

CITY COUNCIL

AGENDA

Monday, January 10, 2011 – Council Chambers, City Hall

Call to Order:	3:00 PM
Recess:	5:00 PM to 6:00 PM
Public Hearing(s):	6:00 PM

1. MINUTES

- 1.1. Confirmation of the Minutes of the Regular Meeting of Red Deer City Council on December 13, 2010.

(Agenda Pages 1 – 28)

2. POINT OF INTEREST

3. UNFINISHED BUSINESS

- 3.1. Alarm Bylaw Amendment 3194/A-2010
Consideration of Third Reading of the Bylaw
Division: Planning Services
Department: Inspections & Licensing

(Agenda Pages 29 – 44)

- 3.2. Notice of Motion - Re: Street naming in Red Deer and Civic Addressing Bylaw Amendment - Councillor Frank Wong
Civic Address and Street Naming Bylaw 3465/2011
Consideration of Three Readings of the Bylaw
Division: Corporate Services
Department: Information Technology Services

(Agenda Pages 45 – 62)

4. REPORTS

- 4.1. Future Ambulance Service Expression of Interest
Division: Development Services
Department: Emergency Services
(Agenda Pages 63 – 65)
- 4.2. Value For Money Audit Report
Department: City Manager
(Agenda Pages 66 – 99)
- 4.3. Recent Council 'Action' Items
Division: City Manager
Department: Legislative & Governance Services
(Agenda Pages 100 – 103)
- 4.4. FCM Resolutions
Division: City Manager
Department: Legislative & Governance Services
(Agenda Pages 104 – 106)
- 4.5. Downtown Business Association 2011 Budget
Division: City Manager
Department: Legislative & Governance Services
(Agenda Pages 107 – 122)

5. BYLAWS

- 5.1. Land Use Bylaw Amendment 3357/A-2011 - Portable Signs in Residential Areas
Consideration of First Reading of the Bylaw
Division: Planning Services
Department: Planning
(Agenda Pages 123 – 126)
- 5.2. Community Standards Bylaw Amendment 3383/A-2011 - Re:
Incorporation of Curfew Bylaw into the Community Standards Bylaw and
Changes to Panhandling Provisions
Consideration of Three Readings of the Bylaw
Division: Planning Services
Department: Planning
(Agenda Pages 127 – 154)

6. PUBLIC HEARINGS

- 6.1. Road Closure Bylaw 3462/2010 - Allan Street
Consideration of Second and Third Reading of the Bylaw
Division: Planning Services
Department: Land & Economic Development

(Agenda Pages 155 – 159)

7. CORRESPONDENCE

8. PETITIONS AND DELEGATIONS

9. NOTICES OF MOTION

10. ADMINISTRATIVE INQUIRIES

11. ADJOURNMENT



M I N U T E S
of the REGULAR MEETING of RED DEER CITY COUNCIL
held on Monday, December 13, 2010
in the Council Chambers of City Hall,
commenced at 1:35 p.m.

Present:

Mayor Morris Flewwelling
Councillor Buck Buchanan
Councillor Paul Harris
Councillor Cindy Jefferies
Councillor Lynne Mulder
Councillor Chris Stephan
Councillor Tara Veer
Councillor Frank Wong
Councillor Dianne Wyntjes
City Manager, Craig Curtis
Director of Community Services, Colleen Jensen
Director of Corporate Services, Lorraine Poth
Acting Director of Development Services, Jack MacDonald
Director of Planning Services, Paul Meyette
Legislative & Governance Services Manager (City Clerk), Elaine Vincent
Deputy City Clerk, Frieda McDougall
City Solicitor, Michelle Baer
City Solicitor, Don Simpson
Inspections & Licensing Co-Manager, Joyce Boon
Inspections & Licensing Co-Manager, Russ Pye
Financial Services Manager, Dean Krejci
Financial Analyst, John Fluney
Engineering Services Manager, Frank Colosimo
Transportation Engineer, Michael Williston
Senior Planner, Tony Lindhout
Planner, Jordan Furness
Planner, Brandon Silver



MINUTES

Moved by Councillor Chris Stephan, seconded by Councillor Dianne Wyntjes

“Resolved that the Monday, November 29, 2010, Council Meeting Minutes be approved with the following amendments:

That the amendment as noted on page 6 of the November 15, 2010 Council Meeting Minutes reflect that Councillor Chris Stephan’s vote was an opposing vote;

That the Point of Information item relating to the Central Alberta Immigrant Women’s Association regarding Welcoming Inclusive Communities was held in conjunction with Family Violence Awareness Month; and

That an action item following consideration of the Electric Utility Bylaw Amendment 3273/D-2010 be recorded as follows:

That administration prepare a report to consider the opportunities/implications of linking local access fees to consumption charges with such a report to be brought back for Council’s consideration prior to June 30, 2011.”

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Buck Buchanan, seconded by Councillor Cindy Jefferies

“Resolved that the Wednesday, December 1, 2010, Council Capital Budget Meeting Minutes be approved with the following amendments:

That reference to the 2011 – 2020 Capital Plan be bolded wherever it appears in the resolutions relating inclusion in the Plan;

That the resolution regarding Item #5 reflects that the timing for inclusion of this item is 2012;



That an action item be added following Item #104 to reflect direction to administration to consider alternate uses such as Frisbee golf;

That on page 12 of the Minutes following the omnibus resolution relating to Engineering Services capital projects, that an action item be added directing administration to consider the feasibility of moving straight to four lanes, versus building two and phasing to four, in the development of the North Highway Connector;

That the action item shown on page 30 be amended to further direct administration to consider potential for skating on trails;

That an action item be added on page 13 following consideration of the Transit items to direct administration to explore strategies for increasing Transit ridership with a report to be brought back to Council prior to June 30, 2011."

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

It was agreed that all Action Items recorded will be brought back for Council's consideration and possible ratification at the Council Meeting of January 10, 2011.

POINTS OF INTEREST

On a Point of Interest Councillor Dianne Wyntjes indicated that she, as representative to the Westerner Association, had the pleasure of attending the Westerner's Annual General Meeting and noted that the Westerner was the recipient of the 2010 International Association of Fairs & Expositions Hall of Honor Communications Award in recognition of the Westerner Days Fair & Exposition's 2010 marketing campaign.

On a Point of Interest Councillor Dianne Wyntjes indicated that she attended the opening of Hampton Inns & Suites in Gasoline Alley and was pleased to have this new business join our region.



On a Point of Interest Councillor Buck Buchanan shared that he, as representative to the Piper Creek Foundation, had the pleasure of attending the Foundation's Annual General Meeting.

On a Point of Interest Mayor Morris Flewwelling indicated that he had the pleasure of attending the Red Cross' new facility located within the old Brewery Building.

On a Point of Interest Mayor Morris Flewwelling indicated that he had the pleasure of attending the Canadian Pacific Railway Holiday Train on Saturday, December 11, 2010.

On a Point of Interest Councillor Lynne Mulder shared that she had the privilege of attending the International Day of Persons with Disabilities at the Parkland Mall and was honored to recognize those individuals within our community.

REPORTS

Operating Variance Reports

April 2010 Operating Variance Report to Council

June 2010 Operating Variance Report to Council

August 2010 Operating Variance Report to Council

Division: Corporate Services

Department: Financial Services

Following discussion Council agreed to accept the report for information.

UNFINISHED BUSINESS

Funding Request – Central Alberta Theatre – Borrowing Bylaw 3456/2010

Consideration of Second and Third Reading

Division: Corporate Services

Department: Financial Services

Prior to consideration of second reading of the bylaw the following motion was introduced and passed.

Moved by Councillor Chris Stephan, seconded by Councillor Cindy Jefferies

“Resolved that Council of The City of Red Deer having considered the report dated December 13, 2010 from the Legislative & Governance Services Manager and the report dated October 27, 2010 from the Downtown Coordinator re: Funding Request – Central Alberta Theatre hereby directs administration to prepare a report for Council's information



regarding the number of loans made to non-profit organizations in the past and the track record on collecting these loans, to be provided by March 31, 2011.”

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Frank Wong, seconded by Councillor Tara Veer

That Short Term Borrowing Bylaw 3456/2010 be read a second time (Borrowing Bylaw to authorize one-time funding in the amount of \$75,000 to support servicing and fire suppression to the Central Alberta Theatre)

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

OPPOSED Councillor Chris Stephan

MOTION CARRIED

Moved by Councillor Frank Wong, seconded by Councillor Tara Veer

That Short Term Borrowing Bylaw 3456/2010 be read a third time

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

OPPOSED Councillor Chris Stephan

MOTION CARRIED



REPORT

Alberta Transportation (AT) – Highway 2/QE II Functional Planning Study

Report for Council's Information

Division: Development Services

Department: Engineering Services

Mr. Arthur Gordon of CastleGlenn Consultants was in attendance to provide an overview of Alberta Transportation's Functional Planning Study. Following discussion Council agreed to accept the report for information.

UNFINISHED BUSINESS

Proposed Changes to Secondary Suite Recommendations

Report for Council's consideration and follow up by Administration

Division: Planning Services

Departments: Planning Services and Inspections & Licensing

Prior to consideration of this item the following lifting from the table resolution was introduced and passed.

Moved by Councillor Cindy Jefferies, seconded by Councillor Chris Stephan

"Resolved that Council of The City of Red Deer agrees to lift from the table the report from the Inspections & Licensing Co-Manager dated August 13, 2010, Land Use Bylaw Amendment – Secondary Suites, from the August 23, 2010 Council Meeting."

IN FAVOUR:

Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION TO LIFT FROM THE TABLE CARRIED

Following consideration of the report the following resolutions were considered.

Moved by Councillor Tara Veer, seconded by Councillor Paul Harris

"Resolved that Council of The City of Red Deer having considered the report from the Planning Services and Inspections & Licensing



departments dated December 3, 2010, Re: Secondary Suites Council Report, hereby directs that administration prepare a Land Use Bylaw Amendment, to be brought back for Council's consideration prior to the end of February 2011, that would:

- (a) Reword the secondary suite purpose statement to the following:

"The objective of the secondary suite use is to allow for additional choice in the range of housing options by providing for safe infill or additional residential use secondary to a primary dwelling unit, integrated and compatible with the surrounding existing or planned neighbourhood."

- (b) Add specific development criteria for "discretionary use" secondary suites to help ensure their compatibility within neighbourhoods, including:

- (i) The availability of legal on-street parking by virtue of the site being located on a corner lot, across or adjacent to a PS zoned site or municipal reserve parcel, the street contains residential development on only one side and consideration of the location of any nearby fire hydrant, transit stop, neighbourhood identity sign or community mail box,
- (ii) Whether the site has lane access,
- (iii) Whether the site is located on a cul-de-sac,
- (iv) The existing density of the surrounding area, including the number of semi-detached and multiple family dwelling units and the pattern of distribution of secondary suite development,
- (v) The effect of traffic associated with the proposed suit on the traffic safety, congestion, and traffic flow in the surrounding area; and

- (c) Add criteria to guide the Municipal Planning Commission as follows:

"In determining the impact of a proposed secondary suite, the Municipal Planning Commission shall not consider:

- (i) The condition of the property; or
- (ii) The behavior of the occupants of the property."

Prior to consideration of the motion above, the following amending motion was introduced.

Moved by Councillor Stephan

"Resolved that Council of The City of Red Deer having considered the report from the Planning Services and Inspections & Licensing departments dated December 3, 2010, Re: Secondary Suites



Council Report, hereby agrees to amend the purpose statement in item (a) by deleting the words, 'integrated and compatible with the surrounding existing or planned neighbourhood.'"

As there was no seconder the amending motion as introduced failed.

A subsequent amending motion was then introduced.

Moved by Councillor Stephan

"Resolved that Council of The City of Red Deer having considered the report from the Planning Services and Inspections & Licensing departments dated December 3, 2010, Re: Secondary Suites Council Report, hereby agrees to delete item (c)(iii)."

As there was no seconder the amending motion as introduced failed.

The original motion as introduced was then on the floor.

IN FAVOUR: Mayor Morris Flewwelling, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

OPPOSED: Councillor Buck Buchanan, Councillor Chris Stephan

MOTION CARRIED

Moved by Councillor Tara Veer, seconded by Councillor Cindy Jefferies

"Resolved that Council of The City of Red Deer having considered the report from the Planning Services and Inspections & Licensing departments dated December 3, 2010, Re: Secondary Suites Council Report, hereby directs that administration prepare a Land Use Bylaw Amendment, to be brought back for Council's consideration prior to the end of February 2011, that would:

- (a) Delete the secondary suite parking standard from Section 3.1 and add/embed the secondary suite parking standard into the secondary suite "use" provisions of Section 4.7(9)(9.7) of the secondary suite regulations."

IN FAVOUR: Councillor Tara Veer, Councillor Frank Wong

OPPOSED: Mayor Morris Flewwelling, Councillor Buck Buchanan,



Councillor Paul Harris, Councillor Cindy Jefferies,
Councillor Lynne Mulder, Councillor Chris Stephan,
Councillor Dianne Wyntjes

MOTION DEFEATED

Moved by Councillor Cindy Jefferies, seconded by Councillor Lynne Mulder

“Resolved that Council of The City of Red Deer having considered the report from the Planning Services and Inspections & Licensing departments dated December 3, 2010, Re: Secondary Suites Council Report, hereby directs that administration prepare a Land Use Bylaw Amendment, to be brought back for Council’s consideration prior to the end of February 2011, that would:

- (a) Allow the Development Officer the option to issue decisions on discretionary use secondary suite applications based on criteria that ensures the approval process is transparent by continuing to canvas landowners within 100 m and noting that they have the right to appeal whether it is the Development Officer or the MPC issuing the decision. Major criteria to include:
 - (i) no objection received from the neighbourhood consultation process (all landowners within 100 m of the subject property are asked to comment),
 - (ii) meets all Land Use Bylaw regulations (e.g. parking, separate entrance).”

IN FAVOUR: Mayor Morris Flewwelling, Councillor Paul Harris,
Councillor Cindy Jefferies, Councillor Lynne Mulder,
Councillor Chris Stephan, Councillor Frank Wong,
Councillor Dianne Wyntjes

OPPOSED: Councillor Tara Veer, Councillor Buck Buchanan

MOTION CARRIED

Moved by Councillor Buck Buchanan, seconded by Councillor Dianne Wyntjes

“Resolved that Council of The City of Red Deer having considered the report from the Planning Services and Inspections & Licensing departments dated December 3, 2010, Re: Secondary Suites Council Report, hereby directs that administration bring back a recommendation from the Secondary Suite Ad Hoc Committee regarding the matter of the 17 pending applications for existing secondary suites in West Park East



that exceed the 15% cap for secondary suites within a neighbourhood, with a report to be brought back for Council's consideration prior to the end of June 2011."

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Buck Buchanan, seconded by Councillor Lynne Mulder

"Resolved that Council of The City of Red Deer having considered the report from the Planning Services and Inspections & Licensing departments dated December 3, 2010, Re: Secondary Suites Council Report, hereby directs that administration continue discussions with the Municipal Planning Commission and the Secondary Suites Ad Hoc Committee to explore whether options are required for the future consideration of Council regarding development of secondary suite neighbourhood density and proximity (separation), with a report to be brought back for Council's consideration prior to the end of June 2011."

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Tara Veer, seconded by Councillor Dianne Wyntjes

"Resolved that Council of The City of Red Deer having considered the report from the Planning Services and Inspections & Licensing departments dated December 3, 2010, Re: Secondary Suites Council Report, and the resolution from the Secondary Suite Ad Hoc Committee dated September 14, 2010 hereby directs that administration explore options, including licensing of secondary suites, for the purpose of tracking and monitoring active secondary suites, with a report to be brought back for Council's consideration prior to the end of June 2011."



IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Lynne Mulder, seconded by Councillor Tara Veer

“Resolved that Council of The City of Red Deer having considered the report from the Planning Services and Inspections & Licensing departments dated December 3, 2010, Re: Secondary Suites Council Report, hereby directs that administration to further investigate the creation of a centralized data and shared communication system for conveying information surrounding civic responses on bylaw complaints received by The City, with a report to be brought back for Council’s consideration prior to the end of June 2011.”

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

REPORTS

Council Review of Draft Environmental Master Plan

Consideration of report

Division: Development Services

Department: Environmental Services

Mr. Douglas Webber of Halsall Associates was in attendance to present the Draft Environmental Master Plan.

Councillor Chris Stephan left Council Chambers at 4:35 p.m.

Councillor Buck Buchanan left Council Chambers at 4:36 p.m.

Councillor Chris Stephan returned to Council Chambers at 4:37 p.m.



Councillor Buck Buchanan returned to Council Chambers at 4:38 p.m.

Following discussion the motion as shown below was introduced and passed.

Moved by Councillor Buck Buchanan, seconded by Councillor Lynne Mulder

“Resolved that Council of The City of Red Deer having considered the report dated December 6, 2010 from the Director of Development Services, Environmental Services Manager, Environmental Services Supervisor and the Environmental Services Specialist re: Council review of Draft Environmental Master Plan agrees to accept the report for information. Following further review and public consultation a final Environmental Master Plan is to come back for Council’s consideration in February 2011.”

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Council recessed at 5:05 p.m. and reconvened at 6:21 p.m.

PUBLIC HEARINGS

Land Use Bylaw Amendment 3357/T-2010 / 4419 - 55 Street to expand the Non-Residential uses

Consideration of Second and Third Reading

Division: Planning Services

Department: Planning

Mayor Morris Flewwelling declared open the Public Hearing for Land Use Bylaw Amendment 3357/T-2010 which provides for expanded non-residential uses to an existing building located at 4419 – 55 Street. As no one was present to speak for or against the Bylaw Amendment, Mayor Morris Flewwelling declared the Public Hearing closed.

Moved by Councillor Chris Stephan, seconded by Councillor Dianne Wyntjes

That Bylaw 3357/T-2010 be read a second time (Land Use Bylaw



Amendment – to expand non-residential uses to an existing building located at 4419 - 55 Street)

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Chris Stephan, seconded by Councillor Dianne Wyntjes

That Bylaw 3357/T-2010 be read a third time

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Land Use Bylaw Amendment 3357/Y-2010 / Location of Dynamic Sign on building located at 48 Street and 51 Avenue (AEI Sign)

Consideration of Second and Third Reading

Division: Planning Services

Department: Planning

Prior to opening the Public Hearing the following resolution to amend Land Use Bylaw Amendment 3357/Y-2010 was introduced and passed.

Moved by Councillor Lynne Mulder, seconded by Councillor Buck Buchanan

“Resolved that Council of The City of Red Deer having considered the report dated November 16, 2010 from the Legislative & Governance Services Manager, Re: Land Use Bylaw Amendment 3357/Y-2010 – Location of Dynamic Sign on Building located at 48 Street and 51 Avenue (AEI Sign) and the report dated November 5, 2010 from the Planning Services department re: Non-Conforming Dynamic Signs, Land Use Bylaw Amendment 3357/Y-2010 hereby agrees to amend Land Use Bylaw 3357/Y-2010 as follows:



Delete the proposed section 8.22(1)(x) and replace it with the following section 8.22(1)(x):

On the site listed below, the relocation of a Dynamic Sign, lawfully in existence on September 30, 2010 to another location on the same site, is a discretionary use provided that the dynamic portion of the sign is not altered in excess of 10 percent of the existing dimensions and provided that the sign complies with the applicable provisions of sections 3.3 and 3.4.

- (i) Lot 1-3, Block 5, Plan H (4802 – 51 Avenue)."

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION TO AMEND CARRIED

Mayor Morris Flewwelling declared open the Public Hearing for Land Use Bylaw Amendment 3357/Y-2010 which provides for an exception to the Land Use Bylaw to allow for the relocation of the non-conforming AEI Sign. As no one was present to speak for or against the Bylaw Amendment, Mayor Morris Flewwelling declared the Public Hearing closed.

Moved by Councillor Buck Buchanan, seconded by Councillor Tara Veer

That Bylaw 3357/Y-2010, as amended, be read a second time (Land Use Bylaw Amendment – to allow for the relocation of the non-conforming AEI Sign at 4802 – 51 Avenue)

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED



Moved by Councillor Buck Buchanan, seconded by Councillor Tara Veer

That Bylaw 3357/Y-2010 be read a third time

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

BYLAWS

Draft – Alarm Bylaw Amendment 3194/A-2010

Draft – Community Standards Bylaw Amendment 3383/A-2010

Draft – General Penalty Bylaw Amendment 3036/A-2010

Draft – Smoke Free Bylaw Amendment 3345/A-2010

Consideration of Three Readings of all four Bylaws

Division: Planning Services

Department: Inspections & Licensing

Prior to consideration of Alarm Bylaw Amendment 3194/A-2010, Councillor Buck Buchanan declared a pecuniary interest as his company is an alarm responder. Councillor Buck Buchanan left Council Chambers at 6:42 p.m.

Moved by Councillor Paul Harris, seconded by Councillor Lynne Mulder

That Bylaw 3194/A-2010 be read a first time (Alarm Bylaw Amendment – to clarify licensing requirements)

IN FAVOUR: Mayor Morris Flewwelling, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Tara Veer, Councillor Frank Wong

OPPOSED: Councillor Chris Stephan, Councillor Dianne Wyntjes

ABSENT: Councillor Buck Buchanan

MOTION CARRIED



Moved by Councillor Paul Harris, seconded by Councillor Lynne Mulder

That Bylaw 3194/A-2010 be read a second time

IN FAVOUR: Mayor Morris Flewwelling, Councillor Paul Harris,
Councillor Cindy Jefferies, Councillor Lynne Mulder,
Councillor Tara Veer, Councillor Frank Wong

OPPOSED: Councillor Chris Stephan, Councillor Dianne Wyntjes

ABSENT: Councillor Buck Buchanan

MOTION CARRIED

Moved by Councillor Lynne Mulder, seconded by Councillor Frank Wong

“Resolved that with the unanimous consent of the Council members present, Alarm Bylaw Amendment 3194/A-2010 be presented for third reading.”

IN FAVOUR: Mayor Morris Flewwelling, Councillor Paul Harris,
Councillor Cindy Jefferies, Councillor Lynne Mulder,
Councillor Tara Veer, Councillor Frank Wong,
Councillor Dianne Wyntjes

OPPOSED: Councillor Chris Stephan

ABSENT: Councillor Buck Buchanan

MOTION DEFEATED

Councillor Buck Buchanan returned to Council Chambers at 6:44 p.m.

Moved by Councillor Lynne Mulder, seconded by Councillor Paul Harris

That Bylaw 3383/A-2010 be read a first time (Community Standards Bylaw Amendment – to reflect changes to the Provincial Weed Act)

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan,
Councillor Paul Harris, Councillor Cindy Jefferies,
Councillor Lynne Mulder, Councillor Chris Stephan,



Councillor Tara Veer, Councillor Frank Wong,
Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Lynne Mulder, seconded by Councillor Paul Harris

That Bylaw 3383/A-2010 be read a second time

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan,
Councillor Paul Harris, Councillor Cindy Jefferies,
Councillor Lynne Mulder, Councillor Tara Veer,
Councillor Frank Wong, Councillor Dianne Wyntjes

OPPOSED: Councillor Chris Stephan

MOTION CARRIED

Moved by Councillor Paul Harris, seconded by Councillor Lynne Mulder

“Resolved that with the unanimous consent of the Council members present, Community Standards Bylaw Amendment 3383/A-2010 be presented for third reading.”

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan,
Councillor Paul Harris, Councillor Cindy Jefferies,
Councillor Lynne Mulder, Councillor Chris Stephan,
Councillor Tara Veer, Councillor Frank Wong,
Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Lynne Mulder, seconded by Councillor Paul Harris

That Bylaw 3383/A-2010 be read a third time

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan,
Councillor Paul Harris, Councillor Cindy Jefferies,
Councillor Lynne Mulder, Councillor Tara Veer,
Councillor Frank Wong, Councillor Dianne Wyntjes

OPPOSED: Councillor Chris Stephan

MOTION CARRIED



Moved by Councillor Dianne Wyntjes, seconded by Councillor Chris Stephan

That Bylaw 3036/A-2010 be read a first time (General Penalty Bylaw Amendment – to reflect the renamed Youth Justice Act)

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Dianne Wyntjes, seconded by Councillor Chris Stephan

That Bylaw 3036/A-2010 be read a second time

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Cindy Jefferies, seconded by Councillor Lynne Mulder

“Resolved that with the unanimous consent of the Council members present, General Penalty Bylaw Amendment 3036/A-2010 be presented for third reading.”

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Dianne Wyntjes, seconded by Councillor Chris Stephan

That Bylaw 3036/A-2010 be read a third time



IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Chris Stephan, seconded by Councillor Dianne Wyntjes

That Bylaw 3345/A-2010 be read a first time (Smoke Free Bylaw Amendment – to reflect the new Tobacco Reduction Act)

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Chris Stephan, seconded by Councillor Dianne Wyntjes

That Bylaw 3345/A-2010 be read a second time

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Tara Veer, seconded by Councillor Buck Buchanan

“Resolved that with the unanimous consent of the Council members present, Smoke Free Bylaw Amendment 3345/A-2010 be presented for third reading.”

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan,



Councillor Paul Harris, Councillor Cindy Jefferies,
Councillor Lynne Mulder, Councillor Chris Stephan,
Councillor Tara Veer, Councillor Frank Wong,
Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Chris Stephan, seconded by Councillor Dianne Wyntjes

That Bylaw 3345/A-2010 be read a third time

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan,
Councillor Paul Harris, Councillor Cindy Jefferies,
Councillor Lynne Mulder, Councillor Chris Stephan,
Councillor Tara Veer, Councillor Frank Wong,
Councillor Dianne Wyntjes

MOTION CARRIED

REPORTS

Traffic Bylaw Amendment 3186/B-2010

Consideration of Three Readings

Division: Planning Services

Department: Inspections & Licensing

Moved by Councillor Cindy Jefferies, seconded by Councillor Buck Buchanan

That Bylaw 3186/B-2010 be read a first time (Traffic Bylaw Amendment –
to provide for towing charges)

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan,
Councillor Paul Harris, Councillor Cindy Jefferies,
Councillor Lynne Mulder, Councillor Chris Stephan,
Councillor Tara Veer, Councillor Frank Wong,
Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Cindy Jefferies, seconded by Councillor Buck Buchanan
That Bylaw 3186/B-2010 be read a second time

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan,



Councillor Paul Harris, Councillor Cindy Jefferies,
Councillor Lynne Mulder, Councillor Chris Stephan,
Councillor Tara Veer, Councillor Frank Wong,
Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Lynne Mulder, seconded by Councillor Buck Buchanan

“Resolved that with the unanimous consent of the Council members present, Traffic Bylaw Amendment 3186/B-2010 be presented for third reading.”

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan,
Councillor Paul Harris, Councillor Cindy Jefferies,
Councillor Lynne Mulder, Councillor Chris Stephan,
Councillor Tara Veer, Councillor Frank Wong,
Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Cindy Jefferies, seconded by Councillor Buck Buchanan

That Bylaw 3186/B-2010 be read a third time

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan,
Councillor Paul Harris, Councillor Cindy Jefferies,
Councillor Lynne Mulder, Councillor Chris Stephan,
Councillor Tara Veer, Councillor Frank Wong,
Councillor Dianne Wyntjes

MOTION CARRIED

UNFINISHED BUSINESS

Speed Issues – 39 Street – Speed Reduction Measures

Follow up from consultation process

Division: Development Services

Department: Engineering Services

Prior to consideration of this item the following lifting from the table resolution was introduced and passed.



Moved by Councillor Paul Harris, seconded by Councillor Lynne Mulder

“Resolved that Council of The City of Red Deer agrees to lift from the table the report from the Engineering Services Manager dated September 27, 2010, Proposed Screening Measures for Denison Crescent Residents from the October 4, 2010 Council Meeting.”

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION TO LIFT FROM THE TABLE CARRIED

Moved by Councillor Cindy Jefferies, seconded by Councillor Paul Harris

“Resolved that Council of The City of Red Deer having considered the report dated December 8, 2010 from the Transportation Engineer and Engineering Services Manager re: 39 Street – Speed Reduction Measures hereby agrees to the installation of two Electronic Speed Signs on 39 Street East of 30 Avenue and one Pedestrian Signal at the intersection of 39 Street and Douglas Avenue as a 2010 Capital Project. Funding for this project is to be taken from the 2010 Traffic Signals and Improvements program and the “Safety Initiatives at High Accident Intersections” budget as follows: Basic Capital Grant for \$82,500 and Capital Project Reserve for \$67,500.”

IN FAVOUR: Mayor Morris Flewwelling, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

OPPOSED: Councillor Buck Buchanan

MOTION CARRIED

REPORTS

Dc 5.1 Transportation / Movement Study Terms of Reference (ToR)

Report for Council consideration and approval

Division: Development Services

Department: Development Services Directorate



Moved by Councillor Cindy Jefferies, seconded by Councillor Buck Buchanan

“Resolved that Council of The City of Red Deer having considered the report dated December 6, 2010 from the Development Services Director re: DC 5.1 Transportation / Movement Study Terms of Reference (ToR) approves in principle the Strategy Charter and Terms of Reference as presented for Area of Emphasis DC 5.1 from the Strategic Plan subject to the Plan being brought back for further clarity with respect to the purpose and the land uses with said report to be brought back for Council’s consideration in January 2011.”

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

UNFINISHED BUSINESS

Civic Addressing Bylaw Amendment

Motion to Table

Division: Corporate Services

Department: Corporate Services

Prior to consideration of this item the following lifting from the table resolution was introduced and passed.

Moved by Councillor Tara Veer, seconded by Councillor Dianne Wyntjes

“Resolved that Council of The City of Red Deer having considered the report dated December 6, 2010 from the Legislative & Governance Services Manager agrees to lift from the table the Notice of Motion submitted by Councillor Frank Wong re: Street Naming in Red Deer / Civic Addressing Bylaw Amendment from the September 7, 2010 Council Meeting.”

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies,



Councillor Lynne Mulder, Councillor Chris Stephan,
Councillor Tara Veer, Councillor Frank Wong,
Councillor Dianne Wyntjes

MOTION TO LIFT FROM THE TABLE CARRIED

Moved by Councillor Frank Wong, seconded by Councillor Buck Buchanan

“Resolved that Council of The City of Red Deer having considered the report dated December 6, 2010 from the Legislative & Governance Services Manager agrees to table the Notice of Motion, Street Naming in Red Deer, submitted by Councillor Frank Wong to the January 10, 2011 Council Meeting.”

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan,
Councillor Paul Harris, Councillor Cindy Jefferies,
Councillor Lynne Mulder, Councillor Chris Stephan,
Councillor Tara Veer, Councillor Frank Wong,
Councillor Dianne Wyntjes

MOTION TO TABLE CARRIED

REPORTS

Committees Bylaw Amendment 3431/D-2010

Consideration of Three Readings

Division: City Manager

Department: Legislative & Governance Services

Moved by Councillor Tara Veer, seconded by Councillor Buck Buchanan

That Bylaw 3431/D-2010 be read a first time (Committee Bylaw Amendment – to provide for clarity to the roles of those attending committee meetings)

Prior to consideration of first reading the following amending resolution was introduced and passed.

Moved by Councillor Chris Stephan, seconded by Councillor Cindy Jefferies

“Resolved that Council of The City of Red Deer having considered the report dated December 6, 2010 from the Legislative & Governance Services Manager re: Committees Bylaw Amendment 3431/D-2010 hereby



agrees to amend 3431/D-2010 by:

- (a) deleting the new section 5.1 as proposed;
- (b) renumbering the remainder of the bylaw as affected of the change in item (a); and
- (c) revising proposed item 8(4) by deleting the words "The Mayor and".

IN FAVOUR: Councillor Cindy Jefferies, Councillor Chris Stephan,
Councillor Tara Veer, Councillor Frank Wong,
Councillor Dianne Wyntjes

OPPOSED: Mayor Morris Flewwelling, Councillor Buck Buchanan,
Councillor Paul Harris, Councillor Lynne Mulder

MOTION TO AMEND CARRIED

Bylaw 3431/D-2010 as amended was then on the floor

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan,
Councillor Paul Harris, Councillor Cindy Jefferies,
Councillor Lynne Mulder, Councillor Chris Stephan,
Councillor Tara Veer, Councillor Frank Wong,
Councillor Dianne Wyntjes

MOTION AS AMENDED CARRIED

Moved by Councillor Tara Veer, seconded by Councillor Buck Buchanan

That Bylaw 3431/D-2010 be read a second time

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan,
Councillor Paul Harris, Councillor Cindy Jefferies,
Councillor Lynne Mulder, Councillor Chris Stephan,
Councillor Tara Veer, Councillor Frank Wong,
Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Lynne Mulder, seconded by Councillor Buck Buchanan

"Resolved that with the unanimous consent of the Council members present, Committees Bylaw Amendment 3431/D-2010 be presented for third reading."



IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Tara Veer, seconded by Councillor Buck Buchanan

That Bylaw 3431/D-2010 be read a third time

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

NOTICE OF MOTION

Notice of Motion – Councillor Frank Wong

Remuneration for Municipal Planning Commission Members

Moved by Councillor Frank Wong, seconded by Councillor Tara Veer

"Whereas Council of The City of Red Deer has established Council committees to act in an advisory capacity to Council; and

Whereas the roles of the committees vary in complexity and degree of commitment required by the community members serving on the committees; and

Whereas, the Municipal Planning Commission is the only committee of Council required to meet weekly and to act in the role of development and subdivision authority for The City of Red Deer;

Therefore be it resolved that Municipal Planning Commission members be remunerated for their service to The City in the same way in which members of quasi-judicial committees are remunerated."

IN FAVOUR: Councillor Buck Buchanan, Councillor Frank Wong



OPPOSED: Mayor Morris Flewwelling, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Dianne Wyntjes

MOTION DEFEATED

IN CAMERA

Moved by Councillor Lynne Mulder, seconded by Councillor Dianne Wyntjes

“Resolved that Council of the City of Red Deer agrees to enter into an In Camera meeting of council on Monday, December 13, 2010 at 8:37 p.m. and hereby agrees to exclude the following:

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

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Buck Buchanan, seconded by Councillor Lynne Mulder

“Resolved that Council of the City of Red Deer hereby agrees to revert to an open meeting of Council on Monday, December 13, 2010 at 8:55 p.m.”

IN FAVOUR: Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED



ADJOURNMENT

Moved by Councillor Lynne Mulder, seconded by Councillor Buck Buchanan

“Resolved that the Monday, December 13, 2010, regular meeting of The City of Red Deer Council be adjourned at 8:55 p.m.”

IN FAVOUR:

Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Chris Stephan, Councillor Tara Veer, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

MAYOR

CITY CLERK



Legislative & Governance Services

DATE: December 21, 2010

TO: Craig Curtis, City Manager

FROM: Elaine Vincent, Legislative & Governance Services Manager

SUBJECT: Alarm Bylaw Amendment 3194/A-2010 – Administrative changes

History

At the Monday, December 13, 2010 Council Meeting Alarm Bylaw Amendment 3194/ A-2010 received first and second reading.

Discussion

This Bylaw will come back to the January 10, 2011 Meeting of Council for consideration of third reading.

Recommendation

That Council considers third reading of Alarm Bylaw Amendment 3194/ A-2010.

A handwritten signature in cursive script, appearing to read 'Elaine Vincent'.

Elaine Vincent
Manager



Planning Services Division

DATE: December 6, 2010

TO: Craig Curtis, City Manager

FROM: Julia Townell

SUBJECT: Minor Administrative Changes to a Number of Bylaws

Purpose:

To recommend a number of small administrative changes in the four following bylaws.

Proposed Amendments:

The following amendments are proposed:

1 Alarm Bylaw 3194/98

The City of Red Deer does not issue an 'alarm monitoring service license'. Rather, a business license and/or occupancy permit is required for any alarm installation company or monitoring service. Therefore the following Section in the Alarm Bylaw should be removed.

Section	Current Wording	Proposed Wording
7	(1) Subject to section 7(2), the Manager shall issue an alarm monitoring service license upon receipt of a completed application and payment of the license fee. (2) The Manager may, after providing an opportunity for the affected person to be heard, refuse to issue an alarm monitoring service license where the applicant, or one of the partners, managers, directors, or shareholders of the applicant: (a) is convicted of any criminal offence which, in the opinion of the Manager, makes that person unfit to hold the license; (b) refuses to produce to the Manager any information required to determine eligibility for a license under this bylaw.	DELETE
10	(c) \$50.00 for an alarm monitoring service license.	DELETE
17	(b) revoke any alarm monitoring	DELETE

	service license if: (i) the Licensee has contravened any provision of this bylaw; or (ii) the Licensee or any one of the partners, managers, directors, or shareholders of the Licensee is convicted of any criminal offence which, in the opinion of the Manager, makes that person unfit to hold the license.	
Clause 20	(2) Notwithstanding the foregoing, where an alarm system permit or alarm monitoring service company license is revoked in error, the Manager shall reinstate such permit without fee or charge.	(2) Notwithstanding the foregoing, where an alarm system permit license is revoked in error, the Manager shall reinstate such permit without fee or charge.

2 Community Standards Bylaw 3383/2007

A. The Provincial Weed Act no longer includes nuisance weeds, such as dandelions. Prior to the changes, the Act referred to 'restricted', 'noxious', and 'nuisance' weeds. Now there are only two classifications: 'prohibited' (previously referred to as 'restricted') and 'noxious'.

Though 'nuisance' weeds are no longer listed under the Provincial Weed Act, there are provisions under the Community Standards Bylaw that address the control of weeds and other plants in general. As such, a small amendment to Section 11 (c) is needed, to better reflect the changes to the Act.

Section	Current Wording	Proposed Wording
11	(c) the failure to destroy restricted weeds, control noxious weeds, or prevent the spread or scattering of nuisance weeds;	(c) the failure to destroy prohibited weeds, control noxious weeds, or prevent the spread or scattering of nuisance weeds;

B. Also in the Community Standards Bylaw, under Section 13, an exception should be included to exempt The City or any City sponsored Special Event from provisions associated with graffiti. The purpose of doing so is to allow temporary art or advertising on the streets or sidewalks during a festival, such as the Alexander Way Arts Festival.

Section	Current Wording	Proposed Wording
13 (2)	None	The provisions of Section 13 (1) shall not apply to any temporary art or advertising on City property approved by The City for a Special Event.

A. On April 01, 2003, the Youth Criminal Justice Act (S.C. 2002, c. 1) replaced the Young Offenders Act (R.S.C. 1985, c. Y-1). As a result, the General Penalty Bylaw needs to be updated to reflect the replacement Act.

Section	Current Wording	Proposed Wording
10	Where an alleged offender is under the age of 18 years, such person shall be liable to the penalties provided in the Young Offenders Act .	Where an alleged offender is under the age of 18 years, such person shall be liable to the penalties provided in the Youth Justice Act, RSA 2000, Ch. Y-1 .

4 Smoke Free Bylaw 3345/2005

Alberta's Tobacco Reduction Act came into effect on January 1, 2008, amending the former Smoke-free Places Act. As a result, The City of Red Deer's Smoke Free Bylaw needs to be amended to reflect the new Act.

Section	Current Wording	Proposed Wording
3.1	For greater certainty, no designated smoking area as described in Section 5 of the Smoke Free Places Act of Alberta, S.A. 2005, Ch. S-9.5 is permitted in any of the places listed in Section 3 of this bylaw.	For greater certainty, no designated smoking area as described in Section 5 of the Tobacco Reduction Act, SA 2005, Ch. T-3.8 is permitted in any of the places listed in Section 3 of this bylaw.

Recommendation:

That Council consider three readings for the following Bylaw amendments:

- Alarm Bylaw - 3194/A-2010
- Community Standards Bylaw - 3383/A-2010
- General Penalty Bylaw - 3036/A-2010
- Smoke Free Bylaw - 3345/A-2010



Julia Townell
Bylaw Research Coordinator
/attach.

- c. Joyce Boon, Co-Manager, Inspections & Licensing
Russ Pye, Co-Manager, Inspections & Licensing

BYLAW NO. 3194/A-2010

Being a Bylaw to amend Bylaw No. 3194/98 The Alarm Bylaw of the City of Red Deer.

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

Bylaw No. 3194/98 is hereby amended as follows:

1. Section 7, Section 10 (c), and Section 17 (b) are deleted in their entirety.
2. Clause 20 (2) is deleted in its entirety and replaced with the following new Clause 20 (2):

“(2) Notwithstanding the foregoing, where an alarm system permit license is revoked in error, the Manager shall reinstate such permit without fee or charge.”
3. In all other respects, Bylaw No. 3194/98 is hereby ratified and confirmed.

READ A FIRST TIME IN OPEN COUNCIL this 13 day of December 2010.

READ A SECOND TIME IN OPEN COUNCIL this day of 2011.

READ A THIRD TIME IN OPEN COUNCIL this day of 2011.

AND SIGNED BY THE MAYOR AND CLERK this day of 2011.

MAYOR

CITY CLERK

Current Consolidated
Version of Alarm Bylaw
3194/98

BYLAW NO. 3194/98

Being a bylaw of the City of Red Deer, in the Province of Alberta, to regulate and control alarm systems and to require permits therefor;

WHEREAS Council of the City has the authority under section 7(a) of the *Municipal Government Act* to enact bylaws respecting the health and welfare of people and the protection of people and property;

WHEREAS Council of the City deems it desirable and necessary in order to protect and preserve the safety and welfare of its citizens that alarm systems be regulated and controlled so as to minimize false alarms;

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

SHORT TITLE

- 1 This bylaw may be called the "Alarm Bylaw".

INTERPRETATION

- 2 In this bylaw:

“alarm signal” means a telephone request for emergency police services;

“alarm installation company” means a person or corporation engaged in the business of installing alarms for a fee or financial reward;

“alarm system” includes a device or devices designed to activate an alarm signal but excludes a device that is installed in a vehicle;

“¹City Manager” means the City Manager for The City of Red Deer;

“excessive false alarms” means more than three false alarms in any six month period;

“false alarm” means an alarm signal which results in a response by the R.C.M.P. where unauthorized entry to the alarmed premises has not occurred and no police emergency exists, but does not include:

- (i) any false alarm which the permittee can demonstrate was caused by a storm, lightning, fire, earthquake or act of God;
or
- (ii) any false alarm which the permittee can demonstrate was actually caused by the act of some person other than the permittee, including the permittee’s officers, agents, employees, independent contractors or any other person subject to the direct or indirect control of the permittee;

“keyholder” means a person who does not live at the premises protected by an alarm but who is capable of providing entry to such premises;

“Manager” means the Chief of Police of the Red Deer Detachment of the Royal Canadian Mounted Police (R.C.M.P.), or his designate;

“permit” means a permit or license issued under this bylaw;

¹ 3194/A-2007

“response fee” means the fee payable by the permittee for each false alarm at the permittee’s premises.

REQUIREMENT TO HOLD A PERMIT

- 3 No person shall install, keep, use or permit the installation, keeping or use of an alarm system in any building without being the holder of a valid alarm permit.
- 4 No person shall operate an alarm monitoring service company in the City without being the holder of a valid alarm monitoring service license.
- 5 No alarm installation company and no person employed by an alarm installation company shall install an alarm system in a building unless the owner or occupant of the building is the holder of a valid alarm permit.

ISSUE OF PERMIT

- 6 The Manager shall issue an alarm system permit upon receipt of a completed application and payment of the permit fee.
- 7
 - (1) Subject to section 7(2), the Manager shall issue an alarm monitoring service license upon receipt of a completed application and payment of the license fee.
 - (2) The Manager may, after providing an opportunity for the affected person to be heard, refuse to issue an alarm monitoring service license where the

applicant, or one of the partners, managers, directors, or shareholders of the applicant:

- (a) is convicted of any criminal offence which, in the opinion of the Manager, makes that person unfit to hold the license;
- (b) refuses to produce to the Manager any information required to determine eligibility for a license under this bylaw.

8 The Manager shall maintain a register of the names and addresses of all permit and license holders together with the details of such permits and licenses.

9 An alarm system permit is not transferable. A new application must be made and the applicable fee paid after each location change for an existing alarm system.

PERMIT FEE

10 The fee to be paid by the applicant shall be:

- (a) \$25.00 for a permit for an alarm system located in a residential building;
- (b) \$25.00 for a permit for an alarm system installed in any other type of building; and
- (c) \$50.00 for an alarm monitoring service license.

AUDIBLE ALARM SYSTEMS

- 11 (1) No person shall install, maintain or use an alarm system which is capable of generating an audible alarm continuously for a period of greater than fifteen (15) minutes after each activation.
- (2) This section shall not apply to an alarm system installed in a residential building.
- 12 (1) Every person maintaining an audible alarm shall keep posted a notice in a form approved by the Chief of Police containing such information as the Chief of Police may, from time to time, require.
- (2) Such notice shall be posted near the audible alarm in such a position as to be legible from the ground level adjacent to the premises where the audible alarm system is located.

KEYHOLDERS

- 13 (1) Every person maintaining an audible alarm shall keep the Chief of Police informed, by notice in writing, of the names and telephone numbers of the persons to be contacted in the event that the audible alarm is activated.
- (2) Every person providing an alarm monitoring service shall maintain a list of keyholders.
- (3) The keyholder:

6

Bylaw No. 3194/98

- (a) shall be available to receive telephone calls made in respect of the audible alarms;
- (b) shall be capable of affording access to the premises where the audible alarm is located; and
- (c) shall attend at the premises where the audible alarm is located within 20 minutes of being requested to do so by the alarm monitoring service or a member of the R.C.M.P.

MONITORING OF ALARM SYSTEM

- 14 A person who monitors an alarm system and who informs any member of the R.C.M.P. that the monitored alarm has been activated, shall cause a person capable of affording access to the premises where the alarm is located to attend at such premises within twenty (20) minutes of such notice.
- 15 No person shall use, maintain or install, or permit the use, maintenance or installation of any alarm system which transmits a message to any telephone number assigned to the R.C.M.P.

RESPONSE FEE

- 16 Where a false alarm is activated, the permittee shall on demand pay a response fee to the City;
 - (a) in the sum of \$20.00 for a false alarm at a residential building;

- (b) in the sum of \$40.00 for a false alarm at a business having a gross floor area of 500 square metres or less;
- (c) in the sum of \$60.00 for a false alarm at a business having a gross floor area greater than 500 square metres.

REVOCATION OF PERMIT

17 The Manager may, after providing the affected party an opportunity to be heard:

- (a) revoke and refuse to reinstate any alarm system permit if:
 - (i) the permittee has contravened any of the provisions of this bylaw; or
 - (ii) the alarm system activates excessive false alarms; or
 - (iii) the permittee has failed to pay the response fee within 30 days of demand for payment;
- (b) revoke any alarm monitoring service license if:
 - (i) the Licensee has contravened any provision of this bylaw; or
 - (ii) the Licensee or any one of the partners, managers, directors, or shareholders of the Licensee is convicted of any

criminal offence which, in the opinion of the Manager, makes that person unfit to hold the license.

- 18 The Manager may revoke an alarm system permit where the alarm system ceases to be actively used and there is no further need for a permit.

NOTIFICATION OF REVOCATION

- 19 Upon revoking a permit, the Manager shall notify the permittee of the revocation by notice in writing delivered or sent by registered mail addressed to the permittee at the permittee's last known address. The notice of revocation shall contain a description of the appeal process available to the permittee. A copy of the notice of revocation of an alarm system permit shall be sent to the alarm monitoring service company.

REINSTATEMENT OF PERMIT

- 20 (1) Where a permit has been revoked, the Manager shall not reinstate such permit without further application and payment of a fee of \$200.00 and payment of any other sums payable under this bylaw.
- (2) Notwithstanding the foregoing, where an alarm system permit or alarm monitoring service company license is revoked in error, the Manager shall reinstate such permit without fee or charge.

APPEAL OF REVOCATION OF PERMIT

¹² A permittee whose permit has been revoked has the right to appeal that decision to the Red Deer Appeal & Review Board within 14 days of the date of revocation, in accordance with the relevant procedures as outlined in The City of Red Deer Committees Bylaw.

OFFENCES AND PENALTIES

22 Any person who breaches any provision of this bylaw is guilty of an offence and shall pay a specified penalty of:

- (i) \$50.00 for a first offence; and
- (ii) \$250.00 for a second or subsequent offence.

VIOLATION TICKETS

23 Where a Peace Officer or Bylaw Enforcement Officer has reasonable grounds to believe a person has contravened any provision of this bylaw, he may serve upon such person an offence ticket allowing payment of the specified penalty to the City.

¹ 3194/A-2007

² 3194/A-2009

10

Bylaw No. 3194/98

MISCELLANEOUS

24 Should any provision of this bylaw be found void or unenforceable, then it is the express intention of Council of the City that such void or unenforceable sections be severed from this bylaw and the balance remain in full force and effect.

25 Bylaw No. 3017/90 is repealed.

READ A FIRST TIME IN OPEN COUNCIL this 9 day of February A.D. 1998.

READ A SECOND TIME IN OPEN COUNCIL this 9 day of February A.D. 1998.

READ A THIRD TIME IN OPEN COUNCIL this 6 day of April A.D. 1998.

AND SIGNED BY THE MAYOR AND CITY CLERK this 6 day of April A.D. 1998.

“G. D. Surkan”

MAYOR

“Kelly Kloss”

CITY CLERK

Comments:

I support the recommendation of Administration to proceed with third reading of Alarm Bylaw Amendment 3194/2010 which provides for administrative changes to the bylaw.

“Craig Curtis”
City Manager

ORIGINAL



Council Decision – January 10, 2011

DATE: January 13, 2011
TO: Julia Townell, Bylaw Research Coordinator
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Alarm Bylaw Amendment 3194/A-2010

Reference Report:

Bylaw Research Coordinator, dated December 6, 2010.

