

CITY COUNCIL

AGENDA

Tuesday, March 29, 2016 – Council Chambers, City Hall

Call to Order: 1:00 PM

1. IN CAMERA MEETING

- 1.1. Motion to In Camera - Financial Matter (FOIP 24 (I))
- 1.2. Motion to Revert to Open Meeting

2. MINUTES

- 2.1. Confirmation of the Minutes of the February 14, 2016 Regular Council Minutes
(Agenda Pages 1 – 10)

3. POINTS OF INTEREST

4. REPORTS

- 4.1. Provincial Outreach and Support Services Initiative Grant Allocation 2016-2019
(Agenda Pages 11 – 16)
- 4.2. Citizen Advisory Groups as a Public Participation Tool - Request to Table
(Agenda Pages 17 – 18)

4.3. Enterprise Business Planning - Council Guidelines

(Agenda Pages 19 – 27)

4.3.a. Financial Parameters

4.3.b. Planning Parameters

4.3.c. Agencies / Societies

4.3.d. Process Parameters

5. BYLAWS

5.1. 2016 Tax Penalty Bylaw
Amendment to Bylaw 3546/2015

(Agenda Pages 28 – 37)

5.1.a. Consideration of Second Reading of the Bylaw

5.1.b. Consideration of Third Reading of the Bylaw

5.2. Revenue & Assessment Services Fee Bylaw 3571/2016

(Agenda Pages 38 – 45)

5.2.a. Consideration of Second Reading of the Bylaw

5.2.b. Consideration of Third Reading of the Bylaw

6. ADJOURNMENT



UNAPPROVED - M I N U T E S

**of the Red Deer City Council Regular Meeting
held on, Monday, March 14, 2016
commenced at 2:36 P.M.**

PRESENT: Mayor Tara Veer
Councillor Tanya Handley
Councillor Paul Harris
Councillor Ken Johnston
Councillor Lawrence Lee
Councillor Lynne Mulder
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, Paul Goranson
Director of Corporate Transformation, Lisa Perkins
Director of Development Services, Elaine Vincent
Director of Human Resources, Kristy Svoboda
Director of Planning Services, Tara Lodewyk
City Clerk, Frieda McDougall
Deputy City Clerk, Samantha Rodwell
Corporate Meeting Administrator, Louise Rock
City Solicitor, Michelle Baer
Inspections and Licensing Manager, Erin Stuart
HR Team Leader, Tracy Bruce
Controller – Property Taxation, Roxanne Preedin
Senior Planner, Orlando Toews
Manager of Planning, Emily Damberger

ABSENT: Councillor Buck Buchanan

**I. IN CAMERA MEETING****I.1. Motion to In Camera**

- 1) Legal Matter - FOIP 27(1),**
- 2) Human Resources Matter - FOIP 24(1); and**
- 3) Financial Matter - FOIP 24(1)**

Moved by Councillor Dianne Wyntjes, seconded by Councillor Lynne Mulder

Resolved that Council of The City of Red Deer agrees to enter into an In-Camera meeting of Council on Monday March 14, 2016 at 2:36 p.m. and hereby agrees to exclude the following:

- All members of the media; and
- All members of the public

to discuss a; 1) Legal Matter as protected under the Freedom of Information & Protection of Privacy Act, Section 27(1),
2) Human Resources Matter as protected under the Freedom of Information & Protection of Privacy Act, Section 24(1); and
3) Financial Matter as protected under the Freedom of Information & Protection of Privacy Act, Section 24(1).

IN FAVOUR: Mayor Tara Veer, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

I.2. Motion to Revert to Open Meeting

Moved by Councillor Tanya Handley, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer agrees to enter into an Open meeting of Council on Monday, March 14, 2016 at 4:32 p.m.

IN FAVOUR: Mayor Tara Veer, Councillor Tanya Handley, Councillor Paul



Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

2. MINUTES

2.1. Confirmation of the Minutes of the February 29, 2016 Regular Council Meeting

Moved by Councillor Lawrence Lee, seconded by Councillor Lynne Mulder

Resolved that Council of The City of Red Deer hereby approves the Minutes of the Monday, February 29, 2016 Regular Council Meeting as transcribed.

IN FAVOUR: Mayor Tara Veer, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

3. CORRESPONDENCE

3.1. Central Waste Management Commission - Dissolution of Commission

Moved by Councillor Frank Wong, seconded by Councillor Lynne Mulder

Resolved that Council of The City of Red Deer having considered the report from Legislative Services dated February 25, 2016 re: Central Waste Management Commission – Dissolution of Commission hereby approves the disestablishment of the Central Waste Management Commission and is in agreement that, as the Central Waste Management Commission has no assets, there is no distribution of assets to be considered.



IN FAVOUR: Mayor Tara Veer, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

4. REPORTS

4.1. Recovery of Winter Warming Centre Funds

Moved by Councillor Lawrence Lee, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer having considered the report from the Social Planning Department dated March 3, 2016 re: Recovery of Winter Warming Centre Funds, hereby directs that:

1. The City accesses the Municipal Block Funding program to recover up to \$250,000 in capital costs for the winter warming centre; and
2. Administration continues to pursue increased shelter funding from the Alberta Human Services to both recover operating expenses associated with the current Winter Warming Centre and to plan for future shelter operating expenses that meet the needs of vulnerable Red Deerians.

IN FAVOUR: Mayor Tara Veer, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

5. BYLAWS

5.1. 2016 Tax Penalty Bylaw Amendment 3546/A-2016

Moved by Councillor Tanya Handley, seconded by Councillor Frank Wong



FIRST READING: That Bylaw 3546/A-2016 (an amendment to the tax penalty bylaw to increase penalty rates as approved by Council in the 2016 operating budget) be read a first time.

IN FAVOUR: Mayor Tara Veer, Councillor Tanya Handley, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

OPPOSED: Councillor Paul Harris

MOTION CARRIED

6. ADDITION TO THE AGENDA

- 6.1. 1) March 29, 2016 Council Meeting Start Time**
2) Human Resources Matter (FOIP Section 24(I))

Moved by Councillor Dianne Wyntjes, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer hereby agrees to add consideration of the following items to the March 14, 2016 Council Agenda:

1. March 29, 2016 Council meeting Start time; and
2. A Human Resources Matter and protected under the Freedom of Information and Protection of Privacy Act 24(I).

IN FAVOUR: Mayor Tara Veer, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION TO ADD TO THE AGENDA CARRIED

The following resolutions were then considered by Council.

**6.1.a March 29, 2016 Council Meeting Start Time**

Moved by Councillor Lawrence Lee, seconded by Councillor Lynne Mulder

Resolved that Council of The City of Red Deer hereby agrees to amend the start time of the March 29, 2016 City Council meeting to 1:00 p.m.

IN FAVOUR: Mayor Tara Veer, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

6.1.b Human Resources Matter – FOIP 24(1)

Moved by Councillor Lynne Mulder, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer having considered the report from the Human Resources Department, dated March 14, 2016 hereby endorses the recommendation as submitted to the In Camera meeting on March 14, 2016 and as protected by the Freedom of Information and Protection of Privacy Act Section 24(1).

IN FAVOUR: Mayor Tara Veer, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

OPPOSED: Councillor Lawrence Lee

MOTION CARRIED

Council recessed at 5:12 p.m. and reconvened at 6:00 p.m.

7. PUBLIC HEARINGS**7.1. Proposed Vanier Woods NASP Amendment 3217/A-2016 and Land Use Bylaw Amendment 3357/B-2016**



Mayor Veer declared open the Public Hearing for Proposed Vanier Woods Neighbourhood Area Structure Plan Bylaw Amendment 3217/A-2016 and Land Use Bylaw Amendment 3357/B-2016. Mr. Bryan Thornton, Ms. Christy Lawrence, Mr. Francois Piche, Mr. Dustin Henfrey, Mr. Darrel Copeland, Mr. George Berry, Mr. Tyler Heppell and Mr. Gerald Neufeld were in attendance to speak to these bylaws. As no one else was present to speak for or against these Bylaws, Mayor Tara Veer declared the Public Hearing closed.

7.1.a Proposed Vanier Woods NASP Amendment 3217/A-2016

Moved by Councillor Lawrence Lee, seconded by Councillor Ken Johnston

SECOND READING: That Bylaw 3217/A-2016 (an amendment to the Vanier Woods Neighbourhood Area Structure Plan to identify 2506-19 Street (Lot 1, Block 2, Plan 932 1800) as a commercial use) be read a second time.

IN FAVOUR: Councillor Paul Harris, Councillor Lawrence Lee, Councillor Lynne Mulder

OPPOSED: Mayor Tara Veer, Councillor Tanya Handley, Councillor Ken Johnston, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION DEFEATED

7.1.b Land Use Bylaw Amendment 3357/B-2016

Moved by Councillor Frank Wong, seconded by Councillor Lawrence Lee

SECOND READING: That Bylaw 3357/B-2016 (an amendment to the Land Use Bylaw to redesignate the triangular shaped ±1.17 hectare parcel at 2506 – 19 Street (Lot 1, Block 2, Plan 932 1800) from R3 – Residential (Multiple Family) District to C5 Commercial (Mixed Use) District) be read a second time.

