8 days Building Permit — Major: 7 days — Minor: 6 days
Calgary	Development Permit — 6-8 weeks Building Permit; — 21 days	Development Permit — 6-8 weeks — Instant for Combo Permits Building Permit; — 14 days — Instant for Combo Permits
Edmonton	Development Permits: — Class A - 75% permits issued within 6 business days;	Development Permits: — Class A - 56% permits issued within 6 business days;

Municipality	Performance Targets / Defined Service Levels	Performance Actuals
	<ul style="list-style-type: none"> — Class B - 75% permits issued within 15 business days; — Complex - 75% permits issued within 55 business days. — House Combo permits: 75% issued within 10 days <p>Combination Permits</p> <ul style="list-style-type: none"> — If a house combo application qualifies for an expedited review, the development permit can be issued within one day (or instant), and the complete combo permit (development and building) can be issued within 10 business days — Expedited - 75% issued within 10 business days; — Non-Expedited - 75% issued within 30 business days; — Complex - 75% issued within 85 business days. <p>Building Permits</p> <ul style="list-style-type: none"> — Row-housing and Semi-detached Permits: 25 business days — Minor Interior Alterations (residential): 24 hours 	<ul style="list-style-type: none"> — Class B - 68% permits issued within 15 business days; — Complex - 75% permits issued within 55 business days. <p>Combination Permits</p> <ul style="list-style-type: none"> — Expedited - 20% issued within 10 business days; — Non-Expedited - 40% issued within 30 business days; — Complex - 41% issued within 85 business days. <p>Building Permits:</p> <ul style="list-style-type: none"> — Row-housing and Semi-detached: median processing 20 days — Projects up to 2 dwelling units: 72% within 25 days — Minor Residential Building Permit: median processing 10.5 days — Interior alterations: 71% within 24 hours

Development Officer Information

	Blackfalds	Sylvan Lake	Grande Prairie	Lethbridge	Red Deer	Edmonton
Building Permit Volumes	361	385	1149	1684	1254	8,088
BP's / DO	193	193	230	421	418	162

	Red Deer (2015)	Grande Prairie (2015)	Edmonton (2015)
Development Permit	339	1226	10,080
DP's / DO	113	245	202
Building Permit	1254	1149	8,088
BP's / DO	418	229.8	162
Combination Permits (DP and BP)	N/A	N/A	8,127
Sign Permits	118	93	2657
Total	1,711	2,468	28,952
DO: Permits Ratio	570	495	579

Self-Service Options

Red Deer	Blackfalds	Sylvan Lake	Mountain View County	Red Deer County
MyCity- track permit, book inspections, pay fees and share permit information with other contractors on a project	Building Permit Calculator: input type of construction (i.e. residential), construction cost, square meters, # of units. Cost by DP, BP, Safety Codes, etc.	BizPal helps business owners in Sylvan Lake determine which Business Permits and Licenses are required.	No self-service options available	Online maps that allow you to view property; limited interactive capability. Implementing online payment options within a year (anticipated timeline).
Medicine Hat	Lethbridge	Grande Prairie	Edmonton	Calgary
ePermits: depicts which DP's have been approved in a given timeframe. City iMap: interactive Map	eApply: Apply and pay for permits anytime with the secure online digital application system. MyCity: monitor the status of Permits and Applications, and	Inspections can be requested though an online form.	Pay online for Business Licenses, renewal of business licenses, home based business fees. Registered contractors / builders can	(Continued below)

	schedule inspections 24 hours a day, 7 days a week.		apply and pay for plumbing, gas, electrical, HVAC permits, book inspections, view inspection reports.	
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Calgary

eServices: Current services online include business registration, city qualified trades, counter wait times for development, building and licensing and development permit public notice. eServices also includes:

- *eAppointment:* allows applicant to book an appointment with a Planning Services Technician to obtain information for DP, BP, BL or Certificate of Compliance applications
- *eHouse:* allows applicants to find permit information on common home renovation projects using interactive house,
- *Land Use Amendment map:* view all Land Use Bylaw amendments in the City
- *My Property:* Applicant can view all information specific to their property.
- *Residential ePermit:* Registered business can apply for single family detached, semi-detached, detached garages and uncovered decks online.

VISTA: View Information Specific to your Application- online tool that allows you to track and monitor the status of applications, view deficiencies and book inspections.

Home Improvement Hub: This page includes bylaw and permit info, property and land designation, drawing examples and forms you need to complete any home renovation; available in project packages.

Permit Calculators: There is a series of forms for the different types of building permits that allow applicants to calculate their costs, as well as a Trade Permit Estimator.

Calgary Planning Overview: Interactive Planning Overview, complete with timelines, steps, etc. from start to finish.

Referrals

Timelines

3 Week Circulation Timeline (DP's) :

- Calgary, Red Deer, Sylvan Lake

2 Week Circulation Timeline (DP), 30 Day Subdivision:

- Mountain View County, Red Deer County, Lethbridge

Not defined:

- Edmonton has stated that most of their circulation timelines are not well defined

Tracking / Management

Manual Tracking, by Excel Spreadsheet and Email Circulation:

– Sylvan Lake, Mountain View County, Red Deer County, Town of Blackfalds, Grande Prairie System Managed:

- Edmonton: 'Posse' Document and File Management System: Official tool to track all applications
- Calgary: 'Posse' is also used to track the referral status, but referrals are not digitized. Applicants have the option to submit a digital referral, noting that this will expedite the review process.
- Lethbridge: a 'call for service' issued in the municipal software, sometimes manual contact.

Service Bundling

Combination Permits

A combination permit is used by Edmonton and Calgary for those applications that require multiple types of development related permits. Instead of applying for these permits separately, the applicant can submit one application for the Development, Building, and Safety Codes permits.

Combination permits are used for (in Edmonton):

- Accessory structures
- Uncovered decks
- Signs (if a building permit is required)
- Single detached houses.

In Calgary, in new development areas applicants need only apply for Building Permits as Development Permits are rolled in for:

- Single and Semi-Detached dwellings

Calgary also utilizes Partial Permits for Commercial Building Permit processes:

- Excavation, foundation, interior none load bearing wall removal, construction of a particular portion of the project, etc.
- A Partial Permit is intended to allow a portion of the work to progress in advance of the full Building Permit.

For certain permitted Building Permits, if you apply online and have a Partial Permit issued, building may commence immediately

Appendix 4 Value Framework

This section explores the concept of “value” in the context of the City of Red Deer’s delivery of programs and services, as informed by Value Discussions with the Mayor, Council, and Corporate Leadership Team. It offers a Value Framework with which opportunities to drive to a given Value Objective can be a) assessed through five Value Lenses, and b) linked to the four Levers of Change that can be pulled to impact service delivery and outcomes.

Contents

Key Concepts

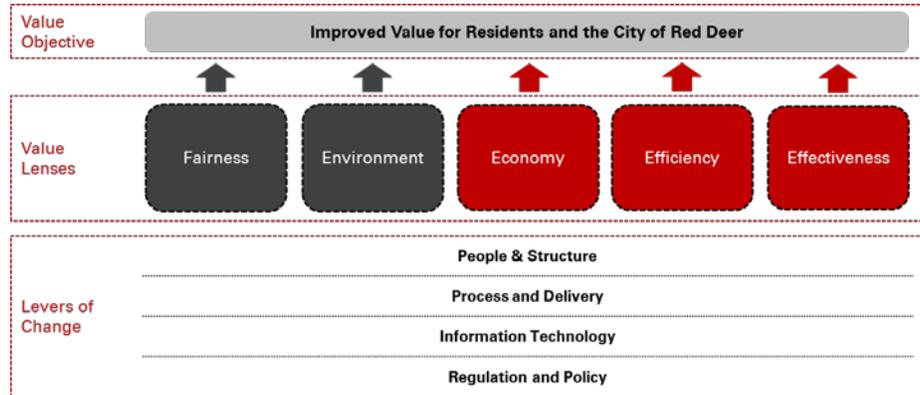
1. Definition of Value
2. Value Lenses
3. Levers of Change

The Framework

4. The Framework
5. Contextual View

Appendices

7. RISE Principles
8. Value to Stakeholders
9. Indicators of Value



Value Framework – The Definition of Value

In the broadest sense, value can be described as follows:

$$\text{Value} = \frac{\text{Satisfaction of a Need}}{\text{Resources}}$$

Value is the relationship between satisfying needs and expectations and the resources required to achieve them. In the context of the City of Red Deer’s delivery of services, it is the worth of a service provided by the City as determined by the preferences of constituents and services users and the tradeoffs given scarce resources such as time or taxes. In order to generate the most value, stakeholders must be engaged to determine which tradeoffs maximize desired outcomes for customers, constituents, and the City as an organization. As indicated by the Mayor, Council, and Corporate Leadership Team, the City delivers value best when expectations are developed together with the community and support is then structured to deliver on those expectations.

Value can be further broken down across two dimensions:

- Financial and Economic Value: The blending of financial and economic sense with quality and service levels to achieve optimal qualitative and quantitative outcomes relative to the dollars spent.

— Perceived Value: The worth of services in the minds of customers, which is as important as financial and economic in the creation of value. Since the recipients of services are generally not aware of the delivery costs of services, value to them may have little to do with specific outcomes tied to dollars and more to do with how well the City has communicated the services to them, what they observe in the community, and how they perceive the results of services relative to others.

*Value for Money, by extension, is about maximizing desired outcomes for each unit of resources (money) applied. Value for Money drives continuous improvement in the business, contributing to the satisfaction of internal and external stakeholders as well as sustained financial viability. It also frees up resources that can be used to further organizational goals in the future

Value Framework – Value Lenses

Opportunities to generate value must be assessed through a number of contextual Value Lenses in order to select those that best align with the City’s vision and that result in optimal value creation. When decision-makers choose which levers to pull, the following five lenses are connected to contextual factors and impacts that merit consideration. Economy, Efficiency, and Effectiveness are directly linked to the inputs, outputs, and outcomes of a program or service, and Fairness and Environment are broader lenses through which to consider.