Bylaw Readings:

Alarm Bylaw Amendment 3194/A-2010 received third reading at the January 10, 2011 regular Council Meeting. A copy of the bylaw is attached.

Report Back to Council: No

Comments/Further Action:

Alarm Bylaw Amendment 3194/A-2010 provides for administrative changes to sections 7, 10, 17 & Clause 20 of the bylaw. This office will amend the consolidated version of Alarm Bylaw 3194/98 and distribute copies of the bylaw in due course.

Elaine Vincent
Legislative & Governance Services Manager
/attach.

- c Paul Meyette, Planning Services Director
- Joyce Boon, Co-Manager Inspections & Licensing
- Russ Pye, Co-Manager Inspections & Licensing
- Corporate Meeting Coordinator

Legislative & Governance Services

DATE: December 21, 2010
TO: Craig Curtis, City Manager
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Alarm Bylaw Amendment 3194/A-2010 – Administrative changes

History

At the Monday, December 13, 2010 Council Meeting Alarm Bylaw Amendment 3194/A-2010 received first and second reading.

Discussion

This Bylaw will come back to the January 10, 2011 Meeting of Council for consideration of third reading.

Recommendation

That Council considers third reading of Alarm Bylaw Amendment 3194/A-2010.



Elaine Vincent
Manager

**Legislative & Governance Services**

DATE: January 4, 2011

TO: Craig Curtis, City Manager

FROM: Elaine Vincent, Legislative & Governance Services Manager

SUBJECT: Notice of Motion – Re: Street naming in Red Deer and Civic Addressing Bylaw Amendment

History

At the Tuesday, September 7, 2010 Council Meeting, Councillor Frank Wong introduced the attached Notice of Motion regarding street naming. Administration was to provide further clarification regarding the Notice of Motion and bring it back for Council's consideration. Further, at the Monday, December 13, 2010 Council Meeting the above report was tabled and the following tabling resolution was passed.

Resolution

“Resolved that Council of The City of Red Deer having considered the report dated December 6, 2010 from the Legislative & Governance Services Manager agrees to table the Notice of Motion, Street Naming in Red Deer, submitted by Councillor Frank Wong to the January 10, 2011 Council Meeting.”

Discussion

After having reviewed the attached follow-up report from Tony Woods, GIS Supervisor and Dan Newton, Information Technology Manager the following recommendations are provided.

Recommendations

- 1) The Council lift from the table consideration of this Notice of Motion.
- 2) That Council consider giving three readings to Civic Addressing and Street Naming Bylaw 3465/2011.

Elaine Vincent
Manager

Notice of Motion

Street Naming in Red Deer

Submitted by: Councillor Wong

WHEREAS in 1975 City Council of the City of Red Deer passed a resolution requiring that the Archives Department provide a list of historically significant names for consideration as street names for the City of Red Deer;

AND WHEREAS the Civic Address Bylaw 3125/95 establishes the Civic Addressing Committee to be comprised of a representative of the Fire Department, Parkland Community Planning Services, Assessment and Taxation and the Land and Economic Development Department;

AND WHEREAS the City of Red Deer is committed to ensuring that our history and past are connected to our future growth;

THEREFORE BE IT RESOLVED that the City of Red Deer amend its Civic Address Bylaw 3125/95 to ensure that Archives is given full membership at the Civic Addressing Committee;

AND FURTHER BE IT RESOLVED that Historically Significant Names be given priority in the determination of future street names within the City of Red Deer.



DATE: January 5, 2011

TO: Craig Curtis, City Manager

FROM: Tony Woods, GIS Supervisor
Dan Newton, Information Technology Manager

CC: Lorraine Poth, Director of Corporate Services

SUBJECT: Civic Address and Street Naming Bylaw 3465/2011
Notice of Motion dated September 20, 2010

Background:

City Administration was concerned that the current Civic Address Bylaw 3125/95 did not provide adequate direction on assigning addresses to properties acquired through the recent annexation process. After consulting with legal council and business units that rely on this bylaw, it was decided that a new bylaw should be drafted to incorporate the necessary requirements.

At the Tuesday, September 7, 2010 Council Meeting, Councillor Frank Wong introduced the attached Notice of Motion regarding Street Naming in Red Deer. Council directed Administration to incorporate the items identified in the Notice of Motion into a policy and/or bylaw by the end of 2010. At the Monday, December 13, 2010 Council Meeting, Council agreed to table this Notice of Motion until the January 10, 2011 Council Meeting.

Discussion:

The attached proposed Civic Address and Street Naming Bylaw 3465/2011 addresses the assigning of a civic address to annexed properties and the items mentioned in the Street Naming in Red Deer Notice of Motion. The proposed Bylaw also provides clarification regarding display of addresses and the process to request a change of address number.

1. Civic Addressing and Annexed Properties

In the past, developed properties in annexed areas were wide spread and could be identified in the Civic Addressing System using the tax roll number and the properties Alberta Township System location (i.e.: south east quarter of Section 2, Township 38 Range 27). As annexed properties became part of a new

development, a civic address was assigned once a statutory plan, such as a Neighbourhood Area Structure Plan, was adopted.

Recent annexations have included a higher density of developed properties such as subdivisions and multiple properties within a quarter section. Therefore a site specific address is required to ensure the adequate delivery of municipal services such as police, fire and ambulance.

The City investigated two options for assigning a Civic Address to annexed properties:

- a. Assign a civic address based on current standards as outlined in the Civic Address Bylaw 3125/95. This would require naming all roads that have been recently annexed. The challenge was assigning a logical street name prior to a planning document such as a Neighbourhood Area Structure Plan;
- b. Adopt the municipal addressing system recently implemented by Red Deer County. This addressing system follows Provincial standards and is used by other rural municipalities throughout Alberta. This addressing system also requires the installation of an address sign along the Township Road, Range Road or Highway where the properties access is located.

After consulting with various departments including Emergency Services, Public Works and Revenue & Assessment Services, the consensus was to adopt the Red Deer County municipal address for the following reasons:

- The format of the municipal address conforms to The City's Civic Address Standard (i.e.: unit – address number – road name);
- Emergency Services personnel utilize this address system for other municipalities within their dispatch area, therefore it is well understood;
- It would provide uniform addressing with the County along the City's municipal boundary;
- It would provide the least amount of impact to rural properties that have just been re-addressed by The County;

The proposed Bylaw states that annexed properties will retain their existing municipal address until it is necessary to assign a new Civic Address. As a result, The City will adopt the names assigned by The County to annexed roads. Annexed properties will be addressed at the point where the property is accessed from the Township Road, Range Road or Highway. The need to install a Rural Address Sign at the access point to the property will continue.

At some point it will be necessary to assign a new Civic Address to annexed properties, which may include a new address number and/or street name. This will be done to:

- a. Allow the safe and reliable delivery of services to the property. This includes dispatching police, fire and ambulance personnel.
- b. Minimize confusion. An example is renaming a road where a similar Street Name exists within The City.

- c. Accommodate an adopted statutory plan as new subdivisions are developed.

Assigning a new Civic Address will have a financial impact. Our research shows the average cost to re-address a commercial property to be approximately \$3,000. This includes replacing the business' sign; reprinting letterheads, business cards, cheques, envelopes, etc; and other miscellaneous expenses such as the cost to re-direct mail for six months and paper work associated with vehicle registration.

The cost for a resident is approximately \$200, which includes re-directing mail and the paper work associated with driver's license and vehicle registrations. Residential dwellings in rural areas are typically located on larger lots such as acreages where the primary access may not be visible from the road. The proposed Bylaw requires a property owner to erect a sign displaying the address number in a location that is plainly visible from the road. A typical laminated wood sign commonly used by acreages costs approximately \$300 plus installation.

Currently there are no provisions to reimburse property owners of annexed land that will be assigned a new Civic Address. In researching the approach across the Province various reimbursement of cost options are implemented in different municipalities. Some reimburse commercial and residential at different rates and some provide for no reimbursement.

Although this bylaw has been prepared recommending no reimbursement it is recognized that this may be an area where Council would like to establish a different policy. To help understand the potential cost implications of reimbursement there are approximately 78 commercial properties that will need to be readdressed in 2011 and approximately 46 residential properties. For future years, there is a potential of an additional 20 commercial properties and 100 residential properties that will need to be readdressed based on the current annexations that have been completed.

Potential Costing for Reimbursement of Readdressing Expenses				
Property Type	Number of Potential Readdressing	Reimbursement	Total Cost to City*	50% Reimbursement
Commercial	98	\$3000	\$294,000	\$147,000
Residential	146	\$500	\$73,000	\$36,500
			\$367,000	\$183,500

* This does not include the cost of Administration

2. Street Naming in Red Deer

As to the Notice of Motion regarding Street Naming in Red Deer, the proposed Civic Address and Street Naming Bylaw 3465/2011 identifies that The City will give priority to names which have historical significance to the City. The proposed Bylaw also states that Archives will provide input with respect to the selection of all Street Names.

Two committees, or administrative working groups, have been established regarding Addressing and Street Naming:

- a. The Street Naming Committee will approve the names to be added to the Street Names Registry and the Street Names selected for all new roads. The committee has representatives from Archives, Emergency Services, Planning Services and the GIS Section.
- b. The Addressing Advisory Committee will review and endorse addressing standards. The committee has representatives from Emergency Services, Inspections & Licensing, Revenue & Assessment Services, and the GIS Section.

3. Other Clarifications

The proposed Bylaw clarifies the following:

- a. Display of Address: It may be necessary for the property owner to install a sign displaying the property's address number where the address number affixed to the structure is not clearly visible from the road;
- b. Change of Address Number: The proposed Bylaw defines the procedure should a property owner request a change of address number. The fee of \$300 has been set to offset the cost The City incurs to research the request, which may include consulting City departments, outside agencies such as utility companies, and Canada Post; reply to the property owner; and process the change of address.
- c. Street Name Change: Apart from roads annexed by The City, a Council resolution is required to change a Street Name.

Administrative Recommendation

After review of the options for reimbursement of readdressing expenses for annexed properties, Administration would recommend a full cost reimbursement of expenses to a maximum of \$3,000 for commercial properties and \$500 for residential properties. The final payment amount would be at the discretion of the City Manager.

Recommendation:

- 1) That Council provide direction on reimbursement of readdressing expenses for annexed properties that require a new civic address either at full cost reimbursement, partial reimbursement or no reimbursement; and
- 2) That Council consider giving three readings to Civic Address and Street Naming Bylaw 3465/2011.

Tony Woods
GIS Supervisor

Dan Newton
Information Technology Manager

BYLAW NO. 3465/2011

Being a bylaw to establish a civic addressing system and to regulate the display of civic addresses within the City.

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

Short Title

1. This Bylaw shall be known as the "The Civic Address and Street Naming Bylaw".

Purpose

2. The purpose of this Bylaw is to establish a civic addressing and street naming system, and to regulate the display of civic addresses in order to identify properties and to accommodate the delivery of municipal and emergency services.

Definitions

3. In this bylaw the following terms have the meanings shown:

Address Number means the numeric portion of a Civic Address, which may include a number or letter as a prefix or suffix;

Annexed Property or Annexed Properties means any Property which was annexed from Red Deer County after 2003;

Civic Address means an address assigned by the City consisting of an Address Number and the name of the Road by which Primary Access to the Property is gained;

Owner means the person or legal entity registered under the *Land Titles Act* as owner of the Property;

Primary Access Road means the main driveway or road which gives access to a Property.

Property means a parcel of land in the City;

Street Name means the name assigned to a Road by the City;

Structure means any building or structure intended for business use or occupancy by one or more persons;

Road means any thoroughfare, street or highway, whether privately or publicly owned, that the public is ordinarily permitted to use for the passage or parking of vehicles;

Rural Address Sign means a sign provided by the City to Owners of Annexed Property which designates the Civic Address of the Property.

Unit means a portion or sub-unit of a building which is designed for or which forms a separate occupancy, including suites, bays, condominium units, or apartments.

Addressing Authority

4. The City Manager has the authority to administer the civic addressing system for the City and may, subject to the provisions of this bylaw:
 - (a) assign a name to all new streets and development areas;
 - (b) establish a system of address numbering for Properties;
 - (c) assign a Civic Address to every Property;
 - (d) change an Address Number or Street Name, in accordance with the provisions hereto.

5. The City Manager may change an Address Number if in his or her opinion such change is required:
 - (a) to allow the safe and reliable delivery of services to the Property;
 - (b) to minimize confusion; or
 - (c) to accommodate an adopted statutory plan for the area in which the Property is located.
6. Notwithstanding the foregoing, once the City Manager has assigned a Street Name, that name may not subsequently be changed except by resolution of Council.

Delegation

7. The City Manager may delegate authority under this Bylaw as he or she sees fit.

Street Name Selection

8. In selecting names for streets, the City Manager shall give priority to Street Names which have historic significance, including the names of noteworthy persons and historic events that are significant to the City. The City Manager shall ensure that a representative from the City Archives provides input with respect to the selection of all Street Names.

Display of Address Number

9. (a) The Address Number assigned to a Property on which a Structure has been erected shall be affixed to the Structure in a position which is plainly visible from the Road to which the Property is addressed.

- (b) Where the Address Number is not visible from the Road if mounted on the Structure, the owner shall display the Address Number on a sign erected in a location that is plainly visible from the Road.
 - (c) When construction is taking place on a Property the Owner shall ensure that the Address Number is displayed in a manner in which it is plainly visible from the Road from which the Property is accessed.
 - (d) Where there is more than one Unit within a Structure, the Address Number assigned to each Unit must be displayed on or beside the front door to the Unit.
- 10. Address Numbers shall be not less than 15 cm (6 inches) in height but may not exceed the maximum size provided for in the Land Use Bylaw.
- 11. Address Numbers shall be in a contrasting colour to the surface on which they are displayed.
- 12. No person shall display or permit the display of an Address Number on a Property other than an Address Number which has been assigned pursuant to this Bylaw.

Transition of Annexed Properties

- 13. An Annexed Property retains its existing address until such time as a new Civic Address is assigned.
- 14. The City Manager may assign a new Civic Address to Annexed Properties or change a street name, or both, if in the opinion of the City Manager a new Civic Address is required:
 - (a) to allow the safe and reliable delivery of services to the Property;
 - (b) to minimize confusion; or

- (c) to accommodate an adopted statutory plan for the area in which the Property is located.

- 15. Until a new civic address is assigned, The City will install a Rural Address Sign at the Primary Access Road to an Annexed Property within the road right-of-way.

Unobstructed Visibility

- 16. The Owner shall maintain the Address Number or Rural Address Sign in good condition and shall not cause or allow the visibility of the Address Number or Rural Address sign to be obscured from the Road.

Request For Change of Address Number

- 17. (a) The City Manager may change an Address Number on the application of the Property Owner if the change can be accommodated without undue inconvenience.
- (b) An application by a Property Owner for a change of Address Number shall be accompanied by a fee of \$300.00.

Authority of Council to Change Street Name

- 18. Nothing in this Bylaw precludes Council in its discretion from changing the Street Name or Civic Address of a Property, or both. In such cases the City shall not be liable to the Owner for damages or loss resulting from the change.

Offences and Penalties

- 19. A person who contravenes any provision of this Bylaw is guilty of an offence and liable upon summary conviction to a fine of \$250.00 for a first offence, \$500.00 for a second offence and \$1,000.00 for a third or subsequent offence.
- 20. Where a Bylaw Officer or Peace Officer believes that a person has contravened any provision of this Bylaw, the Officer may, in addition to any other remedy used by the City, serve upon the person a violation ticket, in the form used by the City, allowing payment of the penalty as set out in Section 13 of this Bylaw, which

payment will be accepted by the City in lieu of prosecution for the offence, or the Officer may issue a violation ticket in accordance with the Provincial Offences Procedure Act, R.S.A. 2000, c.P-34, allowing a voluntary payment of the penalty as set out in Section 13 of this Bylaw, or, requiring a person to appear in court without the alternative of making a voluntary payment. The recording of the payment of a penalty made to the City or the Provincial Court of Alberta, shall constitute an acceptance of a guilty plea and conviction for the offence.

- 21. This section shall not prevent any Bylaw Officer from issuing a violation ticket requiring a court appearance of the defendant, pursuant to the provisions of the *Provincial Offences Procedures Act*, or from laying information in lieu of issuing a violation ticket.
- 22. Bylaw No. 3125/95 is hereby repealed.

READ A FIRST TIME IN OPEN COUNCIL this	day of	2011.
READ A SECOND TIME IN OPEN COUNCIL this	day of	2011.
READ A THIRD TIME IN OPEN COUNCIL this	day of	2011.
AND SIGNED BY THE MAYOR AND CITY CLERK this	day of	2011.

MAYOR

CITY CLERK

**Back up information only
for Item 3.2****BYLAW NO. 3125/95**

Being a bylaw to establish and maintain a civic address system.

¹DELETED

²WHEREAS the Council of The City desire to maintain a civic address system to identify properties and to assist emergency response vehicles in locating the appropriate address,

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

SHORT TITLE

1 This Bylaw shall be known as “The Civic Address Bylaw”.

DEFINITIONS

2 In this Bylaw:

- (a) **“Address”** means the civic address designated by the City Land and Economic Development Department from time to time, which may including combination of numbers and/or words;
- (b)³ **“Authority”** means the Fire Chief and such employees in the said City Emergency Services Department which the Fire Chief deems necessary to carry out the functions of this Bylaw;
- (c) **“Civic Addressing Committee”** shall be a committee which includes the following persons:
 - (i) one representative from the Fire Department;
 - (ii)⁴ one representative from Parkland Community Planning Services;

¹ 3125/A-96

² 3125/A-96

³ 3125/A-96

⁴ 3125/A-96

Bylaw No. 3125/95
Page 2

- (iii) one representative from the Assessment and Taxation Department; and
- (iv) one representative from the Land and Economic Development Department.
- (d) **“Occupancy”** means every building or portion of a building or a sub-unit thereof identified in accordance with the classification designated in the Alberta Building Code, as determined by the City Land and Economic Development Department;
- (e) **“Owner”** means, with respect to a property, the person who is registered under the Land Titles Act as owner of the property;
- (f) **“Property”** means a parcel of land or a building situate thereon;
- (g) **“Street”** shall mean and include all streets, avenues, crescents, drives, boulevards, greens, square roads and closes which give access to the front of any occupancy and shall not include any lane.

3 Every legally registered parcel of land within the City shall be designated an address by the City Land and Economic Development Department in accordance with the following general rules, wherever possible:

- (a) street names shall be selected primarily from the list provided by the Archives Committee and, alternately, from other sources;
- (b) the names selected, wherever possible, shall not sound the same as other names in the same subdivision, or any other subdivision;
- (c) where a cul de sac is created from a main street:
 - (i) if the cul de sac has seven or less lots, the name of the street will carry through the cul de sac;

- (ii) if the cul de sac has more than seven lots, than a new name will be given to the cul de sac, which shall be different from the adjacent street;
 - (iii) if a cul de sac has less than seven lots, then the numbers of the residences on the cul de sac can be painted on the street sign in place of a street name;
- (d) Even numbers shall be placed on the north and west sides of streets and avenues, and odd numbers shall be placed on the south and east sides of streets and avenues;
- (e) Each occupancy shall be allocated an individual number;
- (f) With respect to new multiple unit buildings:
 - (i) where such buildings have one main identifying number, but have internal units, bays, or apartments, internal numbering will be finalized between the developer and the Land and Economic Development Department prior to the issuance of an Occupancy permit;
 - (ii) in assigning internal numbering, the owner shall adhere to the following schedule to the extent it is applicable:
 - (A) Basement Units - numbered B1 to B99
 - (B) Main or First Floor Units - numbered 100 - 199
 - (C) Succeeding Floors - numbered in accordance with "B" above, except that the first number or numbers for each unit will be the respective floor;
 - (iii) the internal numbering shall be assigned in a clockwise manner to new buildings, commencing from the entrance to the building or respective floor.

- 4
 - (1) The posting of civic addresses on occupancies will be controlled as follows:
 - (a) when any development application requires an occupancy permit, the posting of the civic address will be a requirement of the occupancy permit;
 - (b) for buildings that only require a building permit, the posting of the civic address will be a condition of the building permit; or
 - (c) by notice in writing given to the owner of any property by the Authority.
 - (2) Where a name is used at any time to supplement the address for the property, the owner of the property shall forthwith inform the Authority in writing of the name, including any revisions thereof.
 - (3) Any person who requests a change of an existing address shall make application therefor to the City Land and Economic Development Department and shall pay the sum of \$50.00 for such change.
- 5
 - (1) The owner of a property shall continuously display the address at the principal entry for such property in a contrasting colour and in a position thereon which is visible from the street fronting on such property.
 - (2) The owner of an occupancy shall continuously display the address for such occupancy in a contrasting colour on the exterior of the front door providing principal direct access thereto.
 - (3) The owner shall use numerals or letters which are not less than 6 inches (15.14 cm) in height. A 1 inch (2.54 cm) stroke width, with a minimum of 3 inches (7.62 cm) in height for internal addressing.
 - (4) No person shall display or permit the displaying of any address on a property other than the address currently assigned pursuant to this Bylaw.
 - (5) The owner shall maintain the address in good condition and shall not cause, allow, or permit the visibility of the address from the street to be obscured.

Bylaw No. 3125/95
Page 5

OFFENCES AND PENALTIES

- 6 The Authority is hereby authorized to ensure the provisions of this Bylaw and to issue offence tickets in the form provided in the City's General Penalty Bylaw to any person it reasonably believes has contravened the provision of this Bylaw.
- 7 (1) Any person who contravenes any of the provisions of this Bylaw is guilty of an offence and is liable to a penalty of \$210.00.
- (2) Any person who, being guilty of a first breach of this Bylaw, contravenes any of the provisions of this Bylaw a second time with the same breach within sixty (60) days is guilty of an offence and is liable to a penalty of \$510.00.
- 8 The provisions of the General Penalty Bylaw shall apply to this Bylaw.
- 9 Bylaw No. 1337/47 and all amendments thereto are hereby repealed.
- 10 This Bylaw shall come into full force and effect upon the passage of third reading.

READ A FIRST TIME IN OPEN COUNCIL this 16 day of January A.D. 1995.

READ A SECOND TIME IN OPEN COUNCIL this 16 day of January A.D. 1995.

READ A THIRD TIME IN OPEN COUNCIL this 16 day of January A.D. 1995.

AND SIGNED BY THE MAYOR AND CITY CLERK this 16 day of January A.D. 1995.

"G. D. SURKAN"

MAYOR

"KELLY KLOSS"

CITY CLERK

Comments:

I support the recommendation of Administration that Council consider three readings of the Civic Address and Street Naming Bylaw 3465/2011. In advance of considering the bylaw readings, Council should consider full reimbursement of expenses for annexed property owners. If The City of Red Deer's policy is to be a welcoming community, property owners should not have to bear the expenses themselves.

"Craig Curtis"
City Manager

DATE: January 13, 2011

TO: Tony Woods, GIS Supervisor
Dan Newton, Information Technology Manager

FROM: Elaine Vincent, Legislative & Governance Services Manager

SUBJECT: Notice of Motion – Re: Street Naming in Red Deer and Civic Addressing
Bylaw Amendment – Councillor Frank Wong
Civic Address and Street Naming Bylaw 3465/2011

Reference Report:

GIS Supervisor and Information Technology Manager, dated January 5, 2011.

Resolution:

The following resolution was passed during the Regular Council Meeting held on Monday, January 10, 2011:

“Resolved that Council of The City of Red Deer having considered the report from the GIS Supervisor and the Information Technology Manager dated January 5, 2011 re: Civic Address and Street Naming Bylaw 3465/2011 and Notice of Motion dated September 20, 2010 hereby amends proposed Bylaw 3465/2011, by authorizing a full cost reimbursement of readdressing expenses for properties that require a new civic address, to a maximum of \$3,000 for commercial properties and \$500 for residential properties.

Bylaw Reading:

The following bylaw was passed during the Regular Council Meeting held on Monday, January 10, 2011:

Civic Address and Street Naming Bylaw 3465/2011 received three readings at the January 10, 2011 regular Council Meeting. A copy of the bylaw is attached.

Report Back to Council: No

Comments/Further Action:

This office will distribute a copy of the Civic Address and Street Naming Bylaw 3465/2010 in due course.


Elaine Vincent
Legislative & Governance Services Manager
/attach.

c Councillor Frank Wong
Director of Development Services
Director of Corporate Services

Policy Coordinator, Kim Woods
Corporate Meeting Coordinator

BYLAW NO. 3465/2011

Being a bylaw to establish a civic addressing system and to regulate the display of civic addresses within the City.

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

Short Title

1. This Bylaw shall be known as the "The Civic Address and Street Naming Bylaw".

Purpose

2. The purpose of this Bylaw is to establish a civic addressing and street naming system, and to regulate the display of civic addresses in order to identify properties and to accommodate the delivery of municipal and emergency services.

Definitions

3. In this bylaw the following terms have the meanings shown:

Address Number means the numeric portion of a Civic Address, which may include a number or letter as a prefix or suffix;

Annexed Property or Annexed Properties means any Property which was annexed from Red Deer County after 2003;

Civic Address means an address assigned by the City consisting of an Address Number and the name of the Road by which Primary Access to the Property is gained;

Owner means the person or legal entity registered under the *Land Titles Act* as owner of the Property;

Primary Access Road means the main driveway or road which gives access to a Property.

Property means a parcel of land in the City;

Street Name means the name assigned to a Road by the City;

Structure means any building or structure intended for business use or occupancy by one or more persons;

Road means any thoroughfare, street or highway, whether privately or publicly owned, that the public is ordinarily permitted to use for the passage or parking of vehicles;

Rural Address Sign means a sign provided by the City to Owners of Annexed Property which designates the Civic Address of the Property.

Unit means a portion or sub-unit of a building which is designed for or which forms a separate occupancy, including suites, bays, condominium units, or apartments.

Addressing Authority

4. The City Manager has the authority to administer the civic addressing system for the City and may, subject to the provisions of this bylaw:
 - (a) assign a name to all new streets and development areas;
 - (b) establish a system of address numbering for Properties;
 - (c) assign a Civic Address to every Property;
 - (d) change an Address Number or Street Name, in accordance with the provisions hereto.

5. The City Manager may change an Address Number if in his or her opinion such change is required:
 - (a) to allow the safe and reliable delivery of services to the Property;
 - (b) to minimize confusion; or
 - (c) to accommodate an adopted statutory plan for the area in which the Property is located.
6. Notwithstanding the foregoing, once the City Manager has assigned a Street Name, that name may not subsequently be changed except by resolution of Council.

Delegation

7. The City Manager may delegate authority under this Bylaw as he or she sees fit.

Street Name Selection

8. In selecting names for streets, the City Manager shall give priority to Street Names which have historic significance, including the names of noteworthy persons and historic events that are significant to the City. The City Manager shall ensure that a representative from the City Archives provides input with respect to the selection of all Street Names.

Display of Address Number

9. (a) The Address Number assigned to a Property on which a Structure has been erected shall be affixed to the Structure in a position which is plainly visible from the Road to which the Property is addressed.

- (b) Where the Address Number is not visible from the Road if mounted on the Structure, the owner shall display the Address Number on a sign erected in a location that is plainly visible from the Road.
 - (c) When construction is taking place on a Property the Owner shall ensure that the Address Number is displayed in a manner in which it is plainly visible from the Road from which the Property is accessed.
 - (d) Where there is more than one Unit within a Structure, the Address Number assigned to each Unit must be displayed on or beside the front door to the Unit.
10. Address Numbers shall be not less than 15 cm (6 inches) in height but may not exceed the maximum size provided for in the Land Use Bylaw.
11. Address Numbers shall be in a contrasting colour to the surface on which they are displayed.
12. No person shall display or permit the display of an Address Number on a Property other than an Address Number which has been assigned pursuant to this Bylaw.

Transition of Annexed Properties

13. An Annexed Property retains its existing address until such time as a new Civic Address is assigned.
14. The City Manager may assign a new Civic Address to Annexed Properties or change a street name, or both, if in the opinion of the City Manager a new Civic Address is required:
- (a) to allow the safe and reliable delivery of services to the Property;
 - (b) to minimize confusion; or

- (c) to accommodate an adopted statutory plan for the area in which the Property is located.

14.1 Owners of Annexed Properties that are assigned a new Civic Address are eligible to be reimbursed by The City for re-addressing expenses as follows:

- (a) to a maximum of \$3,000 for commercial properties
- (b) to a maximum of \$500 for residential properties.

15. Until a new civic address is assigned, The City will install a Rural Address Sign at the Primary Access Road to an Annexed Property within the road right-of-way.

Unobstructed Visibility

16. The Owner shall maintain the Address Number or Rural Address Sign in good condition and shall not cause or allow the visibility of the Address Number or Rural Address sign to be obscured from the Road.

Request For Change of Address Number

- 17. (a) The City Manager may change an Address Number on the application of the Property Owner if the change can be accommodated without undue inconvenience.
- (b) An application by a Property Owner for a change of Address Number shall be accompanied by a fee of \$300.00.

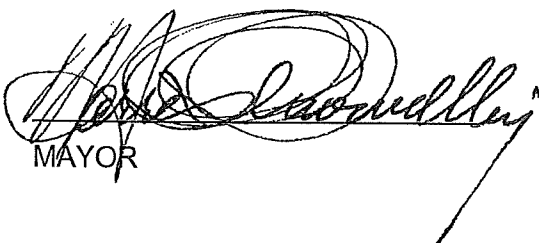
Authority of Council to Change Street Name

18. Nothing in this Bylaw precludes Council in its discretion from changing the Street Name or Civic Address of a Property, or both. In such cases the City shall not be liable to the Owner for damages or loss resulting from the change.

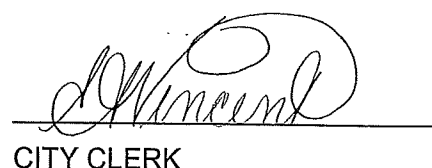
Offences and Penalties

19. A person who contravenes any provision of this Bylaw is guilty of an offence and liable upon summary conviction to a fine of \$250.00 for a first offence, \$500.00 for a second offence and \$1,000.00 for a third or subsequent offence.
20. Where a Bylaw Officer or Peace Officer believes that a person has contravened any provision of this Bylaw, the Officer may, in addition to any other remedy used by the City, serve upon the person a violation ticket, in the form used by the City, allowing payment of the penalty as set out in Section 19 of this Bylaw, which payment will be accepted by the City in lieu of prosecution for the offence, or the Officer may issue a violation ticket in accordance with the Provincial Offences Procedure Act, R.S.A. 2000, c.P-34, allowing a voluntary payment of the penalty as set out in Section 13 of this Bylaw, or, requiring a person to appear in court without the alternative of making a voluntary payment. The recording of the payment of a penalty made to the City or the Provincial Court of Alberta, shall constitute an acceptance of a guilty plea and conviction for the offence.
21. This section shall not prevent any Bylaw Officer from issuing a violation ticket requiring a court appearance of the defendant, pursuant to the provisions of the *Provincial Offences Procedures Act*, or from laying information in lieu of issuing a violation ticket.
22. Bylaw No. 3125/95 is hereby repealed.

READ A FIRST TIME IN OPEN COUNCIL this 10th day of January 2011.
READ A SECOND TIME IN OPEN COUNCIL this 10th day of January 2011.
READ A THIRD TIME IN OPEN COUNCIL this 10th day of January 2011.
AND SIGNED BY THE MAYOR AND CITY CLERK this 10th day of January 2011.



MAYOR



CITY CLERK

Legislative & Governance Services

DATE: January 4, 2011

TO: Craig Curtis, City Manager

FROM: Elaine Vincent, Legislative & Governance Services Manager

SUBJECT: Notice of Motion – Re: Street naming in Red Deer and Civic Addressing Bylaw Amendment

History

At the Tuesday, September 7, 2010 Council Meeting, Councillor Frank Wong introduced the attached Notice of Motion regarding street naming. Administration was to provide further clarification regarding the Notice of Motion and bring it back for Council's consideration. Further, at the Monday, December 13, 2010 Council Meeting the above report was tabled and the following tabling resolution was passed.

Resolution

"Resolved that Council of The City of Red Deer having considered the report dated December 6, 2010 from the Legislative & Governance Services Manager agrees to table the Notice of Motion, Street Naming in Red Deer, submitted by Councillor Frank Wong to the January 10, 2011 Council Meeting."

Discussion

After having reviewed the attached follow-up report from Tony Woods, GIS Supervisor and Dan Newton, Information Technology Manager the following recommendations are provided.

Recommendations

- 1) The Council lift from the table consideration of this Notice of Motion.
- 2) That Council consider giving three readings to Civic Addressing and Street Naming Bylaw 3465/2011.



Elaine Vincent
Manager

Notice of Motion

Street Naming in Red Deer

Submitted by: Councillor Wong

WHEREAS in 1975 City Council of the City of Red Deer passed a resolution requiring that the Archives Department provide a list of historically significant names for consideration as street names for the City of Red Deer;

AND WHEREAS the Civic Address Bylaw 3125/95 establishes the Civic Addressing Committee to be comprised of a representative of the Fire Department, Parkland Community Planning Services, Assessment and Taxation and the Land and Economic Development Department;

AND WHEREAS the City of Red Deer is committed to ensuring that our history and past are connected to our future growth;

THEREFORE BE IT RESOLVED that the City of Red Deer amend its Civic Address Bylaw 3125/95 to ensure that Archives is given full membership at the Civic Addressing Committee;

AND FURTHER BE IT RESOLVED that Historically Significant Names be given priority in the determination of future street names within the City of Red Deer.

DATE: January 5, 2011

TO: Craig Curtis, City Manager

FROM: Tony Woods, GIS Supervisor
Dan Newton, Information Technology Manager

CC: Lorraine Poth, Director of Corporate Services

SUBJECT: Civic Address and Street Naming Bylaw 3465/2011
Notice of Motion dated September 20, 2010

Background:

City Administration was concerned that the current Civic Address Bylaw 3125/95 did not provide adequate direction on assigning addresses to properties acquired through the recent annexation process. After consulting with legal council and business units that rely on this bylaw, it was decided that a new bylaw should be drafted to incorporate the necessary requirements.

At the Tuesday, September 7, 2010 Council Meeting, Councillor Frank Wong introduced the attached Notice of Motion regarding Street Naming in Red Deer. Council directed Administration to incorporate the items identified in the Notice of Motion into a policy and/or bylaw by the end of 2010. At the Monday, December 13, 2010 Council Meeting, Council agreed to table this Notice of Motion until the January 10, 2011 Council Meeting.

Discussion:

The attached proposed Civic Address and Street Naming Bylaw 3465/2011 addresses the assigning of a civic address to annexed properties and the items mentioned in the Street Naming in Red Deer Notice of Motion. The proposed Bylaw also provides clarification regarding display of addresses and the process to request a change of address number.

1. Civic Addressing and Annexed Properties

In the past, developed properties in annexed areas were wide spread and could be identified in the Civic Addressing System using the tax roll number and the properties Alberta Township System location (i.e.: south east quarter of Section 2, Township 38 Range 27). As annexed properties became part of a new

development, a civic address was assigned once a statutory plan, such as a Neighbourhood Area Structure Plan, was adopted.

Recent annexations have included a higher density of developed properties such as subdivisions and multiple properties within a quarter section. Therefore a site specific address is required to ensure the adequate delivery of municipal services such as police, fire and ambulance.

The City investigated two options for assigning a Civic Address to annexed properties:

- a. Assign a civic address based on current standards as outlined in the Civic Address Bylaw 3125/95. This would require naming all roads that have been recently annexed. The challenge was assigning a logical street name prior to a planning document such as a Neighbourhood Area Structure Plan;
- b. Adopt the municipal addressing system recently implemented by Red Deer County. This addressing system follows Provincial standards and is used by other rural municipalities throughout Alberta. This addressing system also requires the installation of an address sign along the Township Road, Range Road or Highway where the properties access is located.

After consulting with various departments including Emergency Services, Public Works and Revenue & Assessment Services, the consensus was to adopt the Red Deer County municipal address for the following reasons:

- The format of the municipal address conforms to The City's Civic Address Standard (i.e.: unit – address number – road name);
- Emergency Services personnel utilize this address system for other municipalities within their dispatch area, therefore it is well understood;
- It would provide uniform addressing with the County along the City's municipal boundary;
- It would provide the least amount of impact to rural properties that have just been re-addressed by The County;

The proposed Bylaw states that annexed properties will retain their existing municipal address until it is necessary to assign a new Civic Address. As a result, The City will adopt the names assigned by The County to annexed roads. Annexed properties will be addressed at the point where the property is accessed from the Township Road, Range Road or Highway. The need to install a Rural Address Sign at the access point to the property will continue.

At some point it will be necessary to assign a new Civic Address to annexed properties, which may include a new address number and/or street name. This will be done to:

- a. Allow the safe and reliable delivery of services to the property. This includes dispatching police, fire and ambulance personnel.
- b. Minimize confusion. An example is renaming a road where a similar Street Name exists within The City.

- c. Accommodate an adopted statutory plan as new subdivisions are developed.

Assigning a new Civic Address will have a financial impact. Our research shows the average cost to re-address a commercial property to be approximately \$3,000. This includes replacing the business' sign; reprinting letterheads, business cards, cheques, envelopes, etc; and other miscellaneous expenses such as the cost to re-direct mail for six months and paper work associated with vehicle registration.

The cost for a resident is approximately \$200, which includes re-directing mail and the paper work associated with driver's license and vehicle registrations. Residential dwellings in rural areas are typically located on larger lots such as acreages where the primary access may not be visible from the road. The proposed Bylaw requires a property owner to erect a sign displaying the address number in a location that is plainly visible from the road. A typical laminated wood sign commonly used by acreages costs approximately \$300 plus installation.

Currently there are no provisions to reimburse property owners of annexed land that will be assigned a new Civic Address. In researching the approach across the Province various reimbursement of cost options are implemented in different municipalities. Some reimburse commercial and residential at different rates and some provide for no reimbursement.

Although this bylaw has been prepared recommending no reimbursement it is recognized that this may be an area where Council would like to establish a different policy. To help understand the potential cost implications of reimbursement there are approximately 78 commercial properties that will need to be readdressed in 2011 and approximately 46 residential properties. For future years, there is a potential of an additional 20 commercial properties and 100 residential properties that will need to be readdressed based on the current annexations that have been completed.

Potential Costing for Reimbursement of Readdressing Expenses				
Property Type	Number of Potential Readdressing	Reimbursement	Total Cost to City*	50% Reimbursement
Commercial	98	\$3000	\$294,000	\$147,000
Residential	146	\$500	\$73,000	\$36,500
			\$367,000	\$183,500

* This does not include the cost of Administration

2. Street Naming in Red Deer

As to the Notice of Motion regarding Street Naming in Red Deer, the proposed Civic Address and Street Naming Bylaw 3465/2011 identifies that The City will give priority to names which have historical significance to the City. The proposed Bylaw also states that Archives will provide input with respect to the selection of all Street Names.

Two committees, or administrative working groups, have been established regarding Addressing and Street Naming:

- a. The Street Naming Committee will approve the names to be added to the Street Names Registry and the Street Names selected for all new roads. The committee has representatives from Archives, Emergency Services, Planning Services and the GIS Section.
- b. The Addressing Advisory Committee will review and endorse addressing standards. The committee has representatives from Emergency Services, Inspections & Licensing, Revenue & Assessment Services, and the GIS Section.

3. Other Clarifications

The proposed Bylaw clarifies the following:

- a. Display of Address: It may be necessary for the property owner to install a sign displaying the property's address number where the address number affixed to the structure is not clearly visible from the road;
- b. Change of Address Number: The proposed Bylaw defines the procedure should a property owner request a change of address number. The fee of \$300 has been set to offset the cost The City incurs to research the request, which may include consulting City departments, outside agencies such as utility companies, and Canada Post; reply to the property owner; and process the change of address.
- c. Street Name Change: Apart from roads annexed by The City, a Council resolution is required to change a Street Name.

Administrative Recommendation

After review of the options for reimbursement of readdressing expenses for annexed properties, Administration would recommend a full cost reimbursement of expenses to a maximum of \$3,000 for commercial properties and \$500 for residential properties. The final payment amount would be at the discretion of the City Manager.

Recommendation:

- 1) That Council provide direction on reimbursement of readdressing expenses for annexed properties that require a new civic address either at full cost reimbursement, partial reimbursement or no reimbursement; and
- 2) That Council consider giving three readings to Civic Address and Street Naming Bylaw 3465/2011.

Tony Woods
GIS Supervisor

Dan Newton
Information Technology Manager

ORIGINAL

BYLAW NO. 3465/2011

Being a bylaw to establish a civic addressing system and to regulate the display of civic addresses within the City.

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

Short Title

1. This Bylaw shall be known as the "The Civic Address and Street Naming Bylaw".

Purpose

2. The purpose of this Bylaw is to establish a civic addressing and street naming system, and to regulate the display of civic addresses in order to identify properties and to accommodate the delivery of municipal and emergency services.

Definitions

3. In this bylaw the following terms have the meanings shown:

Address Number means the numeric portion of a Civic Address, which may include a number or letter as a prefix or suffix;

Annexed Property or Annexed Properties means any Property which was annexed from Red Deer County after 2003;

Civic Address means an address assigned by the City consisting of an Address Number and the name of the Road by which Primary Access to the Property is gained;

Owner means the person or legal entity registered under the *Land Titles Act* as owner of the Property;

Primary Access Road means the main driveway or road which gives access to a Property.

Property means a parcel of land in the City;

Street Name means the name assigned to a Road by the City;

Structure means any building or structure intended for business use or occupancy by one or more persons;

Road means any thoroughfare, street or highway, whether privately or publicly owned, that the public is ordinarily permitted to use for the passage or parking of vehicles;

Rural Address Sign means a sign provided by the City to Owners of Annexed Property which designates the Civic Address of the Property.

Unit means a portion or sub-unit of a building which is designed for or which forms a separate occupancy, including suites, bays, condominium units, or apartments.

Addressing Authority

4. The City Manager has the authority to administer the civic addressing system for the City and may, subject to the provisions of this bylaw:
 - (a) assign a name to all new streets and development areas;
 - (b) establish a system of address numbering for Properties;
 - (c) assign a Civic Address to every Property;
 - (d) change an Address Number or Street Name, in accordance with the provisions hereto.

5. The City Manager may change an Address Number if in his or her opinion such change is required:

- (a) to allow the safe and reliable delivery of services to the Property;
- (b) to minimize confusion; or
- (c) to accommodate an adopted statutory plan for the area in which the Property is located.

6. Notwithstanding the foregoing, once the City Manager has assigned a Street Name, that name may not subsequently be changed except by resolution of Council.

Delegation

7. The City Manager may delegate authority under this Bylaw as he or she sees fit.

Street Name Selection

8. In selecting names for streets, the City Manager shall give priority to Street Names which have historic significance, including the names of noteworthy persons and historic events that are significant to the City. The City Manager shall ensure that a representative from the City Archives provides input with respect to the selection of all Street Names.

Display of Address Number

9. (a) The Address Number assigned to a Property on which a Structure has been erected shall be affixed to the Structure in a position which is plainly visible from the Road to which the Property is addressed.

- (b) Where the Address Number is not visible from the Road if mounted on the Structure, the owner shall display the Address Number on a sign erected in a location that is plainly visible from the Road.
 - (c) When construction is taking place on a Property the Owner shall ensure that the Address Number is displayed in a manner in which it is plainly visible from the Road from which the Property is accessed.
 - (d) Where there is more than one Unit within a Structure, the Address Number assigned to each Unit must be displayed on or beside the front door to the Unit.
10. Address Numbers shall be not less than 15 cm (6 inches) in height but may not exceed the maximum size provided for in the Land Use Bylaw.
 11. Address Numbers shall be in a contrasting colour to the surface on which they are displayed.
 12. No person shall display or permit the display of an Address Number on a Property other than an Address Number which has been assigned pursuant to this Bylaw.

Transition of Annexed Properties

13. An Annexed Property retains its existing address until such time as a new Civic Address is assigned.
14. The City Manager may assign a new Civic Address to Annexed Properties or change a street name, or both, if in the opinion of the City Manager a new Civic Address is required:
 - (a) to allow the safe and reliable delivery of services to the Property;
 - (b) to minimize confusion; or

- (c) to accommodate an adopted statutory plan for the area in which the Property is located.

- 15. Until a new civic address is assigned, The City will install a Rural Address Sign at the Primary Access Road to an Annexed Property within the road right-of-way.

Unobstructed Visibility

- 16. The Owner shall maintain the Address Number or Rural Address Sign in good condition and shall not cause or allow the visibility of the Address Number or Rural Address sign to be obscured from the Road.

Request For Change of Address Number

- 17. (a) The City Manager may change an Address Number on the application of the Property Owner if the change can be accommodated without undue inconvenience.
- (b) An application by a Property Owner for a change of Address Number shall be accompanied by a fee of \$300.00.

Authority of Council to Change Street Name

- 18. Nothing in this Bylaw precludes Council in its discretion from changing the Street Name or Civic Address of a Property, or both. In such cases the City shall not be liable to the Owner for damages or loss resulting from the change.

Offences and Penalties

- 19. A person who contravenes any provision of this Bylaw is guilty of an offence and liable upon summary conviction to a fine of \$250.00 for a first offence, \$500.00 for a second offence and \$1,000.00 for a third or subsequent offence.
- 20. Where a Bylaw Officer or Peace Officer believes that a person has contravened any provision of this Bylaw, the Officer may, in addition to any other remedy used by the City, serve upon the person a violation ticket, in the form used by the City, allowing payment of the penalty as set out in Section 13 of this Bylaw, which

payment will be accepted by the City in lieu of prosecution for the offence, or the Officer may issue a violation ticket in accordance with the Provincial Offences Procedure Act, R.S.A. 2000, c.P-34, allowing a voluntary payment of the penalty as set out in Section 13 of this Bylaw, or, requiring a person to appear in court without the alternative of making a voluntary payment. The recording of the payment of a penalty made to the City or the Provincial Court of Alberta, shall constitute an acceptance of a guilty plea and conviction for the offence.

21. This section shall not prevent any Bylaw Officer from issuing a violation ticket requiring a court appearance of the defendant, pursuant to the provisions of the *Provincial Offences Procedures Act*, or from laying information in lieu of issuing a violation ticket.
22. Bylaw No. 3125/95 is hereby repealed.

READ A FIRST TIME IN OPEN COUNCIL this	day of	2011.
READ A SECOND TIME IN OPEN COUNCIL this	day of	2011.
READ A THIRD TIME IN OPEN COUNCIL this	day of	2011.
AND SIGNED BY THE MAYOR AND CITY CLERK this	day of	2011.

MAYOR

CITY CLERK

Being a bylaw to establish and maintain a civic address system.

¹DELETED

²WHEREAS the Council of The City desire to maintain a civic address system to identify properties and to assist emergency response vehicles in locating the appropriate address,

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

SHORT TITLE

1 This Bylaw shall be known as "The Civic Address Bylaw".

DEFINITIONS

2 In this Bylaw:

- (a) **"Address"** means the civic address designated by the City Land and Economic Development Department from time to time, which may including combination of numbers and/or words;
- (b)³ **"Authority"** means the Fire Chief and such employees in the said City Emergency Services Department which the Fire Chief deems necessary to carry out the functions of this Bylaw;
- (c) **"Civic Addressing Committee"** shall be a committee which includes the following persons:
 - (i) one representative from the Fire Department;
 - (ii)⁴ one representative from Parkland Community Planning Services;

¹ 3125/A-96

² 3125/A-96

³ 3125/A-96

⁴ 3125/A-96

- (iii) one representative from the Assessment and Taxation Department; and
 - (iv) one representative from the Land and Economic Development Department.
- (d) **"Occupancy"** means every building or portion of a building or a sub-unit thereof identified in accordance with the classification designated in the Alberta Building Code, as determined by the City Land and Economic Development Department;
- (e) **"Owner"** means, with respect to a property, the person who is registered under the Land Titles Act as owner of the property;
- (f) **"Property"** means a parcel of land or a building situate thereon;
- (g) **"Street"** shall mean and include all streets, avenues, crescents, drives, boulevards, greens, square roads and closes which give access to the front of any occupancy and shall not include any lane.

3 Every legally registered parcel of land within the City shall be designated an address by the City Land and Economic Development Department in accordance with the following general rules, wherever possible:

- (a) street names shall be selected primarily from the list provided by the Archives Committee and, alternately, from other sources;
- (b) the names selected, wherever possible, shall not sound the same as other names in the same subdivision, or any other subdivision;
- (c) where a cul de sac is created from a main street:
 - (i) if the cul de sac has seven or less lots, the name of the street will carry through the cul de sac;

- 4 (1) The posting of civic addresses on occupancies will be controlled as follows:
- (a) when any development application requires an occupancy permit, the posting of the civic address will be a requirement of the occupancy permit;
 - (b) for buildings that only require a building permit, the posting of the civic address will be a condition of the building permit; or
 - (c) by notice in writing given to the owner of any property by the Authority.
- (2) Where a name is used at any time to supplement the address for the property, the owner of the property shall forthwith inform the Authority in writing of the name, including any revisions thereof.
- (3) Any person who requests a change of an existing address shall make application therefor to the City Land and Economic Development Department and shall pay the sum of \$50.00 for such change.
- 5 (1) The owner of a property shall continuously display the address at the principal entry for such property in a contrasting colour and in a position thereon which is visible from the street fronting on such property.
- (2) The owner of an occupancy shall continuously display the address for such occupancy in a contrasting colour on the exterior of the front door providing principal direct access thereto.
- (3) The owner shall use numerals or letters which are not less than 6 inches (15.14 cm) in height. A 1 inch (2.54 cm) stroke width, with a minimum of 3 inches (7.62 cm) in height for internal addressing.
- (4) No person shall display or permit the displaying of any address on a property other than the address currently assigned pursuant to this Bylaw.
- (5) The owner shall maintain the address in good condition and shall not cause, allow, or permit the visibility of the address from the street to be obscured.