IN FAVOUR: Councillor Paul Harris, Councillor Lawrence Lee, Councillor Lynne Mulder



OPPOSED: Mayor Tara Veer, Councillor Tanya Handley, Councillor Ken Johnston, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION DEFEATED

8. BYLAWS - Continued

8.1. Revenue & Assessment Services Fee Bylaw 3571/2016

Moved by Councillor Lynne Mulder, seconded by Councillor Tanya Handley

FIRST READING That Bylaw 3571/2016 (a bylaw setting fees for assessment, tax and administrative services) be read a first time.

IN FAVOUR: Mayor Tara Veer, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

8.2. Bylaw 3357/E-2016 Land Use Bylaw Amendment - Omnibus Amendments

Moved by Councillor Dianne Wyntjes, seconded by Councillor Paul Harris

FIRST READING: That Bylaw 3357/E-2016 (an amendment to the Land Use Bylaw to provide clearer interpretation and implementation of contemplated uses in various land use districts) be read a first time.

IN FAVOUR: Mayor Tara Veer, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes



MOTION CARRIED

9. ADDITIONAL AGENDA

9.1. Energy East Pipeline

Moved by Councillor Lawrence Lee, seconded by Councillor Lynne Mulder

Resolved that Council of The City of Red Deer having considered the report from the City Manager's Office dated March 10, 2016 re: Energy East Pipeline, hereby strongly supports the advocacy work of the Alberta Urban Municipalities Association (AUMA) in support for Energy East as an essential market access initiative that is key to Canada's future economic outcomes.

IN FAVOUR: Mayor Tara Veer, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

10. ADJOURNMENT

Moved by Councillor Dianne Wyntjes, seconded by Councillor Frank Wong

Resolved that Council of The City of Red Deer hereby agrees to adjourn the Monday, March 14, 2016 Regular Council Meeting of Red Deer City Council at 8:37 p.m.

IN FAVOUR: Mayor Tara Veer, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED



10

City Council Regular Meeting Minutes –
UNAPPROVED - Monday, March 14, 2016

MAYOR

CITY CLERK



March 21, 2016

Community Housing Advisory Board: Recommendation for Outreach and Support Services Initiative (OSSI) Grant

Social Planning

Report Summary & Recommendation:

The current agreements between The City of Red Deer and local service providers that receive funding through the Outreach and Support Services Initiative (OSSI) grant end June 30, 2016. At their September 22, 2015 regular meeting, the Community Housing Advisory Board (CHAB) reviewed a draft System Planning Framework for Housing and Supports. Direction was given to administration to present this framework to the community for feedback and input. An extensive community consultation process occurred, changes were made to the framework based on the feedback and on November 17, 2015, CHAB reviewed and adopted the revised System Framework for Housing and Supports as the guiding document on which a new Request for Proposals would be based. Specifically, CHAB endorsed an RFP to include the following components:

- Coordinated Entry (Assertive Outreach and Engagement)
- Coordinated Access Process
- Housing Options
 - Permanent Supportive Housing
 - Intensive Case Management
 - Transitional Housing for Youth
 - Rapid rehousing-congregate and scattered model
- Indigenous Cultural Support
- Household Amenities Warehouse
- Landlord Engagement Service

At a prior meeting, CHAB also supported the use of funds for a Winter Emergency Response component.

The RFP was issued on January 12, 2016 and closed on February 9, 2016. CHAB met to hear presentations from proponents (2 evenings), review marks on assessment sheets and through a consensus decision making process (2 evenings) approved the attached resolution. All aspects of the RFP were conducted and overseen by The City's Purchasing section.

The Community Housing Advisory Board will be providing its recommendations to Council.



City Manager Comments:

Council's direction is requested.

Craig Curtis
City Manager

Proposed Resolution

The resolutions of the Community Housing Advisory Board will be provided to Council at the March 29, 2016 Meeting of City Council.

Report Details

Background:

CHAB, on behalf of City Council currently adjudicates two grant programs; the Outreach and Support Services Initiative (OSSI) grant from the Province of Alberta and the Homelessness Partnering Strategy (HPS) grant from the Government of Canada. Both grants support individuals who are experiencing homelessness with the goal of assisting those individuals into stable housing. Each grant has slightly different eligibility requirements for different client groups, mandated outcomes and reporting structures.

The current agreements between The City of Red Deer and local service providers that receive funding through the OSSI grant expire after 3 years on June 30, 2016. In preparation for this change, administration conducted an overall system analysis that included:

- **System Mapping** - an approach that identifies and presents components of a system. This approach provided information on the nature of housing and homeless services in terms of the local service-delivery landscape; a client's touchpoints with our current homeless system and their interaction with other public systems which provides a map of the client's journey through the system.
- **Research, Secondary Analysis and Literature Review** - An ethnographic study was undertaken in the summer of 2015 as a way of better understanding homelessness in Red Deer. A secondary analysis using information gathered from emergency shelters, current programs and services, and point in time counts were used to estimate demand and capacity of the current system to meet the need. The literature review focused on the coordination of strategies within other plans to end homelessness in mid-size cities similar to Red Deer. Systems approach to housing and homelessness plans from across Alberta, Canada, the United States, Australia and the United Kingdom were all examined to identify best practices in priority areas; such as standards of service, performance measurement and quality assurance measures.



A draft System Planning Framework for Housing and Supports was presented to CHAB at their regular meeting on September 22, 2015. CHAB directed administration to present this framework to the community for discussion, feedback and input. As work continued on the secondary analysis, six (6):

- **Community Consultation Sessions** were held in October 2015. Four(4) of these sessions were general stakeholder sessions open to all and each date focused on different components outlined within the framework. A number of CHAB members were able to attend these sessions (including a member of City Council) to hear firsthand the stakeholder's comments. Stakeholders involved in these sessions included: housing and support service providers, emergency shelter providers, faith community and funders. Specific sessions were held with the Aboriginal community and people with lived experience. At the same time community consultations were occurring, Social Planning met with senior management of provincial departments having accountability and mandates to support vulnerable individuals experiencing homelessness. These government stakeholder sessions included: Disability Services, Child & Family Services, Alberta Works, Office of the Public Guardian, Mental Health & Addictions.

The information collected through community consultations was distributed to all participants to ensure the information had been documented appropriately - corrections and clarifications were welcomed. CHAB met on October 29, 2015 and reviewed all the comments and feedback gathered through the community consultation and secondary analysis stage. A revised graphic model for the System Framework for Housing and Supports was created.

On November 24, 2015 CHAB approved Red Deer's System Framework for Housing and Supports. On January 5, 2016, CHAB approved the approximate dollar amount to be listed per component within the RFP. Based on the framework, an RFP was issued.

A community session was held on January 11, 2016 highlighting the newly released "Red Deer's System Framework for Housing and Supports" document.

The Homelessness Support Services - OSSl grant No. 1090-SOC-T15-240 was released to the public on January 12, 2016 through the Purchasing Department. The submission deadline was February 9, 2016. While Social Planning submitted information for the RFP, it should be noted that Purchasing compiled the RFP and oversaw all aspects of the process as outline in Appendix A.

Based on the RFP evaluation and negotiation results, CHAB has submitted four recommendations for Council's consideration.



Discussion:

The development of the System Framework and Request for Proposal content builds on and supports *EveryOne's Home: Red Deer's Five Year Plan to End Homelessness 2014-2018* which advocates for the creation of a system framework ".....we will be successful in ending homelessness in Red Deer when we have a system of care that can effectively and efficiently:

- Prevent/divert vulnerable individuals from becoming homeless, or
- Ensure those who are homeless have permanent, appropriate housing and the supports they require within 28 days of presenting for services within the system."

Red Deer's System Framework for Housing and Supports is an evidence-based, integrated systems framework that facilitates the coordination of services to individuals and families experiencing homelessness to improve their housing stability outcomes. It is a person centered approach which emphasizes three characteristics:

1. It aims to consider aspirations and capacities expressed by the client or those speaking on their behalf, rather than needs and deficiencies,
2. It attempts to include and mobilize the individual's family and wider social network, as well as to use resources from mainstream services, and
3. It emphasizes providing the support required to the client to achieve goals, rather than limiting goals to what a particular service provider can typically manage.

The System Framework seeks to identify "priority populations" and appropriate service pathways for each person or family, through a coordinated entry, and housing first program models with higher standards of service and key performance measures. The Framework is also intended to guide the shared efforts of other stakeholders beyond the homeless-serving system such as the human services, health and criminal justice systems. This alignment and integration at a service delivery level will lead to the identification and intervention of at-risk households to avoid housing loss and assist those housed to retain their housing by reducing systemic gaps.

The following priority directions were identified and approved by CHAB through the conversations and research in building the system framework.

Priority 1: House 115 of the longest-term shelter stayers to bring the average length of stay in shelters down to 4 days.

Priority 2: House 43 rough sleepers who are not connected to shelter, eliminating street homelessness.

Priority 3: Develop targeted prevention, diversion and rapid rehousing measures to stem the flow into homelessness for 800 high acuity youth, families, and singles.

Priority 4: Fully operationalize a systems planning approach to most effectively meet community priorities, including the immediate rollout of coordinated entry and outreach,



program and system key performance indicators, and contractual re-negotiations across all funded programs.