Economy	The cost of acquiring the service inputs that are used to generate desired outputs. This refers not just to the initial cost of procurement but the cost of inputs for the duration of their contribution to the generation of value in the system. For example, if an IT system is implemented that drastically reduces the cost of processing payments, it generates a positive Economy effect. Will the decision decrease or increase costs? Will benefits outweigh a cost increase?
Efficiency	The delivery of service outputs in a timely manner and to the level of quality desired with minimum waste. Efficiency is about using each resource optimally, delivering services in a timely manner, and “doing things right”. For example, if a building & planning department removes unnecessary steps from its permit review process to meet the same service levels with less resources, it creates Efficiency gains. Will the decision make the organization more or less efficient? Will it free up resources that can be re-deployed to enhance other aspects of service delivery?
Effectiveness	The achievement of outcomes in alignment with the City’s Strategic Plan, department objectives, and “RISE” principles (see Appendix A). Effectiveness is about achieving organizational goals, meeting stakeholder expectations, and “doing the right things”. For example, a new social outreach program intended to improve quality of life for the disadvantaged sharply reduces homelessness and improves job access for vulnerable populations, its Effectiveness creates value. Will the decision improve our ability to meet service levels? Will it support our strategic outcomes?
Fairness	The fairness of outcomes. Fairness is not about everyone having the same things – it is about everyone having what they need, when they need it. This takes into account how services are funded, acquired and distributed across the City’s geographies and demographics. For example, if a small business incentive program fails to engage vulnerable or isolated parts of the community, it is an inequitable initiative. Does the decision prioritize the unique experiences of users? Does it minimize barriers to targeted groups? Have impacted stakeholders been consulted?
Environment	The impact on the context in which the City operates – on the local community, natural surroundings, social system, economic development, etc. in terms of the short-to-medium term effects as well as long-term sustainability. For example, if a decision to lower development fees drives greater economic investment in the City and increases the tax base, it may be a positive Environment impact. Will the decision support our long-term vision for the community? How will it impact economic development? Does it improve quality of life and make the City a place we want to live?

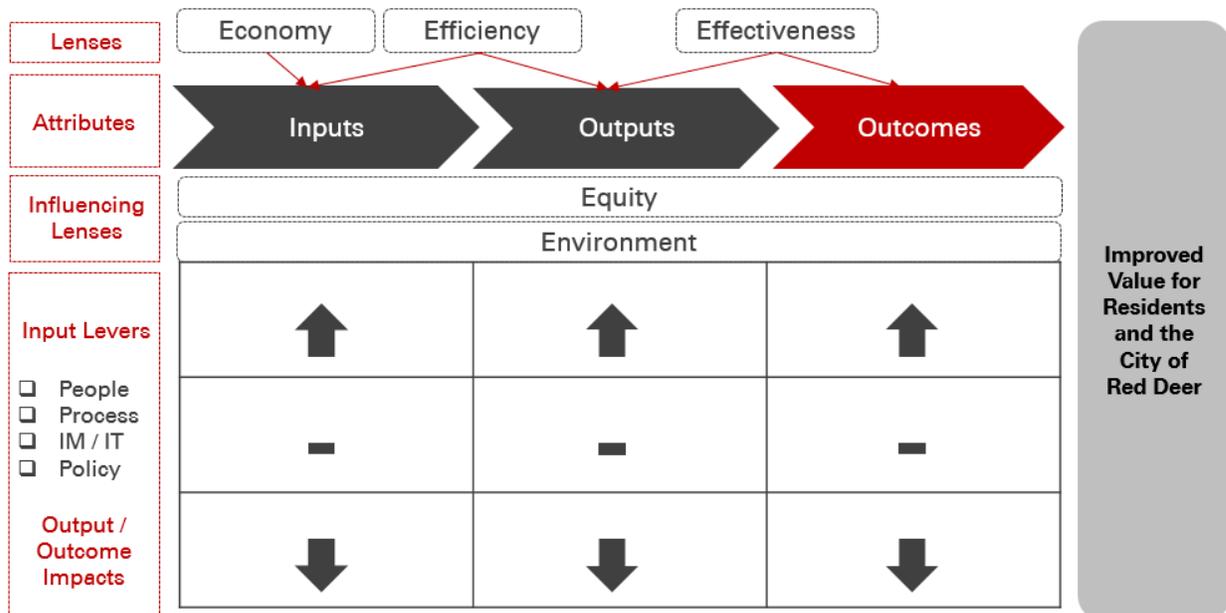
Value Framework – Levers of Change

There are various levers with which decision-makers can effect a change in the outcomes that are assessed through the Five Value lenses. The individual mechanisms that are manipulated to impact outcomes are housed within four major Levers of Change: People & Structure, Process & Delivery, Information Technology, and Regulation and Policy. The alterations to service and program structures that are to be considered within the Value Framework are driven by the decision-maker’s interactions with these levers.

Levers of Change	People & Structure	The resourcing of The City as related to staffing, organizational design and structure, as well as workload capacity, training processes, and other facets of the organization’s workforce.
	Process & Delivery	The operational processes and service delivery mechanisms that facilitate the achievement of the City’s identified service delivery levels.
	Information Technology	All systems that The City utilizes to manage workloads, store and track data and information, and perform operations.
	Regulation & Policy	Formalized documentation or procedures that guide the people, processes, and technology underlying The City’s services.

Value Framework – Contextual View

This view illustrates how the Lenses are linked to the three stages of service delivery (Inputs, Outputs, Outcomes) so that decision-makers can determine which Levers to pull at which stage to contribute to the creation of value.

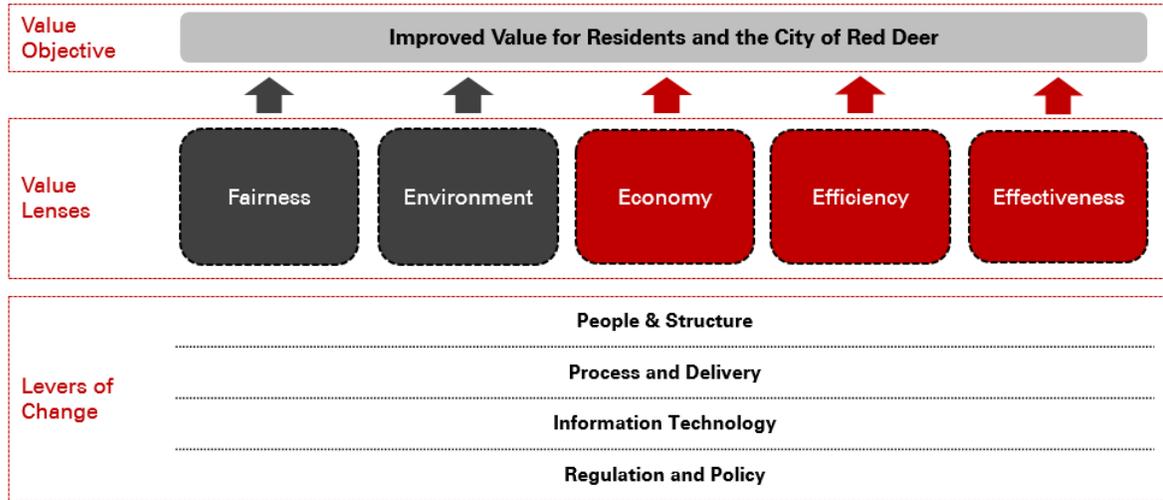


*See Appendix B for an application of the value framework

Legend Increase: ↑ Stay the same / indeterminate effect: - Decrease: ↓

Value Framework – The Framework

By utilizing the proposed framework, decision-makers can make changes to the way that the City’s program and services are designed and delivered to create Value across five different Lenses. Ultimately this will lead to improved value for resident and the City.



Appendices:

Value Framework – Value to Stakeholders

The table below captures value from the perspectives of the City as an organization, residents, and customers, as Informed by the Value Discussions with the Mayor, Council, and Corporate Leadership Team.

	Fairness	Environment	Economy	Efficiency	Effectiveness
The City	<ul style="list-style-type: none"> Staff are empowered and satisfied in their job roles Staff feel that they are providing value to the organization and the community 	<ul style="list-style-type: none"> Work environment is safe and comfortable The right things are being done for the community Policies drive economic growth 	<ul style="list-style-type: none"> Tax dollars are used prudently Inputs are procured that generate the most value possible compared to other available inputs 	<ul style="list-style-type: none"> Staff are used efficiently Customers understand the services Rules allow for staff flexibility / judgment 	<ul style="list-style-type: none"> Council and administration are aligned on services High quality, timely information is available for decision making
Residents	<ul style="list-style-type: none"> Services are competitive with those in other cities City commitments to citizens are kept Benefits are tailored to demographics 	<ul style="list-style-type: none"> Good facilities are available to citizens A community lens is applied to important decisions 	<ul style="list-style-type: none"> Value delivered is proportionate to the taxes paid Fiscal accountability drives effective decision-making on behalf of taxpayers 	<ul style="list-style-type: none"> Services / staff are responsive Services are delivered in a timely manner Applications are approved 	<ul style="list-style-type: none"> Use of services is a positive experience Communicated service levels are met Services delivered enhance residents' quality of life
Customers	<ul style="list-style-type: none"> Staff make customers aware of relevant opportunities (grants, partnerships, etc.) The City understands client's businesses Enforcement is fair and consistent 	<ul style="list-style-type: none"> The City acts with an understanding of the economic and political implications that would impact customers 	<ul style="list-style-type: none"> Value delivered is proportionate to the user fees paid Costs of services are communicated clearly upfront and applied consistently 	<ul style="list-style-type: none"> Staff are experts in their field and can lead the process Service timelines are reasonable and predictable Cost savings are made where possible 	<ul style="list-style-type: none"> Services are available when needed Services deliver what is needed Requirements are effectively communicated Quality time given to customers by staff