- 4 (1) The posting of civic addresses on occupancies will be controlled as follows:
 - (a) when any development application requires an occupancy permit, the posting of the civic address will be a requirement of the occupancy permit;
 - (b) for buildings that only require a building permit, the posting of the civic address will be a condition of the building permit; or
 - (c) by notice in writing given to the owner of any property by the Authority.
 - (2) Where a name is used at any time to supplement the address for the property, the owner of the property shall forthwith inform the Authority in writing of the name, including any revisions thereof.
 - (3) Any person who requests a change of an existing address shall make application therefor to the City Land and Economic Development Department and shall pay the sum of \$50.00 for such change.
-
- 5 (1) The owner of a property shall continuously display the address at the principal entry for such property in a contrasting colour and in a position thereon which is visible from the street fronting on such property.
 - (2) The owner of an occupancy shall continuously display the address for such occupancy in a contrasting colour on the exterior of the front door providing principal direct access thereto.
 - (3) The owner shall use numerals or letters which are not less than 6 inches (15.14 cm) in height. A 1 inch (2.54 cm) stroke width, with a minimum of 3 inches (7.62 cm) in height for internal addressing.
 - (4) No person shall display or permit the displaying of any address on a property other than the address currently assigned pursuant to this Bylaw.
 - (5) The owner shall maintain the address in good condition and shall not cause, allow, or permit the visibility of the address from the street to be obscured.

OFFENCES AND PENALTIES

- 6 The Authority is hereby authorized to ensure the provisions of this Bylaw and to issue offence tickets in the form provided in the City's General Penalty Bylaw to any person it reasonably believes has contravened the provision of this Bylaw.
- 7 (1) Any person who contravenes any of the provisions of this Bylaw is guilty of an offence and is liable to a penalty of \$210.00.
- (2) Any person who, being guilty of a first breach of this Bylaw, contravenes any of the provisions of this Bylaw a second time with the same breach within sixty (60) days is guilty of an offence and is liable to a penalty of \$510.00.
- 8 The provisions of the General Penalty Bylaw shall apply to this Bylaw.
- 9 Bylaw No. 1337/47 and all amendments thereto are hereby repealed.
- 10 This Bylaw shall come into full force and effect upon the passage of third reading.

READ A FIRST TIME IN OPEN COUNCIL this 16 day of January A.D. 1995.

READ A SECOND TIME IN OPEN COUNCIL this 16 day of January A.D. 1995.

READ A THIRD TIME IN OPEN COUNCIL this 16 day of January A.D. 1995.

AND SIGNED BY THE MAYOR AND CITY CLERK this 16 day of January A.D. 1995.

"G. D. SURKAN"

MAYOR

"KELLY KLOSS"

CITY CLERK

Backup

Christine Kenzie

From: Michelle Baer [Mbaer@chapmanriebeek.com]
Sent: January 11, 2011 3:35 PM
To: Christine Kenzie
Cc: Tony Woods
Subject: RE: Draft 3465/2011 - Civic Address and Street Naming Bylaw

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

Hi Christine,
Please reword as follows:

14.1 Owners of Annexed Properties that are assigned a new Civic Address are eligible to be reimbursed by the City for re-addressing expenses as follows:

- (a) to a maximum of \$3,000 for commercial properties
- (b) to a maximum of \$500 for residential properties.

Thanks,
Michelle

From: Christine Kenzie [mailto:Christine.Kenzie@reddeer.ca]
Sent: Tuesday, January 11, 2011 1:00 PM
To: Tony Woods; Michelle Baer
Subject: Draft 3465/2011 - Civic Address and Street Naming Bylaw

Attached is a copy of the Civic Address & Street Naming Bylaw that was passed last night. Council passed a resolution to reimburse readdressing expenses for annexed properties that require a new civic address and I have incorporated this into the Civic Address Bylaw. The new section is 14.1 --- and it is highlighted in yellow.

Can you tell me if the wording is OK before I have Morris sign the original copy of the bylaw?

Thanks.

Christine Kenzie | Corporate Meeting Coordinator
Legislative & Governance Services | The City of Red Deer
D 403.356.8978 | F 403.346.6195
christine.kenzie@reddeer.ca

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Christine Kenzie

From: Tony Woods
Sent: January 06, 2011 9:52 AM
To: Elaine Vincent; Christine Kenzie
Subject: RE: Civic addressing

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

Here are the numbers

Although this bylaw has been prepared recommending no reimbursement it is recognized that this may be an area where Council would like to establish a different policy. To help understand the potential cost implications of reimbursement there are approximately **78** commercial properties that will need to be readdressed in 2011 and approximately **46** residential properties. For future years, there is a potential of an additional **20** commercial properties and **100** residential properties that will need to be readdressed based on the current annexations that have been completed.

The reason for the increase in existing commercial: we included both parcels and condo units.

Thanks,

Tony

(403) 342-8180

From: Elaine Vincent
Sent: January 6, 2011 8:15 AM
To: Tony Woods
Subject: RE: Civic addressing

Hi Tony... My new laptop is causing some havoc so I have just pasted the 2 paragraphs that I added to the report....

Currently there are no provisions to reimburse property owners of annexed land that will be assigned a new Civic Address. In researching the approach across the Province various reimbursement of cost options are implemented in different municipalities. Some reimburse commercial and residential at different rates and some provide for no reimbursement.

Although this bylaw has been prepared recommending no reimbursement it is recognized that this may be an area where Council would like to establish a different policy. To help understand the potential cost implications of reimbursement there are approximately 37 commercial properties that will need to be readdressed in 2011 and approximately 45 residential properties. For future years, there is a potential of an additional x commercial properties and y residential properties that will need to be readdressed based on the current annexations that have been completed.

Elaine Vincent
Manager, Legislative and Governance Services
The City of Red Deer
Phone: 403-342-8134
Fax: 403-346-6195

elaine.vincent@reddeer.ca

From: Tony Woods
Sent: Thursday, January 06, 2011 8:03 AM
To: Elaine Vincent; Christine Kenzie
Subject: RE: Civic addressing

It looks like you inserted Word's backup or temporary document instead of the actual Word document.

Can you please resend the actual Word document?

Thanks,

Tony

(403) 342-8180

From: Elaine Vincent
Sent: January 5, 2011 4:52 PM
To: Tony Woods
Cc: Michelle Baer; Christine Kenzie
Subject: Civic addressing

Hi Tony.

I've redone the report adding in the piece we discussed.... You can see where I've got an x and y for the needed numbers....

Once you have those numbers just send them to Christine and I and we will put them in the report tomorrow am...

<< File: ~\$PORT Civic Addressing Bylaw_final (3).doc >>

Thanks,

Elaine

Elaine Vincent
Manager, Legislative and Governance Services
The City of Red Deer
Phone: 403-342-8134
Fax: 403-346-6195
elaine.vincent@reddeer.ca

Bev Greter

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

From: Elaine Vincent
Sent: Tuesday, December 14, 2010 1:48 PM
To: Bev Greter
Subject: FW: Curfew and Civic Address Bylaw amendments
Agenda stuff for the 10th...

Elaine Vincent
Manager, Legislative and Governance Services
The City of Red Deer
Phone: 403-342-8134
Fax: 403-346-6195
elaine.vincent@reddeer.ca

From: Michelle Baer [mailto:MBaer@chapmanriebeek.com]
Sent: Tuesday, December 14, 2010 1:46 PM
To: Elaine Vincent
Cc: Tony Woods; Don Simpson
Subject: Curfew and Civic Address Bylaw amendments

Hello Elaine,

I am working on both these files right now. They are my priority and will most certainly be ready for the January 10 meeting. In respect of the Civic Addressing bylaw changes, the research you requested is underway and Don and I will be reviewing the entire file with all proposed amendments, including council policies and the notice of motion, prior to his January vacation. If you require any additional information, please call.

Michelle Baer
Chapman Riebeek LLP
Barristers & Solicitors
300, 4808 Ross Street
Red Deer, AB T4N 1X5
Telephone: (403) 346-6603
Fax: (403) 340-1280

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12/14/2010

Bev Greter

From: Elaine Vincent
Sent: Tuesday, January 04, 2011 2:13 PM
To: Christine Kenzie; Bev Greter
Subject: FW: civic addressing bylaw amendments from legal
Attachments: BYLAW Civic Addressing Simple Version iii.doc
Just got this.... haven't looked at it yet....

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

Elaine

Elaine Vincent
Manager, Legislative and Governance Services
The City of Red Deer
Phone: 403-342-8134
Fax: 403-346-6195
elaine.vincent@reddeer.ca

From: Michelle Baer [mailto:MBaer@chapmanriebeek.com]
Sent: Tuesday, January 04, 2011 2:12 PM
To: Elaine Vincent
Subject: civic addressing bylaw amendments from legal

Hi Elaine ,

In consultation with Don, I've drafted not one but two versions of amendments to the Civic Addressing Bylaw for your consideration.

The difference between the two versions is the degree of authority over addressing council wishes to retain.

Since we see addressing as a technical matter, more than a policy one, we believe addressing and street naming is most appropriately vested in staff. As such, Don and I recommend a very simple bylaw which addresses the matters in broad enough terms to allow administrative flexibility, coupled with a detailed administrative policy.

In this revised bylaw Council gives the City Manager the authority to perform addressing and naming duties, which of course he may then delegate to a staff or committee as he deems appropriate. We clarify that naming streets the first time is the job of the CM or his delegate, as is any re-naming that may be required for recently annexed properties, but that renaming of streets thereafter must be done by council. This is based on our instructions from Tony Woods.

Another reason we've gone with this simpler route is we think it makes sense not to have council bylaw appoint the street naming and addressing advisory committees. I don't think these are council committees in the true sense – they are not included in the committees bylaw, they include no

1/4/2011

councilors, or council appointees (other than archives) , and council really does not direct who sits on them. They are actually administrative work teams delegated specific tasks by the City Manager and the addressing authority.

Now, I recognize that this may be a difficult version to sell, given the history of addressing, so I've also prepared a "longer version". This one sets up the Street Naming committee, and follows suit, but instead of the authority residing with the CM to be delegated outside the bylaw, we actually do the appointing within the bylaw. Of course, this means a bylaw change if a change of membership etc. is deemed appropriate.

Would like to discuss with you when you have a minute. Please call.

Michelle Baer

Chapman Riebeek LLP

Barristers & Solicitors

300, 4808 Ross Street

Red Deer, AB T4N 1X5

Telephone: (403) 346-6603

Fax: (403) 340-1280

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Bev Greter

From: Elaine Vincent
Sent: Thursday, December 02, 2010 1:35 PM
To: Lorraine Poth; Lisa Perkins; Kim Woods; Frieda McDougall; Tony Woods; Michelle Baer; Bev Greter
Subject: Civic Addressing Bylaw and Policy

Hi everyone:

Just wanted to give you an update on this... Kim Woods had asked LGS to take a look at the civic addressing council policy and the draft bylaw.

We chatted it over and felt that perhaps an easier approach would be to move to one governing document... We know that the Notice of Motion indicates both a council policy and a bylaw however we believe that as long as we achieve the policy outcome, the vehicle should not matter to Council.

We discussed this with the lawyers and they feel that the points contained within the council policy could easily be incorporated into the Bylaw allowing for it to move forward in time for the December 13th Council Agenda...

This is the best approach from a governance perspective but I am not sure if you had other points that needed to be built into the bylaw. Tony, Michelle will be redrafting this bylaw and will have it to us likely be end of day tomorrow. Can you be sure to identify any administrative concerns asap to her.

I will put a placeholder on the agenda for this... We will need everything in final form by Wednesday to go to print.

Questions or concerns, let me know.

Elaine

Elaine Vincent
Manager, Legislative and Governance Services
The City of Red Deer
Phone: 403-342-8134
Fax: 403-346-6195
elaine.vincent@reddeer.ca



EMERGENCY SERVICES

Date: December 21, 2010

To: Craig Curtis, City Manager

Cc: Elaine Vincent, Manager, Legislative and Governance Services

From: Jack MacDonald, Fire Chief/Manager, Emergency Services

Subject: Future Ambulance Service Expression of Interest

Background

On May 29, 2008, then Health Minister Ron Liepert announced Alberta Health Services (AHS) would be assuming funding and governance control of all ambulance services throughout the province of Alberta, effective April 1, 2009. The City of Red Deer entered into negotiations with Alberta Health Services and reached a contract for the term April 1, 2009 – March 31, 2011.

Alberta Health Services has recently announced it will be extending the contracts of ambulance service providers willing to continue service provision for one additional year, through to March 31, 2012, with only minor administrative changes to the existing contract. This extra time will be used by AHS to develop the framework, specifications, and conditions for longer term contracts with interested ambulance service providers. AHS is proposing to offer a 5-year contract beginning April 1, 2012 with potentially two, 2-year extensions beyond March 31, 2017.

AHS has divided service providers into two distinct groups: For Profits and Not For Profits (for lack of a better name), of which The City is classified as a Not For Profit.

- For Profits will be required to respond to an RFP (currently being developed) which will be released in later January/early February of 2011, and must successfully bid to retain their business.
- Not for Profits will **not** be required to respond to the RFP; instead they will be sole-sourced as service providers, but they will be required to meet the same performance measures, terms, and conditions outlined in the RFP and will have to negotiate terms directly with AHS.

It is AHS' goal to have all 2012 – 2017 ambulance contract negotiations concluded by September 30, 2011.

In order to determine which current Not For Profit ambulance service providers will be entering into contract discussions with AHS for the April 1, 2012 and beyond time frame, AHS is

Council Decision – January 10, 2011

DATE: January 13, 2011
TO: Jack MacDonald, Emergency Services Manager/Fire Chief
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Future Ambulance Service Expression of Interest

Reference Report:

Emergency Services Manager/Fire Chief, dated December 21, 2010.

Resolutions:

The following resolution was passed during the Regular Council Meeting held on Monday, January 10, 2011

"Resolved that Council of The City of Red Deer having considered the report from the Fire Chief/Manager, Emergency Services, dated December 21, 2010, re: Future Ambulance Service Expression of Interest, hereby approves The City of Red Deer continuing to provide ambulance service subject to successfully negotiating an acceptable ambulance service provision agreement with Alberta Health Services for the period after April 1, 2012."



Elaine Vincent
Legislative & Governance Services Manager

c Paul Goranson, Director of Development Services

ORIGINAL



EMERGENCY SERVICES

Date: December 21, 2010
To: Craig Curtis, City Manager
Cc: Elaine Vincent, Manager, Legislative and Governance Services
From: Jack MacDonald, Fire Chief/Manager, Emergency Services
Subject: Future Ambulance Service Expression of Interest

Background

On May 29, 2008, then Health Minister Ron Liepert announced Alberta Health Services (AHS) would be assuming funding and governance control of all ambulance services throughout the province of Alberta, effective April 1, 2009. The City of Red Deer entered into negotiations with Alberta Health Services and reached a contract for the term April 1, 2009 – March 31, 2011.

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AHS has divided service providers into two distinct groups: For Profits and Not For Profits (for lack of a better name), of which The City is classified as a Not For Profit.

- For Profits will be required to respond to an RFP (currently being developed) which will be released in later January/early February of 2011, and must successfully bid to retain their business.
- Not for Profits will **not** be required to respond to the RFP; instead they will be sole-sourced as service providers, but they will be required to meet the same performance measures, terms, and conditions outlined in the RFP and will have to negotiate terms directly with AHS.

It is AHS' goal to have all 2012 – 2017 ambulance contract negotiations concluded by September 30, 2011.

In order to determine which current Not For Profit ambulance service providers will be entering into contract discussions with AHS for the April 1, 2012 and beyond time frame, AHS is



EMERGENCY SERVICES

requesting Not For Profit service providers provide an indication of their future intent by the middle of January 2011. This will allow AHS to determine which service areas should be included in the competitive RFP process, and which will potentially be sole-sourced.

Discussion

AHS is merely looking for City Council's indication that it intends to continue providing ambulance service if, and only if, an acceptable contract can be negotiated with AHS. Passing this resolution does not commit The City to any other obligation, other than to officially provide AHS with its expression of interest to continue in the discussion and negotiation process.

Recommendation

That City Council approves a resolution indicating The City of Red Deer intends to continue providing ambulance service subject to successfully negotiating an acceptable ambulance service provision agreement with Alberta Health Services for the period after April 1, 2012.

Respectfully submitted,

A handwritten signature in blue ink, reading 'Jack MacDonald', written over a horizontal line.

Jack MacDonald
Fire Chief/Manager
Emergency Services

Paul Goranson
Director
Development Services

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

Bev Greter

From: Elaine Vincent
Sent: Monday, December 20, 2010 10:12 AM
To: Bev Greter
Subject: Jan 10th council agenda

Just saw Jack...

They will have a report to come to the next agenda, requesting council's endorsement of continued negotiations with AHS...

Elaine Vincent
Manager, Legislative and Governance Services
The City of Red Deer
Phone: 403-342-8134
Fax: 403-346-6195
elaine.vincent@reddeer.ca

Christine Kenzie

From: Frieda McDougall
Sent: January 04, 2011 9:59 AM
To: Bev Greter; Christine Kenzie
Subject: FW: Resolution of Intent for Jan 10 City Council Mtg

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

Attachments: Resolution of Intent for AHS.doc

Fyi – for inclusion on the next agenda.

Frieda McDougall
Deputy City Clerk
Legislative & Governance Services
Phone: 403-342-8136 Fax: 403-346-6195
Email: frieda.mcdougall@reddeer.ca

From: Jack MacDonald
Sent: January 02, 2011 2:34 PM
To: Frieda McDougall
Cc: Elaine Vincent
Subject: Resolution of Intent for Jan 10 City Council Mtg



Resolution of Intent
for AHS.d...

Frieda: My apologies, but I thought this had already been sent to you. I am hoping it is not too late to have this on the agenda for the January 10th meeting, as we are supposed to provide AHS with The City's expression of intent by the middle of January. It is not a big item, or a binding one; but it does need to be acted on by Council if possible. Please advise one way or the other. Thanks, as always,

Jack



requesting Not For Profit service providers provide an indication of their future intent by the middle of January 2011. This will allow AHS to determine which service areas should be included in the competitive RFP process, and which will potentially be sole-sourced.

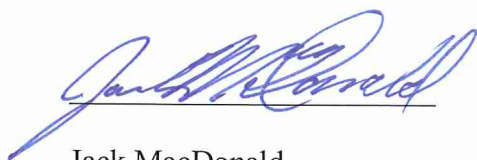
Discussion

AHS is merely looking for City Council's indication that it intends to continue providing ambulance service if, and only if, an acceptable contract can be negotiated with AHS. Passing this resolution does not commit The City to any other obligation, other than to officially provide AHS with its expression of interest to continue in the discussion and negotiation process.

Recommendation

That City Council approves a resolution indicating The City of Red Deer intends to continue providing ambulance service subject to successfully negotiating an acceptable ambulance service provision agreement with Alberta Health Services for the period after April 1, 2012.

Respectfully submitted,



Jack MacDonald
Fire Chief/Manager
Emergency Services

Paul Goranson
Director
Development Services

Comments:

I support the recommendation of Administration. This is exactly what was discussed with the Health Minister and I am pleased to see this process moving along appropriately.

“Craig Curtis”
City Manager



Office of the City Manager

DATE: January 5, 2011
TO: City Council
FROM: Craig Curtis, City Manager
RE: Value-for-Money Audit

Background

At the December 10th, 2010 meeting of the Audit Committee, the Audit Committee reviewed the Operation Audit and Performance Measurement Report of November 29th. After review of the report, the Audit committee introduced and passed the following motion:

“RESOLVED that the Audit Committee having reviewed the Operation Audit and Performance Measurement Report of November 29, 2010 hereby forward the Operation Audit and Performance Measurement Report to open council prior to the operating budget debates for consideration.”

MOTION CARRIED

A copy of the report is attached for the review of Council.

Discussion

Since the time this item was considered at the Audit Committee meeting, the City has begun its budget deliberations. Based on the comments made at the Budget meetings, I would recommend a change in approach. I now feel that Alternative B is the best option to move forward.

By approving Alternative B, the funding could be set aside during the final week of budget deliberations and the Terms of Reference for an operational audit of one of our utility operations could be implemented for the 2011 operating year. The Terms of Reference would be approved by City Council and regular progress reports would be provided to Council.

Recommendation

Council's direction is requested.

A handwritten signature in black ink, appearing to read 'Craig Curtis', with a long horizontal line extending to the right.

Craig Curtis
City Manager



Office of the City Manager

DATE: November 29, 2010
TO: Audit Committee
FROM: Craig Curtis, City Manager
RE: Value-for-Money Audit

Objective: INN 1 Ensure basic service delivery is sustainable and meeting the changing needs of our community.

Strategy: INN 1.2 Ensure a balance of current and future services considering financial sustainability and capacity.

CLT Champion: City Manager

1. At the last Audit committee, I was asked to prepare preliminary comments on the possibility of the City undertaking a value-for-money (VFM) audit.
2. One of the difficulties about discussing VFM audits is the fact that there is no clear definition. The context and scope of VFM audits vary considerably and range from simple internal “efficiency audits” to full scale audits examining the operation in terms of performance measures and management systems, controls, and practices.

The Province defines “value-for-money audits” as the same as “performance audits” or “operational audits.” For the purposes of this report, I will use the Provincial description.

“Operational audits (also known as performance of value for money audits) deal with broad performance issues, focusing on whether public funds and resources have been economically, efficiently and effectively managed. In particular, operational audits examine and report on matters related to any or all of the following:

- The adequacy of management systems, controls and practices, including those intended to control and safeguard assets, to ensure due regard to economy, efficiency and effectiveness;
- The extent to which resources have been managed with due regard to economy and efficiency; and
- The extent to which programs, operations or activities of an entity have been effective.”

3. The concept of operational or VFM audits is now fairly well known but the literature is divided on the advantages and disadvantages. The attached paper entitled “Modernization versus Problematization: Value-for-Money Audit in Public Service” presents a good overview. The

report essentially concludes that VFM audits have been accepted as a concept but in practice “continue to be problematic.”

The real nub of the issue is that a VFM audit must demonstrate how an operation relates to “best practice.” It then comes down to who determines what constitutes “best practice.” The paper referenced above indicates that “differences were identified whereby VFM auditors had a focus on quantification, in general, but particularly in cost savings, and other professional groups identified with other values which were not captured by monetary values.

4. The majority of cities and towns in the Province do not undertake VFM audits. During the 1990's a number of cities undertook operational audits of individual departments during the intense period of Provincial downloading. Other municipalities have internal auditors who are tasked with doing efficiency audits for specific operational problem areas.

A few municipalities are considering doing operational audits of specific departments in 2011. It is estimated that a departmental operational audit would cost approximately \$100,000 to \$150,000. A VFM for a municipality the size of Red Deer could cost well over \$500,000.

Most municipalities have either completed or are considering establishing detailed performance measures for each department. In addition, the Province established a Municipal Sustainability Strategy Working Group which has developed a listing of key quantifiable measures of municipal viability. The working group also reached consensus on eight broad areas where additional indicators and performance measures might be developed.

5. The City of Red Deer developed a series of simple performance measures in the 1990's which became part of individual departmental business plans. In addition, the City Commissioner established an operational audit process by which one department was evaluated each year. These operational audits were undertaken by external consultants and overseen by a committee comprised of City Councillors, senior staff and members of the community. Subsequent Councils and administration discontinued both these initiatives.

The need to reintroduce a comprehensive system of performance measurement was identified in the Strategic Plan which includes the following strategy:

“INN 1.1. Create a practice of evaluation and continuous improvement in the delivery of basic services and programs as funded through the base budget.”

The 2011 service plans for the Director of Corporate Services include a proposal to develop “a process for consistent measurement and evaluation of City services.”

6. **Conclusion**

INN 1.2 moves us towards a performance management program. There is considerable merit in reintroducing an operational or VFM audit process as part of our strategy INN 1.2. This starts with the establishment of measures and basic services so that we can monitor and evaluate programs/services or what would be outcomes.

Performance management program is not a project but a continuous system and will touch every part of our organization.

Before we can audit, we must establish benchmarks and measures at the input, output, outcome, and objective levels.

At this stage, I propose that we consider the following two alternatives as a starting point.

Alternative "A"

- Begin the process of establishing a performance management program by starting to develop preliminary performance measures for all departments in 2011. Collaborate with the Municipal Sustainability Strategy Working Group to ensure no duplication of effort.
- Develop the Terms of Reference (TOR) for an outside consultant to undertake an "operational audit" of a specific area of operation in 2012. An estimated cost would be included in the 2012 operating budget.
- It is proposed that the initial area of focus of this value for money/operational audit be the three utilities: water, wastewater and E.L. & P. which comprise a substantial portion of the City's overall expenditures.

Alternative "B"

- Commence the development of preliminary performance measures for all City departments with an initial focus on the area to be audited.
- Present a preliminary cost estimate of \$150,000 for the 2011 operating budget.
- Develop a TOR for an outside consultant to undertake an "operational audit."
- It is proposed that the initial area of audit focus be the water, wastewater and E.L. & P. utilities.

7. Once the direction has been established, it is important to determine the most effective way in which the "operational audit" can be managed. The City Manager as champion of the strategy INN 1.2 will coordinate and develop the most effective way for the organization to move forward on performance management.

One component of performance management will be the operational audit. It is proposed that a task force of staff be established to coordinate the operational audit chaired by the City Manager.

City Council would approve the detailed Terms of Reference and receive regular progress reports. The consultant would make the final recommendations to City Council.

8. **Recommendation**

Given that this project's scope is larger than what is considered to be the mandate of the Audit Committee, this report be received for information and that the City Manager present this report to Council for consideration.

Craig Curtis
City Manager

The European Accounting Review 2000, 9:4, 541–567

Modernization versus problematization: value-for-money audit in public services

I. Lapsley and C. K. M. Pong
University of Edinburgh

ABSTRACT

This paper examines the practice of value-for-money (VFM) audit in Scotland. The concept of VFM has featured strongly in the policy guidance of successive governments as they have initiated changes in the structure, organization and delivery of public services. The expression VFM is now embedded in everyday language and discussion about the performance of the public sector. However, this study of the practices of an expert group of VFM auditors presents a picture of complexity: VFM, as a concept, may be taken for granted, but, in practice, it has been, and continues to be, problematic.

INTRODUCTION

Within the UK public sector, there have been continuing pressures for changes to public services by a variety of governments. This impetus for reform is encapsulated in the emphasis on value for money (VFM), by successive Conservative administrations from 1979 to 1996.¹ It is also made explicit in the policy documents of the existing Labour administration, which is shifting to what it calls 'Best Value', but in so doing, drawing on its predecessor's policies of advocating efficiency auditing. The specific focus of this paper is on VFM audit in Scotland, but this study setting has been shaped by the experiences and the agendas of UK central governments. We seek to examine VFM audit from the perspective of a flow of continuing guidance on its (assumed) necessity by government and by professional auditors, by examining the experiences of an expert group of VFM auditors. This approach seeks to contribute to the longstanding lack of knowledge of the practice of VFM audits (Glynn, 1985; Guthrie and Parker, 1999). This paper is organized in four parts: a discussion of the context of the study and of competing paradigms; the research method used; the results of this study; and conclusion and further discussion.

Address for correspondence

I. Lapsley, IPSAR, Department of Accounting and Business Method, University of Edinburgh, William Robertson Building, 50 George Square, Edinburgh EH8 9JY, UK. E-mail: i.lapsley.ed.ac.uk

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PERSPECTIVE: MODERNIZATION VERSUS PROBLEMATIZATION

This paper is an exploration of signification in the audit of public services. Our focus is on the manner in which the language of audit has been extended and deployed to mobilize auditors in the pursuit of efficiency of public services. The specific concept which has been added to the everyday language of auditors and which we explore in this paper is VFM. The addition of this concept to the armoury of the professional auditor has had far-reaching consequences for these auditors themselves, and for the public services which have been subject to these audits. In this situation, a consequence of this shift in terms of public sector audit engagement is that language is used not just for transmitting information, but for conveying values (Berger and Luckmann, 1967). The traditional focus of public sector audit on regularity has been overtaken by this new emphasis on efficiency audits. However, the language of efficiency may not be an unbiased, passive vehicle for observations on organizational life. While 'modernizers' who favour VFM audit are not sensitive to this impact, the 'problematizers' or critics of VFM audit are.

This study is informed by Bourdieu's concept of practice (Bourdieu, 1977, 1990) as a means of explaining the unfolding story of VFM audit. Bourdieu's concept of practice (Bourdieu, 1990: 86) is of one of 'fuzziness', 'irregularities' and even 'inconsistencies'. Within this fuzzy world of practice, relations between actors or agents dominate. These interrelations combine with the use of language to shape social systems (Bourdieu and Wacquant, 1992: 102). The importance of language has always been central to Bourdieu's analysis of practice (Bourdieu, 1977: 21):

... the constitutive power which is granted to ordinary language lies not in the language itself but in the group which authorizes it and invests it with authority. Official language, particularly the system of concepts by means of which the members of a given group provide themselves with a representation of their social relations, sanctions and imposes what it states, tacitly laying down the dividing line between the thinkable and the unthinkable, thereby contributing towards the maintenance of the symbolic order from which it draws its authority.

Pinto (1999: 109) sees Bourdieu's work on practice as essentially a working method founded on reflexivity, which is central to his thinking and the most significant product of his research. Reflexivity as a concept did not originate with Bourdieu, and, indeed, other interpretations of reflexivity abound.² Reflexivity is the process whereby actors or agents (whether in this context, government officials, private sector auditors or commentators) use language to constitute the social world rather than merely describing it. It is a process of continual reflection, self-criticism and systematic exploration. This process is undertaken by *all* of the occupants of all the antagonistic and complementary positions, thanks to public debate and mutual critique (Bourdieu and Wacquant, 1992). In this way, the VFM audit proponents create a world in which 'efficiency' is valued,

is taken for granted. The meaning of the language of efficiency audit is acted upon as instrumental, as self-evident by VFM auditors. But this may be challenged. Indeed, there is a competing paradigm which problematizes the meanings attributable to apparently neutral constructs, such as 'value for money', which become embedded in everyday language. In addition, practice, in general, is not straightforward. This is indeed the case with VFM audit, and, therefore, the struggle to convey meaning may shift with the experiences of practice.

These exchanges of social agents are enacted on the 'field' – a social space of both competition and conflict (Bourdieu, 1990: 58). In the specifics of this paper, public sector audit constitutes the field. There is unevenness in relations, with central government and governmental audit bodies dominating, with private sector auditors seeking to make incursions into the field and academic commentators as onlookers seeking to contribute to dialogues and influence practice. In this section of the paper we examine the field of public sector audit from the perspectives of both (1) VFM and Best Value as tools for modernization and (2) the view of VFM as a problematic exercise.

(1) VFM, Best Value and modernization

In this section, we examine the origins of VFM audit in UK public services and pay particular attention to statutory requirements for the conduct of such audits, as indications of the importance attributed to the technology of VFM audits by governments. We then explore what 'modernization' means, specifically in the context of considering continuities with predecessor governments' policies on VFM audit, and the relationship between the new Labour administration's policy of Best Value and VFM.

In the UK, it has been suggested that the origins of audit work which examines economy and efficiency lies with the activities in the 1880s of the comptroller and auditor-general who has responsibility for central government expenditure (Normanton, 1966). Since that period the importance of VFM audit to the comptroller and auditor-general and his colleagues has varied: for example, in the 1970s, the amount of VFM audit work undertaken by the comptroller and auditor-general and his colleagues was reduced from two-thirds of total audit work to one-third (Pollitt *et al.*, 1999). The focus of this study is on VFM audit in local government and the operational branches of health care. Subsequently, value-for-money auditing was first introduced as a statutory requirement for local government in the UK with the creation of the Audit Commission for England and Wales in 1983 under the terms of the Local Government Finance Act of 1982. This gave auditors responsibility for investigating that proper arrangements were in place to secure economy, efficiency and effectiveness (VFM) in the use of local authority resources. The Audit Commission has responsibility for arranging the audit (which may mean its staff undertaking audits or subcontracting to professional firms of accountants) of local government and related bodies and the operational branches of the National Health Service in England. In Scotland, the

Accounts Commission discharges similar duties and has been charged with responsibility for VFM audits, since 1 April 1983, under the terms of the Local Government (Scotland) Act of 1983. Also, since 1 January 1984, the National Audit Office was established, under the terms of the National Audit Act of 1983, to undertake VFM audits of central government. This series of Acts may be interpreted as a concerted onslaught on the efficiency of public services by the reforming Conservative governments from 1979 onwards. However, Tomkins (1987a: 64) notes that, at least in the case of the National Audit Act of 1983, which related to the audit of central government, this was not a key plank of government policy. It arose as a result of its promotion as a private bill from a member of parliament – an example of agency at work. This was at a time when a general election was pending, so it was accepted quickly and without opposition. However, as noted above, that situation really resulted in a confirmation of existing practice, as the predecessor of the National Audit Office had always undertaken VFM audits.

In the UK, there is a new government, which was elected in May 1997, which is pursuing an explicit *modernizing* agenda (Labour Party, 1997). This government has explained what it means by 'modernization' as having three elements (Cabinet Office, 1999):

- (1) ensuring that policy is more joined up and strategic, (2) making sure that public service users, not providers, are the focus, by matching services more closely to people's lives and (3) delivering public services that are high quality and *efficient* [emphasis added].

This approach of modernization is evident in policy statements and even in the modernization of the name attributed to the party in government ('*New Labour*'). The modernizing agenda extends to all aspects of the public sector. A central role is given to the focus of this paper – efficiency audit, as the third element of the above definition shows. The Auditor-General of the new Scottish parliament notes the distinctive nature of the devolved parliament as a means of providing Scottish solutions for Scotland's circumstances, but, nevertheless, puts the three elements above in the UK government's definition of modernization as the same modernizing agenda for Scotland (Black, 1999). The Auditor-General for the Scottish Parliament also reaffirms the importance of performance measurement and value-for-money audit as being central to the modernization process. A major element of this aspect of the modernization project in UK public life is the introduction of a new concept – Best Value. Next, we examine Best Value – what it is intended to be, its relationship to VFM and the differences between VFM and Best Value.

Initially, the Best Value concept was merely a few lines in the election manifesto of the Labour Party (Labour Party, 1997) which alluded to a new means of evaluating public services, particularly as a possible replacement for the compulsory competitive tendering or 'market testing' of specific parts of public sector organizations which was used by Conservative administrations. This

manifesto expressed the view (op. cit., p. 34) that: 'Cost counts but so does quality... every council will be required to publish a local performance programme with targets for service improvement, and be expected to achieve them'. It went on to emphasize that this exercise was to be a major focus for auditors (op. cit., p. 34): 'The Accounts Commission will be given additional powers to monitor performance and promote efficiency'.

Subsequent to the Labour administration taking power, it undertook a major review of all public expenditure (the Comprehensive Spending Review). The results of this spending review were announced to Parliament at Westminster by the Chancellor of the Exchequer in July 1998. It is interesting to note the Scottish perspective on this exercise. The Secretary of State for Scotland (Scottish Office, 1998a: 1) described this review as: '[an examination] in a radical way of every penny of planned expenditure to root out waste and inefficiency, to assess how better use could be made of resources'.

Here, we see the continuity in focus on (the need for) efficiency in public services from the preceding government. In terms of the outcome of the spending review, the Secretary of State for Scotland commented on the new policy that every department of government had to include a Public Service Agreement with the Treasury, as follows (Scottish Office, 1998a: 1): 'The PSAs set out... what specific outcomes, targets and outputs the Government propose to deliver to ensure that the most efficient and effective use is made of its resources'.

These statements about the broad direction of public policy place value for money in a central role, with the auditors' role of evident importance. In this way, we describe the overt claims of the Labour administration to policies of modernization as a *continuing* modernization, given this important link with their predecessors' policies.

Following on from these broad policy statements which confirm the significance of VFM concepts to the current government, more detailed guidance has appeared on what Best Value is, or is meant to be (Scottish Office, 1997, 1998b; DETR, 1998). This guidance is an outcome of reflexivity: a process of various interested parties (including government, auditors, auditees) reflecting on experiences with VFM and interacting to change the impact of VFM in particular as members of a taskforce, notably by changing the language to Best Value. This guidance defines Best Value in terms of four key elements: (1) accountability, (2) transparency, (3) continuous improvement and (4) ownership. There is recognition within this guidance that this is a story of continuity rather than one of revolutionary change. In its report to the Secretary of State for Scotland, the Best Value Taskforce made the following observation (Scottish Office, 1997: 1):

The report recognises that significant elements of Best Value are already being developed by local government and the Accounts Commission. It seeks to build on established and emerging arrangements and processes. For example, it recognises that Scottish Councils already have a statutory duty to seek *value for money in all their activities and that audit procedures exist to monitor their performance in this respect* [emphasis added].

Within the detailed guidance on these elements of Best Value, there is reference to the need for performance monitoring and explicit reference to the need to achieve *value for money* in service provision. In operationalizing the concept of Best Value, this taskforce made explicit the central role occupied by VFM (Scottish Office, 1997: 1): 'Best Value is about continuous improvement, learning and applying best practice from other councils and other agencies to improve quality and *value for money* [emphasis added]'.

This perspective concurs with that of the Finance Minister for Scotland's Parliament, who has stated (Scottish Executive, 1999: 1): 'We want to develop services which respond to customer need while at the same time offering best value. That means *efficient* government [emphasis added]'.³ More recently the Accounts Commission for Scotland has issued guidance for the conduct of Best Value investigations (Accounts Commission, 1999). This guidance places the Best Value agenda firmly in the sphere of audit. For example, managers of public services are recommended to consult the audit guide (also referred to as the 'audit template') in reviewing their services. A major focus of this is on managers providing evidence of their quality of service (see Accounts Commission, 1999: 3, 4). However, within this framework which is intended to be more broadly based than the VFM audit, there are systematic references to 'cost-effectiveness' or similar terms. In discussion of alternative means of service delivery, this report emphasizes resource availability (Accounts Commission, 1999: 8): '[Best Value] ensures that stakeholders receive the highest quality of service possible within the resources available'. This also includes the planning necessary for Best Value, as well (op. cit., p. 10): 'A Best Value service ensures that its plans are clearly based on the resources it has available'.

The language of VFM underlines the Accounts Commission planning framework. It further emphasizes Best Value as equating with best use of resources (op. cit., p. 11): 'Services must make best use of their available resources in the provision of services. ... A Best Value service has developed systems so that it knows the cost of its activities and services'. This is confirmed by the final element of the Accounts Commission's framework in which they point to the importance of public service staff (op. cit., p. 12): 'A Best Value service ensures that all staff are managed effectively and efficiently'.

It is evident from the above that Best Value retains VFM as a central part of its implementation. However, the 'Best Value' concept extends beyond the boundaries of public sector *audit* and is intended to pose a fundamental challenge to managers of public services to rethink how best they can deliver their services. The 1997 report (Scottish Office, 1997) clarified the relationship between VFM and Best Value. The Best Value approach was to be a more fundamental mechanism for change in the operating procedures of local government, rather than a specific focus on the economy, efficiency and effectiveness of services. Thus, the above-mentioned report defined Best Value (op. cit., p. 3), as follows:

... a process rather than a product ... a process of change and of progress ... [it] promotes changes in attitude, culture and management style within councils ... [it] requires councils to constantly reflect on what they are doing to measure their successes and shortcomings, and to take action to improve.

As an example of what these differences mean in practice, the auditing oversight body, the Accounts Commission, was required to extend beyond its practice of VFM audits which focused on specific activities (and may have had general interest across all local government) to the construction of guidance on best practice in standard management and operations procedures as a means of delivering the new style of management referred to in the above report by the Scottish Office (Scottish Office, 1997). There is an issue of whether this initiative is drawing new lines on the existing VFM map of the public sector or whether it is erasing the unifying concept which has been mobilized as part of the rhetoric and policy of governments reforming the public sector for the past two decades.

(2) VFM as problematic

VFM is an expression that is now embedded in debates about the scrutiny of the economy, efficiency and effectiveness of public services. Its effectiveness as a management tool is taken for granted. It features routinely in government reports, texts of recommended practice, included in statutory requirements for the audit of public services, surface in everyday language. It is *the* technique for evaluating public services from the perspective of the public purse. It privileges auditing and its capacity to make judgements about the delivery of public services (Power, 1997).

We examine this phenomenon of the problematization of VFM, from a number of perspectives. First, we examine studies to determine the extent and scope of VFM audit practice within a variety of facets of everyday life. The scope of VFM audit is also explored in the context of the global trend towards its adoption. In this discussion we demonstrate that, from the perspective of audit practitioners and the accounting profession, VFM audits are presented as non-problematic, with difficulties being addressed by the issue of additional guidance by professional bodies, as professional VFM auditors seek to codify practice. This 'can do' philosophy underpins the body of knowledge which espouses the VFM audit as a desirable (growth market) practice for accountants to engage in, and one in which they have the expertise to discharge VFM audits. The contrasting literature problematizes the practice of VFM audits, on a variety of counts. However, while the critics of VFM have articulated a series of strong arguments about the fundamental nature of VFM, its translation to practice, and its location within the sphere of professional audit, there is a limited amount of empirical evidence available on the VFM phenomenon (Guthrie and Parker, 1999). We examine key studies of VFM audits before explaining how we have sought to investigate VFM audits and discussing the evidence which we have collected.

The pervasive nature of VFM can be seen both from the range of activities which have been subject to VFM audit and from its international spread. In the UK, the kind of activities which have been subject to VFM include the BSE crisis in British farming; coastal defences; the national lottery; the sale of married quarters by the Ministry of Defence; examinations of grant-maintained schools; the administration of student loans; the management of the collections of museums and galleries; vocational education and training for young people; vehicle emissions testing; river pollution from farms; homelessness; text processing in the civil service; prison catering; promoting VFM in provincial police forces; NHS cervical screening; the BBC World Service; the sale of the Scottish Bus Group; the protection of Scottish fisheries (NAO, 2000). The above areas of work and everyday life are not an exhaustive list of those which have been subject to VFM audit, but there is a message about its scope and the manner in which it permeates activities with a public interest. VFM audit goes beyond public services, however. Examples include the use of VFM in studies of land use and access to the countryside (Crabtree, 1997); in the major retail organization Marks & Spencer (Pitelis and Taylor, 1996) and in the mechanisms of audit in the European Union (Levy, 1996). This latter aspect of VFM – its application within the European Union – highlights the promulgation of VFM as a global phenomenon. Glynn (1985) detailed the international trend in VFM with its adoption in the USA, Canada, Australia, New Zealand and Sweden, as well as in the UK. There is now evidence of the wider spread of the VFM diaspora to countries such as Pakistan (Khan, 1994) and Singapore (Yeo Pee Pin, 1989).

This burgeoning VFM audit activity has been accompanied by a concomitant interest in securing such audits by the accounting profession. Commentators have urged accounting firms to get on board the VFM bandwagon (Hatherly, 1981). Also the designs of members of the accounting profession on the VFM market have been analysed in terms of accounting firms projecting themselves as experts in this area. Jowett and Rothwell (1988: 31), expressed this phenomenon, as follows:

The rising interest in (and commissioning of) value for money audits fired the imagination of the accountancy profession. Realising it was, financially speaking, in their interests to demonstrate a proficiency in and an understanding of the subject, Peat Marwick and Mitchell sponsored a number of seminars, the papers from which were later published, at the Royal Institute of Public Administration. [Also] Two members of Price Waterhouse's National Office of Local Government Consultancy Services, Henry Butt and Bob Palmer, produced a book entitled *Value for Money: The Decision-makers' Guide* in 1985.

This interest on the part of auditors has exhibited the occasional hesitation. For example, there is some indication of hesitancy in the tackling of politically sensitive issues by the adoption of the VFM by the Australian Auditor-General (Parker, 1986b, 1987) but this is exceptional. While there is evidence of some debate over the manner of implementing VFM audits, particularly over the issue of quantification versus a more interpretative approach of investigation (Anand,

1988, 1989; Tomkins, 1987b), the general thrust in the VFM literature is the promotion of a received wisdom. An example of this can be found in the guidance offered to prospective professional accountants who intend to pursue a career in audit. This simplifies the complexities of VFM in the public sector and presents its necessity, its operational requirements, in a straightforward fashion. This specific example draws on the manner in which VFM is embedded in everyday language to explain the concept in relation to an advertising campaign for a household detergent, as follows:

Although much has been written about value for money there is no great mystique about the concept. The term is common in everyday speech and so is the idea. To drive the point home, think of a bottle of Fairy Liquid. If we believe the advertising, Fairy is good 'value for money' because it washes half as many plates again as any other washing up liquid. Bottle for bottle it may be more expensive, but plate for plate it is cheaper. Not only this but Fairy gets plates 'squeaky' clean. To summarise, Fairy gives us VFM because it exhibits the following characteristics:

- (a) Economy (more clean plates per pound)
- (b) Efficiency (more clean plates per squirt)
- (c) Effectiveness (plates as clean as they should be)

(ACCA, 1993: 438–9)

In our view, the above example trivializes the complexities of VFM audit in the public sector. A further example of guidance on VFM audits is that of the UK's National Audit Office which produced a framework for value-for-money audits (NAO, 1988). This presents in a very clear, programmed fashion what the NAO considers VFM audits to be: their definition, objectives and types of investigations. In this report by the NAO the mechanisms and practices of VFM are not seen as problematic, but are taken for granted. These references to securing the efficient use of resources are presented as self-evident, as accepted, as taken for granted, with no hint of difficulties in practice.

The above publications typify a series of reports, articles and comments which claim the VFM area as the territory of the auditor, and which offer guidance to VFM auditors. An interesting example of this is the Canadian approach. In Canada, a specific body (the Canadian Comprehensive Auditing Foundation (CCAF)) was established in 1980 by government auditors, and senior members of accounting and consulting firms, with the aims of promoting an understanding of comprehensive auditing (the Canadian term for VFM audits) and the development of management practices to achieve economy, efficiency and effectiveness. This body, the CCAF, in conjunction with the Public Sector Accounting and Auditing Committee of the Canadian Institute of Chartered Accountants (CICA), has worked hard to promulgate guidance, codify 'best practice' and establish this VFM activity as being firmly within the domain of auditing by the accounting profession. The CCAF has proclaimed its expertise within the area of VFM audit (CCAF, 1983); has laid claim to VFM activities over a range of sectors of the economy, such as health care (CCAF, 1987); is promoted as a body with expertise

which meets the need of a major growth area for chartered accountants (Gaber, 1988); and is the advocate of an expanded role for accountants (McCandless, 1989).

In conjunction with this, the CICA public sector committee addressed the issue of VFM auditing standards by issuing an exposure draft (Hillier, 1987); subsequently becoming Public Sector Auditing Statement 4 (Hillier, 1988); with the aim of issuing guidance to VFM practitioners; in the face of the absence of a generally accepted body of VFM audit criteria, this committee issued a guideline, as a development of Public Sector Auditing Statement 4 (this can be seen as a redefining of expertise and the codification of guidance to overcome any problematization of practice) (Keenan, 1990). This body of knowledge of VFM epitomizes a 'can do' philosophy: any difficulties with VFM practice can be overcome. An interesting example of this is the advice that VFM audit procedures should be directed towards obtaining persuasive evidence to support the findings and conclusions in the auditor's report (Barnes and Sheehy, 1991). The Canadian experience is replicated in the UK. Specifically in the context of VFM in local government, Butt (1987), a practising VFM auditor with the most significant workload of VFM audits in his firm since their inception in 1982, set out fourteen desirable criteria for establishing effective VFM audits. The general tenor of Butt's paper fits within the 'can do' philosophy of the auditing profession, although it does hint at possible difficulties arising from the negative attitudes of politicians (elected members) towards VFM.

However, there has been a parallel literature to the received wisdom on the merits of VFM which problematizes this concept. There are a number of strands to these criticisms: (1) fundamental reservations over what VFM means, in practice, (2) the difficulty of addressing key components which are taken for granted, notably that 'quality of service' in the public sector is readily assessed and measured, and (3) the observation that the public sector is a part of the economy which is replete with powerful professional groups who could impede the progress of VFM studies. Much of this critical comment arose as the 'VFM' message was becoming entrenched in public life in the 1980s (Hopwood, 1984; Tomkins, 1987a; Goddard, 1989). Essentially this critique suggested that VFM as a concept is inherently ambiguous. This ambiguity is a function of the potential for a variety of interpretations of VFM; difficulties of generating, in operational terms, what constitutes 'efficiency' and 'effectiveness'; and the particular difficulties of identifying not only the consequences of such varying interpretations of efficiency and effectiveness measures, but also the potential for dysfunctional application and use. In other words what is an inherently simple concept (VFM) may dissolve in complex practical situations.⁴ A particular issue in this context is the achievement of 'quality' in public services as a consequence of VFM studies. However, this concept is characterized by elasticity in its interpretation. Garvin (1988), for example, identifies five different concepts of quality (transcendent, product-based, user-based, manufacturing-based and value-based). Furthermore, these are not discrete, may overlap and point to the need for

multiple perspectives in disentangling quality achievements. In this respect, the focus on the citizen as a consumer of public services as a recipient may not only prove to be elusive, but may also be intractable as the dimensions of the technical quality and the functional (or perceived) quality may be closely interwoven.