The systems framework was used as a structure to inform the Request for Proposal process for the Outreach & Support Services Initiatives (OSSI) grant. The outcomes outlined within the OSSI grant are:

- Those housed within the program will remain stably housed.
- Those persons housed in the program will show a reduction in inappropriate use of public systems.
- Persons housed in the program will have a stable income source.
- Persons housed in the program will be engaged in main stream services.

The target population of the OSSI grant is to support those individuals who are chronically or episodically homeless.

While the underlying purpose of the system framework review was to inform the Request for Proposal process, many positive spinoffs have occurred, such as providing information for the next Homelessness Partnering Strategy (HPS) Community Plan update, positive conversations with other funders and systems about integration, and renewed community interest in Red Deer's plan to end homelessness.

Analysis:

While significant strides have been made, work still remains to be done to end homelessness by 2019. With the current projects that receive funding through the OSSI grant expiring on June 30, 2016, it has been a logical time to build upon the great work that has already occurred and look for ways to further improve the service delivery to individuals who are experiencing homelessness.

Red Deer's System Framework for Housing and Supports is a document that supports the goals of *EveryOne's Home: Red Deer's Five Year Plan to End Homelessness 2014-2018*. It provides evidence-based holistic system of supports that can effectively and efficiently be created to provide the right intervention at the right time to the right individual or family.

The underlying purpose of the system framework review was to inform the OSSI Request for Proposal process. CHAB made many very difficult decisions in supporting the priorities outlined in the framework. The board focused on priority 1 and 2: choosing housing options over some other recommended services. Overall, decisions were made to fund projects that align, and form a chain of support for individuals experiencing homelessness. The system framework and the priorities within it are supported by the funding decisions that CHAB has put forth for Council to approve.

Appendix A**Request for Proposals (RFP) 1090-SOC-T15-240 Time Line**

1. Request for Proposals (RFP) 1090-SOC-T15-240 issued on January 12, 2016
2. RFP information session for the public was held on January 21, 2016
3. Addendum 01 issued January 21, 2016 (project budget template reissued)
4. Training session for CHAB members regarding the new RFP evaluation process occurred on January 26, 2016
5. Addendum 02 issued January 21, 2016 (project budget template reissued, client support guidelines, General questions and answers)
6. RFP closed February 9, 2016
7. Responses were received from 7 organizations
8. Individual evaluation on the 23 proposals submitted conducted by CHAB February 12-23, 2016
9. Interviews of proponents conducted by CHAB February 22-23, 2016
10. Consolidated scoring using a consensus model by CHAB March 2, 2016
11. Confidential negotiations by Purchasing with 1 proponent March 4-17, 2015
12. CHAB review of negotiations results and conditional recommendations for award March 10, 2016
13. Confidential negotiations by Purchasing with 1 proponent and continuation of confidential negotiations by Purchasing with 1 proponent March 15-17
14. Communication of confidential recommendations for award by Purchasing to proponents *tentatively* March 17, 2016.



Council Decision – March 29, 2016

DATE: April 1, 2016

TO: Roxana Nielsen Stewart, Social Planning Supervisor – Resource & Capacity Development

FROM: Frieda McDougall, Legislative Services Manager

SUBJECT: Community Housing Advisory Board: Recommendation for Outreach and Support Services Initiative (OSSI) Grant

Reference Report:

Social Planning, dated March 21, 2016

Resolution:

At the Tuesday, March 29, 2016 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 March 21, 2016 re: Community Housing Advisory Board: Recommendation for Outreach and Support Services Initiative (OSSI) Grant, hereby endorses the recommendations of the Community Housing Advisory Board Outreach and Support Services Initiative (OSSI) Funding Allocations for the period July 1, 2016 to June 30, 2019 as follows:

Project	Applicant	Funding Allocation Per Year from July 1, 2016 to June 30, 2019
Coordinated Entry	Safe Harbour Society	\$279,333
Coordinated Access Process (CAP)	Central Alberta Women's Outreach Society – Red Deer Housing Team	\$20,000
Rapid Rehousing	Central Alberta Women's Outreach Society – Red Deer Housing Team	\$318,400

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Intensive Case Management	Canadian Mental Health Association	\$1,000,000
Permanent Supported Housing	Canadian Mental Health Association – The Buffalo Housing First Community	\$792,712
	Safe Harbour Society – Harbour House	\$543,288
Transitional Housing For Youth	McMan Central	\$180,000
Landlord Engagement Services	Third Sector Services	\$75,000
Winter Emergency Response	Safe Harbour Society	\$47,000
Supported Housing	Safe Harbour Society	\$90,808
Indigenous Cultural Support	Red Deer Native Friendship Society	\$100,108
Community Based Organization Administration Fee	City of Red Deer	\$279,600

Report back to Council: No.



Frieda McDougall
Manager

- c. Director of Community Services
 Social Planning Manager
 Corporate Lead – Procurement & Risk Management
 Chief Financial Officer



March 14, 2016

Citizen Advisory Groups as a Public Participation Tool - Request to Table

Dialogue Steering Committee

Report Summary & Recommendation:

On October 13, 2015 Council considered a report from administration outlining the first step of a two-step process. Step one aligned citizen advisory groups with the Public Participation Toolbox (approved by Council in January 2015) and the following resolution was endorsed:

1. Citizen Advisory Groups are an important form of public participation and will form a key role in the future;
2. Citizen Advisory Groups only be utilized when it has been determined that the issue lands within the engagement zone;
3. The additional criteria of council perspective, complexity, conflict and impact to determine if a Citizen Advisory Group is the appropriate tool for participation;
4. Citizen Advisory Groups have an agreed to mandate and term;
5. Council does not sit on the Citizen Advisory Group; and
6. Administration explore and present options for processes for developing recommendations by the Citizen Advisory Groups that upholds the principles of consultation in the engagement zone of the dialogue toolbox;
7. The phase 2 implementation report be brought back to Council by March 31, 2016.

Step two of the process is to align the committee structure with the proposed future state. In response to that work, and specific to points 6 and 7 above, the Dialogue Steering Committee has been meeting regularly to explore an implementation plan, including processes, for Citizen Advisory Groups. However, due to the magnitude of the options and various scenarios for consideration, administration is requesting the report be tabled for up to three months to allow time to complete their research, develop the implementation plan and work with current public advisory committees.

Recommendation:

That Council consider tabling the report from the Dialogue Steering Committee, for up to three months, to complete research and form an implementation plan to ensure success of the future state of citizen advisory committees to Council.



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 the Dialogue Steering Committee, dated March 14, 2016 re: Citizen Advisory Groups as a Public Participation Tool – Request to Table, hereby agrees to table consideration of the report from the Dialogue Steering Committee for up to three months to allow Administration time to prepare the Citizen Advisory Committee implementation plan.



Council Decision – March 29, 2016

DATE: April 1, 2016

TO: Dialogue Steering Committee -
Elaine Vincent, Director of Development Services
Julia Harvie-Shemko, Director of Communications & Strategic Planning
Lisa Perkins, Director of Corporate Transformation
Jeremy Bouw, Divisional Strategist

FROM: Frieda McDougall, Legislative Services Manager

SUBJECT: Citizen Advisory Groups as a Public Participation Tool – Request to Table

Reference Report:

Dialogue Steering Committee, dated March 14, 2016

Resolution:

At the Tuesday, March 29, 2016 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer, having considered the report from the Dialogue Steering Committee, dated March 14, 2016 re: Citizen Advisory Groups as a Public Participation Tool – Request to Table, hereby agrees to table consideration of the report from the Dialogue Steering Committee for up to three months to allow Administration time to prepare the Citizen Advisory Committee implementation plan.

Report back to Council: Yes.

A handwritten signature in blue ink, appearing to read 'F. McDougall'.

Frieda McDougall
Manager

c. Corporate Meeting Administrator



March 29, 2016

Enterprise Business Planning – Council Guidelines

Office of the City Manager

Report Summary & Recommendation:

The following report outlines the proposed Council budget guidelines for 2017. The guidelines provide Council's direction to Administration in preparing a recommended budget for Council's consideration.

These Council guidelines if approved will be sent, with the Administrative guidelines to city staff as instructions to prepare Enterprise Business Plan (EBP) 2017. The guidelines are responsive to the current economic climate while recognizing the need to keep building towards the vision that is outlined by Council's strategic direction.

Administration recommends that Council consider and approve this report as Council's budget direction to Administration for EBP 2017.

City Manager Comments:

I support the recommendation of administration which reflects the direction of Council.

Craig Curtis
City Manager

Proposed Resolution

Resolved that Council of The City of Red Deer having considered the report from the Office of the City Manager dated March 23, 2016 re: 2017 Enterprise Business Planning – Council Guidelines hereby directs:

Financial Parameters

- I. Administration to build in the following financial parameters in the preparation of the EBP 2017:
 - a. A 1% capital contribution (amenity and growth) amount in the 2017 Operating Budget as prior approved item approved by Council in the 2015 Operating Budget.
 - b. A 1% capital contribution (amenity and growth) amount in the 2018 and 2019 Operating Plan.
 - c. A property tax revenue requirement to be no more than 3.5% including the 1% capital contribution for amenities and growth for the 2017 Operating Budget.