Value Framework – Indicators of Value

	Fairness	Environment	Economy	Efficiency	Effectiveness
People & Structure	<ul style="list-style-type: none"> Degree to which staff in service areas are accessible to the targeted citizens 	<ul style="list-style-type: none"> Degree to which staff are knowledgeable about environmental / sustainable practices 	<ul style="list-style-type: none"> People costs per unit of measure (e.g. permits issued) 	<ul style="list-style-type: none"> % Staff time on value-add activities Time spent on task types / cases 	<ul style="list-style-type: none"> Customer service satisfaction rates Average days per FTE per year invested in training and development
Process & Delivery	<ul style="list-style-type: none"> Degree to which service delivery is oriented to the needs of targeted citizens 	<ul style="list-style-type: none"> Extent to which operational decisions are made with consideration to sustainability Extent of environmental standards that are met / exceeded 	<ul style="list-style-type: none"> Cost recovery rate (where appropriate) Percentage of expenditures for which there are fully costed outputs which are measured by key performance metrics 	<ul style="list-style-type: none"> Avg. processing time Avg. times a case / case type is reviewed % of cases for which service levels are met Actual backlog against targets 	<ul style="list-style-type: none"> Applications submitted / approved Customer satisfaction levels Number of best practices adopted by the organization
Information Technology	<ul style="list-style-type: none"> Degree to which available channels for a service area are accessible to the targeted citizens 	<ul style="list-style-type: none"> Extent to which innovation is utilized to improve sustainability practices at the organization 	<ul style="list-style-type: none"> Cost of the ICT function as a percentage of expenditure Investment in ICT infrastructure and hardware 	<ul style="list-style-type: none"> % improvement in processing times due to IT implementation 	<ul style="list-style-type: none"> % of services available online Utilization levels of online channels Number of best practices adopted by the organization
Regulation & Policy	<ul style="list-style-type: none"> Degree to which policy drives fairness of outcomes across demographics Proportionality of taxes to services delivered 	<ul style="list-style-type: none"> Degree to which policy supports sustainability (e.g. # of new developments in settlement areas) 	<ul style="list-style-type: none"> Fee structures support desired outcomes Policy enables effective procurement 	<ul style="list-style-type: none"> Degree to which data analytics are utilized to inform policy / regulation creation 	<ul style="list-style-type: none"> Degree to which council priorities align with actual work performed by staff % of services for which strategies have been developed or reviewed

Appendix A: The City of Red Deer “RISE” Principles

The City’s Strategic Direction is informed by its Vision, Mission, and “RISE” – a set of Cornerstone Values and Guiding Principles that were developed by City staff in the mid-nineties and remain relevant today. The RISE principles reflect City staff’s promises to each other and to citizens, and are fundamental pillars supporting each department’s approach to service delivery.

Respect	Integrity	Service	Excellence
<p>Because we respect...</p> <ul style="list-style-type: none"> We treat others as we want to be treated. We value ideas and contributions. We are good stewards of our environmental, financial, human, and community resources. We meet present needs without compromising the ability of future generations to meet their needs. We work together to ensure our safety and well-being. 	<p>Because integrity is fundamental...</p> <ul style="list-style-type: none"> We earn trust. We behave ethically. We are honest in all our dealings. We take responsibility for our own actions. We follow through on our promises. 	<p>Because we take pride in our service...</p> <ul style="list-style-type: none"> We strive to serve all in the community equitably. We have a positive outlook and work enthusiastically. We commit to deliver quality service. We communicate timely, relevant information with clarity and accuracy. We strive to overcome citizens’ barriers to service and participation. We volunteer and support volunteerism to enhance our community 	<p>Because we strive for excellence...</p> <ul style="list-style-type: none"> We plan effectively for the future. We build on our strengths. We are prepared to lead. We explore the potential of partnerships and collaboration. We carefully manage risk. We learn continuously from our experiences and development, training and educational opportunities

Source: City of Red Deer 2009-2011 Strategic Plan

Appendix 5 VFM Evaluation Framework

Review Question	Sub-Questions	Evaluation Approach	Data Source
<p>Does the existing process achieve the highest level of efficiency and effectiveness in meeting the City's objectives, service delivery model and the strategic direction of Council?</p>	<p>What are the key services delivered by Planning and Development?</p>	<ul style="list-style-type: none"> — Define and categorize the key services provided using the Municipal Reference Model 	<ul style="list-style-type: none"> — Interviews and workshop with City Department staff
	<p>What is 'effectiveness'? How effective are the City's services in meeting its objectives, service delivery model and the strategic direction of Council?</p>	<ul style="list-style-type: none"> — Define effectiveness — Define the City's objectives for the services, the City's service delivery model, and the strategic direction of Council — Determine service levels and historical performance against these levels — Assess ability of City to meet specified service level targets — Analyze level of maturity of: <ul style="list-style-type: none"> - Organization and people - Systems and technology - Processes - Information — Compare the City's performance to comparable municipalities, where information is available — Assess effectiveness of services against objectives, service delivery model and strategic direction of Council — Assess overall effectiveness of services and potential improvements 	<ul style="list-style-type: none"> — Workshop with City leadership — Workshop with Department heads — Interviews with Department staff — City of Red Deer Strategic Plan — Council minutes — Service level standards — Historical (i.e. 5 years) service level metrics (e.g. number of transactions per 1,000 residents, average processing times, etc.) — Service / process walkthroughs — Organizational charts — Technology walkthroughs — Example reporting — Cross jurisdictional review
	<p>What is 'efficiency'? How efficient are the City's services in</p>	<ul style="list-style-type: none"> — Define efficiency — Define the City's objectives for the services, the City's service delivery 	<ul style="list-style-type: none"> — Workshop with City leadership — Workshop with Department heads

Review Question	Sub-Questions	Evaluation Approach	Data Source
	meeting its objectives, service delivery model and the strategic direction of Council?	<ul style="list-style-type: none"> model, and the strategic direction of Council — Determine historical costs (people vs. non-people) of service — Analyze efficiency of: <ul style="list-style-type: none"> – Organization and people – Systems and technology – Processes – Information — Compare the City’s performance to comparable municipalities, where information is available — Assess efficiency of services against objectives, service delivery model and strategic direction of Council — Assess overall efficiency of services and potential improvements 	<ul style="list-style-type: none"> — Interviews with Department staff — City of Red Deer Strategic Plan — Council minutes — Historical (i.e. 5 years) service costing / financial data for department and / or division — Service / process walkthroughs — Organizational charts — Technology walkthroughs — Example reporting — Cross jurisdictional review
What process improvement is desirable?	Where are the ‘pain points’ in the current services delivered?	<ul style="list-style-type: none"> — Review findings from assessment of effectiveness and efficiency to determine ‘pain points’ — Solicit feedback from industry and residents on the current challenges with services 	<ul style="list-style-type: none"> — Interviews / workshops with Department staff — Consultation with industry representatives — Consultation with residents
	What improvements could be made? Which improvements are desirable?	<ul style="list-style-type: none"> — Determine what improvements could be made based on ‘pain points’ identified — Assess and refine list of improvements based on leading practices and information on comparable municipalities — Solicit feedback from industry and residents on potential improvements to services — Create short list of improvements 	<ul style="list-style-type: none"> — Interviews / workshops with Department staff and heads — Cross jurisdictional review — Consultation with industry representatives — Consultation with residents

Review Question	Sub-Questions	Evaluation Approach	Data Source
		<ul style="list-style-type: none"> — Define benefit and complexity criteria — Assess each improvement against criteria to prioritize 	
<p>Who needs to be involved in each process and when?</p>	<p>What are the current roles, responsibilities and accountabilities for the City's services?</p>	<ul style="list-style-type: none"> — Review and analyses job descriptions to identify key skills required and activities performed — Define a RACI Matrix (Responsible, Accountable, Consulted, Informed) for each of the services 	<ul style="list-style-type: none"> — Department job descriptions — Interviews / workshops with Department staff and heads
	<p>Are the roles, responsibilities and accountabilities for the City's services clear and understood? Are the roles, responsibilities and accountabilities for the City's services optimal?</p>	<ul style="list-style-type: none"> — Review findings from assessment of effectiveness and efficiency to determine roles / responsibility issues — Solicit feedback from industry and residents on understanding of City's roles and responsibilities — Compare roles / responsibilities to leading practices and comparable municipalities, where information is available — Assess whether roles / responsibilities are clear and understood — Assess whether roles / responsibilities are optimal — Identify roles / responsibility improvements 	<ul style="list-style-type: none"> — Consultation with industry representatives — Consultation with residents — Cross jurisdictional review — Interviews / workshops with Department staff and heads
<p>What are the current perspectives of our customers on our services, against which improvements can be measured?</p>	<p>What is the current level of satisfaction with the City's services? What is the current level of satisfaction with the City's service fees? What is the current level of satisfaction with the City's service levels?</p>	<ul style="list-style-type: none"> — Solicit feedback from industry and residents on their satisfaction with: <ul style="list-style-type: none"> – Services provided – Service fees – Service levels — Review complaints received and develop key themes — Define the current satisfaction baseline for services — Compare the City's satisfaction rates to comparable municipalities, where information is available 	<ul style="list-style-type: none"> — Interviews / workshops with Department staff and heads — Consultation with industry representatives — Consultation with residents — Complaint tracking — Cross jurisdictional review

Review Question	Sub-Questions	Evaluation Approach	Data Source
<p>How should the City determine the resources necessary to do the work?</p>	<p>How were the current staffing levels in the Departments determined?</p>	<ul style="list-style-type: none"> — Compare historical headcount data with service level information — Determine past / current staffing strategy for Departments — Determine staffing decision making process 	<ul style="list-style-type: none"> — Headcount data — Service level volumes (i.e. number of transactions) — Interviews with Department heads
	<p>Are the current staffing levels in the Departments appropriate?</p>	<ul style="list-style-type: none"> — Develop activity model to quantify required supply (i.e. current staff levels) based on current and future demand (i.e. units of service) — Solicit feedback from industry and residents on service expectations (e.g. waiting periods, etc.) — Compare staffing levels to comparable municipalities, where information is available — Assess whether current staffing levels are appropriate given the demands and customer expectations — Identify staffing level improvements 	<ul style="list-style-type: none"> — Headcount data — Service level volumes (i.e. number of transactions) — Interviews / workshops with Department staff and heads — Consultation with industry representatives — Consultation with residents — Cross jurisdictional review
<p>How should the City be organized to effectively do the work?</p>	<p>How are Departments organized to deliver services?</p>	<ul style="list-style-type: none"> — Determine how each of the City's Departments are structured to deliver services consider: <ul style="list-style-type: none"> – Layers and spans of control – Reporting relationships – Organizational approach (e.g. matrix, function, etc.) 	<ul style="list-style-type: none"> — Organizational charts — Interviews / workshops with Department heads
	<p>Is the organization 'fit for purpose'?</p>	<ul style="list-style-type: none"> — Determine how the City's organizational structure compares to other municipalities for similar services — Define the design principles / criteria for the organization — Assess the degree to which the current structure aligns with these design principles / criteria 	<ul style="list-style-type: none"> — Cross jurisdictional review — Interviews / workshops with Department heads