A related issue is that of the need to place VFM studies in their social and organizational context. Public sector institutions can be characterized as organizations in which there are strong professional interests, with the potential for professional rivalries and tensions. While certain public sector professions are depicted as self-regulating, highly motivated, almost altruistic professions (notably medical and nursing professionals) acting on behalf of the greater good, there is an alternative view. It has been observed that the very nature of professions can result in closure, with the practice of defensive actions, pursuing their own interests and securing markets for the services of their members (see, for example, Alvesson, 1993). This latter perspective raises the prospect of the curtailment or limiting of VFM studies penetrating public service organizations.

The literature on VFM is dominated by, on the one hand, the 'can do' philosophy of the accounting profession, and, on the other, the critics who problematize the idea of VFM audits. However, there is a lack of empirical evidence to substantiate these contrasting views. In 1985, Glynn observed that there was little evidence available on what actually happens in (VFM) practice, and that, therefore, there may be a wide divergence between the recommended approaches and actual practice. Despite this early call for empirical studies of the practice of VFM audits, there remains a paucity of evidence. Guthrie and Parker (1999: 305) summarize our knowledge of the practice of VFM audit, as follows: 'relatively little is yet known about how performance auditing technology and technical practices are created, sustained and moulded in various institutions and nations'.

In a very detailed and careful study of the development of efficiency audit in the province of Alberta, Canada, Radcliffe (1998) demonstrates the importance of setting such initiatives within the broader social context ('the spirit of the times' (op. cit., p. 405)). This study also reaffirms the received wisdom of the 'can do' philosophy. Radcliffe (op. cit., p. 405) describes this as a faith in the technology of efficiency audits on the part of its proponents and enablers. However, ultimately, for Radcliffe the question of how well founded is our knowledge of VFM practice remains (op. cit., p. 405): 'it is still unclear how auditors come to know what efficiency is, and how they establish categories of what is or is not efficient'.

One strand of available empirical evidence from the UK is on the workings of the National Audit Office (Keen, 1999; Roberts and Pollitt, 1994) which resonates with findings similar to those of Radcliffe. Roberts and Pollitt (1994) in a case study of an NAO VFM study, concluded that VFM studies were an important contribution to public policy debates, but were, nevertheless, somewhat limited. The limitations stemmed from a preoccupation with the financial, a reluctance to offer explicit recommendations to management and an

oversensitivity to the political culture in which these audits are undertaken. In a more comprehensive study of VFM practice, Keen (1999) analysed eighty-one NAO VFM reports and participated in three VFM audits. Keen's conclusions were that VFM work is significantly intuitive – a craft (op. cit., p. 523). He demonstrates this by the nature of VFM reports (an accumulation of 'facts' or evidence) and the approach of VFM teams (reliant on pragmatic reviews of documents and interviews, not on formal quantitative analysis, i.e. highly intuitive). This study sheds insight into why VFM practice may be seen as problematic: the level of skills required of the VFM auditor may be too great to permit the investigation of a specific situation or policy and to make meaningful connections both with the internal management processes of the organization within which the study is located and against the backdrop of wider policy guidance.

In a study of the VFM manuals and other documents of large accountancy firms, McSweeney and Sherer (1990) detected a narrow premise on how organizations operate, i.e. as bureaucratic machines. As McSweeney and Sherer put it (op. cit., p. 298): 'large accounting firms' manuals ... confidently assert an undisputed knowledge of one best way of assessing and changing organisations, including local authorities'.

Also, within local government, Pendlebury and Shreim (1990, 1991) reported tensions between the key actors in VFM audit: the auditors themselves, and the directors of the services which the audits were expected to investigate in VFM studies. Central to this tension was a challenge to the legitimacy of the VFM auditors by directors of local government services who queried their competence to undertake VFM studies in their specialist areas. These findings relate to Tomkins (1986) in his report of the experience of one major professional accounting in its VFM auditing activities in local government. This study was undertaken in the first year of VFM audits, which is a caveat on the findings of this research. However, while Tomkins (op. cit.) saw the VFM audit framework as potentially extremely powerful, the basic audit training of this firm's chartered accountants was insufficient for them to move into VFM audits. This early pattern – of a lack of readiness of professional firms to undertake VFM audits – is underlined by a further study at this time (Grimwood and Tomkins, 1986) which showed that, of two local authority VFM audits, there was little examination of the effectiveness component of VFM. At one of these audits there had been little attempt at reviewing effectiveness, at the other it had been tried, but unsuccessfully. The present study seeks to extend our knowledge of the practice of VFM audit, after almost two decades of use.

RESEARCH METHOD

A variety of methods have been utilized to investigate VFM audit: surveys of auditors and service directors (Pendlebury and Shreim, 1990, 1991); case studies of audit practice (Keen, 1999; Roberts and Pollitt, 1994; Grimwood and Tomkins, 1986) and the examination of documentation, reports and historical records

(Guthrie and Parker, 1999), including VFM audit manuals (McSweeney and Sherer, 1990) and the emergence of efficiency audits within the provincial legislature of Alberta by a mixture of archival and interview-based research (Radcliffe, 1998). In this study, the issue of the meaning attributed to definitions of VFM in public services audit is approached by focusing on the perceptions of an elite group based on their experiences. This perspective is based on the view that studying elites (Pettigrew, 1992) as cohorts can illuminate the meaning of practice. This accords with the perspective that entry into the VFM market by accounting professionals is dependent on acquiring and displaying expert knowledge and laying claim to expertise: the VFM auditors as an elite group (Radcliffe, 1998). As Radcliffe (1998: 404) puts it: 'the implementation of reform depends crucially on expertise, and as a result, the views of experts were especially influential in shaping the ways in which efficiency auditing would operate'. This is also confirmed by Jonsson's (1988) study of accounting elites which emphasized the importance of interactions between members of influential groups in establishing norms for good practice.

The specific elite group in this study consists of public sector auditors who engage in VFM audit. They are members of a committee of a professional accounting body, which has the role of reviewing and commenting on developments in public sector audit practice. All the members of this committee hold senior positions as auditors, with considerable experience of public sector audit. It includes auditors who are partners in private sector firms which undertake public sector audits and auditors employed by the Accounts Commission and the National Audit Office. As leading-edge practitioners of VFM audit they represent a significant grouping of expertise on the conduct of such audits. These key actors present an avenue for the investigation of VFM in practice. As noted above, they also *practise* VFM audit. This approach recognizes the agency effects of key actors especially in relation with others (Bourdieu, 1977, 1990) where those (such as the elite group in this study) can significantly influence events by their interpretation of what constitutes best practice. The potential for multiple interpretations of key facets of VFM arising from ambiguities, difficulties of accessing robust data and the quality of evidence (see VFM as problematic, above), accentuate the likelihood of these agency effects. This underlines the potential from the selection of an elite, such as this expert group, to explore VFM, in practice.

Data were collected for this paper in an interactive, iterative, three-stage process: (1) initial discussions with committee members (twelve), (2) members of the committee were then sent a set of questions (copy available from the authors), (3) on receipt of the responses to (2), clarification was sought with the members of the committee. These data were collected in financial year 1997–8 with follow-up discussions in financial year 1999–2000. By asking specific questions of the members of this committee to elicit their perceptions of the practice of VFM audit, we considered that these auditors would be less restrained than they might be in their own institutional setting and that we would obtain

greater depth in their answers than from a conventional survey, given the sensitive nature of the subject matter. This study is not representational – we do not portray the findings of this study as being representative of all auditors in the public sector. However, this study does convey an analysis of the views of an expert group of significant players in the field of public sector audit, which should inform the debate on the future of VFM audits.

RESULTS: MAKING SENSE OF VFM

Bourdieu's (1990) view of the world of practice as 'fuzzy', 'inconsistent' and 'irregular' is sustained by the results of this study. The very identification and execution of VFM studies to be undertaken is itself problematic, as one committee member expressed it: 'There is no magic word. Instinct, gut feeling or rumours may direct you to particular studies, but you have no real knowledge until you have carried out studies, recorded and analysed the results' (member 1).

The above statement also highlights the necessity of experience in shaping an understanding of what VFM is and what it can be. However, the differing experiences of the expert group compound the difficulties expressed, and the challenging nature of undertaking VFM studies. VFM is explored in this paper from the perspective of the members of the expert group included in this study along four dimensions:

- 1 response of professional groups to VFM;
- 2 usefulness of VFM;
- 3 VFM in practice;
- 4 the future of VFM.

These four strands of VFM audit in practice build a picture of what it means to be a VFM auditor: dimension (1) gives an indication of how VFM audit has penetrated public service organizations, dimension (2) presents us with a view of the benefits which VFM auditors perceive that they confer, (3) gives us the expert groups' view on the key facets of undertaking VFM audits and (4) examined their perspective on the future role of VFM audit.

(1) Response of professional groups to VFM

The public sector can be characterized as a part of society in which the role of professions in organizing services presents a formidable obstacle to initiatives which seek to reform this sector of the economy (Lapsley, 1998). Indeed, there exist many strong professional groups within public services (notably the medical profession, nursing and health-care-related professionals, but also social workers, teachers, police officers). This is an important strand of the context in which VFM audits are undertaken. Interestingly, on (1), the first dimension of this study, this expert group detected differences within and between the reactions of

different professional groups to the practice of VFM but none of these suggest closure of changes initiated by VFM studies by professional recalcitrance. There are three sets of responses from the members of the expert group to the question of how different professional groups respond to VFM studies. One subgroup of this expert committee expressed the view that all members of public service organizations (regardless of profession) are generally positive to VFM studies (members 2, 6, 9 and 10) even though they may have been hostile, initially (member 12). There is a second subgroup which detects a similarity of response, in the sense that each professional group's main preoccupation is with how *they* will be affected by any VFM study (members 4 and 3). Member 3 expressed this, as follows: 'Technical (e.g. architectural, quantity surveying) housing development, housing management and finance staff each have their own particular focus. One of the challenges of VFM is to reconcile and balance the views of different professional groups'.

This perspective suggests that the practice of VFM is less embedded in organizational life than thought, or at least that its implications (implementation plans) may be contested severely by professional groups. This interpretation of how VFM studies are perceived within public service organizations accords with the views of the remaining subgroup of the expert group, all of whom take the views and attitudes of finance staff as their key reference point. One of this subgroup (member 5) expressed the view that there were differences of view on the merits of VFM audits, even within the finance function. However, in the experience of one VFM auditor, there is a clear dichotomy: 'Finance professionals (e.g. accountants, auditors) tend to react positively to VFM audits. However, other professionals (e.g. solicitors, educationalists) tend to be defensive and assume that they are being unfairly criticized' (member 5).

This observation by member 5 may be explained, at least in part, by the comments of the remaining members of this expert group. Also members 8, 9 and 11 point out that, in their experience, accountants, administrators and finance people are always talking about *cost or cost savings* when they undertake VFM studies, while other professional groups perceive high cost to equate with high quality. Member 9 expressed this as a limitation of accounting and auditing:

Among professional groups, there is a greater acceptance of VFM now than there was two to three years ago. There is still, though, a tendency for accountants to think 'money savings' and technical people to think 'service quality'. The technical people in many cases are better equipped to think about getting the right quality of service at the best possible price.

These differing perspectives can be regarded as an explanation for professional conflict. However, in the main, despite the view that the dialogue of VFM audit has a financial focus (by VFM auditors) there is a perception within this group that the professions do not limit the impact of VFM studies.

(2) Usefulness of VFM

When questioned on the benefits of VFM, the expert group was supportive. This is not surprising given the above discussion of VFM audit as a growth market for professional auditors.⁵ However, this expert group was positive in its support of the benefits that VFM studies brought in a particular way, i.e. to the *management* of public service organizations. Although there was some hint that this focus could result in short-termism, the expert group detected a general benefit by focusing on 'best practice', despite its difficulties over quantification and measurement. This aspect of VFM was investigated by asking members of the VFM group for examples of the kinds of benefits which management obtained from VFM studies and by citing specific instances of these kinds of benefits. As noted above, there was, in general, a positive response from this group to the matter of 'benefits'. However, there was also a dichotomy between (a) a perception of operational benefits and (b) those who perceived the principal benefit of VFM as strategic.

At the operational level, members of the expert group identified the following ways in which VFM was of use to management: in improving the systems and processes for which the management is responsible; identification and discontinuation of redundant jobs; and assisting in property risk management. These are specific instances of operational benefits. Those members of the expert group who focused on the operational benefits of VFM expressed this in terms of a sharpening-up of management thinking: '... makes management focus on problem areas and adopt best practice' (member 11); '... provides an independent opinion upon areas where effectiveness could be improved and suggestions to realize these improvements' (member 6); '... makes the management think more widely about what they are trying to do and to look closely at the issues being considered' (member 9); '... helps management to focus on the use of resources and the resulting output' (member 2). However, the dominant benefit of VFM perceived by the expert group was that of *strategic* value.

Nevertheless, when requested to cite specific instances of useful strategic effects of VFM, the balance was very much in the direction of operational benefits. These included: reductions in travel and subsistence costs; the reduction of property vandalism costs; and bonus schemes to save on administration costs and improved tax collection. The aforementioned examples seem fairly straightforward, hardly fundamental or strategic. Indeed, even the three instances of what might be considered 'strategic' benefits are not so significant in strategic terms. The first instance is more of a normative statement ('investments should be linked to performance and resource allocation policies should be framed accordingly' (member 3)), the second was the identification of the savings associated with the merging of three computer payroll systems which a local authority had inherited into one – an example at the margins of strategic value, and almost self-evident. A third example was one VFM auditor who was looking at the articulation of corporate planning, service planning and budgetary control, and this could be

considered a strategic initiative. The comment from the final member of this group sheds light on how VFM studies might be regarded as being of strategic value. While this member of the group was adamant that VFM studies do not have an explicit strategic value (in particular, because public sector bodies tend to be reactive to government directives and planning in establishing strategies), the VFM investigation may enable strategic change. As this member put it:

Often VFM studies are reiterating what is already known by services and management. However the fact that it comes from a third party, is presented in a coherent form, goes to the Board, Audit Committee and included an action plan which needs to be responded to, acts as the catalyst for management to bring in changes [member 12].

Despite the difficulties in practice, and the limited nature of the instances of specific benefits arising from VFM audits, the expert group, with one exception, was firm that VFM audits were useful for both local authorities and health services. The major rationale for this stance was the policing role, in ensuring that resources were utilized in the most effective manner to achieve service objectives. For the majority of the expert group, the benefits of VFM audits were explained in terms of 'best practice' and the need to ensure that public sector bodies were aware that improvements could be made in terms of costs and the quality of services provided. We turn to what constitutes 'best practice' in VFM audits, next.

(3) VFM in practice

On (3), this study reveals the methods employed by these experts in their VFM studies. This includes their description of the kinds of measures which are used to quantify impacts (including statistical, financial and other attributes of performance), means of measuring benefits and quality and of comparing such impacts. This aspect of the study revealed a number of difficulties in deriving robust indicators and in the implementation of such studies. The major focus of members of this expert group on the quantification of aspects of VFM studies was largely on the use of existing statistical and financial indicators, although certain members of the group (members 3 and 4) were keen to assess the impact of VFM studies on other services, particularly from the perspective of the sustainability of expected benefits and the potential for continuous improvement. Within the financial criteria, the major preoccupation of this group was with financial savings, whether arising from alternative methods of delivery, or from the consolidation of contracts or reviews and rationalizations of service provision. The above comments crystallize the nature of VFM audit as complex and, potentially, problematic. When asked about difficulties of undertaking such audits, the members of the expert group cited problems around (i) the practical execution of VFM audit, (ii) the quality of the evidence available for them, (iii) assessment issues and, in particular, (iv) the problematic nature of 'quality' (its estimation, its importance) in VFM studies.

On (i) above, the practical difficulties, a number of comments were made. These included the problems of gathering comparable information; the lack of computerized management systems; the problems of measuring improvements because of re-organization (of local authorities) and restructuring of services (within local authority and health organizations). In addition to these there were more fundamental difficulties. Members of the expert group cited others: the difficulties of estimating impacts in areas where there are interdependencies (for example, the effect of housing investment on both health and education) and problems of the auditor being required to form an opinion based on qualitative measures when finance officials liked to deal in numbers rather than concepts. Finally, member 12 expressed the difficulties of achieving change: 'Accounting practices are overly influenced by a poor institutional environment. The culture in local government is difficult. Getting anyone to agree to change is a nightmare. "That won't work" is the response. It is not a textbook situation'.

On (ii) above, the quality of evidence, there was agreement that evidence needed to be reliable and auditable. However, while members of the group could cite examples of the kinds of indicators which they would use in VFM studies (for example, number of surgical day cases carried out per day; absenteeism rates; teacher/pupil ratios; number of road surfacing complaints), these were not without difficulty. On one level, there were reservations over the quality of the evidence and, on another level, there were hesitations over the best means of obtaining an accurate interpretation of events. For example, certain indicators used and available, were criticized as being highly subjective (for example, the capability of staff, the strength of policies in the local area, the number of complaints, the number of repeat visits). Given this scenario, the view was expressed that VFM auditors should seek two or more sources of evidence to give them greater comfort (to address the reliability problem) and this entailed the collection of soft and hard information to provide a wider and more comprehensive view (to provide a better interpretation of events). However, as one member of his expert group stated, the need to draw on opinion in determining VFM meant that there would always be conflict.

This latter outcome – conflict – is also a by-product of the third set of difficulties cited above, (iii) assessment issues. There are a number of dimensions to this aspect of the difficulties encountered, but these are essentially related to policy issues. For example, the relationship of local interpretations of statutory guidance might be problematic. Also, on the implementation side, one member of the group talked about 'getting tangled up in disputes between departments' (member 2). One particular facet of this was the whole issue of human resources – making sense of public organizations policies, the lack of training on the part of VFM auditors in understanding corporate or public service conventions, the subjective nature of the process and the need to involve trade unions, professional associations and human resource departments on key issues. Ultimately this problem of making sense of policy guidance, directives and their interpretation and connecting back to the members of the organization subject to

VFM audit coalesces around the need to write a VFM report to which all parties concerned agree on the contents.

The final aspect of practical difficulties of VFM, is (iv) quality issues. The members of the expert group were also all conscious of the need to deploy quality indicators as part of the VFM process. However, as Wilding (1994: 58) cautions: 'quality is always a contestable concept because definition depends on values and roles'. Indeed, the meaning of 'quality' was different for different members: one perspective was that of impacts on the local economy (increasing local employment, local environmental benefits or improved facilities); another focused on internal working practices (reducing overtime, managing sickness absence); yet another perspective was that of the recipients' perceptions of the quality of services (the 'customer focus'). The predominant method of overcoming the difficulties of measuring attributes such as quality in VFM audits was that of comparative information. Thus the position of the services provided by the audited organization in league tables was cited frequently in this regard by the expert group. Such comparisons were made with targets and objectives, with the results of previous years, with comparable benchmarks (for example, similar schools or hospitals) and with external providers. This predilection for comparative statistical information to inform judgements on quality underplays research on a range of organizations and over a long time span which demonstrates the power of an organization's culture in influencing the nature and quality of services provided. This includes research on social care (Cassam and Gupta, 1992; Utting, 1991) on police (Holdaway, 1978; Southgate, 1982) and on education (CVCP, 1991; Hargreaves, 1967).

The need to address issues of quality underlines the fundamental nature of the challenges which this dimension of VFM poses for auditors. There was a strong consensus within the expert group that 'quality' and VFM are related issues and that they should not be viewed as mutually exclusive concepts. However, beyond this major point of agreement, there were significant departures of viewpoint and disparities amongst the views of the expert group. One member of this expert group expressed the view that the link between quality and VFM was becoming more clearly defined through the use of statutory and non-statutory performance indicators. Another member noted that he had observed the development of quality measures and of skills in this area. However, these views contrast with those of one member who observed that public service organizations were *not* developing their own performance indicators. Another member of the group considered that there was a lack of activity in this area, which he attributed to the greater difficulty and deriving measures of 'quality', as opposed to, for example, cost savings. One member of this expert group expressed the view that there had been no clear specification of service quality or the means of measurement of the quality of public services for a considerable period of time. The perspective depicted here underlines a reliance on quantification to determine what constitutes quality. This deflects from an examination of the existence of a pervasive culture committed to services as the key determinant of quality (Wilding, 1994).

This section of the paper has shown what Bourdieu (1990) calls the 'fuzziness' of practice. There are practical difficulties around the meaning which can be attributed to information which may not be robust. The process of completing evaluations by a consideration of quality may be confounded by measurement difficulties. Finally, the closing of the VFM audit may be constrained, not so much by professional intransigence, but by the politics of interpreting guidance (statutory, organizational) and making sense of this to all parties concerned in VFM reporting.

(4) Future of VFM

The members of this group were invited to comment on the future of VFM. There is a strong expression amongst this group of the necessity for further VFM work. Given the focus and practices of the constituents of this group this response is not surprising. However, within this perceived need for more VFM audit, there are subtle differences in position. One strand represented within this group is that much remains to be done. This was substantiated by member 1 by the provision of a list of specific projects which he saw as necessary, which could be seen as an immediate operational plan. Others (notably members 11 and 12) saw local government as an area where much work of a VFM nature was necessary: 'We need rigorous benchmarking and comparative studies, particularly in local government, where there are large areas of activity which have not been examined or subjected to detailed appraisal' (member 11).

An alternative expression of necessity hinged on the pivotal role of VFM in the public sector, as one member of the group expressed it:

VFM initiatives and reviews have a key role to play in the public sector, where there is not a measure of performance, such as profit. VFM is a means of ensuring that scarce resources are utilized in the most effective manner to achieve service objectives [member 2].

The centrality of VFM in the views expressed above by member 2 of the committee are reaffirmed by others. For example, member 5 expressed the view that this was the way to achieve 'best practice' in service delivery and heighten awareness of better methods of working (in terms of cost and quality). Also, member 6 expressed the view that people did not appreciate the value of VFM and that there needed to be a greater awareness and appreciation of its merits. Following on from the 'taken-for-granted' nature of VFM audit and its contribution, members 8 and 9, respectively, expressed support for (a) the greater transferability of examples of best practice across sectors and organizations and (b) greater cohesion amongst the various national auditing bodies (Accounts Commission, Audit Commission, National Audit Office). These statements afford primacy to VFM in the public sector where there is the lack of a ready-made measure of performance. Within this category, there is also the 'policing' perspective: as committee member 10 put it:

We need VFM audits to (1) maintain accountability within the public sector and to provide an incentive across the sector to maximize VFM ('pour encourager les autres') and (2) to respond to and provide a basis for changing individual examples of waste, inefficiency and poor quality of service where these occur.

In terms of how VFM is seen in the context of the development of Best Value, the general picture is one of an acceptance: Best Value retains the VFM concept, but its broader focus can be seen as the next logical stage in VFM auditing. Within this group, Best Value tends to be seen as non-threatening, as a further development along a continuum. The aligning of Best Value with management arrangements and procedures to ensure a high quality of service are endorsed by members 5 and 6 of this group. Member 4 of this group sees the adoption of the Best Value approach as self-evident, even if he does point to the imperative of government directives as the major motivator in their adoption. However, there are different perspectives. One view is that it is too early to say how Best Value will work out in practice. Yet another dissenting voice (member 7) saw VFM as only being of use in the short term. This member of the expert group saw Best Value, with its procedures for self-assessment on management arrangements, as marginalizing VFM audits in the public domain.

However, perhaps the most troubled view on the matter of Best Value came from one of the auditors who had most experience of VFM and of Best Value. He stressed the enormous demands placed on officials in government organizations, and challenged the benefits to be obtained from it, as the following statement shows:

Best Value is something which takes an awful lot of effort and they have still not got to the end of the development phase. I fear for its [BV's] life, because of the demands and expectations on those who run local authorities. They don't get long enough to get it right in a world of pressure. An additional ingredient is the political... So, whatever the set up, you can always guarantee within three years someone will take you away from it. Local government is too unstable to allow best accounting practice, to be properly developed.

This scepticism about the implications of Best Value in practice also extends to reservations about the framework and the procedures being adopted, advocated and promulgated by the Accounts Commission:

Objectives and outcomes? I shudder to think about the time put in to getting information on these. [In this case] the outcome was brilliant but, at what cost in terms of time and resources and to what value at the end of the day? If this hadn't been done the resources could have been put to better effect by doing more to enhance delivery... However, our society expects evidence. It is a question of accountability – why did you make that decision? Can you prove it [you made the correct decision]? Can you show a proper analysis? In today's world, you have to document everything and in triplicate, at that. If you go back to 20–30 years ago, you could have an informal meeting, decide something and get on with it. You can't do that now [member 12].

In the view of member 12 of this group, the procedures for Best Value were a straitjacket – an iron cage within which good management of public services may

be stifled – the opposite effect from that intended by the introduction of Best Value. As member 12 stated:

If you look at their approach [the guidance of the Accounts Commission], it is all about evidential powers and accountability levels which are set out to achieve excellence and can you [the service provider] justify if you are right or wrong in the way you do things. In one sense, this can be seen as good practice, in another it is inevitable that it will be overdone in places. It is a public interest requirement. Is it a good thing? It is not necessary for good people. But it is the way society is.

Ultimately, this member of the expert group had serious misgivings about the potential of Best Value: 'Unfortunately, this is a [Best Value] dream that won't come to fruition ...'. Therefore, while the nature of VFM investigations may be couched in terms of greater efficiency and effectiveness, in practice the operational difficulties of VFM may make it different. Indeed, the reality may be more about undertaking similar kinds of studies (a search for the identikit study), as a member of the group said: 'It is my experience that VFM studies, as unique studies, are rarely undertaken, and if undertaken, the implementation phase is problematic through resource implications or because of other more pressing issues'. In this way, best practice may not be evolving. The practices of VFM auditors present themselves as, at best, challenging and, potentially, problematic.

CONCLUSIONS

This paper has examined the impact of the addition of value for money (VFM) to the language of auditors in the field of public sector audit. The VFM concept conveys values which can be regarded as instrumental: efficiency in the operation of public services can be achieved, is measurable, is desirable. In their advocacy of the VFM approach, modernizers assume a knowledge of, or at least a potential to implement, cause and effect. This is an inherent belief that managers can and do manage in public services by applying appropriate levers of power. In this exercise, public service auditors are not passive agents, but active pursuers of efficiency gains in service provision. The interplay of the actions of these agents (which includes government, public accounting bodies and key public sector auditors) demonstrate reflexivity in the shaping of practice. This can be seen from the latest initiative in the UK, Best Value, which is different in kind from the VFM initiative because of its breadth of focus. Nevertheless, they are related, particularly from an audit perspective, in which VFM can be depicted as a bedrock on which Best Value seeks to build (see, for example, Accounts Commission, 1999).

This study has sought to extend our understanding of the practice of VFM audit. Members of the expert group in this study identified a number of ways in which VFM studies were enhancing the capability of public service organizations, particularly cost-saving measures arising from changes in working patterns and practices. These VFM auditors did suggest that both operational and strategic benefits arose from the conduct of VFM audits. Closer examination of the

specific examples cited by this expert group suggested that these were more operational than strategic. Most importantly, these auditors regarded VFM audits as a mechanism which forced the management of public service organizations to re-appraise the conduct and organization of their activities. This has an evident connection to the thinking behind Best Value. After almost two decades of VFM, this study of the views of an expert group underlines the claims made by proponents of VFM.

However, this study also suggests that there may be some merit in the position of the problematizers who challenged the concept of VFM from the outset. This study identifies the continuing, persistent problems advanced by those who have expressed caution over the use of VFM. The major difficulty of VFM audit as perceived by this expert group is that of the determination of what constitutes 'best practice'. VFM has entered the language of public sector auditors and is now taken for granted. Nevertheless, there are practical difficulties which inhibit the determination of best practice in VFM, notably the quality of available information which can be drawn upon to assess value for money. The limited reliability of available indicators also undermines the evaluation of key dimensions of VFM, notably quality. The differing perspectives on what constituted 'quality' in public services and how this might best be assessed, indicate an essential ambiguity in translating VFM into practice. There are also difficulties around the conduct and implementation of VFM studies which are related to professional differences. These VFM auditors, and the studies which they undertake, are firmly within the provenance of accountants and auditors. As a consequence, difficulties were identified whereby VFM auditors had a focus on quantification, in general, but particularly on cost savings, and other professional groups identified with other values which were not captured by monetary values. This study has identified this as a major potential obstacle to the modernizing agenda and further research is necessary on the extent and effects of this discrepancy or divergence in thinking.

The above analysis of the views of the expert group of VFM auditors depicts the process of determining VFM as problematic, challenging, even messy, with a strong emphasis on the experiential. This confirms Bourdieu's (1990) analysis of practice. The language of public services has shifted to absorb the concept of VFM, but on the basis of this evidence the practice of VFM audits is still somewhat disconnected from its stated aims. There is potential for further processual study of the use of language by VFM auditors in determining what constitutes 'efficiency'. Best Value is still in its infancy. Nevertheless, the evidence of this study suggests that this latest modernizing initiative (Best Value), which builds on VFM audits, has been grafted on to a practice which may be taken for granted, but is, nevertheless, problematic, both in design and execution.

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NOTES

- 1 While the authors recognize that the reform of public services and the machinery of government by UK governments predates the election of the 1979 Conservative administration, the authors endorse the view that the 1979 administration was the most radical government the UK had experienced for decades (Olowo-Ekere and Tomkins, 1998). More pertinently to the present paper, it placed VFM as a central feature of its drive to make public services more efficient by making this a statutory requirement of the audit of local government and, subsequently, the operational branches of the NHS.
- 2 Ashmore (1989) has compiled an encyclopaedia of 'Reflexivity and Knowledge' which spans a variety of disciplines (social theory, sociology, social anthropology) and from a variety of perspectives (postmodern, ethnographic).
- 3 On 13 March 2000, the Auditor-General of Scotland, Robert Black, was invited to investigate the escalating costs of the building of the new Scottish Parliament. He announced that he would do so, with due regard to the *economy, efficiency and effectiveness* (emphasis added) of this project. Another example of the embedded nature of VFM in public accountability (BBC Scotland News, 13 March 2000).
- 4 An interesting example of reflexivity within the field of VFM public sector audit can be detected in the recent writings of the early proponents of the 'can do' VFM philosophy (Glynn, 1985; Parker, 1986a) to contributions to the debate which are more suggestive of VFM as problematic (Glynn *et al.*, 1996; Guthrie and Parker, 1999).
- 5 An illustration of the importance of this growth market in VFM audit was given by one member whose client organization had seen an annual audit fee of £200,000 grow to £500,000 to accommodate the costs of additional VFM and Best Value inspection audits.

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Modernization versus problematization 565

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566 *The European Accounting Review*

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Modernization versus problematization 567

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Craig Curtis

From: Craig Curtis [craig.curtis@shaw.ca]

Sent: November 08, 2010 6:50 AM

To: Craig Curtis

Operational Audits

Operational audits (also known as performance of value for money audits) deal with broad performance issues, focusing on whether public funds and resources have been economically, efficiently and effectively managed. In particular, operational audits examine and report on matters related to any or all of the following:

- The adequacy of management systems, controls and practices, including those intended to control and safeguard assets, to ensure due regard to economy, efficiency and effectiveness;
- The extent to which resources have been managed with due regard to economy and efficiency; and
- The extent to which programs, operations or activities of an entity have been effective.

Operational auditing fulfills the demand for performance and accountability information that is not being provided by information on financial performance and on compliance with authorities. Operational auditing is based on two principles:

1. Public business should be conducted in a way that makes the best possible use of public funds, and
2. People who conduct public business should be accountable for the prudent and effective management of the resources entrusted to them

[This message has been scanned for security content threats and viruses.]

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AUDIT COMMITTEE

DATE: December 10, 2010

TO: City Council

FROM: Audit Committee

SUBJECT: Operation Audit and Performance Report of November 29, 2010

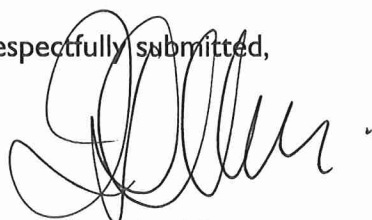
At the December 10, 2010 meeting of the Audit Committee, the Audit Committee reviewed the Operation Audit and Performance Measurement Report of November 29, 2010. After review the Audit Committee introduced and passed the following motion:

“RESOLVED that the Audit Committee having reviewed the Operation Audit and Performance Measurement Report of November 29, 2010 hereby forwards the Operation Audit and Performance Measurement Report to open council, prior to the operating budget debates, for consideration.”

MOTION CARRIED

The above is submitted for Council's consideration.

Respectfully submitted,



Councillor Tara Veer
Chairperson, Audit Committee

c: M. Andrew, Corporate Controller
D. Krejci, Financial Services Manager

Comments:

In light of discussions during budget I now recommend Council consider Alternative "B". This would be a 'pilot' project that would help inform our future plans and strategies.

"Craig Curtis"
City Manager

ORIGINAL



Council Decision – January 10, 2011

DATE: January 13, 2011
TO: Craig Curtis, City Manager
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Value for Money Audit Report

Reference Report:

City Manager, dated January 5, 2011 and November 29, 2010

Resolution:

The following resolution was passed during the Regular Council Meeting held on Monday, January 10, 2011:

"Resolved that Council of The City of Red Deer having considered the report from the City Manager, dated January 5, 2011, re: Value-for-Money Audit, hereby approves the following regarding the undertaking of a value-for-money audit:

1. Commence the development of preliminary performance measures for all City departments with an initial focus on the area to be audited.
2. Provide funding of up to \$150,000 from the Tax Stabilization Reserve for this initiative.
3. Develop a Terms of Reference for an outside consultant to undertake an "operational audit".
4. The initial area of audit focus is to be the water, wastewater and EL& P utilities."

A handwritten signature in black ink, appearing to read 'Elaine Vincent'.

Elaine Vincent
Legislative & Governance Services Manager

c. Director of Corporate Services
Dean Krejci, Financial Services Manager
Michelle Andrew, Corporate Controller

Lisa Perkins, Corporate Strategist
Committees Coordinator
Councillor Veer, Audit Committee Chair
Corporate Meeting Coordinator

Office of the City Manager

DATE: January 5, 2011
TO: City Council
FROM: Craig Curtis, City Manager
RE: Value-for-Money Audit

Background

At the December 10th, 2010 meeting of the Audit Committee, the Audit Committee reviewed the Operation Audit and Performance Measurement Report of November 29th. After review of the report, the Audit committee introduced and passed the following motion:

"RESOLVED that the Audit Committee having reviewed the Operation Audit and Performance Measurement Report of November 29, 2010 hereby forward the Operation Audit and Performance Measurement Report to open council prior to the operating budget debates for consideration."

MOTION CARRIED

A copy of the report is attached for the review of Council.

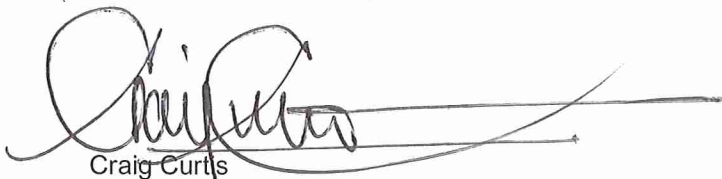
Discussion

Since the time this item was considered at the Audit Committee meeting, the City has begun its budget deliberations. Based on the comments made at the Budget meetings, I would recommend a change in approach. I now feel that Alternative B is the best option to move forward.

By approving Alternative B, the funding could be set aside during the final week of budget deliberations and the Terms of Reference for an operational audit of one of our utility operations could be implemented for the 2011 operating year. The Terms of Reference would be approved by City Council and regular progress reports would be provided to Council.

Recommendation

Council's direction is requested.


Craig Curtis
City Manager

Office of the City Manager

DATE: November 29, 2010
TO: Audit Committee
FROM: Craig Curtis, City Manager
RE: Value-for-Money Audit

Objective: INN 1 Ensure basic service delivery is sustainable and meeting the changing needs of our community.

Strategy: INN 1.2 Ensure a balance of current and future services considering financial sustainability and capacity.

CLT Champion: City Manager

1. At the last Audit committee, I was asked to prepare preliminary comments on the possibility of the City undertaking a value-for-money (VFM) audit.
2. One of the difficulties about discussing VFM audits is the fact that there is no clear definition. The context and scope of VFM audits vary considerably and range from simple internal "efficiency audits" to full scale audits examining the operation in terms of performance measures and management systems, controls, and practices.

The Province defines "value-for-money audits" as the same as "performance audits" or "operational audits." For the purposes of this report, I will use the Provincial description.

"Operational audits (also known as performance of value for money audits) deal with broad performance issues, focusing on whether public funds and resources have been economically, efficiently and effectively managed. In particular, operational audits examine and report on matters related to any or all of the following:

- The adequacy of management systems, controls and practices, including those intended to control and safeguard assets, to ensure due regard to economy, efficiency and effectiveness;
 - The extent to which resources have been managed with due regard to economy and efficiency; and
 - The extent to which programs, operations or activities of an entity have been effective."
3. The concept of operational or VFM audits is now fairly well known but the literature is divided on the advantages and disadvantages. The attached paper entitled "Modernization versus Problematization: Value-for-Money Audit in Public Service" presents a good overview. The

report essentially concludes that VFM audits have been accepted as a concept but in practice “continue to be problematic.”

The real nub of the issue is that a VFM audit must demonstrate how an operation relates to “best practice.” It then comes down to who determines what constitutes “best practice.” The paper referenced above indicates that “differences were identified whereby VFM auditors had a focus on quantification, in general, but particularly in cost savings, and other professional groups identified with other values which were not captured by monetary values.

4. The majority of cities and towns in the Province do not undertake VFM audits. During the 1990’s a number of cities undertook operational audits of individual departments during the intense period of Provincial downloading. Other municipalities have internal auditors who are tasked with doing efficiency audits for specific operational problem areas.

A few municipalities are considering doing operational audits of specific departments in 2011. It is estimated that a departmental operational audit would cost approximately \$100,000 to \$150,000. A VFM for a municipality the size of Red Deer could cost well over \$500,000.

Most municipalities have either completed or are considering establishing detailed performance measures for each department. In addition, the Province established a Municipal Sustainability Strategy Working Group which has developed a listing of key quantifiable measures of municipal viability. The working group also reached consensus on eight broad areas where additional indicators and performance measures might be developed.

5. The City of Red Deer developed a series of simple performance measures in the 1990’s which became part of individual departmental business plans. In addition, the City Commissioner established an operational audit process by which one department was evaluated each year. These operational audits were undertaken by external consultants and overseen by a committee comprised of City Councillors, senior staff and members of the community. Subsequent Councils and administration discontinued both these initiatives.

The need to reintroduce a comprehensive system of performance measurement was identified in the Strategic Plan which includes the following strategy:

“INN 1.1. Create a practice of evaluation and continuous improvement in the delivery of basic services and programs as funded through the base budget.”

The 2011 service plans for the Director of Corporate Services include a proposal to develop “a process for consistent measurement and evaluation of City services.”

6. **Conclusion**

INN 1.2 moves us towards a performance management program. There is considerable merit in reintroducing an operational or VFM audit process as part of our strategy INN 1.2. This starts with the establishment of measures and basic services so that we can monitor and evaluate programs/services or what would be outcomes.

Performance management program is not a project but a continuous system and will touch every part of our organization.

Before we can audit, we must establish benchmarks and measures at the input, output, outcome, and objective levels.

At this stage, I propose that we consider the following two alternatives as a starting point.

Alternative "A"

- Begin the process of establishing a performance management program by starting to develop preliminary performance measures for all departments in 2011. Collaborate with the Municipal Sustainability Strategy Working Group to ensure no duplication of effort.
- Develop the Terms of Reference (TOR) for an outside consultant to undertake an "operational audit" of a specific area of operation in 2012. An estimated cost would be included in the 2012 operating budget.
- It is proposed that the initial area of focus of this value for money/operational audit be the three utilities: water, wastewater and E.L. & P. which comprise a substantial portion of the City's overall expenditures.

Alternative "B"

- Commence the development of preliminary performance measures for all City departments with an initial focus on the area to be audited.
- Present a preliminary cost estimate of \$150,000 for the 2011 operating budget.
- Develop a TOR for an outside consultant to undertake an "operational audit."
- It is proposed that the initial area of audit focus be the water, wastewater and E.L. & P. utilities.

7. Once the direction has been established, it is important to determine the most effective way in which the "operational audit" can be managed. The City Manager as champion of the strategy INN 1.2 will coordinate and develop the most effective way for the organization to move forward on performance management.

One component of performance management will be the operational audit. It is proposed that a task force of staff be established to coordinate the operational audit chaired by the City Manager.

City Council would approve the detailed Terms of Reference and receive regular progress reports. The consultant would make the final recommendations to City Council.

8. Recommendation

Given that this project's scope is larger than what is considered to be the mandate of the Audit Committee, this report be received for information and that the City Manager present this report to Council for consideration.

Craig Curtis
City Manager

Modernization versus problematization: value-for-money audit in public services

I. Lapsley and C. K. M. Pong
University of Edinburgh

ABSTRACT

This paper examines the practice of value-for-money (VFM) audit in Scotland. The concept of VFM has featured strongly in the policy guidance of successive governments as they have initiated changes in the structure, organization and delivery of public services. The expression VFM is now embedded in everyday language and discussion about the performance of the public sector. However, this study of the practices of an expert group of VFM auditors presents a picture of complexity: VFM, as a concept, may be taken for granted, but, in practice, it has been, and continues to be, problematic.

INTRODUCTION

Within the UK public sector, there have been continuing pressures for changes to public services by a variety of governments. This impetus for reform is encapsulated in the emphasis on value for money (VFM), by successive Conservative administrations from 1979 to 1996.¹ It is also made explicit in the policy documents of the existing Labour administration, which is shifting to what it calls 'Best Value', but in so doing, drawing on its predecessor's policies of advocating efficiency auditing. The specific focus of this paper is on VFM audit in Scotland, but this study setting has been shaped by the experiences and the agendas of UK central governments. We seek to examine VFM audit from the perspective of a flow of continuing guidance on its (assumed) necessity by government and by professional auditors, by examining the experiences of an expert group of VFM auditors. This approach seeks to contribute to the longstanding lack of knowledge of the practice of VFM audits (Glynn, 1985; Guthrie and Parker, 1999). This paper is organized in four parts: a discussion of the context of the study and of competing paradigms; the research method used; the results of this study; and conclusion and further discussion.

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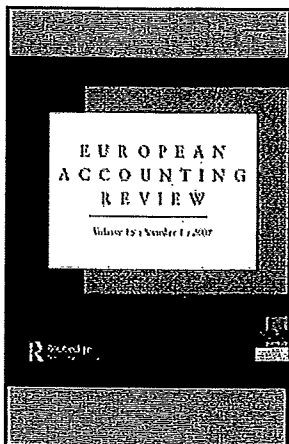
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Modernization versus problematization: value-for-money audit in public services

I. Lapsley; C. K. M. Pong

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PERSPECTIVE: MODERNIZATION VERSUS PROBLEMATIZATION

This paper is an exploration of signification in the audit of public services. Our focus is on the manner in which the language of audit has been extended and deployed to mobilize auditors in the pursuit of efficiency of public services. The specific concept which has been added to the everyday language of auditors and which we explore in this paper is VFM. The addition of this concept to the armoury of the professional auditor has had far-reaching consequences for these auditors themselves, and for the public services which have been subject to these audits. In this situation, a consequence of this shift in terms of public sector audit engagement is that language is used not just for transmitting information, but for conveying values (Berger and Luckmann, 1967). The traditional focus of public sector audit on regularity has been overtaken by this new emphasis on efficiency audits. However, the language of efficiency may not be an unbiased, passive vehicle for observations on organizational life. While 'modernizers' who favour VFM audit are not sensitive to this impact, the 'problematizers' or critics of VFM audit are.

This study is informed by Bourdieu's concept of practice (Bourdieu, 1977, 1990) as a means of explaining the unfolding story of VFM audit. Bourdieu's concept of practice (Bourdieu, 1990: 86) is of one of 'fuzziness', 'irregularities' and even 'inconsistencies'. Within this fuzzy world of practice, relations between actors or agents dominate. These interrelations combine with the use of language to shape social systems (Bourdieu and Wacquant, 1992: 102). The importance of language has always been central to Bourdieu's analysis of practice (Bourdieu, 1977: 21):

... the constitutive power which is granted to ordinary language lies not in the language itself but in the group which authorizes it and invests it with authority. Official language, particularly the system of concepts by means of which the members of a given group provide themselves with a representation of their social relations, sanctions and imposes what it states, tacitly laying down the dividing line between the thinkable and the unthinkable, thereby contributing towards the maintenance of the symbolic order from which it draws its authority.

Pinto (1999: 109) sees Bourdieu's work on practice as essentially a working method founded on reflexivity, which is central to his thinking and the most significant product of his research. Reflexivity as a concept did not originate with Bourdieu, and, indeed, other interpretations of reflexivity abound.² Reflexivity is the process whereby actors or agents (whether in this context, government officials, private sector auditors or commentators) use language to constitute the social world rather than merely describing it. It is a process of continual reflection, self-criticism and systematic exploration. This process is undertaken by *all* of the occupants of all the antagonistic and complementary positions, thanks to public debate and mutual critique (Bourdieu and Wacquant, 1992). In this way, the VFM audit proponents create a world in which 'efficiency' is valued,

is taken for granted. The meaning of the language of efficiency audit is acted upon as instrumental, as self-evident by VFM auditors. But this may be challenged. Indeed, there is a competing paradigm which problematizes the meanings attributable to apparently neutral constructs, such as 'value for money', which become embedded in everyday language. In addition, practice, in general, is not straightforward. This is indeed the case with VFM audit, and, therefore, the struggle to convey meaning may shift with the experiences of practice.

These exchanges of social agents are enacted on the 'field' – a social space of both competition and conflict (Bourdieu, 1990: 58). In the specifics of this paper, public sector audit constitutes the field. There is unevenness in relations, with central government and governmental audit bodies dominating, with private sector auditors seeking to make incursions into the field and academic commentators as onlookers seeking to contribute to dialogues and influence practice. In this section of the paper we examine the field of public sector audit from the perspectives of both (1) VFM and Best Value as tools for modernization and (2) the view of VFM as a problematic exercise.

(1) VFM, Best Value and modernization

In this section, we examine the origins of VFM audit in UK public services and pay particular attention to statutory requirements for the conduct of such audits, as indications of the importance attributed to the technology of VFM audits by governments. We then explore what 'modernization' means, specifically in the context of considering continuities with predecessor governments' policies on VFM audit, and the relationship between the new Labour administration's policy of Best Value and VFM.

In the UK, it has been suggested that the origins of audit work which examines economy and efficiency lies with the activities in the 1880s of the comptroller and auditor-general who has responsibility for central government expenditure (Normanton, 1966). Since that period the importance of VFM audit to the comptroller and auditor-general and his colleagues has varied: for example, in the 1970s, the amount of VFM audit work undertaken by the comptroller and auditor-general and his colleagues was reduced from two-thirds of total audit work to one-third (Pollitt *et al.*, 1999). The focus of this study is on VFM audit in local government and the operational branches of health care. Subsequently, value-for-money auditing was first introduced as a statutory requirement for local government in the UK with the creation of the Audit Commission for England and Wales in 1983 under the terms of the Local Government Finance Act of 1982. This gave auditors responsibility for investigating that proper arrangements were in place to secure economy, efficiency and effectiveness (VFM) in the use of local authority resources. The Audit Commission has responsibility for arranging the audit (which may mean its staff undertaking audits or subcontracting to professional firms of accountants) of local government and related bodies and the operational branches of the National Health Service in England. In Scotland, the

Accounts Commission discharges similar duties and has been charged with responsibility for VFM audits, since 1 April 1983, under the terms of the Local Government (Scotland) Act of 1983. Also, since 1 January 1984, the National Audit Office was established, under the terms of the National Audit Act of 1983, to undertake VFM audits of central government. This series of Acts may be interpreted as a concerted onslaught on the efficiency of public services by the reforming Conservative governments from 1979 onwards. However, Tomkins (1987a: 64) notes that, at least in the case of the National Audit Act of 1983, which related to the audit of central government, this was not a key plank of government policy. It arose as a result of its promotion as a private bill from a member of parliament – an example of agency at work. This was at a time when a general election was pending, so it was accepted quickly and without opposition. However, as noted above, that situation really resulted in a confirmation of existing practice, as the predecessor of the National Audit Office had always undertaken VFM audits.

In the UK, there is a new government, which was elected in May 1997, which is pursuing an explicit *modernizing* agenda (Labour Party, 1997). This government has explained what it means by 'modernization' as having three elements (Cabinet Office, 1999):

- (1) ensuring that policy is more joined up and strategic, (2) making sure that public service users, not providers, are the focus, by matching services more closely to people's lives and (3) delivering public services that are high quality and *efficient* [emphasis added].

This approach of modernization is evident in policy statements and even in the modernization of the name attributed to the party in government ('*New Labour*'). The modernizing agenda extends to all aspects of the public sector. A central role is given to the focus of this paper – efficiency audit, as the third element of the above definition shows. The Auditor-General of the new Scottish parliament notes the distinctive nature of the devolved parliament as a means of providing Scottish solutions for Scotland's circumstances, but, nevertheless, puts the three elements above in the UK government's definition of modernization as the same modernizing agenda for Scotland (Black, 1999). The Auditor-General for the Scottish Parliament also reaffirms the importance of performance measurement and value-for-money audit as being central to the modernization process. A major element of this aspect of the modernization project in UK public life is the introduction of a new concept – Best Value. Next, we examine Best Value – what it is intended to be, its relationship to VFM and the differences between VFM and Best Value.