- d. A property tax revenue requirement to be no more than 3.5% including the 1% capital contribution for amenities and growth for the 2018 to 2019 Operating Budget. This plan will be brought to Council for approval in principle in conjunction with the 2017 budget.
 - e. The 2017 capital budget to meet the approved Council Policy Debt GP-F-2.2
 - f. The 2018-2026 capital plan to meet the Council Policy – Debt GP-F-2.2.
 - g. Reserves will be in a positive balance.
2. Departments will identify areas for cost savings, efficiencies, revenue strategies and innovations with quantification in dollars where possible. These will also include items identified by Council.
- a. Departments Cost Savings: The City of Red Deer as an organization will look for cost savings across all operations. In submitting a cost saving, impacts to service will be considered.
3. Increases in Revenue:
- a. Fees and Charges: The City of Red Deer will continue to review its fees and charges as per adopted Council Policy – Fees and Charges GP-F-2.5.
 - b. ATCO Franchise Fee. Council directs that administration raise the ATCO franchise fee by 1% to 35%.

Resolved that Council of The City of Red Deer having considered the report from the Office of the City Manager dated March 23, 2016 re: 2017 Enterprise Business Planning – Council Guidelines hereby directs:

Planning Parameters

- I. Administration to consider the following in the preparation of the EBP 2017:
 - a. The 2017 EBP process is based on the 2015 – 2018 Strategic Plan, the themes of Financial Leadership, Community Amenities, and Dialogue along with the continued implementation of the objectives from the 2011 – 2014 plan that included the themes of Safety, Identity, Design, Movement, and Economy; Council approved plans and Council priorities. In addition to these parameters Administration is requested to focus on:
 - i. Opportunities, including the downtown and Riverlands, to promote our economy and economic diversification. (Economy Charter)
 - ii. Opportunities for projects that promote environmental sustainability and climate change adaptation. (Environment pillar in the sustainability framework)
- 2. Capital and Operating Plans must convey a clear direction and be flexible to deal with emerging issues and opportunities. Given the uncertainty within the current provincial economy and its impact on provincial budgets along with the pending changes to the Municipal Government Act, the following time horizons will be used in preparing the capital budgets and plans for Council approval:
 - a. Capital Budget 2017 (including multi-year projects)



- b. Capital Plan 2018-2026 (approval in principle as a planning tool)
 - c. Operating Budget 2017 (including future year impacts)
 - d. Operating Budget 2018-2019 (approval in principle only)
3. In recognition of the current economic climate, all departments and our agencies are directed to submit FARs that meet the following criteria:
- No increases to service levels unless part of prior Council direction or operating impacts of capital
 - Revenue FARs strongly encouraged
 - Contractual obligations will be met
 - Maintain levels of service

Resolved that Council of The City of Red Deer having considered the report from the Office of the City Manager dated March 23, 2016 re: 2017 Enterprise Business Planning – Council Guidelines hereby directs Agencies/Societies of The City of Red Deer to follow a similar process to departments in submitting a budget for consideration by Administration, as follows:

1. This section applies to: Library, Waskasoo Environmental Education Society, Red Deer Museum and Art Gallery, Tourism Red Deer, the Central Alberta Crime Prevention Centre, River Bend Society.
2. In recognition of the current economic outlook and in respect to the direction provided to city departments, agencies / societies will be asked to carefully consider any budget requests to The City.
3. Operating budget requests from these agencies that are not built into a contract or pre-approved in The City of Red Deer's budget should be submitted at an amount no more than a 3% increase to The City's current contribution. Requests for new capital should be prioritized for consideration within the capital plan.
4. Administration will review and recommend the budget requests (FARs or capital) from these societies/agencies. As part of this review, Administration will ensure that the agency/society is aware of the decision and rationale.
5. Council will be provided with the information on the FARs and capital requests that were not recommended outside of the budget meeting

Resolved that Council of The City of Red Deer having considered the report from the Office of the City Manager dated March 23, 2016 re: 2017 Enterprise Business Planning – Council Guidelines hereby directs Administration to include the following Process Parameters in its preparation of EBP 2017:

- I. To use the Enterprise Business Planning Process (EBP) as outlined in the report.

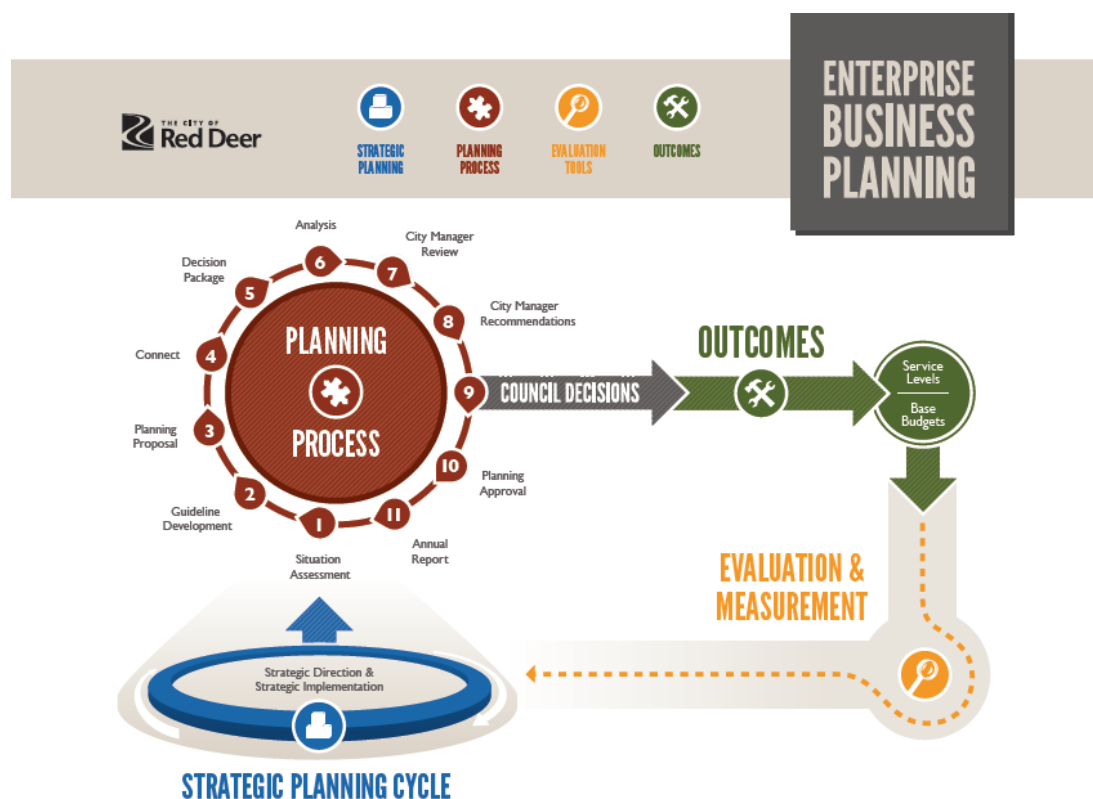


2. Administration will present its recommended budget for Council consideration as follows:
 - a. Capital Budget on November 22 to 23, 2016
 - b. Operating Budget meetings will be from January 9 to 20, 2017
3. Public Engagement:
Budget 2017 will continue to build upon the principles of public engagement as outlined within the report.

Report Details

Background:

Enterprise Business Planning (EBP) is often referred to as the 'budget' for the organization. The EBP process has many components which are captured in the following diagram.



Every year the Organization prepares the operating and capital budgets based on a set of EBP Guidelines. These guidelines have two main components: the Budget Direction from Council and the instructions from Administration.



We make improvements to enhance the EBP process each year. Some of the changes are made to respond to legislative changes (e.g. the MGA review), address identified process improvements (e.g. the introduction of budget bus) and some are in preparation for system improvements such as the budget software we are working on throughout this year.

Discussion & Analysis:

The Enterprise Business Planning process brings together work/strategic planning with resources allocation (budget) and monitoring. Council provides direction on the parameters and direction it would like considered as Administration develops its budget.

We recommend the following three components be considered by Council as their direction to the Organization for EBP 2017.

Financial Parameters

The EBP process starts with a review of the financial situation including external factors such as federal and provincial budgets as well as the local, provincial and national economic forecasts. The EBP aligns budget and plans in order to meet Council's direction.

- I. Administration is directed to build in the following financial parameters in the preparation of the EBP:
 - a. A 1% capital contribution (amenity and growth) amount in the 2017 Operating Budget as prior approved item approved by Council in the 2015 Operating Budget.
 - b. A 1% capital contribution (amenity and growth) amount in the 2018 and 2019 Operating Plan.
 - c. A property tax revenue requirement to be no more than 3.5% including the 1% capital contribution for amenities and growth for the 2017 Operating Budget.
 - d. A property tax revenue requirement to be no more than 3.5% including the 1% capital contribution for amenities and growth for the 2018 to 2019 Operating Budget. This plan will be brought to Council for approval in principles in conjunction with the 2017 budget.
 - e. The 2017 capital budget to meet the approved Council Policy Debt GP-F-2.2



- f. The 2018-2026 capital plan to meet the Council Policy – Debt GP-F-2.2.
 - g. Reserves will be in a positive balance.
- 2. Departments will identify areas for cost savings, efficiencies, revenue strategies and innovations with quantification in dollars where possible. These will also include items identified by Council.
 - a. Departments Cost Savings: The City of Red Deer as an organization will look for cost savings across all operations. In submitting a cost saving, impacts to service will be considered.
- 3. Increases in Revenue:
 - a. Fees and Charges: The City of Red Deer will continue to review its fees and charges as per adopted Council Policy – GP-F-2.5.
 - b. ATCO Franchise Fee: Council directs Administration raise the ATCO franchise fee by 1% to 35%. This decision needs to be considered by Council prior to the operating budget in January because notification must be given to ATCO by November 1 as per the terms in their contract.