Review Question	Sub-Questions	Evaluation Approach	Data Source
		<ul style="list-style-type: none"> — Identify organizational structure improvements to be made 	
<p>How do the fees relate to the service provided?</p>	<p>What fee does the City charge for each service?</p>	<ul style="list-style-type: none"> — Review the fees charged for each City service and historical changes (i.e. past 5 years) — Determine how fees were set and are adjusted, based on the City’s Fees & Charges Policy 	<ul style="list-style-type: none"> — Service / fee list — Interviews / workshops with Department heads
	<p>Are fees appropriate to the service delivered?</p>	<ul style="list-style-type: none"> — Assess whether the fees are sufficient to cover the base costs of delivering the service, and whether the fee structure supports revenue expectations for the Department — Solicit feedback from industry and residents on the fees charged in terms of: <ul style="list-style-type: none"> – Value received – Appropriateness of fee relative to the service provided — Compare fees to comparable municipalities, where information is available 	<ul style="list-style-type: none"> — Service costing studies undertaken and / or financial data for Department — Consultation with industry representatives — Consultation with residents — Cross jurisdictional review
<p>How do the City’s processes, procedures, fees, and delivery structure compare to similar sized cities?</p>	<p>See previous questions</p>	<ul style="list-style-type: none"> — See above 	<ul style="list-style-type: none"> — Cross jurisdictional review

Appendix 6 Additional Options for Consideration

High Value, High Complexity Options

Options that have been either ranked as low in value, low in complexity or high in value, high in complexity are located in the 'consider' quadrants. These are options that the City should consider for implementation after the Quick Wins have been implemented / assessed for implementation. The High Value, High Complexity Options are described below:

#	Option	Rationale	Department
11	<p>Review roles / functions / org structure</p> <ul style="list-style-type: none"> — Further examine internal roles and responsibilities (not all staff are properly oriented to their jobs). — Review departmental names / organization to ensure that the structure makes sense from a service delivery perspective as well as a customer perspective — Revise job descriptions to include the roles of staff as connectors and advocates of economic development 	<p>Issues such as the lack of enforcement by Development Officers and the time spent on admin activities by Planning staff suggest that not all staff are oriented to their roles. Along with activity modelling to identify where time is spent, further examination of roles and responsibilities will help to optimize the application of resources to tasks. Also, the organization of the division itself is confusing to customers (e.g. I&L is in Planning Services but the public calls Development Services with development permit questions).</p>	<p>I&L PLN ENG ES</p>
12	<p>Engage in a Comprehensive Fee Review</p> <ul style="list-style-type: none"> — Further examine the current fee structure the City utilizes to assess cost recovery, value, and comparability to other municipalities — Assess trade-offs of changes in fees for development / growth purposes, vs. the internal costs of providing these services 	<p>The options discussed further in the "Low Value, Low Complexity" section discuss the need for a comprehensive fee review. While each fee adjustment itself may rank lower on the priority scale, the need for a review of fees overall is considered a high priority option. For further detail, please refer to options B1-B6 in the next section.</p>	<p>I&L PLN ENG</p>
13	<p>Introduce a Building Grade Certificate inspection before building permits are issued</p>	<p>Engineering has expressed the need for a formalized Building Grade Certificate inspection to be put in place before a Building Permit is issued, as there have been many instances where Development Permit conditions are not met, causing issues that affect neighboring properties. The lack of an inspection negatively affects the City, the homeowner, and residents neighboring the property.</p>	<p>I&L ENG</p>

<p>14</p>	<p>Incorporate the range of services into a one-stop online self-service portal (in progress for Inspections & Licensing)</p> <ul style="list-style-type: none"> — Enable customers to make full submissions, payments, and track the status of their applications / permits / licenses online (in progress for Inspections & Licensing; not started for Engineering or Planning services) — Accept all applications and submissions electronically (including engineering drawings) 	<p>While the City is currently moving towards a more robust set of self-service options – in particular in the I&L department – staff acknowledged the desire to firm up plans to bring Engineering, Planning, and Emergency Services online with self-service options. This would further reduce manual processing of applications while increasing transparency and consistency. External stakeholders commented that the functionality of self-service options should include the ability to apply for all permits and inspections online, to attach all required documentation directly to the online application package, and to increase tracking capabilities for the status of applications as well as enable the viewing of outstanding conditions. Considerable dissatisfaction was expressed with the current MyCity set-up and it was requested that consultation with users be a priority for future updates.</p> <p>Progress Note: Due to the point-in-time nature of this Money for Value Review, it is important to note that substantial progress has been made regarding this option. The T4 testing sessions have been completed and significant improvements in MyCity and self-service options have been noted.</p>	<p>I&L PLN ENG ES</p>
<p>15</p>	<p>Implement a Customer Relationship Management (CRM) system that effectively captures customer interactions.</p> <ul style="list-style-type: none"> — Enter all customer inquiries and interactions into a system to manage information on customer interactions 	<p>There is presently no Customer Relationship Management (CRM) system / processes in place to consistently track and manage inquiries, questions, etc. from applicants. Utilizing a CRM system would increase the consistency of responses to inquiries, as well as inform staff of the nature and contents of prior interactions with customers. While a cheap solution could be achieved via spreadsheets, proper CRM systems can be relatively inexpensive to implement and easy to utilize.</p>	<p>I&L PLN ENG ES</p>

16	<p>Assign Case Managers to guide customers through project stages as a single point of contact</p> <ul style="list-style-type: none"> — Assign Case Managers (CM) to guide applicants through each stage of a project as a single point of contact, with a formalized 'hand-off' of the project from one CM to the next — Leverage the role of Case Managers to create more accountability between and within departments for reviews and referrals 	<p>Consulted members of industry reported that it would streamline the customer experience to have a Case Manager to shepherd projects through the system. These shepherds would be experienced in project management, understand the customer's obligations, and keep departments accountable to timelines. Staff noted that it would be valuable to have conversations with developers to identify steps and milestones that would contribute to structuring appropriate hand-off points and accountabilities.</p>	I&L PLN ENG ES
17	<p>Create a distinct "homeowner center" to address specific inquiries for inexperienced applicants</p>	<p>Vancouver has a separate "homeowner center" where service provisions are targeted directly at homeowners. This is a way of managing different levels of service and effort that are required to provide support to these applicants without contributing to delays for knowledgeable, experienced developers.</p>	I&L PLN ENG
18	<p>Move towards full digitalization of processes by enforcing the use of digital copies</p> <ul style="list-style-type: none"> — Discard paper copies after they have been scanned into the system. — Store a single, electronic master copy of all plans in a centralized location that is able to be viewed / updated cross-functionally. 	<p>Staff have identified that the majority of processes are performed manually, rather than through a standardized, "global" information system. While full digitization has been identified as a desired future state, this process has been slow and uneven across departments, mainly due to budget differences. Also, many staff prefer paper and resist these changes.</p>	I&L PLN ENG ES
19	<p>Have all City-issued licenses expire on their anniversary date instead of all at the same time of year</p>	<p>Many large municipalities do this, including Edmonton, Calgary, Medicine Hat, and Grande Prairie. The City also did this prior to the Tempest implementation, when the system was altered such that all licenses will expire on January 1st. Staggering the expiration dates prevents large spikes of work at a single point in the year.</p>	I&L

Low Value, Low Complexity Options

The Low Value, Low Complexity Options are described below:

#	Option	Rationale	Department
20	<p>Development Officer Resource Adjustment</p> <ul style="list-style-type: none"> Adjust resourcing regarding Development Officers to increase capacity to focus on core service delivery and enforcement to increase service quality and adherence to service levels. 	<p>Add a Development Officer (DO), hire a dedicated Enforcement Officer or contractor to take over the enforcement component of the DO role that they do not have capacity to perform, or re-allocate enforcement duties from DOs to other staff with available capacity. Activity modelling will grant further insight into this issue and potential pockets of capacity among other staff.</p> <p>Progress Note: After the implementation of T4, it was noted that the capacity of Development Officers has increased. This option has been decreased in value as a result and should be considered in the future, depending on the state of the economy and city growth.</p>	I&L
21	<p>Formalize Cross-Functional Training</p> <ul style="list-style-type: none"> Implement cross-functional training across departments for increased process efficiency and less risk of knowledge loss due to turnover. Formalize process documentation to facilitate cross-functional training (e.g. Heritage Manual) 	<p>One theme that arose throughout internal stakeholder engagement was that the departments operate in silos. Cross-functional training / sharing of knowledge will empower staff, diffuse specialized knowledge across multiple people, and build end-to-end understanding of processes as they move through departments.</p>	I&L PLN ENG ES
22	<p>Formalize Training for Front-Desk Staff</p> <ul style="list-style-type: none"> Develop a comprehensive training sequence that utilizes a combination of classroom learning, job shadowing and field experience Supplement front desk staff with specialized staff (e.g. rotating SCOs). 	<p>Customers reported that while front-desk staff are friendly and courteous, they often do not have the knowledge to answer inquiries. By comparison, Calgary has a rigorous 3 month training program with 7 weeks in school, and 5 weeks doing job shadowing.</p>	I&L ENG
23	<p>Charge for Permits / Services Without Fees</p> <p>Such permits / services include:</p> <ul style="list-style-type: none"> Excavation Permits 	<p>Other municipalities include excavation permit fees in the development permit or have a separate fee (e.g. Grande Prairie charges \$100, while Calgary ties it with stripping and grading for about \$1200). Municipalities such as Grande</p>	I&L PLN ENG