Initially, the Best Value concept was merely a few lines in the election manifesto of the Labour Party (Labour Party, 1997) which alluded to a new means of evaluating public services, particularly as a possible replacement for the compulsory competitive tendering or 'market testing' of specific parts of public sector organizations which was used by Conservative administrations. This

manifesto expressed the view (op. cit., p. 34) that: 'Cost counts but so does quality... every council will be required to publish a local performance programme with targets for service improvement, and be expected to achieve them'. It went on to emphasize that this exercise was to be a major focus for auditors (op. cit., p. 34): 'The Accounts Commission will be given additional powers to monitor performance and promote efficiency'.

Subsequent to the Labour administration taking power, it undertook a major review of all public expenditure (the Comprehensive Spending Review). The results of this spending review were announced to Parliament at Westminster by the Chancellor of the Exchequer in July 1998. It is interesting to note the Scottish perspective on this exercise. The Secretary of State for Scotland (Scottish Office, 1998a: 1) described this review as: '[an examination] in a radical way of every penny of planned expenditure to root out waste and inefficiency, to assess how better use could be made of resources'.

Here, we see the continuity in focus on (the need for) efficiency in public services from the preceding government. In terms of the outcome of the spending review, the Secretary of State for Scotland commented on the new policy that every department of government had to include a Public Service Agreement with the Treasury, as follows (Scottish Office, 1998a: 1): 'The PSAs set out... what specific outcomes, targets and outputs the Government propose to deliver to ensure that the most efficient and effective use is made of its resources'.

These statements about the broad direction of public policy place value for money in a central role, with the auditors' role of evident importance. In this way, we describe the overt claims of the Labour administration to policies of modernization as a *continuing* modernization, given this important link with their predecessors' policies.

Following on from these broad policy statements which confirm the significance of VFM concepts to the current government, more detailed guidance has appeared on what Best Value is, or is meant to be (Scottish Office, 1997, 1998b; DETR, 1998). This guidance is an outcome of reflexivity: a process of various interested parties (including government, auditors, auditees) reflecting on experiences with VFM and interacting to change the impact of VFM in particular as members of a taskforce, notably by changing the language to Best Value. This guidance defines Best Value in terms of four key elements: (1) accountability, (2) transparency, (3) continuous improvement and (4) ownership. There is recognition within this guidance that this is a story of continuity rather than one of revolutionary change. In its report to the Secretary of State for Scotland, the Best Value Taskforce made the following observation (Scottish Office, 1997: 1):

The report recognises that significant elements of Best Value are already being developed by local government and the Accounts Commission. It seeks to build on established and emerging arrangements and processes. For example, it recognises that Scottish Councils already have a statutory duty to seek *value for money in all their activities and that audit procedures exist to monitor their performance in this respect* [emphasis added].

Within the detailed guidance on these elements of Best Value, there is reference to the need for performance monitoring and explicit reference to the need to achieve *value for money* in service provision. In operationalizing the concept of Best Value, this taskforce made explicit the central role occupied by VFM (Scottish Office, 1997: 1): 'Best Value is about continuous improvement, learning and applying best practice from other councils and other agencies to improve quality and *value for money* [emphasis added]'.

This perspective concurs with that of the Finance Minister for Scotland's Parliament, who has stated (Scottish Executive, 1999: 1): 'We want to develop services which respond to customer need while at the same time offering best value. That means *efficient* government [emphasis added]'.³ More recently the Accounts Commission for Scotland has issued guidance for the conduct of Best Value investigations (Accounts Commission, 1999). This guidance places the Best Value agenda firmly in the sphere of audit. For example, managers of public services are recommended to consult the audit guide (also referred to as the 'audit template') in reviewing their services. A major focus of this is on managers providing evidence of their quality of service (see Accounts Commission, 1999: 3, 4). However, within this framework which is intended to be more broadly based than the VFM audit, there are systematic references to 'cost-effectiveness' or similar terms. In discussion of alternative means of service delivery, this report emphasizes resource availability (Accounts Commission, 1999: 8): '[Best Value] ensures that stakeholders receive the highest quality of service possible within the resources available'. This also includes the planning necessary for Best Value, as well (op. cit., p. 10): 'A Best Value service ensures that its plans are clearly based on the resources it has available'.

The language of VFM underlines the Accounts Commission planning framework. It further emphasizes Best Value as equating with best use of resources (op. cit., p. 11): 'Services must make best use of their available resources in the provision of services. ... A Best Value service has developed systems so that it knows the cost of its activities and services'. This is confirmed by the final element of the Accounts Commission's framework in which they point to the importance of public service staff (op. cit., p. 12): 'A Best Value service ensures that all staff are managed effectively and efficiently'.

It is evident from the above that Best Value retains VFM as a central part of its implementation. However, the 'Best Value' concept extends beyond the boundaries of public sector *audit* and is intended to pose a fundamental challenge to managers of public services to rethink how best they can deliver their services. The 1997 report (Scottish Office, 1997) clarified the relationship between VFM and Best Value. The Best Value approach was to be a more fundamental mechanism for change in the operating procedures of local government, rather than a specific focus on the economy, efficiency and effectiveness of services. Thus, the above-mentioned report defined Best Value (op. cit., p. 3), as follows:

... a process rather than a product ... a process of change and of progress ... [it] promotes changes in attitude, culture and management style within councils ... [it] requires councils to constantly reflect on what they are doing to measure their successes and shortcomings, and to take action to improve.

As an example of what these differences mean in practice, the auditing oversight body, the Accounts Commission, was required to extend beyond its practice of VFM audits which focused on specific activities (and may have had general interest across all local government) to the construction of guidance on best practice in standard management and operations procedures as a means of delivering the new style of management referred to in the above report by the Scottish Office (Scottish Office, 1997). There is an issue of whether this initiative is drawing new lines on the existing VFM map of the public sector or whether it is erasing the unifying concept which has been mobilized as part of the rhetoric and policy of governments reforming the public sector for the past two decades.

(2) VFM as problematic

VFM is an expression that is now embedded in debates about the scrutiny of the economy, efficiency and effectiveness of public services. Its effectiveness as a management tool is taken for granted. It features routinely in government reports, texts of recommended practice, included in statutory requirements for the audit of public services, surface in everyday language. It is *the* technique for evaluating public services from the perspective of the public purse. It privileges auditing and its capacity to make judgements about the delivery of public services (Power, 1997).

We examine this phenomenon of the problematization of VFM, from a number of perspectives. First, we examine studies to determine the extent and scope of VFM audit practice within a variety of facets of everyday life. The scope of VFM audit is also explored in the context of the global trend towards its adoption. In this discussion we demonstrate that, from the perspective of audit practitioners and the accounting profession, VFM audits are presented as non-problematic, with difficulties being addressed by the issue of additional guidance by professional bodies, as professional VFM auditors seek to codify practice. This 'can do' philosophy underpins the body of knowledge which espouses the VFM audit as a desirable (growth market) practice for accountants to engage in, and one in which they have the expertise to discharge VFM audits. The contrasting literature problematizes the practice of VFM audits, on a variety of counts. However, while the critics of VFM have articulated a series of strong arguments about the fundamental nature of VFM, its translation to practice, and its location within the sphere of professional audit, there is a limited amount of empirical evidence available on the VFM phenomenon (Guthrie and Parker, 1999). We examine key studies of VFM audits before explaining how we have sought to investigate VFM audits and discussing the evidence which we have collected.

The pervasive nature of VFM can be seen both from the range of activities which have been subject to VFM audit and from its international spread. In the UK, the kind of activities which have been subject to VFM include the BSE crisis in British farming; coastal defences; the national lottery; the sale of married quarters by the Ministry of Defence; examinations of grant-maintained schools; the administration of student loans; the management of the collections of museums and galleries; vocational education and training for young people; vehicle emissions testing; river pollution from farms; homelessness; text processing in the civil service; prison catering; promoting VFM in provincial police forces; NHS cervical screening; the BBC World Service; the sale of the Scottish Bus Group; the protection of Scottish fisheries (NAO, 2000). The above areas of work and everyday life are not an exhaustive list of those which have been subject to VFM audit, but there is a message about its scope and the manner in which it permeates activities with a public interest. VFM audit goes beyond public services, however. Examples include the use of VFM in studies of land use and access to the countryside (Crabtree, 1997); in the major retail organization Marks & Spencer (Pitelis and Taylor, 1996) and in the mechanisms of audit in the European Union (Levy, 1996). This latter aspect of VFM – its application within the European Union – highlights the promulgation of VFM as a global phenomenon. Glynn (1985) detailed the international trend in VFM with its adoption in the USA, Canada, Australia, New Zealand and Sweden, as well as in the UK. There is now evidence of the wider spread of the VFM diaspora to countries such as Pakistan (Khan, 1994) and Singapore (Yeo Pee Pin, 1989).

This burgeoning VFM audit activity has been accompanied by a concomitant interest in securing such audits by the accounting profession. Commentators have urged accounting firms to get on board the VFM bandwagon (Hatherly, 1981). Also the designs of members of the accounting profession on the VFM market have been analysed in terms of accounting firms projecting themselves as experts in this area. Jowett and Rothwell (1988: 31), expressed this phenomenon, as follows:

The rising interest in (and commissioning of) value for money audits fired the imagination of the accountancy profession. Realising it was, financially speaking, in their interests to demonstrate a proficiency in and an understanding of the subject, Peat Marwick and Mitchell sponsored a number of seminars, the papers from which were later published, at the Royal Institute of Public Administration. [Also] Two members of Price Waterhouse's National Office of Local Government Consultancy Services, Henry Butt and Bob Palmer, produced a book entitled *Value for Money: The Decision-makers' Guide* in 1985.

This interest on the part of auditors has exhibited the occasional hesitation. For example, there is some indication of hesitancy in the tackling of politically sensitive issues by the adoption of the VFM by the Australian Auditor-General (Parker, 1986b, 1987) but this is exceptional. While there is evidence of some debate over the manner of implementing VFM audits, particularly over the issue of quantification versus a more interpretative approach of investigation (Anand,

1988, 1989; Tomkins, 1987b), the general thrust in the VFM literature is the promotion of a received wisdom. An example of this can be found in the guidance offered to prospective professional accountants who intend to pursue a career in audit. This simplifies the complexities of VFM in the public sector and presents its necessity, its operational requirements, in a straightforward fashion. This specific example draws on the manner in which VFM is embedded in everyday language to explain the concept in relation to an advertising campaign for a household detergent, as follows:

Although much has been written about value for money there is no great mystique about the concept. The term is common in everyday speech and so is the idea. To drive the point home, think of a bottle of Fairy Liquid. If we believe the advertising, Fairy is good 'value for money' because it washes half as many plates again as any other washing up liquid. Bottle for bottle it may be more expensive, but plate for plate it is cheaper. Not only this but Fairy gets plates 'squeaky' clean. To summarise, Fairy gives us VFM because it exhibits the following characteristics:

- (a) Economy (more clean plates per pound)
- (b) Efficiency (more clean plates per squirt)
- (c) Effectiveness (plates as clean as they should be)

(ACCA, 1993: 438–9)

In our view, the above example trivializes the complexities of VFM audit in the public sector. A further example of guidance on VFM audits is that of the UK's National Audit Office which produced a framework for value-for-money audits (NAO, 1988). This presents in a very clear, programmed fashion what the NAO considers VFM audits to be: their definition, objectives and types of investigations. In this report by the NAO the mechanisms and practices of VFM are not seen as problematic, but are taken for granted. These references to securing the efficient use of resources are presented as self-evident, as accepted, as taken for granted, with no hint of difficulties in practice.

The above publications typify a series of reports, articles and comments which claim the VFM area as the territory of the auditor, and which offer guidance to VFM auditors. An interesting example of this is the Canadian approach. In Canada, a specific body (the Canadian Comprehensive Auditing Foundation (CCAF)) was established in 1980 by government auditors, and senior members of accounting and consulting firms, with the aims of promoting an understanding of comprehensive auditing (the Canadian term for VFM audits) and the development of management practices to achieve economy, efficiency and effectiveness. This body, the CCAF, in conjunction with the Public Sector Accounting and Auditing Committee of the Canadian Institute of Chartered Accountants (CICA), has worked hard to promulgate guidance, codify 'best practice' and establish this VFM activity as being firmly within the domain of auditing by the accounting profession. The CCAF has proclaimed its expertise within the area of VFM audit (CCAF, 1983); has laid claim to VFM activities over a range of sectors of the economy, such as health care (CCAF, 1987); is promoted as a body with expertise

which meets the need of a major growth area for chartered accountants (Gaber, 1988); and is the advocate of an expanded role for accountants (McCandless, 1989).

In conjunction with this, the CICA public sector committee addressed the issue of VFM auditing standards by issuing an exposure draft (Hillier, 1987); subsequently becoming Public Sector Auditing Statement 4 (Hillier, 1988); with the aim of issuing guidance to VFM practitioners; in the face of the absence of a generally accepted body of VFM audit criteria, this committee issued a guideline, as a development of Public Sector Auditing Statement 4 (this can be seen as a redefining of expertise and the codification of guidance to overcome any problematization of practice) (Keenan, 1990). This body of knowledge of VFM epitomizes a 'can do' philosophy: any difficulties with VFM practice can be overcome. An interesting example of this is the advice that VFM audit procedures should be directed towards obtaining persuasive evidence to support the findings and conclusions in the auditor's report (Barnes and Sheehy, 1991). The Canadian experience is replicated in the UK. Specifically in the context of VFM in local government, Butt (1987), a practising VFM auditor with the most significant workload of VFM audits in his firm since their inception in 1982, set out fourteen desirable criteria for establishing effective VFM audits. The general tenor of Butt's paper fits within the 'can do' philosophy of the auditing profession, although it does hint at possible difficulties arising from the negative attitudes of politicians (elected members) towards VFM.

However, there has been a parallel literature to the received wisdom on the merits of VFM which problematizes this concept. There are a number of strands to these criticisms: (1) fundamental reservations over what VFM means, in practice, (2) the difficulty of addressing key components which are taken for granted, notably that 'quality of service' in the public sector is readily assessed and measured, and (3) the observation that the public sector is a part of the economy which is replete with powerful professional groups who could impede the progress of VFM studies. Much of this critical comment arose as the 'VFM' message was becoming entrenched in public life in the 1980s (Hopwood, 1984; Tomkins, 1987a; Goddard, 1989). Essentially this critique suggested that VFM as a concept is inherently ambiguous. This ambiguity is a function of the potential for a variety of interpretations of VFM; difficulties of generating, in operational terms, what constitutes 'efficiency' and 'effectiveness'; and the particular difficulties of identifying not only the consequences of such varying interpretations of efficiency and effectiveness measures, but also the potential for dysfunctional application and use. In other words what is an inherently simple concept (VFM) may dissolve in complex practical situations.⁴ A particular issue in this context is the achievement of 'quality' in public services as a consequence of VFM studies. However, this concept is characterized by elasticity in its interpretation. Garvin (1988), for example, identifies five different concepts of quality (transcendent, product-based, user-based, manufacturing-based and value-based). Furthermore, these are not discrete, may overlap and point to the need for

multiple perspectives in disentangling quality achievements. In this respect, the focus on the citizen as a consumer of public services as a recipient may not only prove to be elusive, but may also be intractable as the dimensions of the technical quality and the functional (or perceived) quality may be closely interwoven.

A related issue is that of the need to place VFM studies in their social and organizational context. Public sector institutions can be characterized as organizations in which there are strong professional interests, with the potential for professional rivalries and tensions. While certain public sector professions are depicted as self-regulating, highly motivated, almost altruistic professions (notably medical and nursing professionals) acting on behalf of the greater good, there is an alternative view. It has been observed that the very nature of professions can result in closure, with the practice of defensive actions, pursuing their own interests and securing markets for the services of their members (see, for example, Alvesson, 1993). This latter perspective raises the prospect of the curtailment or limiting of VFM studies penetrating public service organizations.

The literature on VFM is dominated by, on the one hand, the 'can do' philosophy of the accounting profession, and, on the other, the critics who problematize the idea of VFM audits. However, there is a lack of empirical evidence to substantiate these contrasting views. In 1985, Glynn observed that there was little evidence available on what actually happens in (VFM) practice, and that, therefore, there may be a wide divergence between the recommended approaches and actual practice. Despite this early call for empirical studies of the practice of VFM audits, there remains a paucity of evidence. Guthrie and Parker (1999: 305) summarize our knowledge of the practice of VFM audit, as follows: 'relatively little is yet known about how performance auditing technology and technical practices are created, sustained and moulded in various institutions and nations'.

In a very detailed and careful study of the development of efficiency audit in the province of Alberta, Canada, Radcliffe (1998) demonstrates the importance of setting such initiatives within the broader social context ('the spirit of the times' (op. cit., p. 405)). This study also reaffirms the received wisdom of the 'can do' philosophy. Radcliffe (op. cit., p. 405) describes this as a faith in the technology of efficiency audits on the part of its proponents and enablers. However, ultimately, for Radcliffe the question of how well founded is our knowledge of VFM practice remains (op. cit., p. 405): 'it is still unclear how auditors come to know what efficiency is, and how they establish categories of what is or is not efficient'.

One strand of available empirical evidence from the UK is on the workings of the National Audit Office (Keen, 1999; Roberts and Pollitt, 1994) which resonates with findings similar to those of Radcliffe. Roberts and Pollitt (1994) in a case study of an NAO VFM study, concluded that VFM studies were an important contribution to public policy debates, but were, nevertheless, somewhat limited. The limitations stemmed from a preoccupation with the financial, a reluctance to offer explicit recommendations to management and an

oversensitivity to the political culture in which these audits are undertaken. In a more comprehensive study of VFM practice, Keen (1999) analysed eighty-one NAO VFM reports and participated in three VFM audits. Keen's conclusions were that VFM work is significantly intuitive – a craft (op. cit., p. 523). He demonstrates this by the nature of VFM reports (an accumulation of 'facts' or evidence) and the approach of VFM teams (reliant on pragmatic reviews of documents and interviews, not on formal quantitative analysis, i.e. highly intuitive). This study sheds insight into why VFM practice may be seen as problematic: the level of skills required of the VFM auditor may be too great to permit the investigation of a specific situation or policy and to make meaningful connections both with the internal management processes of the organization within which the study is located and against the backdrop of wider policy guidance.

In a study of the VFM manuals and other documents of large accountancy firms, McSweeney and Sherer (1990) detected a narrow premise on how organizations operate, i.e. as bureaucratic machines. As McSweeney and Sherer put it (op. cit., p. 298): 'large accounting firms' manuals ... confidently assert an undisputed knowledge of one best way of assessing and changing organisations, including local authorities'.

Also, within local government, Pendlebury and Shreim (1990, 1991) reported tensions between the key actors in VFM audit: the auditors themselves, and the directors of the services which the audits were expected to investigate in VFM studies. Central to this tension was a challenge to the legitimacy of the VFM auditors by directors of local government services who queried their competence to undertake VFM studies in their specialist areas. These findings relate to Tomkins (1986) in his report of the experience of one major professional accounting in its VFM auditing activities in local government. This study was undertaken in the first year of VFM audits, which is a caveat on the findings of this research. However, while Tomkins (op. cit.) saw the VFM audit framework as potentially extremely powerful, the basic audit training of this firm's chartered accountants was insufficient for them to move into VFM audits. This early pattern – of a lack of readiness of professional firms to undertake VFM audits – is underlined by a further study at this time (Grimwood and Tomkins, 1986) which showed that, of two local authority VFM audits, there was little examination of the effectiveness component of VFM. At one of these audits there had been little attempt at reviewing effectiveness, at the other it had been tried, but unsuccessfully. The present study seeks to extend our knowledge of the practice of VFM audit, after almost two decades of use.

RESEARCH METHOD

A variety of methods have been utilized to investigate VFM audit: surveys of auditors and service directors (Pendlebury and Shreim, 1990, 1991); case studies of audit practice (Keen, 1999; Roberts and Pollitt, 1994; Grimwood and Tomkins, 1986) and the examination of documentation, reports and historical records

(Guthrie and Parker, 1999), including VFM audit manuals (McSweeney and Sherer, 1990) and the emergence of efficiency audits within the provincial legislature of Alberta by a mixture of archival and interview-based research (Radcliffe, 1998). In this study, the issue of the meaning attributed to definitions of VFM in public services audit is approached by focusing on the perceptions of an elite group based on their experiences. This perspective is based on the view that studying elites (Pettigrew, 1992) as cohorts can illuminate the meaning of practice. This accords with the perspective that entry into the VFM market by accounting professionals is dependent on acquiring and displaying expert knowledge and laying claim to expertise: the VFM auditors as an elite group (Radcliffe, 1998). As Radcliffe (1998: 404) puts it: 'the implementation of reform depends crucially on expertise, and as a result, the views of experts were especially influential in shaping the ways in which efficiency auditing would operate'. This is also confirmed by Jonsson's (1988) study of accounting elites which emphasized the importance of interactions between members of influential groups in establishing norms for good practice.

The specific elite group in this study consists of public sector auditors who engage in VFM audit. They are members of a committee of a professional accounting body, which has the role of reviewing and commenting on developments in public sector audit practice. All the members of this committee hold senior positions as auditors, with considerable experience of public sector audit. It includes auditors who are partners in private sector firms which undertake public sector audits and auditors employed by the Accounts Commission and the National Audit Office. As leading-edge practitioners of VFM audit they represent a significant grouping of expertise on the conduct of such audits. These key actors present an avenue for the investigation of VFM in practice. As noted above, they also *practise* VFM audit. This approach recognizes the agency effects of key actors especially in relation with others (Bourdieu, 1977, 1990) where those (such as the elite group in this study) can significantly influence events by their interpretation of what constitutes best practice. The potential for multiple interpretations of key facets of VFM arising from ambiguities, difficulties of accessing robust data and the quality of evidence (see VFM as problematic, above), accentuate the likelihood of these agency effects. This underlines the potential from the selection of an elite, such as this expert group, to explore VFM, in practice.

Data were collected for this paper in an interactive, iterative, three-stage process: (1) initial discussions with committee members (twelve), (2) members of the committee were then sent a set of questions (copy available from the authors), (3) on receipt of the responses to (2), clarification was sought with the members of the committee. These data were collected in financial year 1997–8 with follow-up discussions in financial year 1999–2000. By asking specific questions of the members of this committee to elicit their perceptions of the practice of VFM audit, we considered that these auditors would be less restrained than they might be in their own institutional setting and that we would obtain

greater depth in their answers than from a conventional survey, given the sensitive nature of the subject matter. This study is not representational – we do not portray the findings of this study as being representative of all auditors in the public sector. However, this study does convey an analysis of the views of an expert group of significant players in the field of public sector audit, which should inform the debate on the future of VFM audits.

RESULTS: MAKING SENSE OF VFM

Bourdieu's (1990) view of the world of practice as 'fuzzy', 'inconsistent' and 'irregular' is sustained by the results of this study. The very identification and execution of VFM studies to be undertaken is itself problematic, as one committee member expressed it: 'There is no magic word. Instinct, gut feeling or rumours may direct you to particular studies, but you have no real knowledge until you have carried out studies, recorded and analysed the results' (member 1).

The above statement also highlights the necessity of experience in shaping an understanding of what VFM is and what it can be. However, the differing experiences of the expert group compound the difficulties expressed, and the challenging nature of undertaking VFM studies. VFM is explored in this paper from the perspective of the members of the expert group included in this study along four dimensions:

- 1 response of professional groups to VFM;
- 2 usefulness of VFM;
- 3 VFM in practice;
- 4 the future of VFM.

These four strands of VFM audit in practice build a picture of what it means to be a VFM auditor: dimension (1) gives an indication of how VFM audit has penetrated public service organizations, dimension (2) presents us with a view of the benefits which VFM auditors perceive that they confer, (3) gives us the expert groups' view on the key facets of undertaking VFM audits and (4) examined their perspective on the future role of VFM audit.

(1) Response of professional groups to VFM

The public sector can be characterized as a part of society in which the role of professions in organizing services presents a formidable obstacle to initiatives which seek to reform this sector of the economy (Lapsley, 1998). Indeed, there exist many strong professional groups within public services (notably the medical profession, nursing and health-care-related professionals, but also social workers, teachers, police officers). This is an important strand of the context in which VFM audits are undertaken. Interestingly, on (1), the first dimension of this study, this expert group detected differences within and between the reactions of

different professional groups to the practice of VFM but none of these suggest closure of changes initiated by VFM studies by professional recalcitrance. There are three sets of responses from the members of the expert group to the question of how different professional groups respond to VFM studies. One subgroup of this expert committee expressed the view that all members of public service organizations (regardless of profession) are generally positive to VFM studies (members 2, 6, 9 and 10) even though they may have been hostile, initially (member 12). There is a second subgroup which detects a similarity of response, in the sense that each professional group's main preoccupation is with how *they* will be affected by any VFM study (members 4 and 3). Member 3 expressed this, as follows: 'Technical (e.g. architectural, quantity surveying) housing development, housing management and finance staff each have their own particular focus. One of the challenges of VFM is to reconcile and balance the views of different professional groups'.

This perspective suggests that the practice of VFM is less embedded in organizational life than thought, or at least that its implications (implementation plans) may be contested severely by professional groups. This interpretation of how VFM studies are perceived within public service organizations accords with the views of the remaining subgroup of the expert group, all of whom take the views and attitudes of finance staff as their key reference point. One of this subgroup (member 5) expressed the view that there were differences of view on the merits of VFM audits, even within the finance function. However, in the experience of one VFM auditor, there is a clear dichotomy: 'Finance professionals (e.g. accountants, auditors) tend to react positively to VFM audits. However, other professionals (e.g. solicitors, educationalists) tend to be defensive and assume that they are being unfairly criticized' (member 5).

This observation by member 5 may be explained, at least in part, by the comments of the remaining members of this expert group. Also members 8, 9 and 11 point out that, in their experience, accountants, administrators and finance people are always talking about *cost or cost savings* when they undertake VFM studies, while other professional groups perceive high cost to equate with high quality. Member 9 expressed this as a limitation of accounting and auditing:

Among professional groups, there is a greater acceptance of VFM now than there was two to three years ago. There is still, though, a tendency for accountants to think 'money savings' and technical people to think 'service quality'. The technical people in many cases are better equipped to think about getting the right quality of service at the best possible price.

These differing perspectives can be regarded as an explanation for professional conflict. However, in the main, despite the view that the dialogue of VFM audit has a financial focus (by VFM auditors) there is a perception within this group that the professions do not limit the impact of VFM studies.

(2) Usefulness of VFM

When questioned on the benefits of VFM, the expert group was supportive. This is not surprising given the above discussion of VFM audit as a growth market for professional auditors.⁵ However, this expert group was positive in its support of the benefits that VFM studies brought in a particular way, i.e. to the *management* of public service organizations. Although there was some hint that this focus could result in short-termism, the expert group detected a general benefit by focusing on 'best practice', despite its difficulties over quantification and measurement. This aspect of VFM was investigated by asking members of the VFM group for examples of the kinds of benefits which management obtained from VFM studies and by citing specific instances of these kinds of benefits. As noted above, there was, in general, a positive response from this group to the matter of 'benefits'. However, there was also a dichotomy between (a) a perception of operational benefits and (b) those who perceived the principal benefit of VFM as strategic.

At the operational level, members of the expert group identified the following ways in which VFM was of use to management: in improving the systems and processes for which the management is responsible; identification and discontinuation of redundant jobs; and assisting in property risk management. These are specific instances of operational benefits. Those members of the expert group who focused on the operational benefits of VFM expressed this in terms of a sharpening-up of management thinking: '... makes management focus on problem areas and adopt best practice' (member 11); '... provides an independent opinion upon areas where effectiveness could be improved and suggestions to realize these improvements' (member 6); '... makes the management think more widely about what they are trying to do and to look closely at the issues being considered' (member 9); '... helps management to focus on the use of resources and the resulting output' (member 2). However, the dominant benefit of VFM perceived by the expert group was that of *strategic* value.

Nevertheless, when requested to cite specific instances of useful strategic effects of VFM, the balance was very much in the direction of operational benefits. These included: reductions in travel and subsistence costs; the reduction of property vandalism costs; and bonus schemes to save on administration costs and improved tax collection. The aforementioned examples seem fairly straightforward, hardly fundamental or strategic. Indeed, even the three instances of what might be considered 'strategic' benefits are not so significant in strategic terms. The first instance is more of a normative statement ('investments should be linked to performance and resource allocation policies should be framed accordingly' (member 3)), the second was the identification of the savings associated with the merging of three computer payroll systems which a local authority had inherited into one – an example at the margins of strategic value, and almost self-evident. A third example was one VFM auditor who was looking at the articulation of corporate planning, service planning and budgetary control, and this could be

considered a strategic initiative. The comment from the final member of this group sheds light on how VFM studies might be regarded as being of strategic value. While this member of the group was adamant that VFM studies do not have an explicit strategic value (in particular, because public sector bodies tend to be reactive to government directives and planning in establishing strategies), the VFM investigation may enable strategic change. As this member put it:

Often VFM studies are reiterating what is already known by services and management. However the fact that it comes from a third party, is presented in a coherent form, goes to the Board, Audit Committee and included an action plan which needs to be responded to, acts as the catalyst for management to bring in changes [member 12].

Despite the difficulties in practice, and the limited nature of the instances of specific benefits arising from VFM audits, the expert group, with one exception, was firm that VFM audits were useful for both local authorities and health services. The major rationale for this stance was the policing role, in ensuring that resources were utilized in the most effective manner to achieve service objectives. For the majority of the expert group, the benefits of VFM audits were explained in terms of 'best practice' and the need to ensure that public sector bodies were aware that improvements could be made in terms of costs and the quality of services provided. We turn to what constitutes 'best practice' in VFM audits, next.

(3) VFM in practice

On (3), this study reveals the methods employed by these experts in their VFM studies. This includes their description of the kinds of measures which are used to quantify impacts (including statistical, financial and other attributes of performance), means of measuring benefits and quality and of comparing such impacts. This aspect of the study revealed a number of difficulties in deriving robust indicators and in the implementation of such studies. The major focus of members of this expert group on the quantification of aspects of VFM studies was largely on the use of existing statistical and financial indicators, although certain members of the group (members 3 and 4) were keen to assess the impact of VFM studies on other services, particularly from the perspective of the sustainability of expected benefits and the potential for continuous improvement. Within the financial criteria, the major preoccupation of this group was with financial savings, whether arising from alternative methods of delivery, or from the consolidation of contracts or reviews and rationalizations of service provision. The above comments crystallize the nature of VFM audit as complex and, potentially, problematic. When asked about difficulties of undertaking such audits, the members of the expert group cited problems around (i) the practical execution of VFM audit, (ii) the quality of the evidence available for them, (iii) assessment issues and, in particular, (iv) the problematic nature of 'quality' (its estimation, its importance) in VFM studies.

On (i) above, the practical difficulties, a number of comments were made. These included the problems of gathering comparable information; the lack of computerized management systems; the problems of measuring improvements because of re-organization (of local authorities) and restructuring of services (within local authority and health organizations). In addition to these there were more fundamental difficulties. Members of the expert group cited others: the difficulties of estimating impacts in areas where there are interdependencies (for example, the effect of housing investment on both health and education) and problems of the auditor being required to form an opinion based on qualitative measures when finance officials liked to deal in numbers rather than concepts. Finally, member 12 expressed the difficulties of achieving change: 'Accounting practices are overly influenced by a poor institutional environment. The culture in local government is difficult. Getting anyone to agree to change is a nightmare. "That won't work" is the response. It is not a textbook situation'.

On (ii) above, the quality of evidence, there was agreement that evidence needed to be reliable and auditable. However, while members of the group could cite examples of the kinds of indicators which they would use in VFM studies (for example, number of surgical day cases carried out per day; absenteeism rates; teacher/pupil ratios; number of road surfacing complaints), these were not without difficulty. On one level, there were reservations over the quality of the evidence and, on another level, there were hesitations over the best means of obtaining an accurate interpretation of events. For example, certain indicators used and available, were criticized as being highly subjective (for example, the capability of staff, the strength of policies in the local area, the number of complaints, the number of repeat visits). Given this scenario, the view was expressed that VFM auditors should seek two or more sources of evidence to give them greater comfort (to address the reliability problem) and this entailed the collection of soft and hard information to provide a wider and more comprehensive view (to provide a better interpretation of events). However, as one member of his expert group stated, the need to draw on opinion in determining VFM meant that there would always be conflict.

This latter outcome – conflict – is also a by-product of the third set of difficulties cited above, (iii) assessment issues. There are a number of dimensions to this aspect of the difficulties encountered, but these are essentially related to policy issues. For example, the relationship of local interpretations of statutory guidance might be problematic. Also, on the implementation side, one member of the group talked about 'getting tangled up in disputes between departments' (member 2). One particular facet of this was the whole issue of human resources – making sense of public organizations policies, the lack of training on the part of VFM auditors in understanding corporate or public service conventions, the subjective nature of the process and the need to involve trade unions, professional associations and human resource departments on key issues. Ultimately this problem of making sense of policy guidance, directives and their interpretation and connecting back to the members of the organization subject to

VFM audit coalesces around the need to write a VFM report to which all parties concerned agree on the contents.

The final aspect of practical difficulties of VFM, is (iv) quality issues. The members of the expert group were also all conscious of the need to deploy quality indicators as part of the VFM process. However, as Wilding (1994: 58) cautions: 'quality is always a contestable concept because definition depends on values and roles'. Indeed, the meaning of 'quality' was different for different members: one perspective was that of impacts on the local economy (increasing local employment, local environmental benefits or improved facilities); another focused on internal working practices (reducing overtime, managing sickness absence); yet another perspective was that of the recipients' perceptions of the quality of services (the 'customer focus'). The predominant method of overcoming the difficulties of measuring attributes such as quality in VFM audits was that of comparative information. Thus the position of the services provided by the audited organization in league tables was cited frequently in this regard by the expert group. Such comparisons were made with targets and objectives, with the results of previous years, with comparable benchmarks (for example, similar schools or hospitals) and with external providers. This predilection for comparative statistical information to inform judgements on quality underplays research on a range of organizations and over a long time span which demonstrates the power of an organization's culture in influencing the nature and quality of services provided. This includes research on social care (Cassam and Gupta, 1992; Utting, 1991) on police (Holdaway, 1978; Southgate, 1982) and on education (CVCP, 1991; Hargreaves, 1967).

The need to address issues of quality underlines the fundamental nature of the challenges which this dimension of VFM poses for auditors. There was a strong consensus within the expert group that 'quality' and VFM are related issues and that they should not be viewed as mutually exclusive concepts. However, beyond this major point of agreement, there were significant departures of viewpoint and disparities amongst the views of the expert group. One member of this expert group expressed the view that the link between quality and VFM was becoming more clearly defined through the use of statutory and non-statutory performance indicators. Another member noted that he had observed the development of quality measures and of skills in this area. However, these views contrast with those of one member who observed that public service organizations were *not* developing their own performance indicators. Another member of the group considered that there was a lack of activity in this area, which he attributed to the greater difficulty and deriving measures of 'quality', as opposed to, for example, cost savings. One member of this expert group expressed the view that there had been no clear specification of service quality or the means of measurement of the quality of public services for a considerable period of time. The perspective depicted here underlines a reliance on quantification to determine what constitutes quality. This deflects from an examination of the existence of a pervasive culture committed to services as the key determinant of quality (Wilding, 1994).

This section of the paper has shown what Bourdieu (1990) calls the 'fuzziness' of practice. There are practical difficulties around the meaning which can be attributed to information which may not be robust. The process of completing evaluations by a consideration of quality may be confounded by measurement difficulties. Finally, the closing of the VFM audit may be constrained, not so much by professional intransigence, but by the politics of interpreting guidance (statutory, organizational) and making sense of this to all parties concerned in VFM reporting.

(4) Future of VFM

The members of this group were invited to comment on the future of VFM. There is a strong expression amongst this group of the necessity for further VFM work. Given the focus and practices of the constituents of this group this response is not surprising. However, within this perceived need for more VFM audit, there are subtle differences in position. One strand represented within this group is that much remains to be done. This was substantiated by member 1 by the provision of a list of specific projects which he saw as necessary, which could be seen as an immediate operational plan. Others (notably members 11 and 12) saw local government as an area where much work of a VFM nature was necessary: 'We need rigorous benchmarking and comparative studies, particularly in local government, where there are large areas of activity which have not been examined or subjected to detailed appraisal' (member 11).

An alternative expression of necessity hinged on the pivotal role of VFM in the public sector, as one member of the group expressed it:

VFM initiatives and reviews have a key role to play in the public sector, where there is not a measure of performance, such as profit. VFM is a means of ensuring that scarce resources are utilized in the most effective manner to achieve service objectives [member 2].

The centrality of VFM in the views expressed above by member 2 of the committee are reaffirmed by others. For example, member 5 expressed the view that this was the way to achieve 'best practice' in service delivery and heighten awareness of better methods of working (in terms of cost and quality). Also, member 6 expressed the view that people did not appreciate the value of VFM and that there needed to be a greater awareness and appreciation of its merits. Following on from the 'taken-for-granted' nature of VFM audit and its contribution, members 8 and 9, respectively, expressed support for (a) the greater transferability of examples of best practice across sectors and organizations and (b) greater cohesion amongst the various national auditing bodies (Accounts Commission, Audit Commission, National Audit Office). These statements afford primacy to VFM in the public sector where there is the lack of a ready-made measure of performance. Within this category, there is also the 'policing' perspective: as committee member 10 put it:

We need VFM audits to (1) maintain accountability within the public sector and to provide an incentive across the sector to maximize VFM ('pour encourager les autres') and (2) to respond to and provide a basis for changing individual examples of waste, inefficiency and poor quality of service where these occur.

In terms of how VFM is seen in the context of the development of Best Value, the general picture is one of an acceptance: Best Value retains the VFM concept, but its broader focus can be seen as the next logical stage in VFM auditing. Within this group, Best Value tends to be seen as non-threatening, as a further development along a continuum. The aligning of Best Value with management arrangements and procedures to ensure a high quality of service are endorsed by members 5 and 6 of this group. Member 4 of this group sees the adoption of the Best Value approach as self-evident, even if he does point to the imperative of government directives as the major motivator in their adoption. However, there are different perspectives. One view is that it is too early to say how Best Value will work out in practice. Yet another dissenting voice (member 7) saw VFM as only being of use in the short term. This member of the expert group saw Best Value, with its procedures for self-assessment on management arrangements, as marginalizing VFM audits in the public domain.

However, perhaps the most troubled view on the matter of Best Value came from one of the auditors who had most experience of VFM and of Best Value. He stressed the enormous demands placed on officials in government organizations, and challenged the benefits to be obtained from it, as the following statement shows:

Best Value is something which takes an awful lot of effort and they have still not got to the end of the development phase. I fear for its [BV's] life, because of the demands and expectations on those who run local authorities. They don't get long enough to get it right in a world of pressure. An additional ingredient is the political. . . . So, whatever the set up, you can always guarantee within three years someone will take you away from it. Local government is too unstable to allow best accounting practice, to be properly developed.

This scepticism about the implications of Best Value in practice also extends to reservations about the framework and the procedures being adopted, advocated and promulgated by the Accounts Commission:

Objectives and outcomes? I shudder to think about the time put in to getting information on these. [In this case] the outcome was brilliant but, at what cost in terms of time and resources and to what value at the end of the day? If this hadn't been done the resources could have been put to better effect by doing more to enhance delivery. . . . However, our society expects evidence. It is a question of accountability – why did you make that decision? Can you prove it [you made the correct decision]? Can you show a proper analysis? In today's world, you have to document everything and in triplicate, at that. If you go back to 20–30 years ago, you could have an informal meeting, decide something and get on with it. You can't do that now [member 12].

In the view of member 12 of this group, the procedures for Best Value were a straitjacket – an iron cage within which good management of public services may

be stifled – the opposite effect from that intended by the introduction of Best Value. As member 12 stated:

If you look at their approach [the guidance of the Accounts Commission], it is all about evidential powers and accountability levels which are set out to achieve excellence and can you [the service provider] justify if you are right or wrong in the way you do things. In one sense, this can be seen as good practice, in another it is inevitable that it will be overdone in places. It is a public interest requirement. Is it a good thing? It is not necessary for good people. But it is the way society is.

Ultimately, this member of the expert group had serious misgivings about the potential of Best Value: 'Unfortunately, this is a [Best Value] dream that won't come to fruition ...'. Therefore, while the nature of VFM investigations may be couched in terms of greater efficiency and effectiveness, in practice the operational difficulties of VFM may make it different. Indeed, the reality may be more about undertaking similar kinds of studies (a search for the identikit study), as a member of the group said: 'It is my experience that VFM studies, as unique studies, are rarely undertaken, and if undertaken, the implementation phase is problematic through resource implications or because of other more pressing issues'. In this way, best practice may not be evolving. The practices of VFM auditors present themselves as, at best, challenging and, potentially, problematic.

CONCLUSIONS

This paper has examined the impact of the addition of value for money (VFM) to the language of auditors in the field of public sector audit. The VFM concept conveys values which can be regarded as instrumental: efficiency in the operation of public services can be achieved, is measurable, is desirable. In their advocacy of the VFM approach, modernizers assume a knowledge of, or at least a potential to implement, cause and effect. This is an inherent belief that managers can and do manage in public services by applying appropriate levers of power. In this exercise, public service auditors are not passive agents, but active pursuers of efficiency gains in service provision. The interplay of the actions of these agents (which includes government, public accounting bodies and key public sector auditors) demonstrate reflexivity in the shaping of practice. This can be seen from the latest initiative in the UK, Best Value, which is different in kind from the VFM initiative because of its breadth of focus. Nevertheless, they are related, particularly from an audit perspective, in which VFM can be depicted as a bedrock on which Best Value seeks to build (see, for example, Accounts Commission, 1999).

This study has sought to extend our understanding of the practice of VFM audit. Members of the expert group in this study identified a number of ways in which VFM studies were enhancing the capability of public service organizations, particularly cost-saving measures arising from changes in working patterns and practices. These VFM auditors did suggest that both operational and strategic benefits arose from the conduct of VFM audits. Closer examination of the

specific examples cited by this expert group suggested that these were more operational than strategic. Most importantly, these auditors regarded VFM audits as a mechanism which forced the management of public service organizations to re-appraise the conduct and organization of their activities. This has an evident connection to the thinking behind Best Value. After almost two decades of VFM, this study of the views of an expert group underlines the claims made by proponents of VFM.

However, this study also suggests that there may be some merit in the position of the problematizers who challenged the concept of VFM from the outset. This study identifies the continuing, persistent problems advanced by those who have expressed caution over the use of VFM. The major difficulty of VFM audit as perceived by this expert group is that of the determination of what constitutes 'best practice'. VFM has entered the language of public sector auditors and is now taken for granted. Nevertheless, there are practical difficulties which inhibit the determination of best practice in VFM, notably the quality of available information which can be drawn upon to assess value for money. The limited reliability of available indicators also undermines the evaluation of key dimensions of VFM, notably quality. The differing perspectives on what constituted 'quality' in public services and how this might best be assessed, indicate an essential ambiguity in translating VFM into practice. There are also difficulties around the conduct and implementation of VFM studies which are related to professional differences. These VFM auditors, and the studies which they undertake, are firmly within the provenance of accountants and auditors. As a consequence, difficulties were identified whereby VFM auditors had a focus on quantification, in general, but particularly on cost savings, and other professional groups identified with other values which were not captured by monetary values. This study has identified this as a major potential obstacle to the modernizing agenda and further research is necessary on the extent and effects of this discrepancy or divergence in thinking.

The above analysis of the views of the expert group of VFM auditors depicts the process of determining VFM as problematic, challenging, even messy, with a strong emphasis on the experiential. This confirms Bourdieu's (1990) analysis of practice. The language of public services has shifted to absorb the concept of VFM, but on the basis of this evidence the practice of VFM audits is still somewhat disconnected from its stated aims. There is potential for further processual study of the use of language by VFM auditors in determining what constitutes 'efficiency'. Best Value is still in its infancy. Nevertheless, the evidence of this study suggests that this latest modernizing initiative (Best Value), which builds on VFM audits, has been grafted on to a practice which may be taken for granted, but is, nevertheless, problematic, both in design and execution.

ACKNOWLEDGEMENTS

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NOTES

- 1 While the authors recognize that the reform of public services and the machinery of government by UK governments predates the election of the 1979 Conservative administration, the authors endorse the view that the 1979 administration was the most radical government the UK had experienced for decades (Olowo-Ekere and Tomkins, 1998). More pertinently to the present paper, it placed VFM as a central feature of its drive to make public services more efficient by making this a statutory requirement of the audit of local government and, subsequently, the operational branches of the NHS.
- 2 Ashmore (1989) has compiled an encyclopaedia of 'Reflexivity and Knowledge' which spans a variety of disciplines (social theory, sociology, social anthropology) and from a variety of perspectives (postmodern, ethnographic).
- 3 On 13 March 2000, the Auditor-General of Scotland, Robert Black, was invited to investigate the escalating costs of the building of the new Scottish Parliament. He announced that he would do so, with due regard to the *economy, efficiency and effectiveness* (emphasis added) of this project. Another example of the embedded nature of VFM in public accountability (BBC Scotland News, 13 March 2000).
- 4 An interesting example of reflexivity within the field of VFM public sector audit can be detected in the recent writings of the early proponents of the 'can do' VFM philosophy (Glynn, 1985; Parker, 1986a) to contributions to the debate which are more suggestive of VFM as problematic (Glynn *et al.*, 1996; Guthrie and Parker, 1999).
- 5 An illustration of the importance of this growth market in VFM audit was given by one member whose client organization had seen an annual audit fee of £200,000 grow to £500,000 to accommodate the costs of additional VFM and Best Value inspection audits.

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Craig Curtis

From: Craig Curtis [craig.curtis@shaw.ca]

Sent: November 08, 2010 6:50 AM

To: Craig Curtis

Operational Audits

Operational audits (also known as performance of value for money audits) deal with broad performance issues, focusing on whether public funds and resources have been economically, efficiently and effectively managed. In particular, operational audits examine and report on matters related to any or all of the following:

- The adequacy of management systems, controls and practices, including those intended to control and safeguard assets, to ensure due regard to economy, efficiency and effectiveness;
- The extent to which resources have been managed with due regard to economy and efficiency; and
- The extent to which programs, operations or activities of an entity have been effective.

Operational auditing fulfills the demand for performance and accountability information that is not being provided by information on financial performance and on compliance with authorities. Operational auditing is based on two principles:

1. Public business should be conducted in a way that makes the best possible use of public funds, and
2. People who conduct public business should be accountable for the prudent and effective management of the resources entrusted to them

[This message has been scanned for security content threats and viruses.]

[The City of Red Deer I.T. Services asks that you please consider the environment before printing this e-mail.]

AUDIT COMMITTEE

DATE: December 10, 2010
TO: City Council
FROM: Audit Committee
SUBJECT: Operation Audit and Performance Report of November 29, 2010

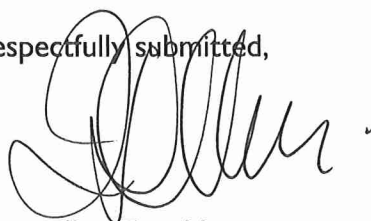
At the December 10, 2010 meeting of the Audit Committee, the Audit Committee reviewed the Operation Audit and Performance Measurement Report of November 29, 2010. After review the Audit Committee introduced and passed the following motion:

"RESOLVED that the Audit Committee having reviewed the Operation Audit and Performance Measurement Report of November 29, 2010 hereby forwards the Operation Audit and Performance Measurement Report to open council, prior to the operating budget debates, for consideration."

MOTION CARRIED

The above is submitted for Council's consideration.

Respectfully submitted,



Councillor Tara Veer
Chairperson, Audit Committee

c: M. Andrew, Corporate Controller
D. Krejci, Financial Services Manager



Legislative & Governance Services

DATE: December 28, 2010

TO: City Manager

FROM: Legislative & Governance Services Manager

SUBJECT: Recent Council 'Action' Items

Background

At recent Council meetings, Council has made requests of administration to report on various issues and initiatives that have arisen during the consideration of Council business. These requests have been recorded as 'Action' Items. However, when Council speaks as one voice and makes a decision or directive, this should properly been done by way of resolution or bylaw. In the absence of a vote on the action items, it is possible that administration could be carrying on work that is not supported/required by the whole of Council. As a result, at the December 13, 2010 Council Meeting it was agreed that all Action Items recorded will be brought back for Council's consideration and possible ratification at the Council Meeting of January 10, 2011.

This proposed process aligns with our current procedure bylaw which states the following:

- 52 Administrative inquiries made at a Council meeting will be responded to at the next meeting of Council following the meeting at which the inquiry was submitted unless:
- (1) The financial or other resources required to answer the inquiry are substantial and a decision of Council or the City Manager is required to approve such allocation of resources;
 - (2) Additional time is required to prepare the response or compile the requested information.

Discussion

Following are the action items as raised at the Council Meetings of November 15 and 29, and December 1, 2010.