Planning Parameters

In the EBP process, Administration develops work plans (service plans) to respond to Council's direction. This direction is provided through the strategic direction, policies, plans, governance documents, and bylaws adopted by Council. These coordinated department and charter plans represent Administration's reasonable interpretation of Council's direction.

- I. Administration is directed to consider the following in the preparation of the EBP:
 - a. The 2017 EBP process is based on the 2015-2018 Strategic Plan themes of Financial Leadership, Community Amenities, and Dialogue along with the continued implementation of the objectives from the 2011-2014 plan that included the themes of Safety, Identity, Design, Movement, and Economy. In addition to these parameters Administration is requested to focus on:
 - i. Opportunities, including the downtown and Riverlands, to promote our economy and economic diversification. (Economy charter)
 - ii. Opportunities for projects that promote environmental sustainability and climate change adaptation. (Environmental pillar in the sustainability framework)

The economy and the environment align with the current plan through the economy charter and the environmental pillar. They respond to changes and opportunities in



our economic climate as well as federal and provincial legislation and regulation with respect to climate change.

2. Capital and Operating Plans must convey a clear direction and be flexible to deal with emerging issues and opportunities. Given the uncertainty within the current provincial economy and its impact on provincial budgets along with the pending changes to the Municipal Government Act, the following time horizons will be used in preparing the capital and operating budgets and plans for Council approval:
 - a. Capital Budget 2017 (including multi-year projects)
 - b. Capital Plan 2018-2026 (approval in principle as a planning tool)
 - c. Operating Budget 2017 (including future year impacts)
 - d. Operating Budget 2018-2019 (approval in principle only)
3. In recognition of the current economic climate, we will ask all departments and our agencies to submit FARs for consideration that meet the following criteria:
 - a. No increases to service levels unless part of prior Council direction or operating impacts of capital
 - b. Revenue FARs strongly encouraged
 - c. Contractual obligations will be met
 - d. Maintain levels of service
4. For 2017 EBP, Agencies/Societies of The City of Red Deer, will be asked to follow a similar process to departments in submitting a budget for consideration by Administration.
 - a. This section applies to: Library, Waskasoo Environmental Education Society, Red Deer Museum and Art Gallery, Tourism Red Deer, the Central Alberta Crime Prevention Centre, River Bend Society.
 - b. In recognition of the current economic outlook and in respect to the direction provided to city departments, these agencies/societies will be asked to carefully consider any budget requests to The City.
 - c. Operating budget requests from these agencies/societies that are not built into a contract or pre-approved in The City of Red Deer's budget should be submitted at an amount no more than a 3% increase to The City's current contribution. Requests for new capital should be prioritized for consideration within the capital plan.
 - d. Administration will review and recommend the budget requests (FARs or capital) from these societies/agencies. As part of this review, Administration will ensure that the agency/society is aware of the decision and rationale for the recommendation.
 - e. Council will be provided with the information on the FARs and capital requests that were not recommended.



Process Parameters

1. The City of Red Deer will continue to use the Enterprise Business Planning Process (EBP) as outlined in the background portion of this report. In 2016 we created the 'layer cake' approach to group budget items that serve a similar function together: (e.g. maintenance, growth, strategic, amenities, and modifications) and this approach will continue to be used this year.
2. Administration will present its recommended budget for Council consideration as follows:
 - a. Capital Budget on November 22 to 23, 2016
 - b. Operating Budget meetings will be from January 9 to 20, 2017
3. Council Process to approve Bylaw/Rates approved at Budget: Administration will recommend a method to streamline the approval process for decisions made as part of the operating budget that require subsequent decisions to operationalize.
4. Public Engagement
Budget 2017 will continue to build upon the principles of public engagement as approved by Council as part of the Dialogue framework. This year The City of Red Deer will enhance the public input into the budget at the early stages so that it informs the preparation of budget by Administration as well as the opportunity for the public to provide feedback on Administration's recommended budget to members of Council prior to the budget being considered by Council.

The best practice in public participation is to involve the public early in the process so that the ideas can meaningfully help inform and guide the activity and decisions. This is why the budget open house is in the spring before departments have completed their budgets for submission. It allows Administration time to carefully consider the requests. This is the time in which we can best honour this input.

This year The City of Red Deer will introducing the 'budget bus' which will travel to different locations in the City to gather input from citizens. This budget open house on wheels, will allow us to gather more diverse and robust input to be considered as the budget and workplans are developed. The budget bus will start travelling to city locations after Budget Open House.

Input from public to inform budget development:

- Budget booth at Let's Talk



- Budget Open House
- Budget Bus

Feedback from the public to Council

- Approximately three weeks prior to the capital budget debate and the operating budget debate, Administration's budget will be released to the media and public. Copies of the budget will be available at City facilities and information on line.
- The public can provide feedback to council based on the recommended budget. This information is brought forward to Council prior to debate for their consideration.

These Council guidelines if approved will be sent, with the Administrative guidelines to city staff as instructions to prepare EBP 2017. The guidelines are responsive to the current economic climate while recognizing the need to keep building towards the vision that is outlined by Council's strategic direction.

The Federal and Provincial budgets may offer opportunities or impacts that The City may need to consider. If required, these Guidelines may need to be revised.



Council Decision – March 29, 2016

DATE: April 1, 2016
TO: Lisa Perkins, Director of Corporate Transformation
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Enterprise Business Planning – Council Guidelines

Reference Report:

Office of the City Manager, dated March 29, 2016

Resolution:

At the Tuesday, March 29, 2016 Regular Council Meeting, Council passed the following Resolutions:

a. Financial Parameters

- I. Administration to build in the following financial parameters in the preparation of the EBP 2017:
 - a. A 1% capital contribution (amenity and growth) amount in the 2017 Operating Budget as prior approved item approved by Council in the 2015 Operating Budget.
 - b. A 1% capital contribution (amenity and growth) amount in the 2018 and 2019 Operating Plan.
 - c. A property tax revenue requirement to be no more than 2.5% including the 1% capital contribution for amenities and growth for the 2017 Operating Budget.
 - d. A property tax revenue requirement to be no more than 3.5% including the 1% capital contribution for amenities and growth for the 2018 to 2019 Operating Budget. This plan will be brought to Council for approval in principle in conjunction with the 2017 budget.
 - e. The 2017 capital budget to meet the approved Council Policy Debt GP –F-2.2
 - f. The 2018-2026 capital plan to meet the Council Policy – Debt GP – F – 2.2.
 - g. Reserves will be in a positive balance.
2. Departments will identify areas for cost savings, efficiencies, revenue strategies and innovations with quantification in dollars where possible. These will also include items identified by Council.

- a. Departments Cost Savings: The City of Red Deer as an organization will look for cost savings across all operations. In submitting a cost saving, impacts to service will be considered.
3. Increases in Revenue:
 - a. Fees and Charges: The City of Red Deer will continue to review its fees and charges as per adopted Council Policy – Fees and Charges GP-F-2.5.
 - b. ATCO Franchise Fee. Council directs that administration raise the ATCO franchise fee by 1% to 35%.

Resolved that Council of The City of Red Deer having considered the report from the Office of the City Manager dated March 23, 2016 re: 2017 Enterprise Business Planning – Council Guidelines hereby directs:

b. Planning Parameters

1. Administration to consider the following in the preparation of the EBP 2017:
 - a. The 2017 EBP process is based on the 2015 – 2018 Strategic Plan, the themes of Financial Leadership, Community Amenities, and Dialogue along with the continued implementation of the objectives from the 2011 – 2014 plan that included the themes of Safety, Identity, Design, Movement, and Economy; Council approved plans and Council priorities. In addition to these parameters Administration is requested to focus on:
 - i. Opportunities, including the downtown and Riverlands, to promote our economy and economic diversification. (Economy Charter)
 - ii. Opportunities for projects that promote environmental sustainability and climate change adaptation. (Environment pillar in the sustainability framework)
2. Capital and Operating Plans must convey a clear direction and be flexible to deal with emerging issues and opportunities. Given the uncertainty within the current provincial economy and its impact on provincial budgets along with the pending changes to the Municipal Government Act, the following time horizons will be used in preparing the capital budgets and plans for Council approval:
 - a. Capital Budget 2017 (including multi-year projects)
 - b. Capital Plan 2018-2026 (approval in principle as a planning tool)
 - c. Operating Budget 2017 (including future year impacts)
 - d. Operating Budget 2018-2019 (approval in principle only)