#	Option	Rationale	Department
	<ul style="list-style-type: none"> — Redesign / Revision Fees: for applications that require significant revisions to the original. — Re-circulation Fees: for applications that require re-circulation to stakeholders 	<p>Prairie, Calgary, and Medicine Hat charge fees (typically 50% of the application fee) for applications that change substantially or require significant revisions Other municipalities also charge for applications that require re-circulation to stakeholders; Medicine Hat charges 25% of the regular permit fee; Edmonton charges \$1020 for development permits and 50% for residential permits, and Calgary charges \$1203 for re-circulating applications.</p>	
24	<p>Adjust Security Deposits for Developments</p> <ul style="list-style-type: none"> — Adjust security deposit levels to better reflect the level of risk The City takes on with regard to the possibility of a developer defaulting 	<p>Legal has expressed concerns regarding the size of Engineering's development deposit (currently just 25%), which places considerable liability on the City if a developer defaults. Other municipalities such as Calgary, Lethbridge, Grande Prairie, and Mountain View County, require higher deposits (50-150%).</p>	ENG
25	<p>Adjust Use of Streets Permit Fees</p> <ul style="list-style-type: none"> — Review the rationale behind the application of the one-day base fee (\$50) versus the long term fee (\$7.50 or \$15 per unit month) 	<p>Staff indicated that what is happening with the Use of Streets permit is that instead of paying the daily rate, applicants are paying the 'long-term' use per unit rate for longer periods at a lower cost</p>	ENG
26	<p>Differentiate Fee Levels for Homeowners vs. Developers (Level of Sophistication)</p> <ul style="list-style-type: none"> — Charge fees that reflect the level of time / effort required by staff for applicants based on experience / sophistication of knowledge (or at least track time spent with each segment to understand cost drivers) 	<p>Staff have identified that large amounts of time are spent with customers who have limited experience / knowledge (i.e. homeowners). Charging a fee to reflect higher levels of service that are required may assist in providing further services to educate / inform these applicants, such as educational or communications materials.</p>	I&L PLN ENG
27	<p>Assess Whether Simplicity of Fee Structure Appropriately Reflects the Tiers of Service Delivery</p> <ul style="list-style-type: none"> — Review the granularity of Development Permit and Subdivision Fees — Review Residential Development Permit fees 	<p>Red Deer does not differentiate fees for residential development permits by single detached, semi-detached, multi-unit apartments, accessory buildings, additions, etc. Other municipalities do. Also, Subdivision fees have a flat base rate with additional charges per lot (note: this was simplified a few years ago) compared to other municipalities which have base fees that increase incrementally as well as additional</p>	I&L PLN

#	Option	Rationale	Department
		charges per lot. Generally speaking, Development Permit fees in Red Deer appeared to be lower than comparators.	
28	Offer Fee Discount for Online Applications to Encourage Channel Use	To increase the utilization of online channels for application submissions (and thereby incentivize the provision of digital documents, facilitating the transition to digitization), The City can provide a small fee reduction for applicants who submit their applications electronically.	I&L
29	Use Standardized Checklists to Assess Application Completeness	All municipalities compared are utilizing standardized checklists for applications to ensure completeness, either attached to the form or through their IT system.	I&L PLN ENG
30	Reduce the Number of Referrals — Remove unnecessary referral circulation steps (i.e. small, permitted use applications). — Only send referrals to necessary stakeholders. — Activity modelling (Option G2) will assist in identifying who provides value added comments on which applications, which referrals do not log time and may not be needed for certain types of applications or certain customer segments, etc.	Currently, there is no effective tracking of referral timelines to assess the efficiency of these processes. Some municipalities, such as Edmonton, only circulate complex commercial, discretionary use Development Permits; pieces that require public consultation and engineering drawings. External stakeholders indicated that issues with large numbers of referrals are compounded by a lack of coordination between departments in the review process resulting in conflicting comments and delays, that staff / departments are not held accountable to project timelines, and that there are insufficient staffing levels to meet process demands.	I&L PLN ENG ES
31	Involve Legal and City Manager earlier in complex application reviews to align expectations	<p>Planning staff indicated that the Legal department and the City Manager often provide comments on applications late in the review process that trigger significant re-work on the part of Planners. Involve these stakeholders earlier in the process to align expectations and decrease chances of late-in-process barriers.</p> <p>Progress Note: Due to the point-in-time nature of this Money for Value Review, this option has been completed in July of 2016.</p>	PLN

#	Option	Rationale	Department
32	Formalize the Processing of Development Permits and Re-Zoning Permits in Parallel	There is an opportunity to generate some efficiencies by pushing the processing of Development Permits and Re-zoning applications in parallel where possible, since the information required overlaps significantly. This another bundling opportunity where wherein applicants requiring both services could submit a single application, cutting down the number of documents to be processed and moving from multiple points of contact to a single point of contact.	I&L PLN
33	Formalize prioritization of requests for service or complaints based on emergency and severity	Similar to the risk based approach to inspections (Option D3), those service requests that are deemed to be the highest priority in terms of safety and risk should be identified and tended to through the use of a formalized risk matrix – both moving forward and with respect to backlogs.	I&L ES
34	Introduce online “wizards” which provide direction to the right bylaw / requirements and other self-service tools to customers	Other municipalities have a variety of unique and value-adding self-service tools: interactive permit application fee calculators, interactive plans / guides demonstrating process flow and the associated timelines, online payment and / or status tracking of permits, etc.	I&L PLN ENG
35	Formalize “warm transfers” for inquiries to that staff understand customer needs before transfers	Staff have identified that large numbers of inquiries / complaints are incorrectly routed; if staff take the time to understand a customer’s needs before passing the call to another department it would reduce the number of these calls that consume significant portions of staff time (particularly in I&L). A formalized policy for staff to pinpoint the nature of the inquiry, and decision criteria for where a call should be routed would contribute to the effectiveness of warm transfers.	I&L PLN ENG ES
36	Provide Pro-Active Case Management	Feedback from external stakeholders suggests that The City could improve processes by increasing transparency. ThinkTank participants identified that process requirements are often not identified or communicated to applicants early enough in the process, including	

#	Option	Rationale	Department
		outstanding information. In addition, participants reported that there is limited clarity around process timelines and no proactive notifications around process status or delay.	
37	<p>For more complicated applications, push applications through a different service stream</p> <p>Utilize self-service kiosks to mitigate the volume of work that reaches the front desk</p> <p>Create a separate customer service line for less experienced individuals who will require more staff time than frequent customers</p>	Best practices include differentiated service for customers with varying levels of experience; this could include 'self-service' kiosks targeted at homeowners, contractors, etc. A 'banking model', with a separate line at the front counter for homeowners (or expedited service for permits that can be approved instantly) would help staff to provide appropriate levels of assistance to different customers.	I&L ENG
38	<p>Enhance available communications materials / campaigns and direct customers towards them</p>	Noting that many homebuilders may only use the system once, it is likely that finding ways to channel homeowners to utilize information resources (the website, information packets, etc.) is a more effective means of education than acute alternatives such as targeted home owner, contractor / consultant, realtor, etc. campaigns. Many current materials are out-of-date or inconsistent, with different versions of applications causing confusing for customers. The development of professionally-made, consistent materials such as quick-start manuals may reduce inquiries. I&L is now working with Communications to improve some of the website material.	I&L PLN ENG ES
39	<p>Evaluate hardware in Engineering that inhibits staff productivity and update that which will generate the largest efficiency gains</p>	Engineering staff indicated that the archaic hardware they are currently using has a negative impact on efficiency and effectiveness.	ENG
40	<p>Provide additional staff training on saving and categorizing documents electronically in eDocs</p> <p>— Formalize a policy outlining document naming conventions, archiving and disposal improve the ease of finding information.</p>	Staff reported that information on the data management system is difficult to access. Implementing formalized protocol will create consistency in how documents are archived and will allow for the easy identification and accessibility of documentation.	I&L PLN ENG ES

#	Option	Rationale	Department
41	Add excavation and stripping & grading etc. permits into Prospero so that I&L can assist in compliance activities	Excavation permits, delivered through Engineering, are not always obtained and un-permitted work occurs as a result. While in the field, Inspections & Licensing inspectors could flag this – and other –unpermitted work to Engineering via Prospero to close the loop on these instances and support enforcement.	I&L ENG
42	Automatically initiate the expiration, renewal and extension processes for licenses	Automation will reduce the need for staff to initiate these processes, saving time and increasing consistency.	I&L

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Council Decision – December 10, 2018

DATE: December 14, 2018

TO: Erin Stuart, Inspections & Licensing Manager
Orlando Toews, Senior Planner

FROM: Frieda McDougall, Legislative Services Manager

SUBJECT: Amendment to Freestanding Sign Exception Bylaw 3357/BB-2018
Amendment to Safety Codes Permit Bylaw 3551/B-2018
Amendment to Development Permit Fee Bylaw 3555/B-2018

Reference Report:

Administrative Report, dated October 15, 2018

Resolution:

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer hereby agrees to table consideration of the following for up to 6 weeks:

- Land Use Bylaw Amendment 3357/BB-2018
- Safety Codes Permit Bylaw 3351/B-2018
- Development Permit Fee Bylaw 3555/B-2018

Report back to Council:

Yes.

Comments/Further Action:

Bylaw 3357/BB-2018 will come back to Council for first reading, and Bylaws 3351/B-2018 and 3555/B-2018 will come back to Council for first and second reading at the Monday, January 7, 2019 Council Meeting.

A handwritten signature in blue ink that reads 'Frieda McDougall'.

Fol Frieda McDougall
Manager

- c. Director of Planning Services
Corporate Services Administrator



December 3, 2018

2019 Capital Budget Borrowing Bylaws

Legislative Services

Report Summary & Recommendation:

Summary:

The attached report is being brought forward from the Monday, November 19 and Tuesday, November 20, 2018 Capital Budget Meeting.

Recommendation:

That Council lift from the table consideration of the 2019 Capital Budget Borrowing Bylaws and approve the proposed resolution.

That Council consider first reading of Bylaw 3613/2018, 3614/2018, 3615/2018, 3616/2018, 3617/2018 and 3618/2018.

If first reading of the Borrowing Bylaws are given, these bylaws will come back for consideration of second and third readings at the Monday, January 21, 2019 Council Meeting to allow time for advertising.