November 15, 2010:

That a review of the Land Use Bylaw relative to commercial versus office uses be undertaken. Administration will bring back a report in due course.	Administration	Not specified
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November 29, 2010:

Action: Administration to prepare a report to consider the opportunities / implications of linking local access fees to consumption charges with such a report to be brought back for Council's consideration prior to June 30, 2011.	Administration	Prior to June 30, 2011
Action: Administration to develop, for Council's approval, a policy with regard to land exchanges. To be brought back to Council prior to June 30, 2011.	Administration	Prior to June 30, 2011
Action: Administration to develop, for Council information, a listing of any expropriations that have occurred with respect to the North Highway Connector. To be brought back to Council prior to February 28, 2011.	Administration	Completed

December 1, 2010:

That contributions to the development of a Centennial Float be sought through the long standing members of the community. Administration and the Centennial Committee to pursue this as Centennial plans are developed.	Administration & the Centennial Committee	Not specified
Administration to explore options of moving straight to four lanes, versus building two and phasing to four, in the development of the North Highway Connector.	Administration	Not specified
Administration to explore strategies for increasing Transit ridership with a report to be brought back to Council prior to June 30, 2011.	Administration	Prior to June 30, 2011
Engineering Services to provide, prior to June 30, 2011, an overview of the current traffic light system to Council for their information.	Engineering Services	Prior to June 30, 2011
Administration to review other options for finishes of tennis / basketball courts, particularly for locations that are not used for ice surfaces, and provide a report to Council prior to June 30, 2011.	Administration	Prior to June 30, 2011
Administration to consider how to make the parking lot at the North side of the Collicutt Centre more accessible and to provide a report to Council prior to June 30, 2011.	Administration	Prior to June 30, 2011
Administration to explore options such as flow rider / wave walker machines, in order to better engage youth in our recreation facilities, and to bring a report back to Council prior to June 30, 2011 with respect to options and costing.	Administration	Prior to June 30, 2011
Administration to explore options, such as the use of Frisbee Golf for the Great Chief Park Facility.	Administration	Not specified
Administration to provide an analysis and recommendations, prior to June 30, 2011, regarding priorities for the timing and locations for the development of amenities such as Spray / Skate Board Parks.	Administration	Prior to June 30, 2011
Administration to report to Council, prior to June 30, 2011, with respect to the trail widths and the possible installation of centre lines and the potential for skating on the trails.	Administration	Prior to June 30, 2011

Recommendation

Council's direction is requested.

A handwritten signature in cursive script, appearing to read 'Elaine Vincent'.

Elaine Vincent, Manager
Legislative & Governance Services

Comments:

I recommend following the process outlined by Administration and approving the items in accordance with the Procedure Bylaw.

“Craig Curtis”
City Manager

ORIGINAL

Council Decision – January 10, 2011

DATE: January 13, 2011
TO: Greg Scott, Recreation, Parks & Culture Manager
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Recent Council 'Action' Items – Youth Engagement

Reference Report:

Legislative & Governance Services Manager, dated January 10, 2011.

Resolution:

The following resolution was passed during the Regular Council Meeting held on Monday, January 10, 2011:

“Resolved that Council of The City of Red Deer having considered the report dated December 28, 2010 from the Legislative & Governance Services Manager re: Recent Council 'Action' Items hereby agrees that a workshop with respect to Recreation Parks and Culture be planned to determine future directions and that the following issue be referred to that discussion:

- better engaging our youth in community opportunities or alternative sports or activities.”

Report Back to Council: Yes

Comments/Further Action:

Administration is to plan a Council workshop as noted in the above resolution.



Elaine Vincent
Legislative & Governance Services Manager

- c Colleen Jensen, Director of Community Services
Frieda McDougall, Deputy City Clerk
Corporate Meeting Coordinator

ORIGINAL

Council Decision – January 10, 2011

DATE: January 13, 2011
TO: Paul Goranson, Director of Development Services
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Recent Council 'Action' Items – Linking Utility Fees to Consumption

Reference Report:

Legislative & Governance Services Manager, dated January 10, 2011.

Resolution:

The following resolution was passed during the Regular Council Meeting held on Monday, January 10, 2011:

“Resolved that Council of The City of Red Deer having considered the report dated December 28, 2010 from the Legislative & Governance Services Manager re: Recent Council 'Action' Items hereby agrees that Administration is to prepare a report to consider the opportunities / implications of linking utility fees to consumption with such a report to be brought back for Council's consideration prior to June 30, 2011.”

Report Back to Council: Yes, prior to June 30, 2011.

Comments/Further Action:

Administration is to prepare a report as per the resolution noted above.



Elaine Vincent
Legislative & Governance Services Manager

- c Tom Warder, Environmental Services Manager
Christine Kenzie, Corporate Meeting Coordinator
Ligong Gan, Electric Light & Power Manager

DATE: January 13, 2011
TO: Paul Meyette, Director of Planning Services
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Recent Council 'Action' Items – Commercial Uses Study

Reference Report:

Legislative & Governance Services Manager, dated January 10, 2011.

Resolution:

The following resolution was passed during the Regular Council Meeting held on Monday, January 10, 2011:

"Resolved that Council of The City of Red Deer having considered the report dated December 28, 2010 from the Legislative & Governance Services Manager re: Recent Council 'Action' Items hereby directs that administration provide Council with a copy of the Commercial Uses Study undertaken in conjunction with the Municipal Development Plan with further discussion and direction to be established at Council's policy workshop."

Report Back to Council: Yes

Comments/Further Action:

Administration is to provide the information as indicated in the above resolution.



Elaine Vincent
Legislative & Governance Services Manager

- c Angus Schaffenburg, Acting Manager of Planning
Kim Woods, Policy Coordinator
Christine Kenzie, Corporate Meeting Coordinator

DATE: January 13, 2011
TO: Howard Thompson, Land & Economic Development Manager
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Recent Council 'Action' Items –Land Exchanges

Reference Report:

Legislative & Governance Services Manager, dated January 10, 2011.

Resolution:

The following resolution was passed during the Regular Council Meeting held on Monday, January 10, 2011:

"Resolved that Council of The City of Red Deer having considered the report dated December 28, 2010 from the Legislative & Governance Services Manager re: Recent Council 'Action' Items hereby agrees that consideration of a policy related to land exchanges be referred for consideration to Council's policy workshop."

Report Back to Council: Yes

Comments/Further Action:

Administration is to note that consideration of a policy related to land exchanges is to be referred to Council's Policy Workshop.



Elaine Vincent
Legislative & Governance Services Manager

- c Paul Meyette, Director of Planning Services
Lorraine Poth, Corporate Services Director
Kim Woods, Policy Coordinator
Corporate Meeting Coordinator

ORIGINAL

DATE: January 13, 2011
TO: Janet Pennington, Heritage and Archives Coordinator
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Recent Council 'Action' Items –Centennial Celebration

Reference Report:

Legislative & Governance Services Manager, dated January 10, 2011.

Resolution:

The following resolution was passed during the Regular Council Meeting held on Monday, January 10, 2011:

"Resolved that Council of The City of Red Deer having considered the report dated December 28, 2010 from the Legislative & Governance Services Manager re: Recent Council 'Action' Items hereby agrees that the development of a Centennial Float or alternate presentation be referred to the Centennial Committee for its consideration."

Report Back to Council: Yes

Comments/Further Action:

Please refer this resolution to the Centennial Committee for consideration.



Elaine Vincent
Legislative & Governance Services Manager

c Lynn Iviney, Committees Coordinator
Sheila Bannerman, Chair, Centennial Committee
Christine Kenzie, Corporate Meeting Coordinator

ORIGINAL



Council Decision – January 10, 2011

DATE: January 13, 2011
TO: Frank Colosimo, Engineering Services Manager
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Recent Council 'Action' Items – Lanes – North Highway Connector

Reference Report:

Legislative & Governance Services Manager, dated January 10, 2011.

Resolution:

The following resolution was defeated during the Regular Council Meeting held on Monday, January 10, 2011:

"Resolved that Council of The City of Red Deer having considered the report dated December 28, 2010 from the Legislative & Governance Services Manager re: Recent Council 'Action' Items hereby agrees that Administration is to explore options of moving straight to four lanes, versus building two and phasing to four, in the development of the North Highway Connector. A report for Council's consideration is to be brought forward by June 30, 2011."

Report Back to Council: No

Comments/Further Action:

A report is not required; this letter is for your information.

A handwritten signature in cursive script, appearing to read 'E Vincent'.

Elaine Vincent
Legislative & Governance Services Manager

c Paul Goranson, Director of Development Services

ORIGINAL



Council Decision – January 10, 2011

DATE: January 13, 2011
TO: Kevin Joll, Transit Manager
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Recent Council 'Action' Items – Transit Ridership

Reference Report:

Legislative & Governance Services Manager, dated January 10, 2011.

Resolution:

Council did not pass a motion to forward a report to explore strategies for increasing Transit ridership to Administration for further action.

Report Back to Council: No

Comments/Further Action:

No further action is required.

A handwritten signature in black ink, appearing to read 'Elaine Vincent', written in a cursive style.

Elaine Vincent
Legislative & Governance Services Manager

c Colleen Jensen, Director of Community Services

ORIGINAL

Council Decision – January 10, 2011

DATE: January 13, 2011
TO: Frank Colosimo, Engineering Services Manager
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Recent Council 'Action' Items – Traffic Light System

Reference Report:

Legislative & Governance Services Manager, dated January 10, 2011.

Resolution:

Council did not pass a motion to forward a report to Council with an overview of the current traffic light system.

Report Back to Council: No

Comments/Further Action:

No further action is required.



Elaine Vincent
Legislative & Governance Services Manager

c Paul Goranson, Direct of Development Services

Council Decision – January 10, 2011

DATE: January 13, 2011
TO: Greg Scott, Recreation, Parks & Culture Manager
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Recent Council 'Action' Items – Tennis/Basketball Court Finishes

Reference Report:

Legislative & Governance Services Manager, dated January 10, 2011.

Resolution:

The following resolution was passed during the Regular Council Meeting held on Monday, January 10, 2011:

"Resolved that Council of The City of Red Deer having considered the report dated December 28, 2010 from the Legislative & Governance Services Manager re: Recent Council 'Action' Items hereby agrees that Administration is to review other options for finishes of tennis / basketball courts, particularly for locations that are not used for ice surfaces, and provide a report for Council's consideration prior to June 30, 2011."

Report Back to Council: Yes

Comments/Further Action:

Administration is to provide a report for Council's consideration, as per the above resolution, prior to June 30, 2011.



Elaine Vincent
Legislative & Governance Services Manager

c Colleen Jensen, Director of Community Services
Corporate Meeting Coordinator

DATE: January 13, 2011
TO: Greg Scott, Recreation, Parks & Culture Manager
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Recent Council 'Action' Items – Collicutt North Parking Lot Accessibility

Reference Report:

Legislative & Governance Services Manager, dated January 10, 2011.

Resolution:

Council did not pass a motion to forward to Administration a request for a report to Council on increasing accessibility at the North side parking lot at the Collicutt Centre.

Report Back to Council: No

Comments/Further Action:

No further action is required.



Elaine Vincent
Legislative & Governance Services Manager

c Colleen Jensen, Director of Community Services
Corporate Meeting Coordinator

ORIGINAL

Council Decision – January 10, 2011

DATE: January 13, 2011
TO: Greg Scott, Recreation, Parks & Culture Manager
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Recent Council 'Action' Items – Recreation Options

Reference Report:

Legislative & Governance Services Manager, dated January 10, 2011.

Resolution:

Council did not pass a motion to forward to Administration a request for a report exploring additional options for uses, such as Frisbee Golf, at the Great Chief Park Facility.

Report Back to Council: No

Comments/Further Action:

No further action is required.



Elaine Vincent
Legislative & Governance Services Manager

c Colleen Jensen, Director of Community Services

ORIGINAL

Council Decision – January 10, 2011

DATE: January 13, 2011
TO: Greg Scott, Recreation, Parks & Culture Manager
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Recent Council 'Action' Items – Report Regarding the Development of Amenities

Reference Report:

Legislative & Governance Services Manager, dated January 10, 2011.

Resolution:

Council did not pass a motion to forward to Administration a request for a report regarding the priorities for the development of amenities such as a Spray / Skateboard Park.

Report Back to Council: No

Comments/Further Action:

No further action is required.



Elaine Vincent
Legislative & Governance Services Manager

c Colleen Jensen, Director of Community Services

ORIGINAL

Council Decision – January 10, 2011

DATE: January 13, 2011
TO: Greg Scott, Recreation, Parks & Culture Manager
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Recent Council 'Action' Items – Trail Widths

Reference Report:

Legislative & Governance Services Manager, dated January 10, 2011.

Resolution:

The following resolution was passed during the Regular Council Meeting held on Monday, January 10, 2011:

"Resolved that Council of The City of Red Deer having considered the report dated December 28, 2010 from the Legislative & Governance Services Manager re: Recent Council 'Action' Items hereby agrees that Administration to provide a report with respect to the trail widths and the possible installation of centre lines and the potential for skating on the trails for Council's consideration prior to June 30, 2011."

Report Back to Council: Yes

Comments/Further Action:

Administration is to provide a report as per the above resolution, for Council's consideration prior to June 30, 2011.



Elaine Vincent
Legislative & Governance Services Manager

c Colleen Jensen, Director of Community Services
Corporate Meeting Coordinator

Legislative & Governance Services**DATE:** December 28, 2010**TO:** City Manager**FROM:** Legislative & Governance Services Manager**SUBJECT:** Recent Council 'Action' Items

Background

At recent Council meetings, Council has made requests of administration to report on various issues and initiatives that have arisen during the consideration of Council business. These requests have been recorded as 'Action' Items. However, when Council speaks as one voice and makes a decision or directive, this should properly be done by way of resolution or bylaw. In the absence of a vote on the action items, it is possible that administration could be carrying on work that is not supported/required by the whole of Council. As a result, at the December 13, 2010 Council Meeting it was agreed that all Action Items recorded will be brought back for Council's consideration and possible ratification at the Council Meeting of January 10, 2011.

This proposed process aligns with our current procedure bylaw which states the following:

- 52 Administrative inquiries made at a Council meeting will be responded to at the next meeting of Council following the meeting at which the inquiry was submitted unless:
- (1) The financial or other resources required to answer the inquiry are substantial and a decision of Council or the City Manager is required to approve such allocation of resources;
 - (2) Additional time is required to prepare the response or compile the requested information.

Discussion

Following are the action items as raised at the Council Meetings of November 15 and 29, and December 1, 2010.

November 15, 2010:

That a review of the Land Use Bylaw relative to commercial versus office uses be undertaken. Administration will bring back a report in due course.	Administration	Not specified
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November 29, 2010:

Action: Administration to prepare a report to consider the opportunities / implications of linking local access fees to consumption charges with such a report to be brought back for Council's consideration prior to June 30, 2011.	Administration	Prior to June 30, 2011
Action: Administration to develop, for Council's approval, a policy with regard to land exchanges. To be brought back to Council prior to June 30, 2011.	Administration	Prior to June 30, 2011
Action: Administration to develop, for Council information, a listing of any expropriations that have occurred with respect to the North Highway Connector. To be brought back to Council prior to February 28, 2011.	Administration	Completed

December 1, 2010:

That contributions to the development of a Centennial Float be sought through the long standing members of the community. Administration and the Centennial Committee to pursue this as Centennial plans are developed.	Administration & the Centennial Committee	Not specified
Administration to explore options of moving straight to four lanes, versus building two and phasing to four, in the development of the North Highway Connector.	Administration	Not specified
Administration to explore strategies for increasing Transit ridership with a report to be brought back to Council prior to June 30, 2011.	Administration	Prior to June 30, 2011
Engineering Services to provide, prior to June 30, 2011, an overview of the current traffic light system to Council for their information.	Engineering Services	Prior to June 30, 2011
Administration to review other options for finishes of tennis / basketball courts, particularly for locations that are not used for ice surfaces, and provide a report to Council prior to June 30, 2011.	Administration	Prior to June 30, 2011
Administration to consider how to make the parking lot at the North side of the Collicutt Centre more accessible and to provide a report to Council prior to June 30, 2011.	Administration	Prior to June 30, 2011
Administration to explore options such as flow rider / wave walker machines, in order to better engage youth in our recreation facilities, and to bring a report back to Council prior to June 30, 2011 with respect to options and costing.	Administration	Prior to June 30, 2011
Administration to explore options, such as the use of Frisbee Golf for the Great Chief Park Facility.	Administration	Not specified
Administration to provide an analysis and recommendations, prior to June 30, 2011, regarding priorities for the timing and locations for the development of amenities such as Spray / Skate Board Parks.	Administration	Prior to June 30, 2011
Administration to report to Council, prior to June 30, 2011, with respect to the trail widths and the possible installation of centre lines and the potential for skating on the trails.	Administration	Prior to June 30, 2011

Recommendation

Council's direction is requested.

A handwritten signature in black ink, appearing to read "Elaine Vincent". The signature is written in a cursive, flowing style with a large, stylized "E" and "V".

Elaine Vincent, Manager
Legislative & Governance Services

**Legislative & Governance Services****DATE:** January 4, 2011**TO:** City Manager**FROM:** Legislative & Governance Services Manager**SUBJECT:** FCM Resolutions

Background

The Federation of Canadian Municipalities (FCM) has been the national voice of municipal government since 1901. With more than 1,900 members, FCM represents the interests of municipalities on policy and program matters that fall within federal jurisdiction. Members include Canada's largest cities, small urban and rural communities, and 18 provincial and territorial municipal associations.

Each year, municipalities are invited to contribute resolutions of national interest for consideration by the FCM membership. Resolutions that are adopted inform and direct FCM's activities.

It is important to note that in evaluating a resolution for advancement, FCM has indicated that they review resolutions submitted over the prior three years. If a substantially similar resolution has been considered by FCM, the resolution submitted is not advanced for consideration.

Discussion

Council has broadly identified two resolutions that should be advanced to FCM, as follows:

1) High Speed Rail**HIGH SPEED RAIL
NEED FOR POLICY INTEGRATION AND FUNDING BETWEEN LEVELS OF
GOVERNMENT**

Whereas there is increasing use and safety pressures on our highways and an increasing public desire for alternative transportation system that is efficient and cost-effective; and

Whereas High Speed Rail as discussed in the 2009 FCM Report, Sustainable Community Planning in Canada: Status & Best Practices has been identified as a feature of Sustainable Community Planning; and

Whereas High Speed Rail, is an alternative transportation method that is sustainable and supports environmental stewardship; and

Whereas High Speed Rail could provide a source of economic development and diversity; and

January 4, 2011
FCM Resolutions
Page 2

Whereas there have now been plans and proposals put forward with respect to high speed linkages between:

- Vancouver - Seattle
- Edmonton - Calgary
- Windsor to Quebec via London, Toronto, Ottawa and Montreal; and

Whereas municipalities in Canada are increasingly caught in a financial vice as other orders of government are transferring greater responsibilities in areas such as regional transportation systems without accompanying financial transfers; and

Whereas provincial and/or federal governments hold back funding for municipal transportation while actively funding highway expansion that is not supporting municipalities' planning goals;

Therefore be it resolved that the Federation of Canadian Municipalities urge the Government of Canada to take the lead in developing integrated strategies, policies and funding frameworks to support the development of high-speed rail links and/or alternative transportation systems.

2) Airport Funding

AIRPORT FUNDING NEED FOR AMENDMENT TO THE AIRPORT CAPITAL ASSISTANCE PROGRAM

Whereas the purpose of Transport Canada's Airport Capital Assistance Program (ACAP), under the National Airports Policy, is to assist eligible airports in funding safety-related capital projects;

Whereas eligibility requires that an airport shall be deemed to be served by scheduled passenger service if in each year of the most recent three calendar-year period an airport handled annually a minimum of 1,000 regularly scheduled passengers as reflected in Statistics Canada official passenger statistics;

Whereas the minimum level of regularly scheduled passengers discriminates against airports that also generate equivalent and essential non-recreational flight traffic from charters, flight training, and cargo; and that the number of enplaned and deplaned passengers alone is not an adequate measure for the size and safety requirements of an airport;

Whereas the ineligibility of airports that do not have consistent regularly scheduled passenger service, or are trying to increase their scheduled passenger service negatively impacts the air transport system in Canada, regional economic development opportunities, sustainability and safety of these airports;

January 4, 2011
FCM Resolutions
Page 3

Therefore be it resolved that the Federation of Canadian Municipalities recommends Transport Canada amend the ACAP airport eligibility by expanding the definition of regularly scheduled passengers to include charter passengers as well in calculating the annual minimum requirement of 1,000 passengers.

Recommendation

That Council:

- 1) Adopt a resolution agreeing to forward the resolution regarding High Speed Rail to the FCM for its consideration at its Annual Meeting in June 2011; and
- 2) Adopt a resolution agreeing to forward the resolution regarding Airport Funding to the FCM for its consideration at its Annual Meeting in June 2011.

Council's direction is requested.

A handwritten signature in cursive script, appearing to read 'Elaine Vincent', written in dark ink.

Elaine Vincent, Manager
Legislative & Governance Services



Council Decision – January 10, 2011

DATE: January 13, 2011
TO: Frieda McDougall, Deputy City Clerk
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: FCM Resolution – High Speed Rail

Reference Report:

Legislative & Governance Services Manager, dated January 4, 2011.

Resolution:

The following resolution was passed during the Regular Council Meeting held on Monday, January 10, 2011

“Resolved that Council of The City of Red Deer having considered the report from the Legislative & Governance Services Manager, dated January 4, 2011, re: FCM Resolutions, hereby approves the following resolution to be forwarded to FCM for consideration at the June, 2011 FCM Conference:

HIGH SPEED RAIL - NEED FOR POLICY INTEGRATION AND FUNDING BETWEEN LEVELS OF GOVERNMENT

Whereas there is increasing use and safety pressures on our highways and an increasing public desire for alternative transportation system that is efficient and cost-effective; and

Whereas High Speed Rail as discussed in the 2009 FCM Report, Sustainable Community Planning in Canada: Status & Best Practices has been identified as a feature of Sustainable Community Planning; and

Whereas High Speed Rail, is an alternative transportation method that is sustainable and supports environmental stewardship; and

Whereas High Speed Rail could provide a source of economic development and diversity; and

Whereas there have now been plans and proposals put forward with respect to high speed linkages between:

- Vancouver - Seattle
- Edmonton - Calgary
- Windsor to Quebec City via London, Toronto, Ottawa and Montreal; and

Whereas municipalities in Canada are increasingly caught in a financial vice as other orders of government are transferring greater responsibilities in areas such as regional transportation systems without accompanying financial transfers; and

Whereas provincial and/or federal governments hold back funding for municipal transportation while actively funding highway expansion that is not supporting municipalities' planning goals;

Therefore be it resolved that the Federation of Canadian Municipalities urge the Government of Canada to take the lead in developing integrated strategies, policies and funding frameworks to support the development of high-speed rail links and alternative transportation systems."

Report Back to Council: No

Comments/Further Action:

This office will forward a certified copy of the above resolution to the Federation of Canadian Municipalities (FCM) for consideration at the June 2011 FCM Conference.



Elaine Vincent
Legislative & Governance Services Manager

- c Craig Curtis, City Manager
 Paul Goranson, Director of Development Services
 Paul Meyette, Director of Planning Services
 Corporate Meeting Coordinator

DATE: January 18, 2011
TO: Frieda McDougall, Deputy City Clerk
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: FCM Resolution – Airport Capital Assistance Program

Reference Report:

Legislative & Governance Services Manager, dated January 4, 2011.

Resolution:

The following resolution was defeated during the Regular Council Meeting held on Monday, January 12, 2011

“Resolved that Council of The City of Red Deer having considered the report from the Legislative & Governance Services Manager, dated January 4, 2011, re: FCM Resolutions, hereby approves the following resolution to be forwarded to FCM for consideration at the June, 2011 FCM Conference:

AIRPORT FUNDING - NEED FOR AMENDMENT TO THE AIRPORT CAPITAL ASSISTANCE PROGRAM

Whereas the purpose of Transport Canada’s Airport Capital Assistance Program (ACAP), under the National Airports Policy, is to assist eligible airports in funding safety-related capital projects;

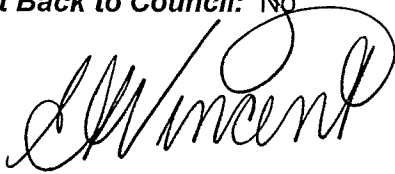
Whereas eligibility requires that an airport shall be deemed to be served by scheduled passenger service if in each year of the most recent three calendar-year period an airport handled annually a minimum of 1,000 regularly scheduled passengers as reflected in Statistics Canada official passenger statistics;

Whereas the minimum level of regularly scheduled passengers discriminates against airports that also generate equivalent and essential non-recreational flight traffic from charters, flight training, and cargo; and that the number of enplaned and deplaned passengers alone is not an adequate measure for the size and safety requirements of an airport;

Whereas the ineligibility of airports that do not have consistent regularly scheduled passenger service, or are trying to increase their scheduled passenger service negatively impacts the air transport system in Canada, regional economic development opportunities, sustainability and safety of these airports;

Therefore be it resolved that the Federation of Canadian Municipalities recommends Transport Canada amend the ACAP airport eligibility by expanding the definition of regularly scheduled passengers to include charter passengers as well in calculating the annual minimum requirement of 1,000 passengers.”

Report Back to Council: No

A handwritten signature in black ink, appearing to read 'Elaine Vincent', written in a cursive style.

Elaine Vincent
Legislative & Governance Services Manager

c Craig Curtis, City Manager
Paul Meyette, Director of Planning Services
Howard Thompson, Land & Economic Development Manager
Corporate Meeting Coordinator

ORIGINAL



Legislative & Governance Services

DATE: January 4, 2011

TO: City Manager

FROM: Legislative & Governance Services Manager

SUBJECT: FCM Resolutions

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Background

The Federation of Canadian Municipalities (FCM) has been the national voice of municipal government since 1901. With more than 1,900 members, FCM represents the interests of municipalities on policy and program matters that fall within federal jurisdiction. Members include Canada's largest cities, small urban and rural communities, and 18 provincial and territorial municipal associations.

Each year, municipalities are invited to contribute resolutions of national interest for consideration by the FCM membership. Resolutions that are adopted inform and direct FCM's activities.

It is important to note that in evaluating a resolution for advancement, FCM has indicated that they review resolutions submitted over the prior three years. If a substantially similar resolution has been considered by FCM, the resolution submitted is not advanced for consideration.

Discussion

Council has broadly identified two resolutions that should be advanced to FCM, as follows:

1) High Speed Rail

**HIGH SPEED RAIL
NEED FOR POLICY INTEGRATION AND FUNDING BETWEEN LEVELS OF
GOVERNMENT**

Whereas there is increasing use and safety pressures on our highways and an increasing public desire for alternative transportation system that is efficient and cost-effective; and

Whereas High Speed Rail as discussed in the 2009 FCM Report, Sustainable Community Planning in Canada: Status & Best Practices has been identified as a feature of Sustainable Community Planning; and

Whereas High Speed Rail, is an alternative transportation method that is sustainable and supports environmental stewardship; and

Whereas High Speed Rail could provide a source of economic development and diversity; and

Whereas there have now been plans and proposals put forward with respect to high speed linkages between:

- Vancouver - Seattle
- Edmonton - Calgary
- Windsor to Quebec via London, Toronto, Ottawa and Montreal; and

Whereas municipalities in Canada are increasingly caught in a financial vice as other orders of government are transferring greater responsibilities in areas such as regional transportation systems without accompanying financial transfers; and

Whereas provincial and/or federal governments hold back funding for municipal transportation while actively funding highway expansion that is not supporting municipalities' planning goals;

Therefore be it resolved that the Federation of Canadian Municipalities urge the Government of Canada to take the lead in developing integrated strategies, policies and funding frameworks to support the development of high-speed rail links and/or alternative transportation systems.

2) Airport Funding

AIRPORT FUNDING NEED FOR AMENDMENT TO THE AIRPORT CAPITAL ASSISTANCE PROGRAM

Whereas the purpose of Transport Canada's Airport Capital Assistance Program (ACAP), under the National Airports Policy, is to assist eligible airports in funding safety-related capital projects;

Whereas eligibility requires that an airport shall be deemed to be served by scheduled passenger service if in each year of the most recent three calendar-year period an airport handled annually a minimum of 1,000 regularly scheduled passengers as reflected in Statistics Canada official passenger statistics;

Whereas the minimum level of regularly scheduled passengers discriminates against airports that also generate equivalent and essential non-recreational flight traffic from charters, flight training, and cargo; and that the number of enplaned and deplaned passengers alone is not an adequate measure for the size and safety requirements of an airport;

Whereas the ineligibility of airports that do not have consistent regularly scheduled passenger service, or are trying to increase their scheduled passenger service negatively impacts the air transport system in Canada, regional economic development opportunities, sustainability and safety of these airports;

Therefore be it resolved that the Federation of Canadian Municipalities recommends Transport Canada amend the ACAP airport eligibility by expanding the definition of regularly scheduled passengers to include charter passengers as well in calculating the annual minimum requirement of 1,000 passengers.

Recommendation

That Council:

- 1) Adopt a resolution agreeing to forward the resolution regarding High Speed Rail to the FCM for its consideration at its Annual Meeting in June 2011; and
- 2) Adopt a resolution agreeing to forward the resolution regarding Airport Funding to the FCM for its consideration at its Annual Meeting in June 2011.

Council's direction is requested.

A handwritten signature in cursive script, appearing to read 'Elaine Vincent'.

Elaine Vincent, Manager
Legislative & Governance Services

FILE

Christine Kenzie

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

From: Christine Kenzie
Sent: January 13, 2011 8:26 AM
To: 'resolutions@fcm.ca'
Subject: January 13, 2011 - Letter to FCM Re Resolution: High Speed Rail - for 2011 FCM Conference
Attachments: 1060842 - January 13, 2011 - Letter to FCM Re Resolution High Speed Rail - for 2011 FCM Conference - 1.DOC

Attached is the submission of a resolution for consideration at the 2011 FCM Conference from The City of Red Deer. A paper copy will be in the mail to you today.

Please call if you have any questions.

Christine Kenzie | Corporate Meeting Coordinator
Legislative & Governance Services | The City of Red Deer
D 403.356.8978 | F 403.346.6195
christine.kenzie@reddeer.ca

2011/01/13



BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

FILE

LEGISLATIVE & GOVERNANCE SERVICES

January 13, 2011

Diane Belanger, Resolutions Coordinator
Policy, Advocacy and Communications Department
Federation of Canadian Municipalities
24 Clarence Street
Ottawa, ON K1N 5P3

Dear Ms Belanger:

Resolution for Consideration at the FCM 2010 Annual Conference, June 3 – 6, 2011

Enclosed is a certified true copy of a resolution which was passed by Council of the City of Red Deer for submission to the 2011 FCM Annual Conference (June 3 - 6, 2011) as follows:

“High Speed Rail – Need for Policy Integration and Funding Between Levels of Government”

Please call if you require any further information.

Sincerely,

A handwritten signature in cursive script that reads 'Elaine Vincent'.

Elaine Vincent
Manager

/attach.

c P. Meyette, Director of Planning Services

FCM RESOLUTION

HIGH SPEED RAIL NEED FOR POLICY INTEGRATION AND FUNDING BETWEEN LEVELS OF GOVERNMENT

Whereas there is increasing use and safety pressures on our highways and an increasing public desire for alternative transportation system that is efficient and cost-effective; and

Whereas High Speed Rail as discussed in the 2009 FCM Report, Sustainable Community Planning in Canada: Status & Best Practices has been identified as a feature of Sustainable Community Planning; and

Whereas High Speed Rail, is an alternative transportation method that is sustainable and supports environmental stewardship; and

Whereas High Speed Rail could provide a source of economic development and diversity; and

Whereas there have now been plans and proposals put forward with respect to high speed linkages between:

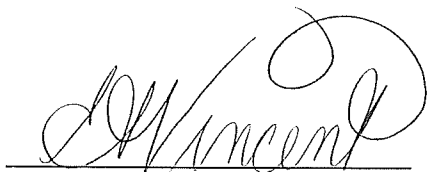
- Vancouver - Seattle
- Edmonton - Calgary
- Windsor to Quebec City via London, Toronto, Ottawa and Montreal; and

Whereas municipalities in Canada are increasingly caught in a financial vice as other orders of government are transferring greater responsibilities in areas such as regional transportation systems without accompanying financial transfers; and

Whereas provincial and/or federal governments hold back funding for municipal transportation while actively funding highway expansion that is not supporting municipalities' planning goals;

Therefore be it resolved that the Federation of Canadian Municipalities urge the Government of Canada to take the lead in developing integrated strategies, policies and funding frameworks to support the development of high-speed rail links and alternative transportation systems."

Certified to be a true and correct copy of a Resolution passed by Council of the City of Red Deer on January 10, 2011



Elaine Vincent
Manager, Legislative & Governance Services

**Legislative & Administrative Services**

DATE: January 4, 2011
TO: City Council
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Downtown Business Association's 2011 Budget

History:

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. The Downtown Business Association's Board of Directors is responsible for the management of this zone, including preparation and administration of its budget.

Although this 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 BRZ budget is approved by Council.
3. Any changes to the BRZ Bylaw, including its boundaries, must be approved by Council.
4. The City completes the business assessment, invoices and collects the BRZ Tax for the Board. These invoices are sent out in February of each year to every person assessed for business purposes in the BRZ. The due date for payment is always March 31st.

Public Consultation Process:

In early December 2010 the Legislative and Governance Services department received the Downtown Business Association's Budget for 2011. In accordance with Council's previous resolution, individual notices were mailed to every person assessed for business purposes within this zone, stating that on January 10, 2011 at 6:00 p.m. Council will consider written or verbal presentations concerning the budget and consider approval of the budget following any presentations.

...2/

Financial Implications:

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 BRZ Tax Bylaw would come forward to Council at a future meeting.

Recommendation:

That following any presentations, Council consider the approval of the 2011 BRZ Budget.

A handwritten signature in cursive script, appearing to read 'Elaine Vincent', written in dark ink.

Elaine Vincent
Manager

**2011 BRZ Budget Package**

December 2010

Dear Downtown Business Operator,

Please find enclosed the 2011 budget package for the Downtown Business Revitalization Zone. This budget reflects the programs and initiatives the Red Deer Downtown Business Association Board of Directors proposes to undertake on your behalf in 2011.

The Red Deer Downtown Business Association (DBA) acts as a representative, liaison and resource to downtown businesses and, on their behalf, undertakes initiatives that support and promote downtown by taking an active role and being an influential voice on matters that affect the downtown. The DBA works to make downtown clean, safe and attractive. The organization develops marketing programs and works as a partner to develop and deliver events. The DBA seeks to attract and retain visitors and to positively reinforce the downtown experience, promoting downtown as a great place to live, work and play.

The DBA now employs three full-time office staff – Executive Director, Promotions Director and Communications & Events Coordinator. That third position results from our entering into agreement with CentreFest to provide festival director services, thereby cost-sharing a full-time employee. In 2010, the Clean Team was increased to two full-time positions to better manage the workload and enhance service. We also employed two summer students to assist with Promotions & Events and the Clean Team. In addition to the many programs and services we are solely responsible to provide, we are an active partner, committee member and/or representative of downtown business interests in other areas. The enclosed 2010 Annual Report summarizes the accomplishments of the organization over the past year.

The 2011 budget has been organized to reflect our strategic objectives under the areas of Advocacy & Influence, Spaces & Places, Image & Awareness as well as operational and fixed costs. This summary budget will allow the organization to build on successes, to develop new initiatives and to continue to leverage your tax levy contribution. (In 2010, we leveraged \$.73 for every levy \$1 collected.) There is a very slight increase to the budgeted levy amount for 2011 (reflective of an increase in the overall assessed value of businesses). The majority of businesses will continue to pay the annual \$155 minimum levy. This budget will be presented to City Council in January.

In the past few years, we have worked to maximize revenues and limit expenses, resulting in budget surpluses. We propose to transfer funds from reserve for two new projects. We continue to work the details, but plan to offer matching grants up to \$5000 per approved projects under the Façade & Shopfront Improvement Fund. Also, we feel very strongly that we need a comprehensive strategy for retail and residential development. We have asked The City to partner with us on this project and are proposing to cover 25 percent of the costs, up to \$25,000. Council will consider this project through the upcoming budget process.

The 2011 Board – Al Gamble, Jennifer Powell, Mark Poty, Bryan Balderson, Katherine Bouchard, Bill Graham, Davin Kemshead, Terry Krause, Brian Olstad, Chris Stephan and Lorna Watkinson-Zimmer – will meet in January to select the executive and refine the budget-strategy.

I thank those of you who attended the Annual Meeting recently and encourage you to review the 2010 Annual Report, complete the survey (enclosed or online) and to contact us should you have questions, comments or a great idea to share. I can be reached at 403.340.8696 or laura@downtownreddeer.com.

Regards,

A handwritten signature in black ink, appearing to read 'Laura Turner'.

Laura Turner
Executive Director

Red Deer Downtown Business Association

111A, 4818 50 (Gaetz) Avenue Red Deer, AB T4N 4A3

Phone 403.340.8696 Fax 403.340.8699

Email info@downtownreddeer.com Web www.downtownreddeer.com

Downtown Business Association: 2011 Budget Summary

REVENUE	2011 Proposed	2010 Budget
BRZ Levy	\$252,000	\$250,000
Streetscape Agreement	\$132,000	\$129,000
Other Income ¹	\$50,000	\$4,000
Transfer From Surplus ²	\$55,000	

Total Revenue	\$489,000	\$383,000
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EXPENSES	2011 Proposed	2010 Budget
Advocacy & Influence		
Includes salary, benefits and payroll expenses, memberships, board and staff professional development and events, meeting, travel and programming expenses	\$94,500	\$90,000
Greater Downtown Retail & Residential Strategy ²	\$25,000	
Total Advocacy & Influence	\$119,500	\$90,000

Spaces & Places		
Includes Streetscape programming and supplies, Banners and Graffiti Awareness, salaries, benefits and payroll expenses (incl WCB)	\$111,000	\$104,500
Vehicle operation and capital reserve	\$12,500	\$12,500
DBA Admin Fee / Recovery	\$15,000	\$15,000
Façade & Shopfront Improvement Fund ²	\$30,000	
Total Spaces & Places	\$168,500	\$132,000

Image & Awareness		
Includes Marketing and Events programming, salaries, benefits and payroll expenses	\$155,000	\$112,500
Total Image & Awareness	\$155,000	\$112,500

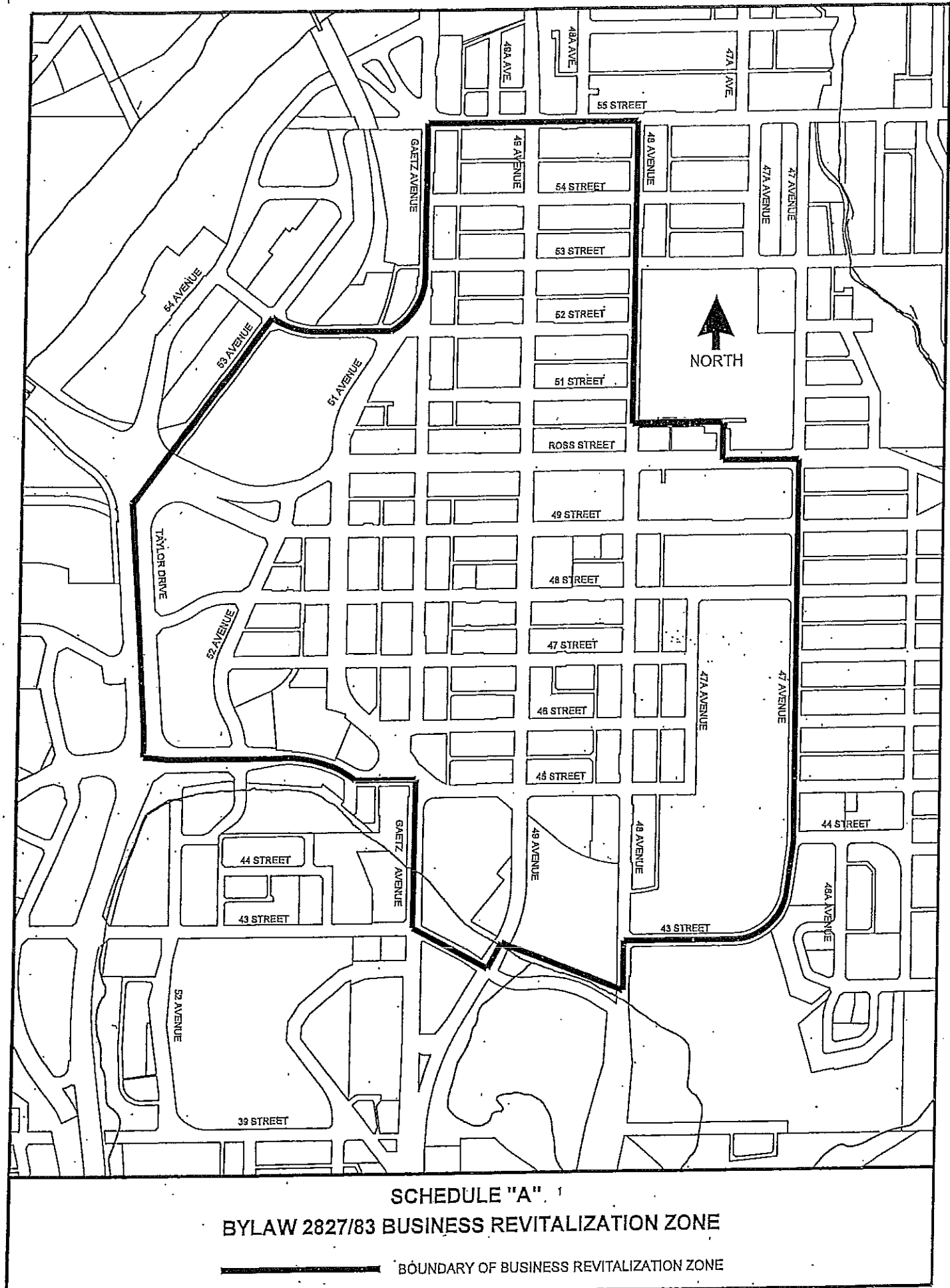
Operations		
BRZ Assessment Fee (to City of Red Deer)	\$10,000	\$9,000
Insurance	\$3,000	\$3,000
Professional Fees - Bookkeeping and Audit	\$14,000	\$15,000
Office Expenses (postage, supplies, telephone, IT, printing, equipment, etc)	\$12,000	\$15,000
Rent	\$20,000	\$18,500
Administration Recovery	-\$15,000	-\$15,000
General Contingency	\$2,000	\$3,000
Total Operations	\$46,000	\$48,500

Total Expenditures	\$489,000	\$383,000
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1 - To better reflect the work we do, the 2011 Budget Summary has been amended to include actual revenues and expenses. In past years, to remain consistent in reporting year-over-year, revenues were used to off-set related expenses (ex. - Adopt-a-Planter and MainStreet programs or the student employee grant) with the Budget Summary showing only net amounts. The Other Income revenue budgeted for 2011 is realistic, consistent with amounts earned in previous years and related expenses are included in this Budget Summary.

2 - In 2010, the DBA resolved to set aside funds to work in partnership with the City to develop and implement a Greater Downtown Retail & Residential Strategy. This project is dependent on Council approval of funding.

2 - In 2009, the DBA concluded a Main Street Legacy Project agreement with the province. Surplus and budgeted funds had been set aside for a Spaces & Places project in 2010. That fund has been carried forward to 2011 for the Façade and Shopfront Improvement Fund.



¹ 2827/B-84, 2827/A-91, 2827/A-2001, 2827/A-2003



© Paul Howard 2010

red deer
downtown
downtown
red deer
business
association

2010



When you shop at an independently owned business, your entire community benefits:

The Economy

- Spend \$100 at a local and \$68 of that stays in your community. Spend the same \$100 at a national chain and your community only sees \$43.

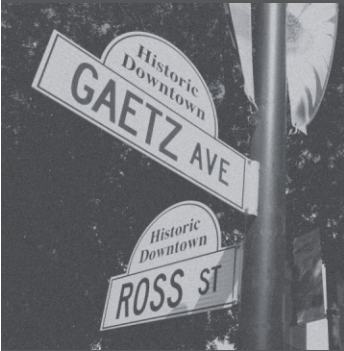
The Environment

- Buying local means less packaging, less transportation and a smaller carbon footprint.
- Shopping downtown means less infrastructure, less maintenance and more money to beautify your community.

The Community

- Local retailers are your friends and neighbours - support them and they'll support you.
- Local businesses donate to charities at more than twice the rate of national chains.
- More independents means more choice, more diversity and a truly unique community.

- Independent Business Alliance



**70% of
consumer
spending occurs
after 6pm**

Are you open?

- Destination Development



**Curb appeal
can account for
up to 70% of
sales at shops
and restaurants**

- Destination Development

In 1983, a group of downtown businesses petitioned the City for the establishment of a Business Revitalization Zone (BRZ). City Council enacted a bylaw to create the Red Deer Downtown Business Association (DBA) in early 1984.

A BRZ is a program by which businesses within a defined area pay a tax levy to fund services to improve and promote their downtown.

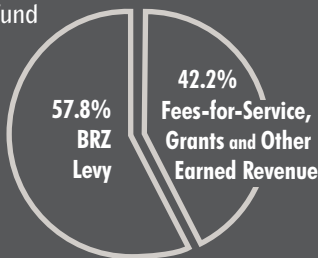
BRZs supplement services provided by the municipality and they operate similar to a shopping mall where tenants are charged a common fee to pay for services to enhance the appearance of the mall's common areas and to provide cooperative advertising and promotion.

The DBA is administered by a volunteer Board of Directors and employs three full-time office staff, a two-person clean team and up to two seasonal staff.

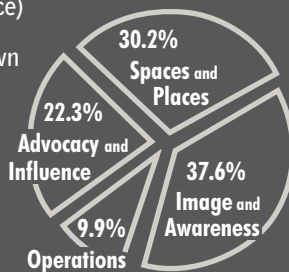
The DBA acts as a representative, liaison and resource to downtown businesses and commits to initiatives that support and promote downtown by taking an active role and being an influential voice on matters that affect downtown. (Advocacy & Influence)

The DBA works to make downtown clean, safe and attractive and, under agreement with the City, provides litter control and streetscape maintenance services in the BRZ. (Spaces & Places)

The DBA develops and/or facilitates a variety of events and marketing projects that attract and retain visitors, positively reinforce the downtown experience and promote downtown as a great place to live, work and play. (Image & Awareness)



2010 Revenue Sources



2010 Expenditures



One year ago, we invited you to tell us what a SAFE – a sustainable, active, friendly and economically-viable – downtown would look like and to share your thoughts and suggestions. You indicated that to make downtown sustainable would take a clear plan championed by a collaborative group developing policies and working on capital investment.

You reported that you felt less safe downtown after dark. You maintained that a police presence – bike/foot patrol, peace officers and Neighbourhood Watch or Citizens on Patrol – made people feel safer. You said that an attractive, well-lit, well-maintained streetscape and gathering places that were people-oriented was key.

You recommended a major attraction as a means to generate traffic and tourists. You declared that a strong business mix – including restaurants and entertainment venues – active in the evenings, with great curb appeal and engaging windows would bring people downtown after 5pm and weekends.

You reiterated the importance of on-going festivals and events, citing a need for more of them and for improved support and promotion. You pointed out the need for enhanced marketing of businesses, especially restaurants and entertainment, and recommended more cross-promotion and to find ways to encourage downtown workers to better support downtown.

You confided that you did not support a concentration of affordable housing downtown without working to attract a variety of other housing options. You suggested a targeted retail and residential recruitment/incentive plan to facilitate attraction and development.

We agree. And we get it! I believe that our strategic directions and initiatives – new, ongoing and planned – demonstrate that. We remain committed to being a strong advocate and influential voice for downtown, to enhance downtown's spaces and places and improve the image and awareness of downtown.

This was another exciting year for downtown and 2011 will continue to see the recommendations of the Greater Downtown Action Plan progress. We look forward to Council's approval of the capital investment required to proceed with the revitalization work on Gaetz Avenue.

The City recently commissioned a Commercial Market Opportunities Study which outlines the demand for and the kinds of development we can reasonably expect in the Greater Downtown (and Red Deer). We have a responsibility to control and influence development to ensure that it is sustainable, well-managed and purposeful. We recommend a Retail & Residential Strategy to guide us through the next steps of revitalization and development, realistically taking us from where we are to where we want to be, and have committed funds to work with the City to make it happen.

We are proud of the collaborative work we do and appreciate the support of City Council and administration and will continue to work to have a positive, quantifiable impact on downtown.



Laura Turner
Executive Director



Advocacy & Influence

- We regularly act as a resource to businesses and groups; we serve on a number of boards and committees including the Greater Downtown Action Plan committee, S.A.F.E. Taskforce, Veterans' Park and Gaetz Avenue Revitalization committees, Tourism Red Deer Board and Red Deer Arts Council Board; we provide input to stakeholder groups and consultants, including, for example, the Commercial Market Opportunities Study and the Crime Prevention & Policing Review; and we support or participate in initiatives that are related to or affect downtown. We respond to calls from businesses who have questions or concerns and we do a lot of advocacy and liaison work with the City.
 - Under agreement with the City, we provide year-round litter control and streetscape maintenance services in the downtown. We remove garbage from waste receptacles and collect recycling throughout the forty block BRZ area. To ensure our downtown is well-maintained, this year we increased the Clean Team to two full-time, year-round plus one full-time seasonal positions.
- The Clean Team also picks litter from public places including parking lots and park areas. In the spring and summer, they pressure-wash sidewalks and street furniture. They act as additional eyes and ears on the street, reporting as necessary.
- Working in partnership with the City, in May, Downtown Ambassadors were introduced as a pilot project this year. As a team of two, dressed in red vests and sporting red Stetsons and kept well-informed about attractions and events, the ambassadors are very visible as they stroll throughout downtown, meeting passers-by, offering assistance, attending special events as well as providing an increased sense of safety. The program ran till October.
 - We continue to promote reporting to the Graffiti Hotline with an aggressive marketing and awareness campaign. Reporting graffiti allows bylaw officers to provide information and removal tips and to record the graffiti which assists in prosecuting vandals. The \$2500 penalty for graffiti vandalism has been a deterrent. Bylaw officers report there is less graffiti in the downtown and a higher instance of prosecution and conviction.
 - The Crime Prevention Through Environmental Design (CPTED) Fund continues to be available to downtown businesses and property owners for crime-prevention related upgrades.
 - We are launching a new Facade & Shopfront Improvement Fund to encourage investment in facade renovations and shopfront upgrades by providing grants to cover a portion of the renovation and upgrade costs.