3. In recognition of the current economic climate, all departments and our agencies are directed to submit FARs that meet the following criteria:
 - No increases to service levels unless part of prior Council direction or operating impacts of capital
 - Revenue FARs strongly encouraged
 - Contractual obligations will be met
 - Maintain levels of service

c. Agencies / Societies

Resolved that Council of The City of Red Deer having considered the report from the Office of the City Manager dated March 23, 2016 re: 2017 Enterprise Business Planning – Council Guidelines hereby directs Agencies/Societies of The City of Red Deer to follow a similar process to departments in submitting a budget for consideration by Administration, as follows:

1. This section applies to: Library, Waskasoo Environmental Education Society, Red Deer Museum and Art Gallery, Tourism Red Deer, the Central Alberta Crime Prevention Centre, River Bend Society.
2. In recognition of the current economic outlook and in respect to the direction provided to city departments, agencies / societies will be asked to carefully consider any budget requests to The City.
3. Operating budget requests from these agencies that are not built into a contract or pre-approved in The City of Red Deer's budget should be submitted at an amount no more than a 3% increase to The City's current contribution. Requests for new capital should be prioritized for consideration within the capital plan.
4. Administration will review and recommend the budget requests (FARs or capital) from these societies/agencies. As part of this review, Administration will ensure that the agency/society is aware of the decision and rationale.
5. Council will be provided with the information on the FARs and capital requests that were not recommended outside of the budget meeting.

d. Process Parameters

Resolved that Council of The City of Red Deer having considered the report from the Office of the City Manager dated March 23, 2016 re: 2017 Enterprise Business Planning – Council Guidelines hereby directs Administration to include the following Process Parameters in its preparation of EBP 2017:

1. To use the Enterprise Business Planning Process (EBP) as outlined in the report.
2. Administration will present its recommended budget for Council consideration as follows:
 - a. Capital Budget on November 22 to 23, 2016

- b. Operating Budget meetings will be from January 9 to 20, 2017
- 3. Public Engagement:
Budget 2017 will continue to build upon the principles of public engagement as outlined within the report.

Report back to Council: No



Frieda McDougall
Manager

- c. Director of Corporate Services
Chief Financial Officer



March 18, 2016

Bylaw 3546/A-2016 – Tax Penalty Bylaw Amendment

Legislative Services

Report Summary & Recommendation:

Summary:

The attached report is being brought forward from the Monday, March 14, 2016 City Council meeting.

Recommendation:

That Council consider second and third reading to Tax Penalty Bylaw Amendment 3546/A-2016

Report Details

Background:

At the Monday, March 14, 2016 Regular Council Meeting, Council gave first reading to Tax Penalty Bylaw Amendment 3546/A-2016, a bylaw to increase penalty rates as approved by Council in the 2016 operating budget. As no advertising is required for this bylaw, Council is asked to consider second and third readings at this time.



Report Originally Submitted to
the Monday, March 14 2016
Meeting of City Council

March 14, 2016

Bylaw 3546/A-2016 Tax Penalty Bylaw Amendment

Revenue and Assessment Services

Report Summary & Recommendation:

For Budget 2016, Administration put forward a base budget revenue Funding Adjustment Recommendation to increase both the current year and tax arrears annual penalty rate from 12% to 14% annum. This change is budgeted to bring in additional ongoing revenue of \$75,000 in 2016 and another \$25,000 in additional revenue starting in 2017. Council approved the Funding Adjustment Recommendation in January 2016.

The recommendation is consistent with the previous Council approval and will enable the changes in the related Bylaw.

Recommendation:

Administration recommends the amendment to Bylaw 3546/A-2016 Tax Penalty Bylaw to increase penalty rates as approved by Council in the 2016 operating budget.

City Manager Comments:

I support the recommendation of Administration as this recommendation implements items approved by Council during the 2016 Operating Budget. If first reading is approved, this bylaw will be brought for consideration of second and third reading at the March 29, 2016 meeting of City Council.

Craig Curtis
City Manager

Proposed Resolution

That Council consider first reading of Tax Penalty Bylaw Amendment 3546/A-2016 at this time.



Report Details

Background:

The Tax Penalty Bylaw (3546/2015) was adopted by Council in 2015. The Bylaw is composed of two independent pieces; the structure and the rate. The structure determines the “when” and “how” penalties are imposed. The rate determines the amount of penalties imposed. In 2015 the Bylaw only amended the structure. Overall annual rate was not amended and remained the same at 12%.

Existing Penalty Structure and Rate			
Tax		Tax Arrears	
July 1st	6%	January 1 st	6%
September 1 st	6%	July 1 st	6%
Total	12%	Total	12%

Tax penalty revenue is a combination of current year and tax arrears penalty structure. Approximately two thirds of penalty revenue is generated from current year tax penalties. The remaining penalties are generated from tax arrears.

Legislative Framework:

Section 344 of the Municipal Government Act (MGA) requires Council to adopt a bylaw to impose penalties for non-payment in the year in which a tax is imposed if the tax remains unpaid after the date shown on the tax notice. The penalty rate must be set out in a bylaw and the penalty cannot be imposed sooner than 30 days after the tax notice is sent out.

Section 345 of the Municipal Government Act (MGA) requires Council to adopt a bylaw to impose penalties for non-payment in other years for any year following the year in which a tax is imposed if the tax remains unpaid after December 31 of the year in which it is imposed. The penalty rate must be set out in a bylaw and the penalty cannot be imposed sooner than January 1 of the year following the year in which the tax was imposed or any later date specified by bylaw.

Section 346 states a penalty imposed under section 344 or 345 are part of the tax in respect of which it is imposed.

Section 332 deems taxes to be imposed on January 1 with the exception of supplementary tax notices.

Discussion:

The generally accepted principles of taxation are:

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

Property taxes collected June 30 are used to fund services provided from January 1 to December 31. Timely payment directly impacts the City's financial sustainability and cash flow. The City of Red Deer and other municipalities adopt a penalty bylaw to motivate property owners to pay taxes on time.

Over the last two years 97% of property owners in The City of Red Deer paid taxes owing by June 30 or were enrolled in the Tax Instalment Plan (TIP). In fairness to taxpayers who pay taxes on time, the intent of sections 344 to 346 of the MGA is to penalize property owners for non-payment. A penalty should not be confused as a fee or perceived as means of financing. Property owners have several means to financially budget for and pay taxes including the Tax Instalment Plan (TIP), through a mortgage, senior's tax deferral program and self-serve payment options through financial institutions.

As shown in Table I, in comparison to other municipalities in Alberta, the City of Red Deer is positioned at the low end of the range at 12% per year for both current and tax arrears penalties, with the average annual penalty applied being 14% per annum and several cities as high as 18%.

Table I Tax Penalty Municipality Comparisons

Municipality	Red Deer	Calgary	Lethbridge	Leduc	Edmonton	Airdrie	Grande Prairie	Medicine Hat
Penalty on Taxes (Section 344)	Jul 1st 6% Sep 1st 6%	Jul 1st 7% Oct 1st 7%	Jul 1st 8% Aug 1st 2% Sep 1st 2% Oct 1st 2% Nov 1st 2% Dec 1st 2%	Jul 1st 6% Aug 1st 2% Sep 1st 2% Oct 1st 2% Nov 1st 2% Dec 1st 2%	Jul 1st 7% Sep 1st 3.5% Nov 1st 3.5%	1st month 5% 2nd month 9%	1st month 6% Aug 31st 6%	Jul 1st 3.65% Aug to Dec 0.52%/mth
	12.00%	14.00%	18.00%	16.00%	14.00%	14.00%	12.00%	6.25%
Penalty on Tax Arrears (Section 345)	Jan 1st 6% Jul 1st 6%	1% Monthly	18% per annum calculated daily (Approx 1.5% monthly)	Jan 1st 12%	1.25% monthly	Jan 1st 9% Apr 1st 9%	Jan 1st 6% Apr 1st 6% Sep 1st 6%	Jan 1st 0.53% Feb to Dec 0.52%/mth
	12.00%	12.00%	18.00%	12.00%	15.00%	18.00%	18.00%	6.25%

**Based on Bylaw interpretation*



For Budget 2016, Administration put forward a base budget revenue Funding Adjustment Recommendation to increase both the current year and tax arrears annual penalty rate from 12% to 14% annum. This change is budgeted to bring in additional ongoing revenue of \$75,000 in 2016 and another \$25,000 in additional revenue starting in 2017. Council approved the Funding Adjustment Recommendation in January 2016.

Analysis:

Researching 30 Alberta Municipalities, each municipality is unique in rates and how and when they apply penalties. Calgary, Lethbridge, Leduc, Edmonton, Airdrie, St. Albert, Sylvan Lake, Red Deer County and Spruce Grove all have a penalty rate equal to or greater than 14% annually on current year taxes. Lethbridge, Edmonton, Airdrie, Grande Prairie, St. Albert, Wood Buffalo, Sylvan Lake, Blackfalds, Lacombe and Camrose all have a penalty rate equal to or greater than 14% annually on tax arrears.

Proposed Penalty Structure and Rate			
Tax		Tax Arrears	
July 1 st	7%	January 1 st	7%
September 1 st	7%	July 1 st	7%
Total	14%	Total	14%

Increasing both the current year and tax arrears penalty to 14% would place Red Deer in the average. This option is comparable to other municipalities at the same time creating greater incentive for property owners to pay their taxes on time.