Background:

At the Tuesday, November 20, 2018 Capital Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer hereby agrees to table consideration of:

- Capital Grant Application Process
- Bylaw 3613/2018 – 2019 Recreation Projects
- Bylaw 3614/2018 – 2019 Roads Projects
- Bylaw 3615/2018 – 2019 General Municipal Works
- Bylaw 3616/2018 – 2019 EL&P Infrastructure
- Bylaw 3617/2018 – 2019 Roads Offsite Project
- Bylaw 3618/2018 – 2019 Sanitary Offsite Bylaw

Proposed Resolution:

Resolved that Council of The City of Red Deer hereby agrees to lift from the table consideration of the following 2019 Capital Budget Borrowing Bylaws:

- Bylaw 3613/2018 – 2019 Recreation Projects
- Bylaw 3614/2018 – 2019 Roads Projects
- Bylaw 3615/2018 – 2019 General Municipal Works



- Bylaw 3616/2018 – 2019 EL&P Infrastructure
- Bylaw 3617/2018 – 2019 Roads Offsite Project
- Bylaw 3618/2018 – 2019 Sanitary Offsite Bylaw

That Bylaws 3613/2018, 3614/2018, 3615/2018, 3616/2018, 3617/2018 and 3618/2018 be read a first time.



Originally Submitted to the
November 19/20, 2018 Capital
Budget meeting.

November 1, 2018

2019 Capital Budget Borrowing Bylaws

Financial Services

Report Summary & Recommendation:

Based on the funding sources identified in the 2019 Capital Budget, borrowing is required. New borrowing bylaws are required to be approved to allow for borrowing to proceed. There are no previously approved bylaws that require amendment. All requirements of the Municipal Government Act (MGA) for approval of bylaws will be met.

It is recommended that Council approve first reading of the following bylaws:

1. 3613/2018 – 2019 Recreation Projects
2. 3614/2018 – 2019 Roads Projects
3. 3615/2018 – 2019 General Municipal Works
4. 3616/2018 – 2019 EL&P Infrastructure
5. 3617/2018 – 2019 Roads Offsite Project
6. 3618/2018 – 2019 Sanitary Offsite Project

City Manager Comments:

I support the recommendation of Administration. If first reading of Borrowing Bylaws 3613/2018, 3614/2018, 3615/2018, 3616/2018, 3617/2018 and 3618/2018 are given, these bylaws will come for consideration of second and third readings at the Monday, January 7, 2019 Council Meeting to allow time for advertising.

Craig Curtis
City Manager

Proposed Resolution

That Council consider first reading of the following bylaws:

- Bylaw 3613/2018 – 2019 Recreation Projects
- Bylaw 3614/2018 – 2019 Roads Projects
- Bylaw 3615/2018 – 2019 General Municipal Works
- Bylaw 3616/2018 – 2019 EL&P Infrastructure
- Bylaw 3617/2018 – 2019 Roads Offsite Project
- Bylaw 3618/2018 – 2019 Sanitary Offsite Project



Report Details

Background:

A number of projects have been submitted to Council for approval as part of the 2019 Capital Budget. Some of the projects require borrowing to occur as part of the financing of the projects.

A borrowing bylaw enables borrowing to occur but does not mean that borrowing will occur. Borrowing will be done as required to fund expenditures in the projects and may occur over multiple years.

New bylaws and the related projects are as follows:

1. Bylaw 3613/2018 – 2019 Recreation Projects

Total cost of the projects is \$5.145 M with \$4.047 M to be funded by debt.

Collicutt Centre Preservation

Parking lot repairs and the replacement of meeting room AB divider wall will be completed. Total cost of the project is \$0.125 M to be fully funded by debt.

G. H. Dawe Community Centre Enhancements

Detailed design and business planning will occur for modernization of the existing ice surface, addition of a second ice surface, addition of an outdoor spray park, potential expansion of the fitness / programming space and consideration for site access off of 67 St, improved site traffic flow, parking and site servicing. Total cost of the project is \$2.649 M to be fully funded by debt.

G. H. Dawe Centre Preservation

The parking lot will be replaced and various infrastructure repairs such as the whirlpool basin and steam room will be completed. Total cost of the project is \$1.771 M with \$1.023 M to be funded by debt

Park Land Acquisition

Park land acquisition will occur to meet the vision of the River Valley and Tributary Park Concept Plan. Total cost of the project is \$0.6 M with 0.25 M to be funded by debt

2. Bylaw 3614/2018 – 2019 Roads Projects

Total cost of the projects is \$48.477 M to be funded by debt.

Gaetz Ave Vision Implementation – 19 St to Hwy 11A

Gaetz Ave and Highway 11A intersection improvements will be designed and constructed. Total cost of the project is \$10.072 M in 2019 / 20 to be fully funded by debt.



CP Rail Overpass (Hwy 11A between Taylor Drive and Gaetz Ave)

A single bridge structure over the CP Rail line crossing on Hwy 11A will be designed and constructed. Total cost of the project is \$12.978 M in 2019 – 2021 with \$9.734 M to be funded by debt.

Northland Drive – Taylor Drive to Gaetz Ave

A 4 lane urban cross section for this portion of Northland Drive (Hwy 11A) will be designed and constructed. Total cost of the project is \$15.160 M in 2019 / 20 with \$4.957 M to be funded by debt.

Northland Drive – Gaetz Ave to 49 Ave

A 4 lane roadway for this portion of Northland Drive will be designed and constructed. Total cost of the project is \$1.038 M in 2019 / 20 to be fully funded by debt.

Northland Drive (Hwy 11A) Twinning and Intersection Improvements

The twinning of Northland Drive (Hwy 11A) from west of Taylor Drive to Gaetz Ave will be designed and constructed. Total cost of the project is \$9.229 M in 2019 with \$3.692 M to be funded by debt.

3. Bylaw 3615/2018 – 2019 General Municipal Works

Total cost of the projects is \$4.617 M fully funded by debt.

Riverside Meadows / Fairview Communities Infrastructure

Core infrastructure will be replaced in both communities with improvement projects related to intersections, street lighting and streetscapes. The borrowing is specifically for Greenway Development and concrete / asphalt work. Total project cost is \$1.712 M to be fully funded by debt.

Snow Dump Base Resurfacing

The bases of the Edgar and South (40 Ave) snow storage sites will be resurfaced to enable better cleaning and maintenance of the sites. Total cost of the project is \$1.042 M to be fully funded by debt.

Snow Dump Sediment Pond

Repairs will be completed to the north snow storage site sedimentation pond liner and pond access ramp to prevent groundwater contamination and unfavourable environmental impacts. Total cost of the project is \$0.510 M to be fully funded by debt.

RCMP Parking Lot Expansion

To expand the detachment parking lot over the adjacent storm pond to provide for anticipated growth in police vehicles and immediate access to respond to emergencies. Total cost of the project is \$1.353 M to be fully funded by debt.



4. Bylaw 3616/2018 – 2019 EL&P Infrastructure

Substations & SCADA

Upgrades and replacements in both 4kV distribution substations and transmission substations will occur as well as SCADA system enhancements by upgrading technology for monitoring, control and reporting. Total cost of the project is \$3.541 M with \$1.0 M to be funded by debenture debt.

5. Bylaw 3617/2018 – 2019 Roads Offsite Projects

CP Rail Overpass (Hwy 11A between Taylor Drive and Gaetz Ave)

A single bridge structure over the CP Rail line crossing on Hwy 11A will be designed and constructed. Total cost of the project is \$12.978 M in 2019 – 2021 with \$3.244 M to be funded by debt.

6. Bylaw 3618/2018 – 2019 Sanitary Offsite Projects

Hwy 11A Sanitary Trunk Extension

This project provides sanitary servicing requirements in a portion of the growth area north of Hwy 11A. Total cost of the project is \$9.408 M to be fully funded by debt.

There are no previously approved bylaws that require amendment.

Discussion:

For each bylaw the required MGA process of 1st reading, advertising, petition period, 2nd & 3rd readings and 30 day waiting period for Court of Queen's Bench appeal will be followed. This would result in valid borrowing bylaws being in place by the end of February 2019.

Analysis:

If the borrowing bylaws are not approved, the projects included in the bylaws will not proceed or alternate financing would be required.

BYLAW NO. 3613/2018
OF THE CITY OF RED DEER
IN THE PROVINCE OF ALBERTA

(the "Municipality")

This bylaw authorizes the Council of the Municipality to borrow monies by the issuance of debenture(s) in the amount of \$11,047,000 for the purpose of financing the 2019 Recreation Projects

- a. Collicutt Centre Preservation
- b. G.H. Dawe Community Centre Enhancements
- c. G.H. Dawe Centre Preservation
- d. Park Land Acquisition
- e. Multi-Use Aquatic Centre Planning

WHEREAS:

- A. Section 251 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, (the 'MGA') provides that a municipality may only make a borrowing if the borrowing is authorized by a borrowing bylaw.
- B. The Council of the Municipality has decided to issue a bylaw pursuant to Section 258 of the *MGA* to authorize the financing, undertaking and completion of the 2019 Recreation Projects.
- C. The total cost of the projects are estimated to be \$12,145,000 and the Municipality estimates the following funding sources will be applied to the projects:

Public Reserve	\$ 350,000
Customer Contribution	748,000
Debentures	<u>11,047,000</u>
Total Cost	\$ 12,145,000

- D. In order to complete the projects it will be necessary for the Municipality to borrow the sum of \$11,047,000, for a period not to exceed 30 years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of debenture(s) and on the terms and conditions referred to in this bylaw.
- E. The estimated lifetime of the G.H. Dawe Community Centre Enhancements, the Park Land Acquisition and the Multi-Use Aquatic Centre projects financed under this bylaw is equal to, or in excess of 30

Bylaw No. 3613/2018

- years. The estimated lifetime of the Collicutt Centre Preservation and G.H. Dawe Centre Preservation projects is equal to, or in excess of 15 years.
- F. The principal amount of the outstanding debt of the Municipality as at the date of the bylaw is \$272,558,631.39 and no part of the principal or interest is in arrears.
- G. Section 252 of the MGA stipulates that no municipality may make a borrowing if the borrowing will cause the municipality to exceed its debt limit, unless the borrowing is approved by the Minister. The proposed borrowing will not cause The City to exceed its debt limit of \$517,918,110.00.
- H. All required approvals for the projects have been or will be obtained, and the projects are or will be in compliance with all *Acts* and *Regulations* of the Province of Alberta.