Spaces & Places

- Restoration work on the facades of the Greene Block that is home to Artistry in Gold and the Old Courthouse as well as exterior work that is now mostly complete on the Ranchers Valley project make for a more attractive streetscape.
- New washroom facilities at Centennial Plaza Park are a welcome addition for users of the wading pool. Installation of the arches, the restored fountain and pathways as well as the outdoor gym across the street make the 52 Avenue area a great community gathering place.
- Sorensen Station is complete and the transit terminal is now operational below the new structure. Infrastructure for the temporary terminal in Rotary Park will remain, enhancing that area's pedestrian connection from Parkvale to downtown. Not only has the new parkade altered the skyline, the unique design elements make it attractive. The 400-plus stalls and bicycle lock-up are a welcome and necessary addition to downtown. Watch for more enhancements and installation of public art.
- The Rotary Recreation Park and South Site Study was adopted by Council as a planning tool. The study outlines a long-term vision for the park and area. Renovations to the Golden Circle and Red Deer Museum + Art Gallery are complete and rather than relocate, the Red Deer Curling Club will renovate the downtown facility.
- Construction of Executive Place is complete and work on the inside can begin. At it's base, Veterans' Park will become that special public gathering space that has been lacking, while providing an upgraded setting honouring the cenotaph and making it more accessible.
- The RCMP will move into the new downtown station soon. And public investment has inspired much private investment. Work is underway on many other downtown projects, including a four-storey, mixed-use building at 49 Avenue and 46 Street. The planned 16 dwelling units will provide new residential opportunities as will the 12 suites included in the Elements at Rivers Edge mixed-use development under construction at 55 Street just west of Gaetz Avenue. Renovations underway at the Husky Station on 49 Avenue will include a convenience store.
- More recently announcements have been made confirming that both Red Deer College's Donald School of Business and Central Alberta Theatre will begin renovations at their new downtown locations in the Millennium Centre and former Uptown Theatre.
- Programs like adopt-a-planter, sidewalk patios and the installation of new street furniture continued and new pole-wraps for posters were installed this year to encourage promotion of downtown festivals, events and entertainment.



Image & Awareness

- We continue to improve our communications. More than 550 subscribers regularly receive our 'News & Opportunities' e-newsletter bi-weekly. Visit our website to subscribe. We launched a new website in the spring and continue to revise and update content.
- And there's plenty to promote. The Scott Block is now home to Against the Wall Theatre, Prime Stock Theatre, Tree House Youth Theatre and TGR Entertainment - the folks who produce the Red Deer Cabaret series. First Friday events were introduced at art galleries, featuring monthly events at up to ten downtown galleries. Evening entertainment options continue to grow.
- We are very active in organizing and promoting downtown events. We undertake a lead role in downtown festivals, including the Biggest Christmas Tree Festival & Parade, Carnaval, the Central Alberta Childrens' Festival, Alberta Arts Days/Alexander Way Arts Festival and Earth-dance. Adding to the festival atmosphere are the many events now being held at The Hub and the Ross Street Piano installed to encourage activity on the street.
- In house, we took some bold steps to bolster downtown festivals and events. In addition to the seasonal Promotions Assistant position who assists with summer festivals and events, in an effort to strengthen the sustainability of CentreFest, we entered into an agreement to provide festival director services, enabling us to create a full-time Communications & Events Coordinator position within the DBA.
- As a pilot, we partnered with the Calgary Multicultural Arts Society to bring Fiestaval to downtown Red Deer. We hope to increase the community support necessary to again present this fabulous cultural festival in 2011.
- Understanding that regular events become attractions, we looked for an opportunity to create a weekly happening in the downtown. To complement the very successful, long-standing Public Market (which received the 2010 Red Hat Award for Tourism Organization of the Year), we introduced the Downtown Market as a pilot project. Our objective was to serve the growing demand for locally-produced foods, create a weekly downtown destination and to encourage downtown workers to walk through downtown after-hours. Our attempt to find an indoor location to extend the season, perhaps year-round, was not successful this year.
- We take every opportunity to tell downtown's good news stories, promote the "you have the power to shape your city - shop local" messaging and be a resource to media.





111A, 4818 50 Avenue T4N 4A3
info@downtownreddeer.com
www.downtownreddeer.com

2010 Board & Staff

Al Gamble – Chair
Executive Place

Jennifer Powell – Vice Chair
Alberta Employment

Philip Boivin – Treasurer
Red Deer Co-op

Mark Poty – Executive
Venture Tax & Accounting

Katherine Bouchard
Crop Hair Boutique

Laura Cadrin
La Petite Jaune Fleur

Shauna Fisher
La Casa Pergola

Davin Kemshead
Advantage Commercial

Terry Krause
Alberta Tourism Parks & Recreation

John Mytz
Red Deer Lodge

Tara Veer
City of Red Deer Council

Ed Morris & Charity Dyke
Greater Downtown Coordinator

Laura Turner
Executive Director
laura@downtownreddeer.com

Janice Shimek
Promotions Director
janice@downtownreddeer.com

Randy Butler
Communications & Events
randy@downtownreddeer.com

Sandy Cressman
Clean Team Leader

Carl Clemence
Clean Team

Comments received from Business
Owner Regarding the DBA Budget

>
>
>
> _____
> From: JERRY ANDERSON [mailto:jganderson@shaw.ca]
> Sent: December 10, 2010 11:39 AM
> To: Legislative Services
> Subject: dba 2011 budget
> This is a joke. 75% of this budget is for wages or wage
> associated expences. The dba is a make work project that costs
> more than it's worth. The only ones to benifit from it are the
> board members. There answer is the same to almost every
> question, It's the cities fault, they don't listen or wont
> act.Look at all the money wasted downtown \$1,000,000.00 + on
> what the public was told was a temporary park. \$20,000,000.00+
> on a cement block to hang painted rust collectors off & put dead
> sod on the roof. How many \$1000,00s on a clock that in all the
> months it's been there has only worked for about a week.
> Meanwhile we have sidewalks that aren't level, cluttered & dirty
> most of the time.Streets that are full of pot wholes, seldom
> cleaned & a hazered to pedestrians. The mayor & senior city
> managers seem to be on an ego, legacy trip rather looking out
> for the interests of te citizens of Red Deer..
>
> Jerry Anderson
> jass
>
> _____
> [This message has been scanned for security content threats and
> viruses.]
> [The City of Red Deer I.T. Services asks that you please
> consider the environment before printing this e-mail.]
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[This message has been scanned for security content threats and viruses.]

[The City of Red Deer I.T. Services asks that you please consider the environment before printing this e-mail.]

From: Laura [mailto:laura@downtownreddeer.com]

Sent: January 05, 2011 10:46 AM

To: jganderson@shaw.ca

Cc: Frieda McDougall; Charity Dyke

Subject: RE: dba 2011 budget

Response From Downtown
Business Association to
Business Owner Complaint

Jerry,

As you know Legislative and Governance Services at The City have shared your email with me for response.

Given that the Downtown Business Association is not a manufacturer or reseller of goods, but is a service-provider, it makes sense that a good portion of our annual budget is for wages. We spend just over half our revenue on salaries, wages and related expenses as that is the core of what we do. We make every effort not to hire contractors instead opting to do almost all work in-house as we believe this is the best use of limited budget dollars.

In terms of the collective dollars of downtown businesses, I think it is also important to note that we leverage your levy dollar. That is, for every dollar collected from ratepayers, we generate 73 cents from other sources to supplement the work we do. I also think it is important to note that we have not raised the rate in three years. I haven't made calculations for this year, but at the last crunching of numbers, 55 percent of ratepayers pay the minimum annual levy of \$155 and 85 percent of ratepayers pay less than \$500 per year. For comparison, an average store in a mall pays more than \$600 per year plus a percentage of sales toward common area fees.

Our present board is comprised of a wide-range of folks from small to medium sized businesses and government. They are a governance board that sets policy and direction, ensures resources are adequate, monitors the organization and holds it accountable ensuring the efficient use of resources and reporting to stakeholders. There is no direct benefit to them as individual board members resulting from their service on the board or the work that we do. And I would say we have a very productive and efficient board who cares and is committed to their downtown and downtown businesses.

Are there challenges? Certainly! We acknowledge and agree that the process of downtown revitalization is complex, never-ending and oftentimes slower than we would like. On behalf of downtown businesses, we will continue to be that strong voice, ensuring downtown is kept on the political and community agendas; we will continue to work to make downtown cleaner, safer and more attractive; and we will continue to facilitate and present events and marketing projects that attract and retain visitors and positively reinforce the downtown experience because collectively these things contribute to a vital, healthy downtown.

Jerry, you also had comments in the paper about wanting a presence at CentreFest. We encourage downtown businesses to take advantage of crowds generated by events, including CentreFest, as well as pedestrian traffic. We encourage you to have a sidewalk presence at any time. Essentially, the rule is that you must not obstruct pedestrian (think stroller and wheelchair) traffic. For details, see <http://www.downtownreddeer.com/business/by-law-information/>. If you prefer to be an on-street vendor at events, please watch for information in the Downtown News & Opportunities or delivered to you.

Thank you for completing the Downtown Business Survey. Feedback and input is important to us. Also, I hope that you have or will take the time to read through our Annual Report which is a very high-level overview of the work that we do and may give you a better understanding of how and where your levy dollars are spent.

Laura Turner
Executive Director

2011/01/05

Downtown Red Deer
111A 4818 50 (Gaetz) Avenue
Red Deer, AB T4N 4A3
D - 403.340.8692
O - 403.340.8696
F - 403.340.8699
C - 403.318.0517
www.downtownreddeer.com

Comments:

I support the approval of the Downtown Business Association's 2011 Budget.

"Craig Curtis"
City Manager

Council Decision – January 10, 2011

DATE: January 13, 2011

TO: Brian Lutz, City Assessor
Charity Dyke, Downtown Coordinator

FROM: Elaine Vincent, Legislative & Governance Services Manager

SUBJECT: Downtown Business Association 2011 Budget

Reference Report:

Legislative & Governance Services Manager, dated January 4, 2011.

Resolution:

The following resolution was passed during the Regular Council Meeting held on Monday, January 10, 2011

“Resolved that Council of The City of Red Deer having considered the report from the Legislative & Governance Services Manager, dated January 4, 2011, re: Downtown Business Association’s 2011 Budget, hereby approves the Downtown Association’s 2011 Budget as presented to Council on January 10, 2011.”

Report Back to Council: No

Elaine Vincent
Legislative & Governance Services Manager

c Lorraine Poth, Corporate Services Director
Paul Meyette, Planning Services Director
Dean Krejci, Financial Services Manager
George Lipka, Property Assessor



LEGISLATIVE & GOVERNANCE SERVICES

January 11, 2011

Laura Turner
Executive Director
Red Deer Downtown Business Association
111A, 4818 – 50 Avenue
Red Deer, AB T4N 4A3

Dear Laura:

Re: 2011 Budget for the Downtown Business Revitalization Zone

At the Monday, January 10, 2011 Council Meeting, Council reviewed the 2011 Budget for the Downtown Business Revitalization Zone and passed the following resolution:

“Resolved that Council of The City of Red Deer having considered the report from the Legislative & Governance Services Manager, dated January 4, 2011, re: Downtown Business Association’s 2011 Budget, hereby approves the Downtown Business Association’s 2011 Budget as presented to Council on January 10, 2011.”

Please contact me should you have any questions regarding the above.

Sincerely,

Elaine Vincent
Manager

c: Revenue & Taxation Manager

ORIGINAL



Legislative & Administrative Services

DATE: January 4, 2011
TO: City Council
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Downtown Business Association's 2011 Budget

History:

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Although this 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 BRZ budget is approved by Council.
3. Any changes to the BRZ Bylaw, including its boundaries, must be approved by Council.
4. The City completes the business assessment, invoices and collects the BRZ Tax for the Board. These invoices are sent out in February of each year to every person assessed for business purposes in the BRZ. The due date for payment is always March 31st.

Public Consultation Process:

In early December 2010 the Legislative and Governance Services department received the Downtown Business Association's Budget for 2011. In accordance with Council's previous resolution, individual notices were mailed to every person assessed for business purposes within this zone, stating that on January 10, 2011 at 6:00 p.m. Council will consider written or verbal presentations concerning the budget and consider approval of the budget following any presentations.

...2/

DM 1047732

Financial Implications:

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 BRZ Tax Bylaw would come forward to Council at a future meeting.

Recommendation:

That following any presentations, Council consider the approval of the 2011 BRZ Budget.

A handwritten signature in black ink, appearing to read "Elaine Vincent". The signature is fluid and cursive, with a large loop at the end of the last name.

Elaine Vincent
Manager

December 2010

Dear Downtown Business Operator,

Please find enclosed the 2011 budget package for the Downtown Business Revitalization Zone. This budget reflects the programs and initiatives the Red Deer Downtown Business Association Board of Directors proposes to undertake on your behalf in 2011.

The Red Deer Downtown Business Association (DBA) acts as a representative, liaison and resource to downtown businesses and, on their behalf, undertakes initiatives that support and promote downtown by taking an active role and being an influential voice on matters that affect the downtown. The DBA works to make downtown clean, safe and attractive. The organization develops marketing programs and works as a partner to develop and deliver events. The DBA seeks to attract and retain visitors and to positively reinforce the downtown experience, promoting downtown as a great place to live, work and play.

The DBA now employs three full-time office staff – Executive Director, Promotions Director and Communications & Events Coordinator. That third position results from our entering into agreement with CentreFest to provide festival director services, thereby cost-sharing a full-time employee. In 2010, the Clean Team was increased to two full-time positions to better manage the workload and enhance service. We also employed two summer students to assist with Promotions & Events and the Clean Team. In addition to the many programs and services we are solely responsible to provide, we are an active partner, committee member and/or representative of downtown business interests in other areas. The enclosed 2010 Annual Report summarizes the accomplishments of the organization over the past year.

The 2011 budget has been organized to reflect our strategic objectives under the areas of Advocacy & Influence, Spaces & Places, Image & Awareness as well as operational and fixed costs. This summary budget will allow the organization to build on successes, to develop new initiatives and to continue to leverage your tax levy contribution. (In 2010, we leveraged \$.73 for every levy \$1 collected.) There is a very slight increase to the budgeted levy amount for 2011 (reflective of an increase in the overall assessed value of businesses). The majority of businesses will continue to pay the annual \$155 minimum levy. This budget will be presented to City Council in January.

In the past few years, we have worked to maximize revenues and limit expenses, resulting in budget surpluses. We propose to transfer funds from reserve for two new projects. We continue to work the details, but plan to offer matching grants up to \$5000 per approved projects under the Façade & Shopfront Improvement Fund. Also, we feel very strongly that we need a comprehensive strategy for retail and residential development. We have asked The City to partner with us on this project and are proposing to cover 25 percent of the costs, up to \$25,000. Council will consider this project through the upcoming budget process.

The 2011 Board – Al Gamble, Jennifer Powell, Mark Poty, Bryan Balderson, Katherine Bouchard, Bill Graham, Davin Kemshead, Terry Krause, Brian Olstad, Chris Stephan and Lorna Watkinson-Zimmer – will meet in January to select the executive and refine the budget-strategy.

I thank those of you who attended the Annual Meeting recently and encourage you to review the 2010 Annual Report, complete the survey (enclosed or online) and to contact us should you have questions, comments or a great idea to share. I can be reached at 403.340.8696 or laura@downtownreddeer.com.

Regards,

A handwritten signature in black ink, appearing to read "Laura Turner".

Laura Turner
Executive Director

Red Deer Downtown Business Association

111A, 4818 50 (Gaetz) Avenue Red Deer, AB T4N 4A3

Phone 403.340.8696 Fax 403.340.8699

Email info@downtownreddeer.com Web www.downtownreddeer.com

Downtown Business Association: 2011 Budget Summary

REVENUE	2011 Proposed	2010 Budget
BRZ Levy	\$252,000	\$250,000
Streetscape Agreement	\$132,000	\$129,000
Other Income ¹	\$50,000	\$4,000
Transfer From Surplus ²	\$55,000	

Total Revenue	\$489,000	\$383,000
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EXPENSES	2011 Proposed	2010 Budget
Advocacy & Influence		
Includes salary, benefits and payroll expenses, memberships, board and staff professional development and events, meeting, travel and programming expenses	\$94,500	\$90,000
Greater Downtown Retail & Residential Strategy ²	\$25,000	
Total Advocacy & Influence	\$119,500	\$90,000

Spaces & Places		
Includes Streetscape programming and supplies, Banners and Graffiti Awareness, salaries, benefits and payroll expenses (incl WCB)	\$111,000	\$104,500
Vehicle operation and capital reserve	\$12,500	\$12,500
DBA Admin Fee / Recovery	\$15,000	\$15,000
Façade & Shopfront Improvement Fund ²	\$30,000	
Total Spaces & Places	\$168,500	\$132,000

Image & Awareness		
Includes Marketing and Events programming, salaries, benefits and payroll expenses	\$155,000	\$112,500
Total Image & Awareness	\$155,000	\$112,500

Operations		
BRZ Assessment Fee (to City of Red Deer)	\$10,000	\$9,000
Insurance	\$3,000	\$3,000
Professional Fees - Bookkeeping and Audit	\$14,000	\$15,000
Office Expenses (postage, supplies, telephone, IT, printing, equipment, etc)	\$12,000	\$15,000
Rent	\$20,000	\$18,500
Administration Recovery	-\$15,000	-\$15,000
General Contingency	\$2,000	\$3,000
Total Operations	\$46,000	\$48,500

Total Expenditures	\$489,000	\$383,000
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1 - To better reflect the work we do, the 2011 Budget Summary has been amended to include actual revenues and expenses. In past years, to remain consistent in reporting year-over-year, revenues were used to off-set related expenses (ex. - Adopt-a-Planter and MainStreet programs or the student employee grant) with the Budget Summary showing only net amounts. The Other Income revenue budgeted for 2011 is realistic, consistent with amounts earned in previous years and related expenses are included in this Budget Summary.

2 - In 2010, the DBA resolved to set aside funds to work in partnership with the City to develop and implement a Greater Downtown Retail & Residential Strategy. This project is dependent on Council approval of funding.

2 - In 2009, the DBA concluded a Main Street Legacy Project agreement with the province. Surplus and budgeted funds had been set aside for a Spaces & Places project in 2010. That fund has been carried forward to 2011 for the Façade and Shopfront Improvement Fund.

This is a detailed street map of a residential neighborhood in Chicago. The map shows a grid of streets with building footprints represented by black outlines. The streets are labeled with their names and numbers. A north arrow is located in the upper right quadrant of the map, pointing towards the top right. The map includes labels for various streets such as 48th Avenue, 47th Avenue, 46th Avenue, 45th Avenue, 44th Avenue, 43rd Avenue, 42nd Avenue, 41st Avenue, 40th Avenue, 39th Avenue, 38th Avenue, 37th Avenue, 36th Avenue, 35th Avenue, 34th Avenue, 33rd Avenue, 32nd Avenue, 31st Avenue, 30th Avenue, 29th Avenue, 28th Avenue, 27th Avenue, 26th Avenue, 25th Avenue, 24th Avenue, 23rd Avenue, 22nd Avenue, 21st Avenue, 20th Avenue, 19th Avenue, 18th Avenue, 17th Avenue, 16th Avenue, 15th Avenue, 14th Avenue, 13th Avenue, 12th Avenue, 11th Avenue, 10th Avenue, 9th Avenue, 8th Avenue, 7th Avenue, 6th Avenue, 5th Avenue, 4th Avenue, 3rd Avenue, 2nd Avenue, 1st Avenue, and Taylor Drive. The map also shows the locations of several parks and open spaces, including Taylor Drive and the area around the 30th and 31st Avenues.

BYLAW 2827/83 BUSINESS REVITALIZATION ZONE

BOUNDARY OF BUSINESS REVITALIZATION ZONE

¹ 2827/B-84, 2827/A-91, 2827/A-2001, 2827/A-2003

ORIGINAL

>

>

>

> From: JERRY ANDERSON [mailto:jganderson@shaw.ca]

> Sent: December 10, 2010 11:39 AM

> To: Legislative Services

> Subject: dba 2011 budget

> This is a joke. 75% of this budget is for wages or wage

> associated expences. The dba is a make work project that costs

> more than it's worth. The only ones to benifit from it are the

> board members. There answer is the same to almost every

> question, It's the cities fault, they don't listen or wont

> act.Look at all the money wasted downtown \$1,000,000.00 + on

> what the public was told was a temporary park. \$20,000,000.00+

> on a cement block to hang painted rust collectors off & put dead

> sod on the roof. How many \$1000,00s on a clock that in all the

> months it's been there has only worked for about a week.

> Meanwhile we have sidewalks that aren't level, cluttered & dirty

> most of the time.Streets that are full of pot wholes, seldom

> cleaned & a hazered to pedestrians. The mayor & senior city

> managers seem to be on an ego, legacy trip rather looking out

> for the interests of te citizens of Red Deer..

>

> Jeryy Anderson

> jass

>

> [This message has been scanned for security content threats and

> viruses.]

> [The City of Red Deer I.T. Services asks that you please

> consider the environment before printing this e-mail.]

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[This message has been scanned for security content threats and viruses.]

[The City of Red Deer I.T. Services asks that you please consider the environment before printing this e-mail.]

ORIGINAL

From: Laura [mailto:laura@downtownreddeer.com]
Sent: January 05, 2011 10:46 AM
To: jganderson@shaw.ca
Cc: Frieda McDougall; Charity Dyke
Subject: RE: dba 2011 budget

Jerry,

As you know Legislative and Governance Services at The City have shared your email with me for response.

Given that the Downtown Business Association is not a manufacturer or reseller of goods, but is a service-provider, it makes sense that a good portion of our annual budget is for wages. We spend just over half our revenue on salaries, wages and related expenses as that is the core of what we do. We make every effort not to hire contractors instead opting to do almost all work in-house as we believe this is the best use of limited budget dollars.

In terms of the collective dollars of downtown businesses, I think it is also important to note that we leverage your levy dollar. That is, for every dollar collected from ratepayers, we generate 73 cents from other sources to supplement the work we do. I also think it is important to note that we have not raised the rate in three years. I haven't made calculations for this year, but at the last crunching of numbers, 55 percent of ratepayers pay the minimum annual levy of \$155 and 85 percent of ratepayers pay less than \$500 per year. For comparison, an average store in a mall pays more than \$600 per year plus a percentage of sales toward common area fees.

Our present board is comprised of a wide-range of folks from small to medium sized businesses and government. They are a governance board that sets policy and direction, ensures resources are adequate, monitors the organization and holds it accountable ensuring the efficient use of resources and reporting to stakeholders. There is no direct benefit to them as individual board members resulting from their service on the board or the work that we do. And I would say we have a very productive and efficient board who cares and is committed to their downtown and downtown businesses.

Are there challenges? Certainly! We acknowledge and agree that the process of downtown revitalization is complex, never-ending and oftentimes slower than we would like. On behalf of downtown businesses, we will continue to be that strong voice, ensuring downtown is kept on the political and community agendas; we will continue to work to make downtown cleaner, safer and more attractive; and we will continue to facilitate and present events and marketing projects that attract and retain visitors and positively reinforce the downtown experience because collectively these things contribute to a vital, healthy downtown.

Jerry, you also had comments in the paper about wanting a presence at CentreFest. We encourage downtown businesses to take advantage of crowds generated by events, including CentreFest, as well as pedestrian traffic. We encourage you to have a sidewalk presence at any time. Essentially, the rule is that you must not obstruct pedestrian (think stroller and wheelchair) traffic. For details, see <http://www.downtownreddeer.com/business/by-law-information/>. If you prefer to be an on-street vendor at events, please watch for information in the Downtown News & Opportunities or delivered to you.

Thank you for completing the Downtown Business Survey. Feedback and input is important to us. Also, I hope that you have or will take the time to read through our Annual Report which is a very high-level overview of the work that we do and may give you a better understanding of how and where your levy dollars are spent.

Laura Turner
Executive Director

2011/01/05

Downtown Red Deer
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FILE COPY

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL



Council Decision –January 11, 2010

Back up only.

DATE: January 12, 2010
TO: Deb Stott, Tax Collector
FROM: Elaine Vincent, Legislative and Administrative Services Manager
SUBJECT: Downtown Business Association's 2010 Budget

Reference Report:

Legislative & Administrative Services Manager, dated January 4, 2010
Executive Director, Downtown Business Association, dated December 2009

Resolution:

"Resolved that Council of the City of Red Deer having considered the report from the Legislative and Administrative Services Manager, dated January 4, 2010 Re: Downtown Business Association's 2010 Budget, hereby:

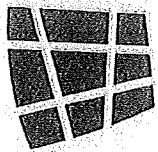
1. Approves said budget as presented to Council on January 11, 2010.
2. Authorizes the Downtown Business Association to amend its budget by:
 - a) transferring amounts to or from its reserves
 - b) transferring amounts between expenditures so long as the amount of total expenditures is not increased."

MOTION CARRIED

Report Back to Council: No

Elaine Vincent
Legislative & Administrative Services Manager

- c: Director of Corporate Services
Assessment & Tax Manager
Financial Services Manager
Financial Analyst
Property Assessor



**Red Deer
Business Association**

Red Deer Downtown Business Association
111A, 4818 50 Avenue Red Deer, AB T4N 4A3
Tel 403.340.8696 Fax 403.340.8699
info@downtownredder.com
www.downtownredder.com

Core business zone gets final approval

By BRIAN BURTON

The Downtown Business Association has the power to make recommendations and provide funding for area improvements and projects.

City council gave third reading Monday night to a business zone revitalization zone (BRZ) which will make area members of a business revitalization zone (BRZ) starting Jan. 1.

Red Deer mayor, chairman of the steering committee, said he was pleased the BRZ proposal was approved by council.

The steering committee will have 11 members, including representatives from business, industry, and elected officials. Budgets and board of directors will be approved by council.

Mr. Stewart said he is now looking for anyone interested in joining the steering committee. He said he also needs volunteers to

work on other BRZ jobs. He can be contacted at BRZ info, 543-1170.

The BRZ steering committee will propose a first-year budget of \$30,000 to be raised from a levy of \$30,000. The levy will be about 30 cents per \$1,000 of business value. The levy will be necessary, he said.

The group also aims to raise an unspecified amount for grants for clean-up and beautification projects.

Council approved steering committee recommendations calling for the board to be increased to 11 members from seven originally. The steering committee will have 11 members, including representatives from business, industry, and elected officials. Budgets and board of directors will be approved by council.

Mr. Stewart said he is now looking for anyone interested in joining the steering committee. He said he also needs volunteers to

2009

red deer
downtown
business association

BACK UP INFORMATION
NOT SUBMITTED TO COUNCIL

Downtown before creation of the BRZ
Photo (mg-327-9, 1-5m) courtesy of
the Red Deer & District Archives

Planters were added through our adopt-a-planter program, bringing the total to more than forty, and the successful sidewalk patio program continued this summer.

- The Main Street project ended this year. We hosted a Main Street Celebration to recognize the work of the many volunteers and staff who contributed their energy and ideas to the project over the years. The Red Deer Main Street Project has had a tremendous impact on the look and feel of our downtown. Under the program, nearly half a million dollars was spent on the rehabilitation of 12 heritage properties, basic fix-ups were done on another 11 properties, and 35 businesses took advantage of the signage and awning program.

The momentum created by the Main Street Project has led to other initiatives. The Historic Murals project builds on the success of the Ghost Project. The DBA is particularly proud of the Ghost Project which it launched in 1994. Like the Ghosts which capture the character of our pioneers and tell their stories, the downtown murals are public art pieces that depict scenes from our past. The murals project partnered local artists with students and youth groups. More recently, streetscape enhancements and new furniture build on the heritage theme.

The Red Deer Main Street Project was recognized with a Heritage Recognition Award this year. The DBA received a similar award in 2007 for the Ghost Project.

Spaces & Places

Most of the products here are locally made, so it's really great that people can get great products while supporting others in the community.

Colette Bleakley
The Prairie Chick - 5018 Ross Street

- We are very active in organizing and promoting downtown events. We undertake a lead role in downtown festivals, including the Biggest Christmas Tree Festival and Parade, scheduled to take place on November 24th this year; CentreFest, Central Alberta's largest festival showcasing downtown to nearly 20,000 visitors annually; Rock 'n Red Deer which saw more than 750 hotrods and custom cars line downtown streets, attracting thousands of visitors; and Earthdance, which was expanded this year to include week-long activities at more than twenty downtown businesses.

We provide varying levels of support to other downtown events, such as Put The Car Away For May, the Central Alberta Historical Festival and the Alexander Way Arts Festival. We look for opportunities to enhance existing events or attract new events to the downtown. This year, in conjunction with the Alexander Way Arts Festival, we hosted a Downtown BBQ. DBA Board and staff served up burgers and cake in celebration of our 25th Anniversary.

- Our new branding 'Shop Local / Shop Downtown' campaign was introduced for the Christmas shopping season last year and continues to receive positive feedback. Many have said it is new and important information. We will continue to promote the "you have the power to shape your city..." messaging. In addition to the media campaign, bookmarks/bag-stuffers are available to downtown businesses at no cost. Please contact the DBA office to order.

I really love painting, because it's something you have to feel inside.

Roberto Vergara Lino
HOLA Gallery - #206, 4929 Ross Street

Image & Awareness

- We introduced an educational/workshop series. The two sessions on crime prevention were cancelled due to lack of participation. A session was held on how to use downtown events to market businesses. We will explore new educational options and plan to partner to enhance offerings and develop new audiences.
- We continue to work to improve communications. We gathered your input through a survey early in the year and used that feedback and information in our planning for 2009. We introduced *News & Opportunities*, a regular fax and e-news publication promoting downtown businesses and happenings. We will sustain and enhance our focus on communication in 2010.

We have been working on a new website. The new site will allow for enhanced content, features and functionality, and will make updating less cumbersome. We expect to launch the new site before spring.

- Kudos and congratulations to these winning downtown businesses and staff:
 Regional Mortgage Corp for their support of the Kids Cancer Care Foundation (*Make It Real Award*)
 Steve Blackwell, Red Deer Lodge (*Red Hat Award*)
 Liz Mehlman, Budget Car Rental (*Red Hat Award*)
 Stantec (*Business of the Year*)
 53rd Street Music (*Small Business of the Year*)
- We take every opportunity to tell downtown's good news stories and be a resource to media.

It's nice to be able to wander around and check out the shops. If you're driving you miss a lot of it.

Karli Kendall at CentreFest


One year ago, the Scott Block was purchased by a local businessperson with the intention of continuing its use as a community arts and culture resource. During the year, the building received extensive renovations and filled with new tenants. Last month, an Open House was held to let folks know what's happening and showcase upcoming theatre productions.

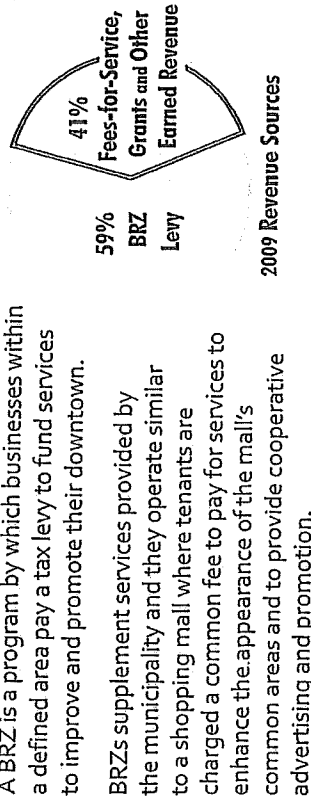
Work to refine the Greater Downtown Action Plan based on public feedback was being completed. The final report was adopted by Council beginning a busy year of behind-the-scenes work. We served on the GDAP committee, Civic Parade committees, Downtown Safety Strategy Team, Chamber Civic Affairs Committee, Cenotaph Plaza committee and now are actively involved with the SAFE Downtown Initiative.

As committee members, we work closely with the organizers of the Biggest Christmas Tree Festival & Parade, Central Alberta Historical Festival and Earthdance and took a lead role in Centrefest, Rock 'n Red Deer and the Alexander Way Arts Festival & DBA 25th Anniversary Celebration.

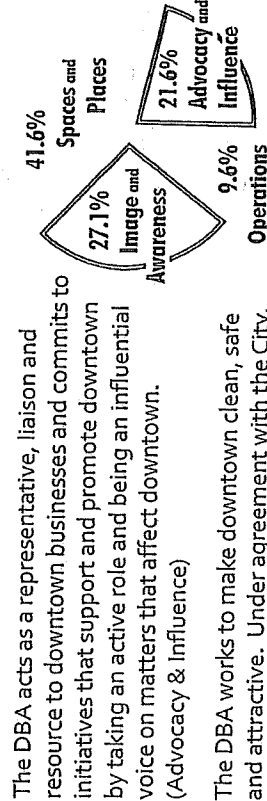
In-house, we continue to work to be more efficient and effective, refining policies, processes, programs and tools. At the Board level, we had a particularly engaging year inspired by an intensive planning workshop.

There remains much to do. With a strong Board and staff team, we will continue to work to make a positive and quantifiable impact on downtown in the coming year and I'm looking forward to it.


Laura Turner
Executive Director



The DBA is administered by a volunteer Board of Directors and employs three full-time and up to three other part-time and seasonal staff.



The DBA works to make downtown clean, safe and attractive. Under agreement with the City, the DBA provides litter control and streetscape maintenance services in the BRZ. (Spaces & Places)

The DBA develops and/or facilitates a variety of events and marketing projects that attract and retain visitors, positively reinforce the downtown experience and promote downtown as a great place to live, work and play. (Image & Awareness)

New Businesses

Tanoa Restaurant
Growing Like A Weed
Wipe Out Ski & Bike
Senor Taco
Prana 4 Life Yoga Centre
Shamrock Barber Shop
Make Your Bed
Sunshine Oriental Store
The Prairie Chick
Vietnamese Subs & Rolls
Capeling Mulder Law Office
Jass Sunglasses & Accessories
Room To Grow Counselling
Proverus LLP
Fraser Law Office
360 Fitness
Momo Sushi
MacLeod Massage Therapy
The Epic Runway
Crop Hair Boutique

The DBA regrets any errors or omissions.

2009 Board & Staff

Al Gamble—Chair
Beca International - Executive Place
Shauna Fisher—Vice Chair
La Casa Pergola
Philip Bonvin—Treasurer
Mark Pety—Executive
Venture Tax & Accounting

Duane Smethurst—Executive
Peak Chiropractic
Helen Bricker
Hempire
Laura Cadrin
La Petite Jaune Fleur
Candace Durning
Bistro on Gaetz and Hot Pot Studio

Terry Krause
Alberta Tourism Park & Recreation
Jennifer Powell
Alberta Employment & Immigration
Tara Veer
City of Red Deer Council
Ed Morris
Greater Downtown Coordinator

Laura Turner
Executive Director
laura@downtownreddeer.com
Janice Shimek
Promotions Director
janice@downtownreddeer.com
Sandy Cressman
Clean Team Coordinator

The Downtown Business Association has been actively involved in many initiatives that contribute to a more vibrant and prosperous downtown. How important are the following in revitalizing downtown?
(Very important, Important, Less important)

- ☐ ☐ ☐ Enhanced litter control & streetscape maintenance
☐ ☐ Streetscape enhancements
☐ ☐ (Adopt-a-Planter, street light banners, etc.)
☐ ☐ Graffiti Program
☐ ☐ (hotline and awareness campaign)
☐ ☐ Crime Prevention Through Environmental Design (CPTED) Incentive Fund
☐ ☐ Downtown Ambassador program
☐ ☐ Increased and enhanced policing

Your voice and advocate on:

- ☐ ☐ Greater Downtown Action Plan Committee
☐ ☐ S.A.F.E. Downtown Taskforce
☐ ☐ Veterans' Park Committee
☐ ☐ Gaetz Avenue Revitalization Committee
☐ ☐ Red Deer Centennial Committee
☐ ☐ Tourism Red Deer Board
☐ ☐ Red Deer Arts Council Board
☐ ☐ The Hub Advisory Committee
☐ ☐ Various festival organizing committees
☐ ☐ Commercial Market Opportunities Study
☐ ☐ Crime Prevention & Policing Review
☐ ☐ Updated website - content, navigation & design
☐ ☐ Downtown News & Opportunities e-newsletter
☐ ☐ - downtown news and promotion of events
☐ ☐ Cooperative advertising to provide a cost saving
☐ ☐ to merchants and promote downtown
☐ ☐ Shop Local / Shop Downtown media campaign
☐ ☐ Festivals and Events

Festivals and events attract many and new visitors and positively reinforce the downtown experience.

How important are they?

- ☐ ☐ ☐ Downtown Market
☐ ☐ ☐ CentreFest
☐ ☐ ☐ Westerner Days Parade
☐ ☐ ☐ Fiestaval
☐ ☐ ☐ Alexander Way Arts Festival
☐ ☐ ☐ Earthdance
☐ ☐ ☐ Biggest Xmas Tree Festival
☐ ☐ ☐ Car Shows

My business benefits from events because we:

- ☐ Offer extended hours
☐ Do special advertising
☐ Do special merchandising (sidewalk sale)
☐ Other _____
☐ We do not expect to benefit from events

We want to ensure that our communications contain relevant and valuable content. What should we include in our *Downtown News & Opportunities* newsletter?

We continue to upgrade our website. What features or information should we include?

We appreciate and value your input - both through this survey instrument and throughout the year. We work on your behalf, please share your thoughts and ideas.

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

Downtown Business Feedback & Input

December 2010

Complete and return by
December 24th

or

complete on-line by
December 24th

and you will be entered
in the prize draw

Fax - 403.340.8699



Dear Business Owner/Manager:

Communication is key to ensuring that we effectively advocate and manage programs and that you are able to choose to participate in promotions or activities that the Downtown Business Association supports. In order to improve communication with you, we ask that you complete the following so that we can update our database and website.

Business Name

Contact Name

Address

Phone

Fax

Email

Website

☐ Yes, please send me a Business Information Form so that my business information is included under the For Visitors section at downtownreddeer.com

☐ I regularly visit www.downtownreddeer.com

☐ Yes, I subscribe to the email newsletter - *Downtown News & Opportunities*.

☐ Please add the above email address to the subscribers list for *Downtown News & Opportunities*

Complete and fax both sides to 403-340-8699 or deliver to the DBA office (111A, 4818 50 Avenue).

You can visit our website and complete the survey online at www.downtownreddeer.com.

We are dedicated to developing and implementing programs that are driven by you and that the work we do is reflective of your needs. Our ability to influence policy and enhance awareness helps build a thriving downtown community and is strengthened by your participation.

Please state how you feel about the following statements: (Do you Strongly Agree, Agree, Disagree or Strongly Disagree)

- | | | | | |
|----|---|---|----|---|
| SA | A | D | SD | I've noticed an increased police presence |
| SA | A | D | SD | I've noticed a decrease in crime/illegal activities |
| SA | A | D | SD | I've been approached by aggressive persons |
| SA | A | D | SD | I feel safer than I did 3 or 4 years ago |
| SA | A | D | SD | My staff and customers are feeling safer |
| SA | A | D | SD | Downtown is well-lit |
| SA | A | D | SD | Downtown is clean and well-maintained |
| SA | A | D | SD | I've noticed a decrease in graffiti in the downtown |
| SA | A | D | SD | There is adequate street-sweeping of downtown |
| SA | A | D | SD | Snow-clearing of downtown streets is adequate |
| SA | A | D | SD | Snow-clearing of public parking lots is adequate |

Please check all that apply:

- | | |
|--------------------------|---|
| <input type="checkbox"/> | I keep the area in the front of my business well-lit |
| <input type="checkbox"/> | I keep the alley area behind my business well-lit |
| <input type="checkbox"/> | I am aware that I can access monies for lighting the areas outside my business through the CPTED Incentive Fund |
| <input type="checkbox"/> | I keep the area outside my business clean and swept |
| <input type="checkbox"/> | I keep my sidewalk area cleared of snow and ice |
| <input type="checkbox"/> | I am aware of the bylaw requiring sidewalks to be kept clear of snow and ice |

How important are the following in making a place feel safe? (Very Important, Important, Not Important)

- | | | | |
|----|---|----|--|
| VI | I | NI | Visible presence of peace officers, commissioners |
| VI | I | NI | Visible presence of police, including bike/foot patrol |
| VI | I | NI | Visible presence of Downtown Ambassadors |
| VI | I | NI | Lots of people on the streets |
| VI | I | NI | Well-lit sidewalks, alleys and parking lots |
| VI | I | NI | Lots of vehicle traffic on the streets |
| VI | I | NI | Well-lit storefronts and businesses |
| VI | I | NI | Open businesses / more things to do in the evenings |
| VI | I | NI | Lots of residents |
| VI | I | NI | Crime-free multi-housing landlord-tenant agreements |
| VI | I | NI | Neighbourhood Watch and Community Associations |
| VI | I | NI | Other |

How important are the Downtown Ambassadors in:

- | | | | |
|----|---|----|---|
| VI | I | NI | Being a valuable resource for tourists |
| VI | I | NI | Contributing to a positive image for downtown |
| VI | I | NI | Being another way to make downtown feel safer |
| VI | I | NI | Drawing more attention to downtown |
| VI | I | NI | Other |

Type of occupancy:

- | | | | | | |
|--------------------------|----------------|--------------------------|------------------|--------------------------|-----------------|
| <input type="checkbox"/> | Month-to-month | <input type="checkbox"/> | Own the building | <input type="checkbox"/> | Long-term lease |
|--------------------------|----------------|--------------------------|------------------|--------------------------|-----------------|

Type of business / location:

- | | | | |
|--------------------------|----------------------------------|--------------------------|----------------------|
| <input type="checkbox"/> | Street level - retail/restaurant | <input type="checkbox"/> | Street level - other |
| <input type="checkbox"/> | Street level - personal service | <input type="checkbox"/> | Not street-level |

Please check any type of investment or improvement you have made in your business in the past two years:

- | | |
|--------------------------|---|
| <input type="checkbox"/> | Interior improvements (store design/layout, renovations) |
| <input type="checkbox"/> | Exterior improvements (painting, signage, lighting, etc.) |
| <input type="checkbox"/> | New/expanded products, service, inventory |
| <input type="checkbox"/> | New/enhanced marketing, promotion, advertising |
| <input type="checkbox"/> | Other |

Please check any type of investment or improvement you plan on making in the next one to two years:

- | | |
|--------------------------|--|
| <input type="checkbox"/> | Interior improvements (store design/layout, interior reno) |
| <input type="checkbox"/> | Exterior improvements (painting, signage, lighting, etc.) |
| <input type="checkbox"/> | New/expanded products, service, inventory |
| <input type="checkbox"/> | New/enhanced marketing, promotion, advertising |
| <input type="checkbox"/> | Other |

What forms of advertising do you use?

- | | | | |
|--------------------------|----------------------------------|--------------------------|--------------|
| <input type="checkbox"/> | Flyers/newsletters / direct mail | <input type="checkbox"/> | Radio ads |
| <input type="checkbox"/> | Newspaper ads | <input type="checkbox"/> | Social Media |
| <input type="checkbox"/> | Website / internet | <input type="checkbox"/> | None |
| <input type="checkbox"/> | Other | | |

- | | |
|--------------------------|---|
| <input type="checkbox"/> | I am interested in co-operative advertising opportunities |
| <input type="checkbox"/> | I am interested in a Visitors' Map |
| <input type="checkbox"/> | I would pay for advertising space on a Visitors' Map |
| <input type="checkbox"/> | Other |

What other activities do you use to attract/retain customers?

- | | |
|--------------------------|--|
| <input type="checkbox"/> | In-store event (Customer Appreciation, Open House, etc.) |
| <input type="checkbox"/> | Outdoor event (Sidewalk Sale, Charity BBQ, etc.) |

What type - please describe

If offered, please indicate which of the following workshops or group meetings you are likely to attend:

- | | |
|--------------------------|---|
| <input type="checkbox"/> | How to use Social Media to promote business |
| <input type="checkbox"/> | Developing on-premise events |
| <input type="checkbox"/> | How to use festivals and events to promote business |
| <input type="checkbox"/> | How to maximize curb appeal and market with windows |
| <input type="checkbox"/> | Event/promotion brainstorming session for Retailers |
| <input type="checkbox"/> | Event/promotion brainstorming session for Restaurants |
| <input type="checkbox"/> | Other |

Bev Greter

From: George Lipka
Sent: Thursday, December 16, 2010 9:42 AM
To: Bev Greter
Subject: RE: BRZ Budget

BACK UP INFORMATION
NOT SUBMITTED TO COUNCIL

Thanks Bev

*George Lipka
Property Assessor
City of Red Deer
Phone 403-342-8122
Fax 403-342-8199
george.lipka@reddeer.ca*

From: Bev Greter
Sent: December 16, 2010 9:39 AM
To: George Lipka
Subject: BRZ Budget

Hi George,

I have checked this year's first meeting regarding the BRZ budget coming forward. You are correct; our department brings it forward for Council's consideration. It looks like it is a formal process and the budget is typically received and a motion passed to that affect. There is not a bylaw associated with their budget.

Hope this helps, if you need anything further, please don't hesitate to contact me.

Thanks,
Bev

Bev Greter
Corporate Meeting Coordinator
Legislative & Governance Services
Phone: 403.342.8201
Bev.greter@reddeer.ca
www.reddeer.ca

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

December 8, 2010

Dear Sir/Madam:

**Re: Downtown Business Association – 2011 Budget
Request for Your Comments**

Sent to
Patricia Dec 1.
10.

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.

There are approximately 500 businesses located within this zone whose boundaries are shown on the attached map. The BRZ is governed by the Downtown Business Association Board of Directors who manage within the regulations set by Provincial legislation and empowered by Municipal law.

2011 BRZ Budget

To comply with Provincial legislation, each year the Downtown Business Association (DBA) must present a budget for the BRZ to City Council for approval. This budget, if approved, will be used as the basis for the BRZ 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 2011 Downtown Business Association budget and the Downtown Business Association's 2010 Report are attached for your review.

Comments can be communicated to Council by:

1. Sending a letter to: Red Deer City Council
c/o Legislative & Governance Services Manager
Box 5008, Red Deer, AB T4N 3T4
Deadline: Tuesday, January 4, 2011
2. Emailing Council at: legislativeservices@reddeer.ca

3. Attending and speaking at the Council Meeting scheduled for **Monday, January 10, 2011** at 6:00 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 & Governance Services Manager at (403) 342-8132 or email at legislativeservices@reddeer.ca

Sincerely,



Elaine Vincent
Legislative & Governance Services Manager
/attach.

c Director of Corporate Services
 City Assessor
 Tax Collector

Bev Greter

From: Laura [laura@downtownreddeer.com]
Sent: Wednesday, November 24, 2010 3:45 PM
To: Frieda McDougall
Cc: Elaine Vincent; Bev Greter; Vanessa Connors; Charity Dyke; 'Janice Shimek'
Subject: RE: Voice Mail from Laura DBA

BACK UP INFORMATION
 NOT SUBMITTED TO COUNCIL

Thanks Frieda,
 To confirm.....

Our board meets on December 7th, so on **the morning of December 8th** we deliver to the mailroom:
 Annual Report – 600 copies (We can pick-up the extras from the mailroom after the mail-out)
 Letter and Budget – 500 copies (with a PDF version emailed to the mailroom in case they need to make additional copies)
 Survey form – 500 copies (with a PDF version emailed to the mailroom in case they need to make additional copies)

Can LGS

- please send one copy of the **Budget mailing** to us at 111A 4818 50 Avenue, Red Deer, AB T4N 4A3
- and can you please send a copy of the letter telling us that Chris Stephan has been appointed to our Board (we haven't received one). It can be popped in the envelop with the Davin Kemshead appointment to the GDAP letter that will be coming next week(ish).

Laura Turner
 Executive Director
 Downtown Red Deer
 111A 4818 50 (Gaetz) Avenue
 Red Deer, AB T4N 4A3
 D - 403.340.8692
 O - 403.340.8696
 F - 403.340.8699
 C - 403.318.0517
www.downtownreddeer.com

From: Frieda McDougall [mailto:Frieda.McDougall@reddeer.ca]
Sent: November-24-10 12:18 PM
To: 'laura@downtownreddeer.com'
Cc: Elaine Vincent; Bev Greter; Vanessa Connors
Subject: FW: Voice Mail from Laura DBA

Hi Laura. Elaine is at AUMA this week but she is definitely receiving your emails. In response to your question about timelines, I believe that Christine/Bev have been waiting to hear from you with respect to when your annual report and DBA budget will be ready. Last year, we sent out the letters around December 7th so we should target having this info from you in early December. We then, in the letter, allowed for submissions up to one week prior to Council's consideration of the report and budget. At this point, we are anticipating having this letter on the January 10, 2011 Council agenda so the deadline for submissions should be January 4th. Let me know if there's anything further that you need – we're ready to take care of this mail out as soon as we receive your information. Thanks Laura.

Frieda McDougall, Deputy City Clerk
 Legislative & Governance Services
 The City of Red Deer
 Phone: 403-342-8136
frieda.mcdougall@reddeer.ca

11/24/2010

Connors
2010 11:04 AM
Frieda McDougall
Email from Laura DBA

Elaine you have 1 voice mail so far.

Laura Turner @ the DBA with 2 questions:

- 1) She wants to know if you have been receiving the emails she is sending (not sure if she means to you or the dept?)
- 2) She wants to touch base with you on the BRZ budget and mail out deadlines

Frieda are you able to confirm any of this for Elaine?