Future Impacts:

Administration is proposing the bylaw take effect April 1st, 2016 with the first increase being applied July 1st to both current and tax arrears. If Council approves penalty increase, Administration will:

- Incorporate the change in rate into the annual Tax Notice Communication plan.
- Update the 2016 Tax Notices with the new penalty rates.
- Update the City's Tax Webpage incorporating a message notifying property owners of the change to the bylaw and effective date.

STRIKETHROUGH**BYLAW NO 3546/2015**

WHEREAS, pursuant to section 344 and 345 of the *Municipal Government Act*, R.S.A. 2000, Chapter M-26 (MGA), as amended, Council may impose penalties on unpaid taxes at rates set out by bylaw;

NOW THEREFORE THE COUNCIL OF THE CITY OF RED DEER HEREBY ENACTS AS FOLLOWS:

PART 1 – TITLE, PURPOSE AND DEFINITIONS

1. This bylaw may be called the “Tax Penalty Bylaw”.

Purpose

2. The purpose of this bylaw is to establish:
 - (a) the due dates for the payment of Taxes; and
 - (b) the rates of penalty to be imposed for failure to pay Taxes by the due date.

Definitions

3. In this bylaw:
 - (a) “**Tax Year**” means the annual period in which Taxes are imposed, commencing with January 1 and ending with December 31;
 - (b) “**Tax Arrears**” means all Taxes which remain unpaid after December 31 of the year in which they were imposed;
 - (c) “**Tax**” or “**Taxes**” includes property taxes, local improvement taxes and all other taxes or charges lawfully imposed pursuant to the MGA or any other statute of the Province of Alberta but does not include Business Revitalization Zone taxes;
 - (d) Unless the context otherwise requires, or is otherwise defined herein, the words and phrases contained in this bylaw shall have the same meaning as in the MGA.
4. Any or all Taxes shall be payable 30 days from the date of mailing the tax notice or on the date specified in the tax notice, whichever is later.

PART II – PENALTIES ON UNPAID TAXES**Current Taxes**

5. Any Taxes remaining unpaid after the due date are subject to penalties at the rates set out in Schedule A.

Bylaw 3546/2015

6. Penalties imposed in the current calendar year will not be compounded during that year.

Tax Arrears

7. Any Tax Arrears are subject to penalties at the rates set out in Schedule A.
8. For the purposes of Section 7, Taxes remaining unpaid as of December 31 include accumulated penalties.
9. Bylaw 3280/2001 is repealed upon this bylaw coming into effect.
10. This bylaw will come into effect January 1, 2016.

READ A FIRST TIME IN OPEN COUNCIL this	6	day of July	2015
READ A SECOND TIME IN OPEN COUNCIL this	20	day of July	2015
READ A THIRD TIME IN OPEN COUNCIL this	20	day of July	2015
AND SIGNED BY THE MAYOR AND CITY CLERK this	20	day of July	2015

Mayor

City Clerk

Bylaw 3546/2015

SCHEDULE A – TAX PENALTY BYLAW 3546/2015**Penalties on Unpaid Taxes**

Tax	July 1	67 %
	September 1	67 %
	Total	124%
Tax Arrears	January 1	67 %
	July 1	67 %
	Total	124%

BYLAW NO 3546/A-2016

Being a bylaw to amend Bylaw No. 3546/2015, The Tax Penalty of The City of Red Deer.

COUNCIL ENACTS AS FOLLOWS:

Bylaw No. 3546/2015 is hereby amended as follows:

- 1) By deleting 'SCHEDULE A – TAX PENALTY BYLAW 3546/2015' and replacing it with the attached revised 'SCHEDULE A – TAX PENALTY BYLAW 3546/A-2016', an amendment to the penalty rate.
- 2) The bylaw shall come into effect April 1, 2016

READ A FIRST TIME IN OPEN COUNCIL this	day of	2016
READ A SECOND TIME IN OPEN COUNCIL this	day of	2016
READ A THIRD TIME IN OPEN COUNCIL this	day of	2016
AND SIGNED BY THE MAYOR AND CITY CLERK this	day of	2016

Mayor

City Clerk

Bylaw 3546/A-2016

SCHEDULE A – TAX PENALTY BYLAW 3546/2015**Penalties on Unpaid Taxes**

Tax	July 1	7%
	September 1	7%
	Total	14%
Tax Arrears	January 1	7%
	July 1	7%
	Total	14%

FILE COPY



Council Decision – March 29, 2016

DATE: April 1, 2016
TO: Roxane Preedin, Controller – Property Taxation
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Bylaw 3546/A-2016 – Tax Penalty Bylaw Amendment

Reference Report:

Legislative Services, dated March 18, 2016 and Revenue and Assessment Services, dated March 14, 2016

Bylaw Reading:

At the Tuesday, March 29, 2016 Regular Council Meeting, Council gave second and third readings to Tax Penalty Bylaw Amendment 3546/A-2016 – an amendment to increase penalty rates as approved by Council in the 2016 Operating Budget.

Report back to Council: No

Comments/Further Action:

This office will amend the bylaw and distribute copies in due course.

A handwritten signature in blue ink, appearing to read 'Frieda McDougall'.

Frieda McDougall
Manager
/attach.

- c. Director of Corporate Services
Revenue & Assessment Manager
Corporate Meeting Administrator

BYLAW NO 3546/A-2016

Being a bylaw to amend Bylaw No. 3546/2015, The Tax Penalty of The City of Red Deer.

COUNCIL ENACTS AS FOLLOWS:

Bylaw No. 3546/2015 is hereby amended as follows:

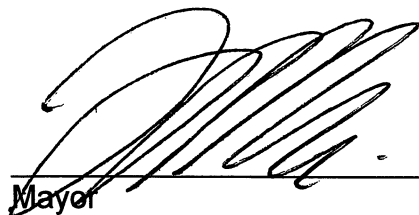
- 1) By deleting 'SCHEDULE A – TAX PENALTY BYLAW 3546/2015' and replacing it with the attached revised 'SCHEDULE A – TAX PENALTY BYLAW 3546/A-2016', an amendment to the penalty rate.
- 2) The bylaw shall come into effect April 1, 2016

READ A FIRST TIME IN OPEN COUNCIL this 14th day of March 2016

READ A SECOND TIME IN OPEN COUNCIL this 29th day of March 2016

READ A THIRD TIME IN OPEN COUNCIL this 29th day of March 2016

AND SIGNED BY THE MAYOR AND CITY CLERK this 29th day of March 2016



Mayor



City Clerk

SCHEDULE A – TAX PENALTY BYLAW 3546/2015

Penalties on Unpaid Taxes

Tax	<div>July 1 7%</div> <div>September 1 7%</div> <div>Total 14%</div>
Tax Arrears	<div>January 1 7%</div> <div>July 1 7%</div> <div>Total 14%</div>



March 18, 2016

Bylaw 3571/2016 Revenue and Assessment Services Fee Bylaw

Legislative Services

Report Summary & Recommendation:

Summary:

The attached report is being brought forward from the Monday, March 14, 2016 City Council meeting.

Recommendation:

That Council consider second and third reading to Revenue and Assessment Services Fee Bylaw 3571/2016

Report Details

Background:

At the Monday, March 14, 2016 Regular Council Meeting, Council gave first reading to Revenue and Assessment Services Fee Bylaw 3571/2016, a bylaw setting fees for assessment, tax and administrative services . As no advertising is required for this bylaw, Council is asked to consider second and third readings at this time.



Report Originally Submitted to
the Monday, March 14, 2016
Meeting of City Council

March 14, 2016

Bylaw 3571/2016 Revenue and Assessment Services Fee Bylaw

Revenue and Assessment Services

Report Summary & Recommendation:

A revenue Funding Adjustment Recommendation was submitted to Council for \$50,793 in ongoing additional revenue for 2016 Operating Budget. Council approved the Funding Adjustment Recommendation in January 2016.

The recommendation is consistent with the previous Council approval and will enable the changes in the related Bylaw.

Recommendation:

Administration recommends Council approve Bylaw 3571/2016 RAS Fee Bylaw.

City Manager Comments:

I support the recommendation of Administration as this recommendation implements the item approved by Council during the 2016 Operating Budget. If first reading is approved, this bylaw will be brought for consideration of second and third reading at the March 29, 2016 meeting of City Council.

Craig Curtis
City Manager

Proposed Resolution

That Council consider first reading of Revenue and Assessment Services Fee Bylaw 3571/2016



Report Details

Background:

The current fee Bylaw 3182/A-2008 (amendment to Bylaw No. 3182/97) Taxation and Assessment Fees Bylaw, includes fees adopted by Council in prior years for the Assessment and Property Taxation sections of the department.

In 2011 the Corporate Accounts Receivable, Corporate Payments, and Utility Billing sections changed in reporting relationship from Financial Services to Revenue and Assessment Services (RAS). The current fee bylaw is not a consolidated fee bylaw that encompasses these areas of operation. The proposed bylaw serves to provide one consolidated departmental fees and charges bylaw.

In 2015 Council Policy GP-F-2.5 - Fees and Charges policy was adopted which provided a framework for departments to review and establish fees and charges.