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

1. That for the purpose of the 2019 Recreation Projects, the sum of ELEVEN MILLION AND FORTY SEVEN THOUSAND DOLLARS (\$11,047,000) be borrowed from the Alberta Capital Finance Authority or another authorized financial institution by way of debenture(s) on the credit and security of the Municipality at large.
2. The proper officers of the Municipality are hereby authorized to issue debenture(s) on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the 2019 Recreation Projects.
3. The Municipality shall repay the indebtedness according to the repayment structure negotiated with the lender which shall be equal semi-annual or annual payments of combined principal and interest installments not to exceed THIRTY (30) years calculated at the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing and not to exceed 6.505%.
4. The indebtedness is to be repaid by way of revenue raised through municipal property tax and the Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.
6. The net amount borrowed under this bylaw shall be applied only to the projects specified by this bylaw. The amount borrowed under this bylaw shall not exceed the amount approved in a capital budget for the projects.

7. This bylaw comes into force on the date it is passed.

READ FIRST TIME IN OPEN COUNCIL this day of 2018.

READ SECOND TIME IN OPEN COUNCIL this day of 2019.

READ THIRD TIME IN OPEN COUNCIL this day of 2019.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2019.

MAYOR

CITY CLERK

BYLAW NO. 3614/2018
OF THE CITY OF RED DEER
IN THE PROVINCE OF ALBERTA

(the "Municipality")

This bylaw authorizes the Council of the Municipality to borrow monies by the issuance of debenture(s) in the amount of \$29,493,000 for the purpose of financing the following 2019 Road Projects:

- a. Gaetz Ave Vision Implementation – 19 St to Hwy IIA
- b. CP Rail Overpass (Hwy IIA between Taylor Drive and Gaetz Ave)
- c. Northland Drive – Taylor Drive to Gaetz Ave
- d. Northland Drive – Gaetz Ave to 49 Ave
- e. Northland Drive – (Hwy IIA) Twinning and Intersection Improvements

WHEREAS:

- A. Section 251 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, (the 'MGA') provides that a municipality may only make a borrowing if the borrowing is authorized by a borrowing bylaw.
- B. The Council of the Municipality has decided to issue a bylaw pursuant to Section 258 of the *MGA* to authorize the financing, undertaking and completion of the 2019 Road Projects.
- C. The total cost of the projects are estimated to be \$48,477,000 and the Municipality estimates the following funding sources will be applied to the projects:

Reserves	\$ 000,000
Customer Contribution	15,740,000
Debentures – Roads	
Offsite	3,244,000
Debentures – Roads Tax	
Supported	<u>29,493,000</u>
Total Cost	\$48,477,000

- D. In order to complete the projects it will be necessary for the Municipality to borrow the sum of \$29,493,000, for a period not to exceed 30 years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of debenture(s) and on the terms and conditions referred to in this bylaw.

Bylaw No. 3614/2018

- E. The estimated lifetime of the projects financed under this bylaw is equal to, or in excess of 30 years.
- F. The principal amount of the outstanding debt of the Municipality as at the date of the bylaw is \$272,558,631.39 and no part of the principal or interest is in arrears.
- G. Section 252 of the MGA stipulates that no municipality may make a borrowing if the borrowing will cause the municipality to exceed its debt limit, unless the borrowing is approved by the Minister. The proposed borrowing will not cause The City to exceed its debt limit of \$517,918,110.00.
- H. All required approvals for the projects have been or will be obtained, and the projects are or will be in compliance with all *Acts* and *Regulations* of the Province of Alberta.

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

1. That for the purpose of the 2019 Road Projects, the sum of TWENTY-NINE MILLION FOUR HUNDRED AND NINETY-THREE THOUSAND DOLLARS (\$29,493,000) be borrowed from the Alberta Capital Finance Authority or another authorized financial institution by way of debenture(s) on the credit and security of the Municipality at large.
2. The proper officers of the Municipality are hereby authorized to issue debenture(s) on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the 2019 Road Projects.
3. The Municipality shall repay the indebtedness according to the repayment structure negotiated with the lender which shall be equal semi-annual or annual payments of combined principal and interest installments not to exceed THIRTY (30) years calculated at the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing and not to exceed 6.505%.
4. The indebtedness is to be repaid by way of revenue raised through municipal property tax and the Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.

Bylaw No. 3614/2018

6. The net amount borrowed under this bylaw shall be applied only to the projects specified by this bylaw. The amount borrowed under this bylaw shall not exceed the amount approved in a capital budget for the projects.

7. This bylaw comes into force on the date it is passed.

READ FIRST TIME IN OPEN COUNCIL this day of 2018.

READ SECOND TIME IN OPEN COUNCIL this day of 2019.

READ THIRD TIME IN OPEN COUNCIL this day of 2019.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2019.

MAYOR

CITY CLERK

BYLAW NO. 3615/2018
OF THE CITY OF RED DEER
IN THE PROVINCE OF ALBERTA

(the "Municipality")

This bylaw authorizes the Council of the Municipality to borrow monies by the issuance of debenture(s) in the amount of \$3,575,000 for the purpose of financing the following 2019 General Municipal Works projects:

- a. Riverside Meadows / Fairview Communities Infrastructure**
- b. Snow Dump Sediment Pond**
- c. RCMP Parking Lot Expansion**

WHEREAS:

- A. Section 251 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, (the 'MGA') provides that a municipality may only make a borrowing if the borrowing is authorized by a borrowing bylaw.
- B. The Council of the Municipality has decided to issue a bylaw pursuant to Section 258 of the *MGA* to authorize the financing, undertaking and completion of the 2019 General Municipal Works.
- C. The total cost of the projects are estimated to be \$3,575,000 and the Municipality estimates the following funding sources will be applied to the projects:

Reserves	\$ 000,000
Other - 3rd Party Rev	000,000
Grants	000,000
Debentures	<u>3,575,000</u>
Total Cost	\$3,575,000

- D. In order to complete the projects it will be necessary for the Municipality to borrow the sum of \$3,575,000 for a period not to exceed 30 years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of debenture(s) and on the terms and conditions referred to in this bylaw.
- E. The estimated lifetime of the Riverside Meadows / Fairview Communities Infrastructure and RCMP Parking Lot Expansion projects financed under this bylaw is equal to, or in excess of 30 years. The estimated lifetime of

Bylaw No. 3615/2018

- the Snow Dump Sediment Pond project is equal to, or in excess of 20 years.
- F. The principal amount of the outstanding debt of the Municipality as at the date of the bylaw is \$272,558,631.39 and no part of the principal or interest is in arrears.
- G. Section 252 of the MGA stipulates that no municipality may make a borrowing if the borrowing will cause the municipality to exceed its debt limit, unless the borrowing is approved by the Minister. The proposed borrowing will not cause The City to exceed its debt limit of \$517,918,110.00.
- H. All required approvals for the projects have been or will be obtained, and the projects are or will be in compliance with all *Acts* and *Regulations* of the Province of Alberta.

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

1. That for the purpose of the 2019 General Municipal Works, the sum of THREE MILLION FIVE HUNDRED AND SEVENTY FIVE THOUSAND DOLLARS (\$3,575,000) be borrowed from the Alberta Capital Finance Authority or another authorized financial institution by way of debenture(s) on the credit and security of the Municipality at large.
2. The proper officers of the Municipality are hereby authorized to issue debenture(s) on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the 2019 General Municipal Works.
3. The Municipality shall repay the indebtedness according to the repayment structure negotiated with the lender which shall be equal semi-annual or annual payments of combined principal and interest installments not to exceed THIRTY (30) years calculated at the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing and not to exceed 6.505%.
4. The indebtedness is to be repaid by way of revenue raised through municipal property tax and the Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.
6. The net amount borrowed under this bylaw shall be applied only to the projects specified by this bylaw. The amount borrowed under this bylaw shall not exceed the amount approved in a capital budget for the projects.

Bylaw No. 3615/2018

7. This bylaw comes into force on the date it is passed.

READ FIRST TIME IN OPEN COUNCIL this day of 2018.

READ SECOND TIME IN OPEN COUNCIL this day of 2019.

READ THIRD TIME IN OPEN COUNCIL this day of 2019.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2019.

MAYOR

CITY CLERK

BYLAW NO. 3616/2018
OF THE CITY OF RED DEER
IN THE PROVINCE OF ALBERTA

(the "Municipality")

This bylaw authorizes the Council of the Municipality to borrow monies by the issuance of debenture(s) in the amount of \$1,000,000 for the purpose of financing the 2019 ELP Infrastructure:

a. ELP Substations & SCADA

WHEREAS:

A. Section 251 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, (the 'MGA') provides that a municipality may only make a borrowing if the borrowing is authorized by a borrowing bylaw.

B. The Council of the Municipality has decided to issue a bylaw pursuant to Section 258 of the *MGA* to authorize the financing, undertaking and completion of the 2019 ELP Infrastructure.

C. The total cost of the project is estimated to be \$3,541,000 and the Municipality estimates the following funding sources will be applied to the project:

Reserves	\$ 2,541,000
Other – 3 rd Party Rev	000,000
Debentures	<u>1,000,000</u>
Total Cost	\$ 3,541,000

D. In order to complete the project it will be necessary for the Municipality to borrow the sum of \$1,000,000 for a period not to exceed 30 years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of debenture(s) and on the terms and conditions referred to in this bylaw.

E. The estimated lifetime of the project financed under this bylaw is equal to, or in excess of 30 years.

F. The principal amount of the outstanding debt of the Municipality as at the date of the bylaw is \$272,558,631.39 and no part of the principal or interest is in arrears.

Bylaw No. 3616/2018

- G. Section 252 of the MGA stipulates that no municipality may make a borrowing if the borrowing will cause the municipality to exceed its debt limit, unless the borrowing is approved by the Minister. The Proposed borrowing will not cause The City to exceed its debt limit of \$517,918,110.00.
- H. All required approvals for the project have been or will be obtained, and the project is or will be in compliance with all *Acts* and *Regulations* of the Province of Alberta.

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

1. That for the purpose of the 2019 ELP Infrastructure, the sum of ONE MILLION DOLLARS (\$1,000,000) be borrowed from the Alberta Capital Finance Authority or another authorized financial institution by way of debenture(s) on the credit and security of the Municipality at large.
2. The proper officers of the Municipality are hereby authorized to issue debenture(s) on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the 2019 ELP Infrastructure.
3. The Municipality shall repay the indebtedness according to the repayment structure negotiated with the lender which shall be equal semi-annual or annual payments of combined principal and interest installments not to exceed THIRTY (30) years calculated at the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing and not to exceed 6.505%.
4. The indebtedness is to be repaid by way of revenue raised through municipal utility revenue and/or property tax and the Municipality shall levy and raise in each year municipal utility charges and taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.
6. The net amount borrowed under this bylaw shall be applied only to the project specified by this bylaw. The amount borrowed under this bylaw shall not exceed the amount approved in a capital budget for the project.

Bylaw No. 3616/2018

7. This bylaw comes into force on the date it is passed.

READ FIRST TIME IN OPEN COUNCIL this day of 2018.

READ SECOND TIME IN OPEN COUNCIL this day of 2019.

READ THIRD TIME IN OPEN COUNCIL this day of 2019.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2019.

MAYOR

CITY CLERK

BYLAW NO. 3617/2018
OF THE CITY OF RED DEER
IN THE PROVINCE OF ALBERTA

(the "Municipality")

This bylaw authorizes the Council of the Municipality to borrow monies by the issuance of debenture(s) in the amount of \$3,244,000 for the purpose of financing the 2019 Road Offsite Project:

a. CP Rail Overpass (Hwy IIA between Taylor Drive and Gaetz Ave)

WHEREAS:

- A. Section 251 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, (the 'MGA') provides that a municipality may only make a borrowing if the borrowing is authorized by a borrowing bylaw.
- B. The Council of the Municipality has decided to issue a bylaw pursuant to Section 258 of the *MGA* to authorize the financing, undertaking and completion of the 2019 Road Offsite Project.
- C. The total cost of the project is estimated to be \$12,978,000 and the Municipality estimates the following funding sources will be applied to the project:

Reserves	\$ 000,000
Debentures – Tax Supported	9,734,000
Debentures - Offsite	<u>3,244,000</u>
Total Cost	\$ 12,978,000

- D. In order to complete the project it will be necessary for the Municipality to borrow the sum of \$3,244,000, for a period not to exceed 30 years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of debentures and on the terms and conditions referred to in this bylaw.
- E. The estimated lifetime of the project financed under this bylaw is equal to, or in excess of 30 years.
- F. The principal amount of the outstanding debt of the Municipality as at the date of the bylaw is \$272,558,631.39 and no part of the principal or interest is in arrears.

Bylaw No. 3617/2018

- G. Section 252 of the MGA stipulates that no municipality may make a borrowing if the borrowing will cause the municipality to exceed its debt limit, unless the borrowing is approved by the Minister. The proposed borrowing will not cause The City to exceed its debt limit of \$517,918,110.00.
- H. All required approvals for the project have been or will be obtained, and the project is or will be in compliance with all *Acts* and *Regulations* of the Province of Alberta.

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

1. That for the purpose of the 2019 Roads Offsite Project, the sum of THREE MILLION TWO HUNDRED AND FORTY-FOUR THOUSAND DOLLARS (\$3,244,000) be borrowed from the Alberta Capital Finance Authority or another authorized financial institution by way of debenture(s) on the credit and security of the Municipality at large.
2. The proper officers of the Municipality are hereby authorized to issue debenture(s) on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the 2019 Roads Offsite Project.
3. The Municipality shall repay the indebtedness according to the repayment structure negotiated with the lender which shall be equal semi-annual or annual payments of combined principal and interest installments not to exceed THIRTY (30) years calculated at the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing and not to exceed 6.505%.
4. The indebtedness is to be repaid by way of revenue raised through roads offsite levies and municipal property tax and the Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.
6. The net amount borrowed under the bylaw shall be applied only to the project specified by this bylaw. The amount borrowed under this bylaw shall not exceed the amount approved in a capital budget for the project.

7. This bylaw comes into force on the date it is passed.

READ FIRST TIME IN OPEN COUNCIL this day of 2018.

READ SECOND TIME IN OPEN COUNCIL this day of 2019.

READ THIRD TIME IN OPEN COUNCIL this day of 2019.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2019.

MAYOR

CITY CLERK

BYLAW NO. 3618/2018
OF THE CITY OF RED DEER
IN THE PROVINCE OF ALBERTA

(the "Municipality")

This bylaw authorizes the Council of the Municipality to borrow monies by the issuance of debenture(s) in the amount of \$9,408,000 for the purpose of financing the 2019 Sanitary Offsite Project:

a. Hwy 11A Sanitary Trunk Extension

WHEREAS:

- A. Section 251 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, (the 'MGA') provides that a municipality may only make a borrowing if the borrowing is authorized by a borrowing bylaw.
- B. The Council of the Municipality has decided to issue a bylaw pursuant to Section 258 of the *MGA* to authorize the financing, undertaking and completion of the 2019 Sanitary Offsite Project.
- C. The total cost of the project is estimated to be \$9,408,000 and the Municipality estimates the following funding sources will be applied to the project:
- | | |
|-----------------------------------|---------------------|
| Reserves | \$ 000,000 |
| Other – 3 rd Party Rev | 000,000 |
| Debentures | <u>9,408,000</u> |
| Total Cost | <u>\$ 9,408,000</u> |
- D. In order to complete the project it will be necessary for the Municipality to borrow the sum of \$9,408,000 for a period not to exceed 30 years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of debenture(s) and on the terms and conditions referred to in this bylaw.
- E. The estimated lifetime of the project financed under this bylaw is equal to, or in excess of 30 years.
- F. The principal amount of the outstanding debt of the Municipality as at the date of the bylaw is \$272,558,631.39 and no part of the principal or interest is in arrears.

Bylaw No. 3618/2018

- G. Section 252 of the MGA stipulates that no municipality may make a borrowing if the borrowing will cause the municipality to exceed its debt limit, unless the borrowing is approved by the Minister. The proposed borrowing will not cause The City to exceed its debt limit of \$517,918,110.00.
- H. All required approvals for the project have been or will be obtained, and the project is or will be in compliance with all *Acts* and *Regulations* of the Province of Alberta.

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

1. That for the purpose of the 2019 Sanitary Offsite Project, the sum of NINE MILLION FOUR HUNDRED AND EIGHT THOUSAND DOLLARS (\$9,408,000) be borrowed from the Alberta Capital Finance Authority or another authorized financial institution by way of debenture(s) on the credit and security of the Municipality at large.
2. The proper officers of the Municipality are hereby authorized to issue debenture(s) on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the 2019 Sanitary Offsite Project.
3. The Municipality shall repay the indebtedness according to the repayment structure negotiated with the lender which shall be equal semi-annual or annual payments of combined principal and interest installments not to exceed THIRTY (30) years calculated at the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing and not to exceed 6.505%.
4. The indebtedness is to be repaid by way of revenue raised through offsite levies and/or municipal property tax and the Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.
6. The net amount borrowed under this bylaw shall be applied only to the project specified by this bylaw. The amount borrowed under this bylaw shall not exceed the amount approved in a capital budget for the project.

Bylaw No. 3618/2018

7. This bylaw comes into force on the date it is passed.

READ FIRST TIME IN OPEN COUNCIL this day of 2018.

READ SECOND TIME IN OPEN COUNCIL this day of 2019.

READ THIRD TIME IN OPEN COUNCIL this day of 2019.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2019.

MAYOR

CITY CLERK

DATE: December 14, 2018
TO: Dean Krejci, Chief Executive Officer
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: 2019 Capital Budget Borrowing Bylaws

Reference Report:

Legislative Services, dated December 3, 2018

Bylaw Reading:

At the Monday, December 10, 2018 Regular Council Meeting, Council gave first reading to the following Bylaws:

Bylaw 3613/2018 (a borrowing bylaw in the amount of \$4,047,000 for the 2019 Recreation Projects)

Bylaw 3614/2018 (a borrowing bylaw in the amount of \$29,493,000 for 2019 Roads Projects)

Bylaw 3615/2018 (a borrowing bylaw in the amount of \$4,617,000 for 2019 General Municipal Works Projects:

- a. Riverside Meadows / Fairview Communities Infrastructure
- b. Snow Dump Base Resurfacing
- c. Snow Dump Sediment Pond
- d. RCMP Parking Lot Expansion)

Bylaw 3616/2018 (a borrowing bylaw in the amount of \$1,000,000 for the 2019 ELP Infrastructure: ELP Substations & SCADA)

Bylaw 3617/2018 (a borrowing bylaw in the amount of \$3,244,000 for the 2019 Road Offsite Project: CP Rail Overpass (Hwy 11A between Taylor Drive and Gaetz Avenue)

Bylaw 3618/2018 (a borrowing bylaw in the amount of \$9,408,000 for the 2019 Sanitary Offsite Project: Hwy 11A Sanitary Trunk Extension)

Report back to Council:

No.

Comments/Further Action:

These Bylaws will be advertised for two consecutive weeks and be given a 30 day waiting period for Court of Queen's Bench appeal. They will come back for second and third reading at the March 4, 2019 Regular Council Meeting.



for Frieda McDougall
Manager

- c. Director of Corporate Services
Corporate Services Administrator

DATE: December 14, 2018
TO: Shelley Gagnon, Recreation, Parks & Culture Manager
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: In Camera Item 1.2

Resolution:

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer having considered Item 1.2 – Human Resource Matter In Camera on December 10, 2018 hereby endorses revised Option 1 and agrees that the contents of the report will remain confidential as protected by the Freedom of Information and Protection of Privacy Act, Section 24(1)(a).

Report back to Council:

Yes.

Comments/Further Action:

None.



for Frieda McDougall
Manager

c. Director of Community Services

DATE: December 14, 2018
TO: Greg Leblanc, HR Team Leader – Programs
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: 2018 Exempt Staff Salary Treatment

Reference Report:

Human Resources, dated November 8, 2018

Resolution:

At the Monday, December 10, 2018 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer having considered the report from Human Resources, dated November 8, 2018 re: 2018 Exempt Staff Salary Treatment, hereby approves a 1.00% general salary increase effective January 1, 2018.

Report back to Council:

No.

Comments/Further Action:

None.



for Frieda McDougall
Manager

c. Director of Human Resources