Discussion:

For Operating Budget 2016, RAS completed a full departmental review of all fees to comply with Council Policy requiring fairness, accessibility and equity to all citizen. The review included:

- Community Benefit Assessment,
- Full Cost Accounting Analysis, and
- Market and Consumer Comparison

The community benefit assessments clearly established there is no community benefit for any of the proposed RAS fees. Hence, all fees have been update to reflect cost or market.

Based on this analysis, a Revenue Funding Adjustment Recommendation was submitted to Council for \$50,793 in ongoing additional revenue for 2016 Operating Budget. Council approved the Funding Adjustment Recommendation in January 2016.

Analysis:

The RAS fees outlined in the proposed bylaw fall into two categories:

- 1) Existing Fees
- 2) New Fees

Both the existing and new fees are consistent and in alignment with other municipalities.

**Existing Fees**

All existing fees have been consolidated into the proposed bylaw to ensure formality, consistent governance, and transparency. Each fee has been reviewed and adjusted for cost or market.

The existing fees include:

- 1) Tax Certificate
- 2) Assessment Report
- 3) Additions to the Tax Roll
- 4) Property Tax Information to Lending Institutions
- 5) Tax Recovery Notification/Lien
- 6) Returned City Land Sales
- 7) Monthly Penalty on Past Due Invoices

New Fees

The new fees being proposed are consistent with fees in other municipalities and addresses areas that have been identified as gaps in the current fee structure for The City of Red Deer. These fees provide clarity of services, ensure equity and recuperate costs for services that do not benefit all citizens.

1) Local Improvement Letter

Formal written response to a request for detailed information related to a local improvement on a property. Often the request comes from the legal or real estate communities upon the sale and transfer of property. The property owner is still able to view the annual local improvement levy on the Tax Notice and the tax certificate identifies a local improvement levied on a specific property.

2) Duplicate Invoice or Notice

As per legislation the property/account holder will still be provided an original invoice/notice. With the implementation of My City, citizens can now obtain a duplicated copy of their tax notice and utility bill online free of charge. This fee will apply only to staff assisted requests.

3) Payment Error

Customer requested refund or redistribution of payment as a result of an error made by the customer. Online payments have substantially increased over the past 10 years resulting in a significant increase in administrative resource required to research and correct payment errors. The City is liable to ensure that the payment is applied as per the customer's instructions and must obtain the customer permission to correct the error. This fee is intended to influence the behavior.

4) Other Information

Singular request for data for a specific property not provided to all taxpayers. This fee will not apply to the standard information released to a property owner.



5) Customized Reports/Information maps

Mass assessment requests for data for information tailored to the customer's specific request. These requests typically come from organizations that could profit off of the sale and/or use of the data (i.e. appraisal companies).

Future Impacts:

If Council approves the proposed RAS Fee bylaw, Administration will:

- Update the rates effectively immediately.
- Update the rates on Tax and Accounts Receivable webpages.
- Incorporate the change in rates into citizen communications where applicable.

BYLAW NO 3571/2016

WHEREAS, pursuant to sections 299, 300, 301, 307, 350 and 553 of the Municipal Government Act, R.S.A. 2000, Chapter M-26 ("MGA"), as amended, Council may pass bylaws setting fees for assessment and tax services;

AND WHEREAS, pursuant to section 7 of the MGA, Council may pass bylaws setting fees for administrative services provided by the City;

NOW THEREFORE THE COUNCIL OF THE CITY OF RED DEER HEREBY ENACTS AS FOLLOWS:

PART I – TITLE AND PURPOSE**Title**

1. This bylaw may be called the "Revenue and Assessment Service Fee Bylaw".

Purpose

2. The purpose of this bylaw is to establish the fees and charges for services provided by the City's Revenue and Assessment Services department.

PART II – FEES**Fees**

3. Fees and charges for Revenue and Assessment Services shall be as set out in Schedule "A" to this bylaw.

PART III – GENERAL**Powers of the City Manager**

4. Without restricting any other power, duty or function granted by this bylaw or otherwise. The City Manager may:
 - (a) establish the form of request for information requested under section 299 and section 300 of the MGA; and
 - (b) delegate any of his or her powers, duties or functions under this bylaw.

Transition

5. Bylaw 3182/97 is repealed upon this bylaw coming into effect.
6. This bylaw comes into force on the date it passed.

Bylaw 3571/2016

READ A FIRST TIME IN OPEN COUNCIL this	day of	2016
READ A SECOND TIME IN OPEN COUNCIL this	day of	2016
READ A THIRD TIME IN OPEN COUNCIL this	day of	2016
AND SIGNED BY THE MAYOR AND CITY CLERK this	day of	2016

Mayor

City Clerk

Bylaw 3571/2016

Schedule “A” – Revenue and Assessment Service Fees

Service or Information	Description	Fee
Additions to the Tax Roll	Transferring unpaid costs (i.e. AR & Utilities) to the tax roll as allowed under legislation.	\$40/transfer
Assessment Report	Information regarding property or business assessment for a specific property. The property owner will be provided the current year assessment information plus three additional comparable properties at no charge.	\$30/request
Customized Reports/Maps	Customized reports or maps detailing information for more than one property or account tailored to the customer's specific request. Requests are considered at the discretion of Revenue and Assessment based on departmental work-plans, and the protection or privacy and confidentiality.	\$75/hour plus \$2.00 per account
Account Document	Invoice, notice, statement or any other form of City communication previously provided to the citizen and/or available online to the citizen free of charge.	\$15/copy
Local Improvement Letter	Confirmation and information of local improvement levy for a specific property including payout information.	\$30/tax roll
Other Information	Information for a specific property or account. Pre-negotiated.	\$75/hour
Payment Error	Customer requested refund or re-distribution of payment as a result of an error in payment by the customer.	\$15/request
Penalty on Past Due Invoices	Monthly penalty charge for non-payment for account receivable invoices.	1.5% Monthly
Property Tax Information to Lending Institutions	Tax information provided to lending institutions to allow them to pay property owner's tax account.	\$15/tax roll
Returned City Land Sale Agreements	Tax and Assessment administration costs for processing the property from taxable to exempt for a returned City Land Sale.	\$210/property
Tax Certificate	A document certifying the amount of taxes imposed for the current year for a specific property or business, including the amount of current taxes owing and the total amount of tax arrears.	\$35/request
Tax Recovery Notification/Lien	The registration and discharge of the Tax Recovery notification/lien.	\$75/notification



Council Decision – March 29, 2016

DATE: April 1, 2016
TO: Roxane Preedin, Controller – Property Taxation
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Bylaw 3571/2016 Revenue and Assessment Service Fee Bylaw

Reference Report:

Legislative Services, dated March 18, 2016 and Revenue and Assessment Services, dated March 14, 2016

Bylaw Reading:

At the Tuesday, March 29, 2016 Regular Council Meeting, Council gave second and third readings to Revenue and Assessment Services Fee Bylaw 3571/2016 - a bylaw setting fees for assessment, tax and administrative services.

Report back to Council: No.

Comments/Further Action:

This office will amend the bylaw and distribute copies in due course.

A handwritten signature in blue ink, appearing to read 'Frieda McDougall'.

Frieda McDougall
Manager
/attach.

- c. Director of Corporate Services
Revenue & Assessment Manager
Corporate Meeting Coordinator

BYLAW NO 3571/2016

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Title

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Purpose

2. The purpose of this bylaw is to establish the fees and charges for services provided by the City's Revenue and Assessment Services department.

PART II – FEES

Fees

3. Fees and charges for Revenue and Assessment Services shall be as set out in Schedule "A" to this bylaw.

PART III – GENERAL

Powers of the City Manager

4. Without restricting any other power, duty or function granted by this bylaw or otherwise. The City Manager may:
 - (a) establish the form of request for information requested under section 299 and section 300 of the MGA; and
 - (b) delegate any of his or her powers, duties or functions under this bylaw.

Transition

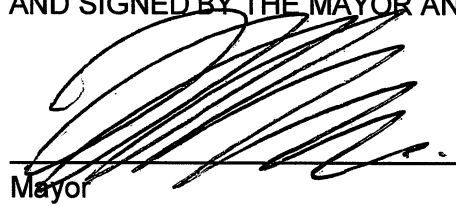
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READ A FIRST TIME IN OPEN COUNCIL this 14th day of March 2016

READ A SECOND TIME IN OPEN COUNCIL this 29th day of March 2016

READ A THIRD TIME IN OPEN COUNCIL this 29th day of March 2016

AND SIGNED BY THE MAYOR AND CITY CLERK this 29th day of March 2016



Mayor

City Clerk

Schedule "A" – Revenue and Assessment Service Fees

Service or Information	Description	Fee
Additions to the Tax Roll	Transferring unpaid costs (i.e. AR & Utilities) to the tax roll as allowed under legislation.	\$40/transfer
Assessment Report	Information regarding property or business assessment for a specific property. The property owner will be provided the current year assessment information plus three additional comparable properties at no charge.	\$30/request
Customized Reports/Maps	Customized reports or maps detailing information for more than one property or account tailored to the customer's specific request. Requests are considered at the discretion of Revenue and Assessment based on departmental work-plans, and the protection or privacy and confidentiality.	\$75/hour plus \$2.00 per account
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