Thank you,

Vanessa Connors

Legislative & Governance Services
City of Red Deer
Phone: 403-342-8140
Fax: 403-346-6195

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Christine Kenzie

BACK UP INFORMATION
NOT SUBMITTED TO COUNCIL

From: Elaine Vincent
Sent: January 05, 2011 12:24 PM
To: Frieda McDougall
Cc: Bev Greter; Christine Kenzie
Subject: RE: dba 2011 budget

I think it should be included in the package...

Elaine Vincent

Manager, Legislative and Governance Services
The City of Red Deer
Phone: 403-342-8134
Fax: 403-346-6195
elaine.vincent@reddeer.ca

From: Frieda McDougall
Sent: Wednesday, January 05, 2011 12:22 PM
To: Elaine Vincent
Cc: Bev Greter; Christine Kenzie
Subject: FW: dba 2011 budget

Since we are including the initial complaint letter on the agenda do you think it appropriate to include Laura's response?

Frieda McDougall
Deputy City Clerk
Legislative & Governance Services
Phone: 403-342-8136 Fax: 403-346-6195
Email: frieda.mcdougall@reddeer.ca

From: Laura [mailto:laura@downtownreddeer.com]
Sent: January 05, 2011 11:31 AM
To: Frieda McDougall
Subject: RE: dba 2011 budget

Frieda,
I am assuming that since you extended an offer to Jerry to have his correspondence included on the Jan 10 Council agenda, that you have put the ball in his court (so to speak).

Can you please tell me what happens? Will his letter be on the agenda? And, if so, will my response be included? What is the process?

2011/01/05

Laura Turner
Executive Director
Downtown Red Deer
111A 4818 50 (Gaetz) Avenue
Red Deer, AB T4N 4A3
D - 403.340.8692
O - 403.340.8696
F - 403.340.8699
C - 403.318.0517
www.downtownreddeer.com

From: Laura [mailto:laura@downtownreddeer.com]
Sent: January 05, 2011 10:46 AM
To: jganderson@shaw.ca
Cc: Frieda McDougall; Charity Dyke
Subject: RE: dba 2011 budget

Jerry,

As you know Legislative and Governance Services at The City have shared your email with me for response.

Given that the Downtown Business Association is not a manufacturer or reseller of goods, but is a service-provider, it makes sense that a good portion of our annual budget is for wages. We spend just over half our revenue on salaries, wages and related expenses as that is the core of what we do. We make every effort not to hire contractors instead opting to do almost all work in-house as we believe this is the best use of limited budget dollars.

In terms of the collective dollars of downtown businesses, I think it is also important to note that we leverage your levy dollar. That is, for every dollar collected from ratepayers, we generate 73 cents from other sources to supplement the work we do. I also think it is important to note that we have not raised the rate in three years. I haven't made calculations for this year, but at the last crunching of numbers, 55 percent of ratepayers pay the minimum annual levy of \$155 and 85 percent of ratepayers pay less than \$500 per year. For comparison, an average store in a mall pays more than \$600 per year plus a percentage of sales toward common area fees.

Our present board is comprised of a wide-range of folks from small to medium sized businesses and government. They are a governance board that sets policy and direction, ensures resources are adequate, monitors the organization and holds it accountable ensuring the efficient use of resources and reporting to stakeholders. There is no direct benefit to them as individual board members resulting from their service on the board or the work that we do. And I would say we have a very productive and efficient board who cares and is committed to their downtown and downtown businesses.

Are there challenges? Certainly! We acknowledge and agree that the process of downtown revitalization is complex, never-ending and oftentimes slower than we would like. On behalf of downtown businesses, we will continue to be that strong voice, ensuring downtown is kept on the political and community agendas; we will continue to work to make downtown cleaner, safer and more attractive; and we will continue to facilitate and present events and marketing projects that attract and retain visitors and positively reinforce the downtown experience because collectively these things contribute to a vital, healthy downtown.

Jerry, you also had comments in the paper about wanting a presence at CentreFest. We encourage downtown businesses to take advantage of crowds generated by events, including CentreFest, as well as pedestrian traffic. We encourage you to have a sidewalk presence at any time. Essentially, the rule is that you must not obstruct pedestrian (think stroller and wheelchair) traffic. For details, see <http://www.downtownreddeer.com/business/by-law-information/>. If you prefer to be an on-street vendor at events, please watch for information in the Downtown News & Opportunities or delivered to you.

Thank you for completing the Downtown Business Survey. Feedback and input is important to us. Also, I hope that you have or will take the time to read through our Annual Report which is a very high-level overview of the work that we do and may give you a better understanding of how and where your levy dollars are spent.

Laura Turner
Executive Director

2011/01/05

Downtown Red Deer
111A 4818 50 (Gaetz) Avenue
Red Deer, AB T4N 4A3
D - 403.340.8692
O - 403.340.8696
F - 403.340.8699
C - 403.318.0517
www.downtownreddeer.com

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

From: Frieda McDougall [mailto:Frieda.McDougall@reddeer.ca]
Sent: December-17-10 12:28 PM
To: Charity Dyke; 'laura@downtownreddeer.com'
Subject: FW: dba 2011 budget

Good afternoon. Can you please provide your comments to the email complaint below? Note that I have indicated that I will provide the response so please send your comments my way and I will draft a response on behalf of The City. Thanks.

Frieda McDougall
Deputy City Clerk
Legislative & Governance Services
phone: 403-342-8136 fax: 403-346-6195
email: frieda.mcdougall@reddeer.ca

From: Frieda McDougall
Sent: December 17, 2010 12:26 PM
To: 'jganderson@shaw.ca'
Subject: FW: dba 2011 budget

Good afternoon Jerry. Thank you for your email with regard to the Downtown Business Association's budget. The City of Red Deer will be considering the DBAs budget at it's meeting of January 10, 2010. With your permission, we could forward your comments for Council's consideration when dealing with this item.

The specific complaints you identify are better addressed through The City's Downtown Initiatives Coordinator and/or the DBA. I have forwarded your email to them for their comments. With the Christmas season upon us it may be a week or two before I get back to you but I will follow up with a response.

Please let me know if you'd like these concerns forwarded to the January 10th meeting of City Council. Thanks.

Frieda McDougall
Deputy City Clerk
Legislative & Governance Services
phone: 403-342-8136 fax: 403-346-6195
email: frieda.mcdougall@reddeer.ca

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

Jan 10.11

Bev Greter

From: Frieda McDougall
Sent: Monday, December 20, 2010 9:30 AM
To: 'JERRY ANDERSON'
Cc: Bev Greter
Subject: RE: FW: dba 2011 budget

Thank you Jerry. We'll make sure your comments are brought forward for Council's consideration at the January 10th meeting.

Frieda McDougall
Deputy City Clerk
Legislative & Governance Services
phone: 403-342-8136 fax: 403-346-6195
email: frieda.mcdougall@reddeer.ca

From: JERRY ANDERSON [mailto:jganderson@shaw.ca]
Sent: December 18, 2010 8:53 AM
To: Frieda McDougall
Subject: Re: FW: dba 2011 budget

thanks for getting back to me. yes i would like council to hear my remarks.
Jerry Anderson jass

----- Original Message -----

From: Frieda McDougall <Frieda.McDougall@reddeer.ca>
Date: Friday, December 17, 2010 12:26 pm
Subject: FW: dba 2011 budget
To: "jganderson@shaw.ca" <jganderson@shaw.ca>

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> the Downtown Business Association's budget. The City of
> Red Deer will be considering the DBAs budget at it's meeting of
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> Deputy City Clerk
> Legislative & Governance Services
> phone: 403-342-8136 fax: 403-346-6195

12/20/2010

> email: frieda.mcdougall@reddeer.ca

>
>
>
>
>

> From: JERRY ANDERSON [mailto:jganderson@shaw.ca]

> Sent: December 10, 2010 11:39 AM

> To: Legislative Services

> Subject: dba 2011 budget

> This is a joke. 75% of this budget is for wages or wage
> associated expences. The dba is a make work project that costs
> more than it's worth. The only ones to benifit from it are the
> board members. There answer is the same to almost every
> question, It's the cities fault, they don't listen or wont
> act.Look at all the money wasted downtown \$1,000,000.00 + on
> what the public was told was a temporary park. \$20,000,000.00+
> on a cement block to hang painted rust collectors off & put dead
> sod on the roof. How many \$1000,00s on a clock that in all the
> months it's been there has only worked for about a week.
> Meanwhile we have sidewalks that aren't level, cluttered & dirty
> most of the time.Streets that are full of pot wholes, seldom
> cleaned & a hazered to pedestrians. The mayor & senior city
> managers seem to be on an ego, legacy trip rather looking out
> for the interests of te citizens of Red Deer..

>

> Jerry Anderson

> jass

>

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> viruses.]

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> consider the environment before printing this e-mail.]

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Subject: dba 2011 budget

BACK UP INFORMATION
NOT SUBMITTED TO COUNCIL

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Jerry Anderson
jass

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December 8, 2010

FIRESIDE MINERALS LTD
108 - 4711 51 AVE
RED DEER, AB T4N 6H8

Dear Sir/Madam:

*Re: Downtown Business Association – 2011 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.

There are approximately 497 businesses located within this zone whose boundaries are shown on the attached map. The BRZ is governed by the Downtown Business Association Board of Directors who manage within the regulations set by Provincial legislation and empowered by Municipal law.

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LEGISLATIVE & GOVERNANCE SERVICES
December 8, 2010

Dear Sir/Madam:

**Re: *Downtown Business Association – 2011 Budget
Request for Your Comments***

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..Page 2

BACKUP INFORMATION
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Regarding the Council Meeting:

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

Sincerely,



Elaine Vincent
Legislative & Governance Services Manager
/attach.

c Director of Corporate Services
City Assessor
Tax Collector

Moving Forward

Changes to our downtown are all around us. These changes show what determination and cooperation can do for our city. In the coming year Red Deerians will see more changes to the downtown that will keep Red Deer a great place to live, work and play.



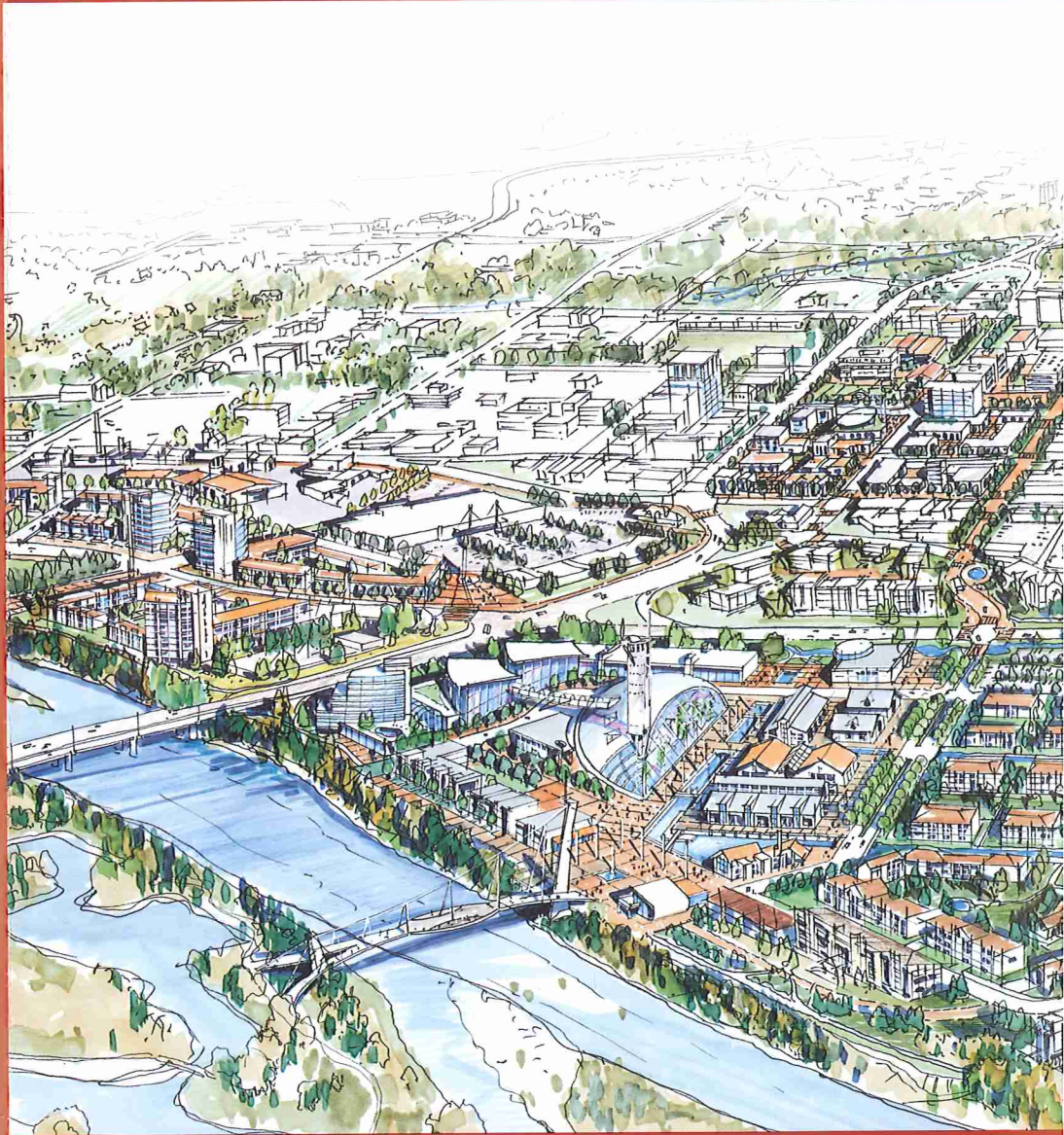
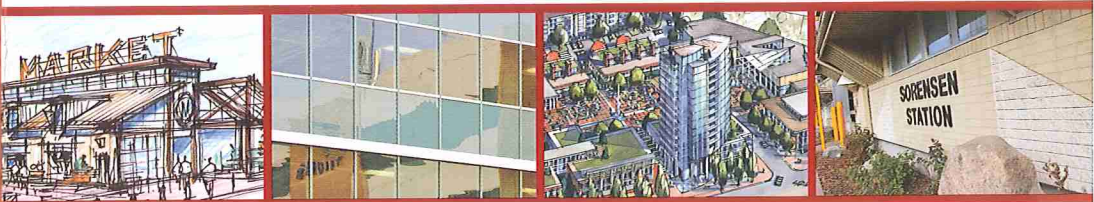
*If you'd like more information about
The City's developing downtown, or
the SAFE Committee, please contact:*

The City of Red Deer
Box 5008 Red Deer, AB T4N 3T4
Phone: 403.342.8111
www.reddeer.ca

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

Working Together

A Downtown Update





Downtown Red Deer is changing – changes we can all take pride in as we work together for our downtown. The SAFE Committee was launched one year ago with the goal of a sustainable, active, friendly and economically viable (SAFE) downtown for all of us to enjoy.

Since this committee was formed – with members of Council, the Downtown Business Association, the RCMP and City staff – we have seen a number of changes to our downtown. Changes that happened because The City, residents and businesses are committed to having a great downtown. Changes that happened because public and private investment is occurring in our downtown moving us closer to the vibrant and authentic downtown we all want to see.



Downtown Services

Ambassadors

New friendly faces were on downtown streets over the summer promoting the downtown to businesses, tourists and residents as well as providing an increased sense of safety. The City ambassadors, with their red vests and hats, were easy to spot downtown and were quick to help residents and tourists alike. Whether it was giving directions, talking to business owners or in one case helping a resident in need of medical attention until emergency services arrived, our downtown ambassadors infused the downtown with a level of safety and hospitality.

The ambassadors program was a success and City administration is supporting a council request to make the ambassadors an ongoing feature in our downtown.

Enhanced Police Presence

Red Deer RCMP heard the concerns of residents and businesses and was able to increase their police presence downtown largely due to timely communication with the downtown community and proactively planning resource requirements. The communication between The City, businesses and residents allowed the RCMP to amalgamate the dedicated foot patrol and Community Response units to coordinate the requirements for the downtown core. This coordination allowed for an increase in foot and bike patrol presence at downtown events and festivals.

Graffiti Program

The Call it Off the Wall campaign, a partnership between The City, the Red Deer RCMP and the Downtown Business Association, took a proactive approach to graffiti removal in 2010. It is estimated 275 properties, both public and private, will have graffiti cleaned off the properties by the end of the year. In addition to properties, approximately 250 city and private amenities with graffiti have been identified. The City continues to work with internal departments and private companies to develop policies and action related to prompt graffiti removal.

Patio Program

The downtown patio program lets people enjoy the outdoors and puts more eyes on our streets to enhance safety. Three local businesses have enjoyed the opportunities of having expanded seating, and The City will work with businesses this year to bring new patios and more people into downtown Red Deer.

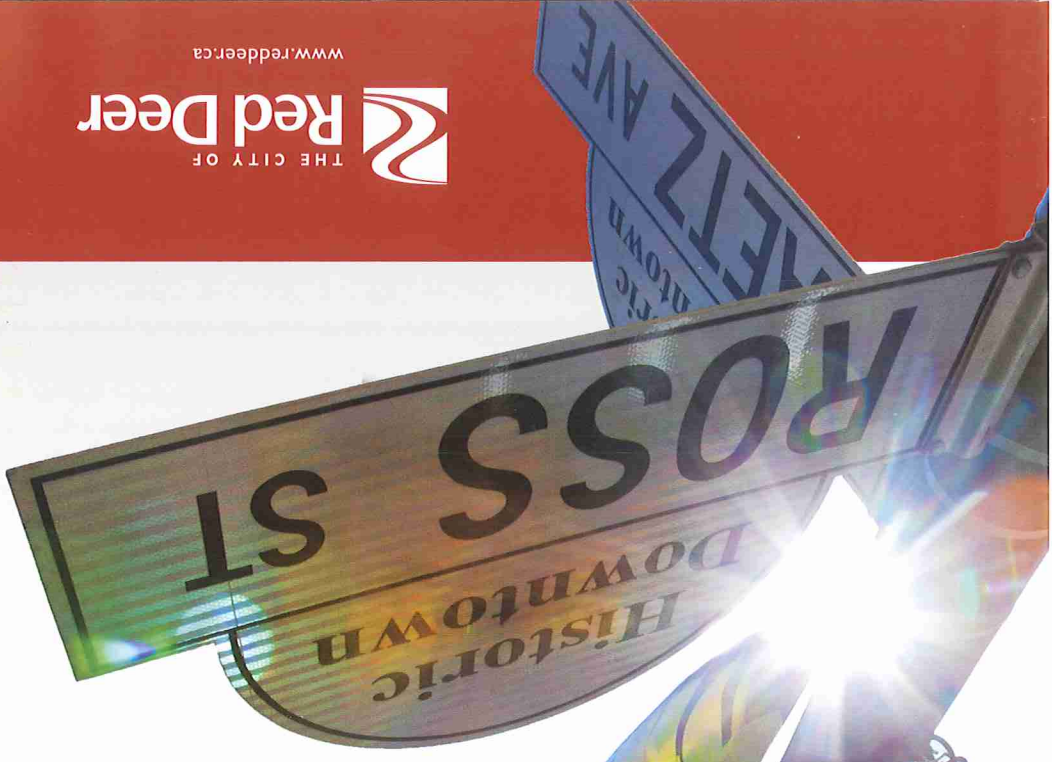
Monitoring of Downtown Street Lighting

Lights on our downtown streets are important for safety and visibility. That's why The City's Electric Light and Power (EL&P) department is taking a proactive approach to keeping the lights on. Rather than relying on a report only system, EL&P staff are inspecting and replacing street lights downtown on a monthly basis.



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The ambassadors program was a success and City administration is supporting a council request to make the ambassadors an ongoing feature in our downtown.

Enhanced Police Presence

Red Deer RCMP heard the concerns of residents and businesses and was able to increase their police presence downtown largely due to timely communication with the downtown community and proactively planning resource requirements. The communication between The City, businesses and residents allowed the RCMP to amalgamate the dedicated foot patrol and Community Response units to coordinate the requirements for the downtown core. This coordination allowed for an increase in foot and bike patrol presence at downtown events and festivals.

Graffiti Program

The Call it Off the Wall campaign, a partnership between The City, the Red Deer RCMP and the Downtown Business Association, took a proactive approach to graffiti removal in 2010. It is estimated 275 properties, both public and private, will have graffiti cleaned off the properties by the end of the year. In addition to properties, approximately 250 city and private amenities with graffiti have been identified. The City continues to work with internal departments and private companies to develop policies and action related to prompt graffiti removal.

Patio Program

The downtown patio program lets people enjoy the outdoors and puts more eyes on our streets to enhance safety. Three local businesses have enjoyed the opportunities of having expanded seating, and The City will work with businesses this year to bring new patios and more people into downtown Red Deer.

Monitoring of Downtown Street Lighting

Lights on our downtown streets are important for safety and visibility. That's why The City's Electric Light and Power (EL&P) department is taking a proactive approach to keeping the lights on. Rather than relying on a report only system, EL&P staff are inspecting and replacing street lights downtown on a monthly basis.

Greater Downtown Action Plan

The Greater Downtown Action Plan (GDAP) Progress & Potential report was developed with input from over 700 Red Deerians. The GDAP was adopted by Council in 2009 and outlines the long term vision for the greater downtown. Much of the public and private investment in the downtown supports the GDAP and work has begun on a number of projects that will bring us closer to the vision set forward in the GDAP.

Gaetz Avenue Revitalization

The GDAP update emphasizes the need for streetscape improvements within the Historic Downtown in order to create a vibrant, dynamic and walkable environment. In 2010, The Gaetz Avenue Revitalization project was initiated to design a streetscape for the downtown that was both unique and focused on pedestrian movement.

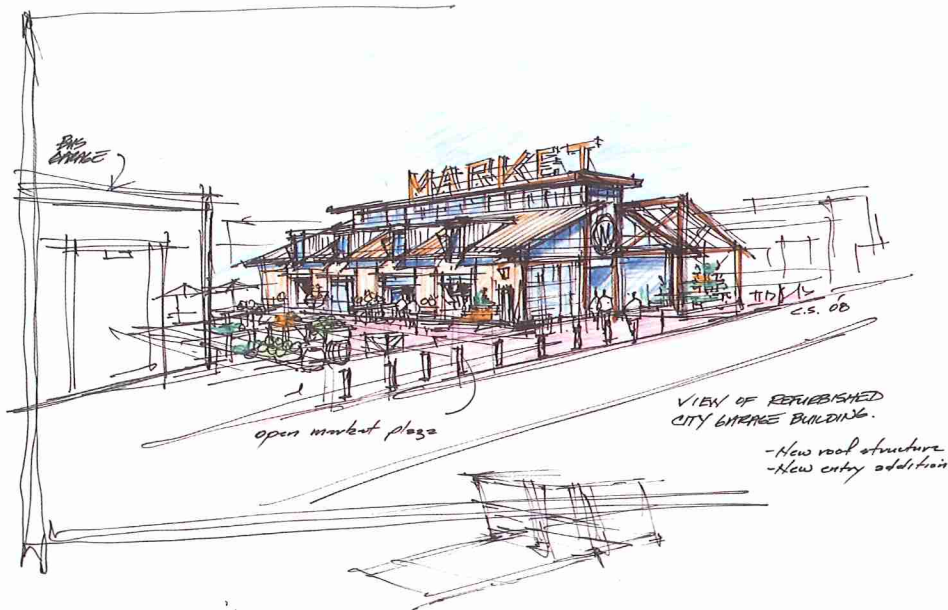
Working with businesses and residents, the design concept for this stretch of downtown features a traffic calming road design while still supporting the commercial district with effective traffic flow and parking design. By including elements such as mid-block crossings, widened sidewalks and amenities that allow residents to enjoy the neighbourhood and local businesses, this stretch of Gaetz Avenue will create a vibrant pedestrian focused place for people to remember.

Veterans' Park

Veterans' Park is at the heart of downtown Red Deer and is ideally located where the Unknown Soldier will continue to face west towards the train station. The park will extend from the Cenotaph at the centre of Ross Street to the north side of Ross Street by Executive Plaza. This unique park was developed to honour our veterans and will allow pedestrians to view the Cenotaph in close proximity without the hazard of crossing into the middle of a busy street.

Entrance to the Riverlands

City streets and pedestrian crossings are vital to getting people around. The City recognizes the importance streets and sidewalks play in linking the three districts of the greater downtown. The City has preliminary designs for the Taylor Drive corridor that will be both an entrance to the Riverlands and act as a connection point to both the Railyards and Historic Downtown.



Riverlands Area Redevelopment Plan

Riverlands is one of three distinct areas highlighted in the GDAP. With its close proximity to the river and the recent relocation of the Civic Yards and Electric Light & Power facility, Riverlands is one step closer to redevelopment for all Red Deerians to enjoy.

The City has started a number of projects in the Riverlands area including options related to a year round market and artisan space, street and pedestrian connections and an update to the Riverlands Area Redevelopment Plan. These projects will bring us closer to the vision of a diverse riverfront district featuring medium - density housing along with visitor and convention facilities and attractions, as well as a public arts / market area.

Railyards Area Redevelopment Plan

The vision for the Railyards is a distinctive urban neighbourhood with a high-quality pedestrian environment that includes medium to high density residential and mixed use residential/commercial land uses. To move closer to this vision, The City is developing an Area Redevelopment Plan to direct future development in the Railyards. The City will work with the business community and residents to gather input into the future development and ensure that policies of the ARP meet the diverse needs of the community.

Year Round Market & Artisan Space

The GDAP highlights the development of a year round market and artisan space in the current Civic Garage or Transit building. With growing community support for this idea, City Administration will consult with the community and present ideas to Council on how to best use this area to support a year round market and artisan space in our community.





Planning Services Division

DATE: December 21, 2010

TO: Craig Curtis, City Manager

FROM: Julia Townell, Bylaw Research Coordinator

SUBJECT: Portable Signs in Residential Areas

BACKGROUND

On September 28, 2010, Boardwalk Rentals requested that the Municipal Planning Commission (MPC) consider the use of 4' x 8' (32ft²) portable signs to be located on each of the nine rental properties. The purpose of the signs is to advertise available rentals on each property. The signs would include the name of the apartment, address and phone number.

Under the Land Use Bylaw, portable signs are permitted in commercial and industrial areas, and discretionary in all other districts. The maximum sign area is 42ft² (4.0m²), and not more than 10 feet (3 metres) tall. The maximum length of a sign permit is 60 days, and a sign permit can be issued twice a year for each site, as long as the site has been free of portable signs for a minimum of 60 days.

DISCUSSION

The City of Red Deer has a number of regulations that prohibit signs on public property, to promote vehicular and pedestrian safety, and not to detract from the aesthetics from surrounding areas. They include the Land Use Bylaw, Council Policy 4307-C, and the Guide and Information Signs Installation Warrant.

At the time of the application, there was some question regarding the clarity of the Land Use Bylaw, and whether or not portable signs in residential areas are discretionary or not. Following, this brought into question the MPC's authority to prohibit portable signs under the Land Use Bylaw. In consultation with the City Solicitor, it was determined that the intent of the bylaw was to prohibit signs in residential areas.

The City's sign regulations are designed to prevent proliferation of signage, protect vehicular and pedestrian safety, and to generally not detract from the aesthetics from surrounding areas.

On November 08, 2010, the MPC denied the discretionary use of portable signs at each of the nine properties for the following reasons:

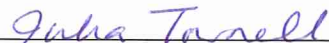
1. Portable signs in a residential district would detract from the aesthetics of the surrounding area, cause urban blight, and maximize distractions to drivers therefore affecting the amenities of the neighborhood;
2. The Land Use Bylaw does allow for property management signs under Section 3.3(3)(i);
3. As the Land Use Bylaw intends that portable signs be used for temporary advertising of commercial activities, the rental of property is not an on-site commercial activity within a residential zone.

In reviewing the Land Use Bylaw, Administration is proposing a minor change to Subsection 3.4(9)(b)(i) to ensure that the intent of the bylaw is clear. The proposed amendment is as follows:

- (i) Subject to the provisions of this part, portable signs are a permitted use in C1, C1A, C3, C4, I1, I2 and discretionary in all other Districts except residential districts, in which they are neither permitted nor discretionary.

RECOMMENDATION

Administration recommends that Council consider three readings to amend Subsection 3.4(9)(b)(i) of the Land Use Bylaw, thereby providing further clarification on the intent of the bylaw as it relates to portable signs.



Julia Townell
Bylaw Research Coordinator,
Planning Services



Joyce Boon
Co-Manager, Inspections & Licensing

- c. Paul Meyette, Director, Planning Services

BYLAW NO. 3357/A-2011

Being a Bylaw to amend Bylaw No. 3357/2006, the Land Use Bylaw of The City of Red Deer as described herein.

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

Bylaw No. 3357/2006 is hereby amended as follows:

- 1 Subsection 3.4(9)(b)(i) is deleted and replaced with the following new subsection:
- (i)

Subject to the provisions of this part, portable signs are a permitted use in C1, C1A, C3, C4, I1, I2 and discretionary in all other Districts except residential districts, in which they are neither permitted nor discretionary.

READ A FIRST TIME IN OPEN COUNCIL this

day of

2011.

READ A SECOND TIME IN OPEN COUNCIL this

day of

2011.

READ A THIRD TIME IN OPEN COUNCIL this

day of

2011.

AND SIGNED BY THE MAYOR AND CITY CLERK this

day of

2011.

MAYOR

CITY CLERK

Comments:

I support the recommendation of Administration that Council consider first reading of Land Use Bylaw Amendment 3357/ A-2011 – Portable Signs in Residential Areas. A Public Hearing will be held in six weeks time, on Tuesday, February 22, 2011 at 6:00 P.M. during Council's regular meeting.

"Craig Curtis"
City Manager

ORIGINAL

DATE: January 13, 2011
TO: Julia Townell, Bylaw Research Coordinator
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Land Use Bylaw Amendment 3357/A-2011 – Portable Signs in Residential Areas

Reference Report:

Bylaw Research Coordinator, dated December 10, 2010.

Bylaw Readings:

Land Use Bylaw Amendment 3357/A-2011 received first reading at the January 10, 2011 regular Council Meeting. A copy of the bylaw is attached.

Report Back to Council: Yes

Comments/Further Action:

Land Use Bylaw Amendment 3357/A-2011 provides further clarification on the intent of the bylaw as it relates to portable signs. This office will advertise for a public hearing to be held in six weeks time, on Tuesday, February 22, 2011, at 6:00 p.m., during Council's regular meeting.



Elaine Vincent
Legislative & Governance Services Manager
/attach.

- c Colleen Jensen, Community Services Director
Lorraine Poth, Corporate Services Director
Paul Meyette, Planning Services Director
Howard Thompson, Director of Development Services
Joyce Boon, Co-Manager Inspections & Licensing
Russ Pye, Co-Manager Inspections & Licensing
Dean Krejci, Financial Services Manager
Frank Colosimo, Engineering Services Managers
Joanne Parkin, Revenue & Assessment Manager
Danny Lake, Property Assessment Technician
Katy Balunda, GIS Technician
Corporate Meeting Coordinator
LGS File

BYLAW NO. 3357/A-2011

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

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READ A FIRST TIME IN OPEN COUNCIL this 10th day of January 2011.

READ A SECOND TIME IN OPEN COUNCIL this day of 2011.

READ A THIRD TIME IN OPEN COUNCIL this day of 2011.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2011.

MAYOR

CITY CLERK

ORIGINAL



Council Decision – January 10, 2011

DATE: January 13, 2011
TO: Julia Townell, Bylaw Research Coordinator
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Land Use Bylaw Amendment 3357/A-2011 – Portable Signs in Residential Areas

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Elaine Vincent
Legislative & Governance Services Manager
/attach.

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MAYOR

CITY CLERK

ORIGINAL



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Legislative & Governance Services Manager
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MAYOR

CITY CLERK



Planning Services Division

DATE: December 21, 2010
TO: Craig Curtis, City Manager
FROM: Julia Townell, Bylaw Research Coordinator
SUBJECT: Portable Signs in Residential Areas

BACKGROUND

On September 28, 2010, Boardwalk Rentals requested that the Municipal Planning Commission (MPC) consider the use of 4' x 8' (32ft²) portable signs to be located on each of the nine rental properties. The purpose of the signs is to advertise available rentals on each property. The signs would include the name of the apartment, address and phone number.

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DISCUSSION

The City of Red Deer has a number of regulations that prohibit signs on public property, to promote vehicular and pedestrian safety, and not to detract from the aesthetics from surrounding areas. They include the Land Use Bylaw, Council Policy 4307-C, and the Guide and Information Signs Installation Warrant.

At the time of the application, there was some question regarding the clarity of the Land Use Bylaw, and whether or not portable signs in residential areas are discretionary or not. Following, this brought into question the MPC's authority to prohibited portable signs under the Land Use Bylaw. In consultation with the City Solicitor, it was determined that the intent of the bylaw was to prohibit signs in residential areas.

The City's sign regulations are designed to prevent proliferation of signage, protect vehicular and pedestrian safety, and to generally not detract from the aesthetics from surrounding areas.

On November 08, 2010, the MPC denied the discretionary use of portable signs at each of the nine properties for the following reasons:

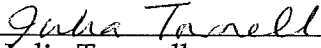
1. Portable signs in a residential district would detract from the aesthetics of the surrounding area, cause urban blight, and maximize distractions to drivers therefore affecting the amenities of the neighborhood;
2. The Land Use Bylaw does allow for property management signs under Section 3.3(3)(i);
3. As the Land Use Bylaw intends that portable signs be used for temporary advertising of commercial activities, the rental of property is not an on-site commercial activity within a residential zone.

In reviewing the Land Use Bylaw, Administration is proposing a minor change to Subsection 3.4(9)(b)(i) to ensure that the intent of the bylaw is clear. The proposed amendment is as follows:

- (i) Subject to the provisions of this part, portable signs are a permitted use in C1, C1A, C3, C4, I1, I2 and discretionary in all other Districts except residential districts, in which they are neither permitted nor discretionary.

RECOMMENDATION

Administration recommends that Council consider three readings to amend Subsection 3.4(9)(b)(i) of the Land Use Bylaw, thereby providing further clarification on the intent of the bylaw as it relates to portable signs.


Julia Townell
Bylaw Research Coordinator,
Planning Services


Joyce Boon
Co-Manager, Inspections & Licensing

c. Paul Meyette, Director, Planning Services



Planning Department

DATE: December 21, 2010

TO: Craig Curtis, City Manager

FROM: Julia Townell

SUBJECT: Community Standards Bylaw Amendment No. 3383/A-2011

Background

In June 2009 members of the Northwood Estates Neighbourhood Watch Committee proposed that there be changes to the City of Red Deer Curfew Bylaw, which would change the curfew period for youth under 16 years of age.

On July 13, 2009, Council requested that the Crime Prevention Advisory Committee (CPAC) consider the proposed changes, from the Northwood Estates Neighbourhood Watch Committee, and provide a recommendation to Council. Following, on November 30, 2009, Council passed the following resolution:

“Resolved that Council of the City of Red Deer having considered the report from the Director of Community Services, dated November 23, 2009 re: Curfew Bylaw hereby agrees that Administration working with the Crime Prevention Advisory Committee undertake further discussions with regard to:

- (1) The incorporation of Curfew Bylaw times into the Community Standards Bylaw;
- (2) Explore amendments to the Community Standards Bylaw as it relates to youth and crime prevention; and
- (3) To work with agencies and community resource groups to develop a model to help identify youth at risk; and,

that once this work is completed, recommendations from the Committee be brought back to Council.”

On the April 19, 2010 a number of proposed amendments to the Curfew Bylaw were presented to Council and the following resolution was passed:

“Resolved that Council of The City of Red Deer having considered the report from the Community Services Director, Crime Prevention Coordinator and the RCMP Superintendent, re: Curfew Bylaw, hereby approves the Crime Prevention Advisory Committee recommendations concerning the integration of the Curfew Bylaw, along with proposed changes to times and fines, and directs Administration to initiate proposed changes to the Community Standards Bylaw.”

Following Council's direction, Administration has integrated the Curfew Bylaw into the Community Standards Bylaw, along with the proposed changes to the curfew time period, and the fines associated with contravening the bylaw. The recommendations are reflected in the bylaw amendment attached to this report, as are the preceding reports for reference.

Further to Council's resolution, and having conferred with the RCMP, Administration has revised the panhandling provisions to address aggressive panhandling. As a result, Administration is proposing a more comprehensive definition of panhandling, as well as additional limitations to where and how a person may panhandle.

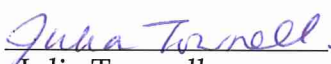
Pan Handling **Section 26**

Proposed	Existing
No person shall engage in Panhandling:	No person shall engage in panhandling:
(b) while intoxicated or under the influence of illegal substances;	(ii) from any person who at the time is an occupant or engaged in operating a motor vehicle;
(c) as a member of a group of three or more persons;	(iii) from a person who has refused or declined the solicitation;
(d) within 10 metres of the entrance to:	(iv) so as to obstruct the passage of, walk next to, or follow the person being solicited;
(i) a financial institution;	(v) within 10 meters of the entrance to a bank, credit union, trust company or other financial institution where cash can be withdrawn;
(ii) an automated teller machine or bank deposit slot;	
(iii) a liquor store; or	
(iv) a bus stop or transit terminal	
(e) in a manner which obstructs or	

<p>impedes the convenient passage of pedestrians or vehicles on a street, sidewalk or within in a public place;</p> <p>(f) in such a manner as to threaten, insult, or harass other users of the street;</p> <p>(g) from any person who is an occupant of a motor vehicle; or</p> <p>(h) from any person who has already refused or declined the solicitation.</p>	<p>(vi) within 10 meters of an automated teller machine or other device from which cash can be electronically accessed; or</p> <p>(vii) within 10 meters of a bus stop or transit terminal.</p>
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Recommendation

Administration recommends that Council consider three readings to the revised Community Standards Bylaw, which incorporates the Curfew Bylaw and reflects CPAC's Council approved recommendations. Further, Administration recommends that Council approve the new provisions to address aggressive panhandling.


 Julia Townell

Bylaw Research
 Coordinator,
 Planning Dept.

 Dean Scott

Crime Prevention
 Coordinator, Community
 Services


 Joyce Boon

Co-Manager, Inspections
 & Licensing

/attach

c. Paul Meyette, Director, Planning Services

BYLAW NO. 3383/A-2011

Being a Bylaw to amend Bylaw No. 3383/2007, the Community Standards Bylaw of The City of Red Deer as described herein.

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

Bylaw No. 3383/2007 is hereby amended as follows:

- 1 The definition of "Panhandling" in section 2 is deleted and replaced with the following new definition:

"Panhandling" means to ask for a gratuitous donation of money, food, or goods of any kind, whether by spoken or printed word, or bodily gesture, but does not include the solicitation of charitable donations allowed or authorized pursuant to the Charitable Fundraising Act, or any other legislation permitting the solicitation of charitable donations.

- 2 At Section 6, a subsection "(1)" is inserted prior to the first sentence.

- 3 Section 26 is deleted and replaced with the following text :

Panhandling

26. No person shall engage in Panhandling:

- (a) between the hours of 6:00 p.m. and 8:00 a.m.;
- (b) while intoxicated or under the influence of illegal substances;
- (c) as a member of a group of three or more persons;
- (d) within 10 metres of the entrance to:
 - (i) a financial institution;
 - (ii) an automated teller machine or bank deposit slot;
 - (iii) a liquor store; or
 - (iv) a bus stop or transit terminal
- (e) in a manner which obstructs or impedes the convenient passage of pedestrians or vehicles on a street, sidewalk or within in a public place;
- (f) in such a manner as to threaten, insult, or harass other users of the street;
- (g) from any person who is an occupant of a motor vehicle; or

- (h) from any person who has already refused or declined the solicitation.

4. The following provisions will be inserted immediately after Section 26, and will be preceded by the heading "Part 4 - Curfew":

Part 4 - Curfew

- 27 In this Part the following words shall have the following meanings:

"**Child**" means a person who is under 16 years of age;

"**Curfew Period**" means the period of time between 12:00 a.m. and 6:00 a.m. in the same day;

"**Parent or Guardian**" means the parent, guardian or foster parent of a child and shall include any other person 18 years of age or over having the care and control of a child.

- 28 No Child shall be in a Public Place during the Curfew Period unless accompanied by a Parent or Guardian.

- 29 No Parent or Guardian shall cause or permit any Child who is in his or her custody, care or control to be in a Public Place during the Curfew Period unless that Child is accompanied by a Parent or Guardian.

- 30 Notwithstanding anything contained herein, it shall not be an offence under this bylaw for a Child to be in a Public Place during the Curfew Period while acting in the interests of an employer or voluntary organization or while returning home as soon as reasonably practical from an organized sporting or other event which has been supervised by an adult.

5. The heading "Part 4 - Penalties" will be re-named "Part 5 - Penalties", and Sections 27-32 therein will be re-numbered and shall become Sections 31 - 36, respectively.

6. A new section will be added to the Schedule of Fines as follows:

	<u>Section</u>	<u>Fine</u>
Breach of Curfew:	28 & 29	\$125
a) second offence within year		\$250
b) third and subsequent offence within year		\$500

7. Bylaw No. 3216/98, the Curfew Bylaw, is hereby repealed.

READ A SECOND TIME IN OPEN COUNCIL this day of 2011.

READ A THIRD TIME IN OPEN COUNCIL this day of 2011.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2011.

MAYOR

CITY CLERK

BYLAW NO. 3383/2007

Being a bylaw of the City of Red Deer, in the Province of Alberta, to prohibit certain activities in order to prevent and compel the abatement of noise, nuisances, unsightly premises and public disturbances;

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

1 This Bylaw shall be called the "Community Standards Bylaw".

2 In this Bylaw, the following definitions shall apply:

"Bullying" means verbal or physical abuse, threats, taunts, teasing, name calling or repeated abusive communication, direct or through any medium whatsoever.

"Inspections and Licensing Manager" means the person acting in the position of Inspections and Licensing Manager for the City of Red Deer or a person designated to act on the Manager's behalf.

¹**"Graffiti"** means the defacement or disfigurement of any property or object, through the performance of any of the following acts:

- (i) the application of any substance, including paint, ink, stain or whitewash to any surface; or
- (ii) the affixing of any substance, including paper, fabric or plastic, by any form of adhesion that does not remove cleanly when pulled away from the applied surface; or
- (iii) the marking, scratching, etching or other alteration or disfigurement of any surface.

"Minor" means an individual under 18 years of age.

"Panhandling" shall mean the personal, verbal and direct solicitation by a person of gratuitous donations of money, food or goods of any kind, or the exchange of money, food or goods, or an unsolicited service for money of any kind from any member of the public, but does not include a solicitation allowed or authorized pursuant to the Charitable Fundraising Act, or any other legislation permitting the solicitation of charitable donations.

"Public Place" means any place, including privately owned or leased property, to which the public reasonably has or is permitted to have access.

¹ 3383/A-2008

“Youth” means an individual 12 to 17 years of age;

“Social Planning Manager” means the person acting in the position of Social Planning Manager for the City of Red Deer or a person designated to act on the Manager’s behalf.

Part 1 – Noise

- 3
 - (1) No person shall cause or permit any noise that annoys or disturbs the peace of any other person.
 - (2) No person shall permit property that they own or control to be used so that noise from the property annoys or disturbs the peace of any other person.
 - (3) No person shall yell, scream, or swear in any public place.
 - (4) In determining what constitutes noise likely to annoy or disturb the peace of other persons, consideration may be given, but is not limited to:
 - a) type, volume and duration of the sound;
 - b) time of day and day of the week;
 - c) nature and use of the surrounding area.
 - (5) No drinking establishment shall permit any noise to emanate from the premises of such drinking establishment such that it annoys or disturbs any person outside the boundary of the drinking establishment. Section 3 (4) of this Bylaw applies to this provision.
- 4
 - (1) Where an area is designated by signs or other means as being a Hospital District, no person shall:
 - (a) carry on any noise-making activity in the area unless it cannot be carried on in some other area; or
 - (b) make or continue any noise or loud sound within the area.
- 5 No person may activate or apply engine retarder brakes in the City of Red Deer except City of Red Deer Emergency Services Vehicles in the course of responding to an emergency situation or to train drivers in the use of retarder brakes.

Industrial/Construction Noise

- 6 Nothing in this bylaw shall prevent the continual operation or carrying on of an industrial activity where the activity is one which:
- (a) is a permitted use; or
 - (b) is an approved discretionary use; or
 - (c) is a non-conforming, but not illegal, use as defined in the *Municipal Government Act*.
- (2) In the operation or carrying on of an industrial activity, the person operating or carrying on that activity shall make no more noise than is necessary in the normal method of performing or carrying on that activity.
- 7 With the exception of the activities referred to in section 6 herein, unless permission from the Development Authority is first obtained, no person shall use, operate or allow to be used or operated any tools, machinery or equipment so as to create a noise, or disturbance which may be heard in a residential building between the hours of ten o'clock in the evening and seven o'clock in the morning of any day.

Exceptions

- 8 These provisions do not apply to work carried on by The City, or by a contractor carrying out the instructions of The City.
- 9 These provisions do not apply to contractors carrying out snow removal from commercial or industrial site which are not adjacent to residential districts.
- 10 In the case of snow removal from commercial or industrial sites located adjacent to residential districts, and where in the reasonable opinion of the Development Authority it is necessary to do so to ensure the peace and quiet of residents, the Development Authority may require noise abatement practices including one or both of the following conditions:
- (a) a requirement that snow not be removed between 12:00 a.m. and 6:00 a.m.
 - (b) a requirement that snow be removed from a site in a sequence which is least disruptive to the peace and quiet of residents.

Part 2 – Nuisance, Unsightly Premises, Graffiti

- 11 “Nuisance” for the purpose of this bylaw includes any use of or activity upon any property which is offensive to any person, or has or may have a detrimental impact upon any person or other property in the neighbourhood, and without limiting the generality of the foregoing, includes the following:
- (a) the failure to cut grass, weeds, shrubs, trees or other landscaping features incidental to a landscaped area;
 - (b) the failure to maintain grass, weeds, shrubs, trees or other landscaping features incidental to an approved landscaped area in a commercial, industrial, institutional, government or multifamily development;
 - (c) the failure to destroy restricted weeds, control noxious weeds, or prevent the spread or scattering of nuisance weeds;
 - (d) the growth of trees or shrubs in such a manner that they interfere with or endanger visibility to street signage or sidewalk roadway clearance;
 - (e) the accumulation of any material that creates unpleasant odours, any material that attracts pests or any animal remains, parts of animal remains or animal feces;
 - (f) the storage or accumulation of or failure to dispose of discarded or dilapidated furniture or household appliances, loose garbage, rubbish, packaging material, scrap metals, scrap lumber, tires, parts of disassembled machinery, equipment or appliances and motor vehicle parts;
 - (g) the causing of opaque or dense smoke and permitting such smoke to be emitted into the atmosphere for a period in excess of 6 minutes in any one hour, or at a point other than the opening to the atmosphere of the flue, stack or chimney, unless specifically authorized by Council;
 - (h) the generation of excessive dust and permitting such dust to escape from the property;
 - (i) the use of any pesticide or herbicide which has significant detrimental or environmental effects on surrounding areas;

- (j) the failure to control or eliminate insect pests harmful to the growth and development of trees and shrubs or any vegetable or plant life;
- (k) the storage or accumulation of dilapidated or derelict vehicles or the storage of unregistered vehicles in excess of two vehicles on any residential or commercial site except vehicles that are stored in an approved accessory or temporary building;
- (l) the failure to maintain an accessory building, structure or fence such that it deteriorates, becomes unsightly or becomes a safety hazard;
- (m) the failure to fence or secure an excavation, drain, ditch or other depression so that it does not become a danger to public safety;
- (n) the posting or exhibiting of posters, signs, billboards, placards, writings or pictures upon any fence or wall on any property, where the same are accumulated and become in a dilapidated and unsightly condition;
- (o) Burning anything other than dry untreated clean wood in a residential wood fireplace.

12 No person being the owner, agent of the owner, lessee or occupier of any property within the City shall permit such property, or the activities upon such property to be or remain a nuisance or safety hazard.

Graffiti

- ²13
- (a) No person shall place graffiti or cause it to be placed on any property.
 - (b) Every property owner shall ensure that graffiti placed on their premises is removed, painted over, or otherwise permanently blocked from public view.
 - (c) A property owner who breaches the provisions of Section 13(b) where, following the issuance of and failure to comply with an Order under section 545 of the Municipal Government Act, shall liable to payment of a penalty as prescribed in Schedule "A".
 - (d) In prosecuting for an offence under this Part, the consent of the property owner of any premises to place graffiti shall not be a defense under this bylaw.

Construction Waste

- 14
- (a) Each construction site shall have a waste container to ensure that waste construction materials are placed in the container to prevent the material from being blown away from the construction site.
 - (b) No loose construction material is to be stored or accumulated on a construction site unless it is not capable of being blown around the construction area.

Repair of Motor Vehicles

- 15
- (1) No person may conduct any repair work on motor vehicles, including mechanical repairs, auto body work, frame repair, collision repair, auto painting, auto detailing or modifications to the body or rebuilding of a motor vehicle, on any site in a residential district.
 - (2) This prohibition shall not apply to routine maintenance work done on any vehicles owned, operated and registered in the name of the owner or occupant of premises, provided that:
 - (a) the work is done in a garage that is capable of having the doors and windows closed;
 - (b) the activity does not create a nuisance or noise complaints from neighbourhood;
 - (c) there is no escape of offensive, annoying or noxious odors, fumes or smoke from the site;
 - (d) vehicle fluids oil, gasoline products or other hazardous materials are properly stored and disposed of and not swept or washed into lanes, streets, or down storm sewers;
 - (e) all discarded vehicle parts and materials are properly stored and disposed of from the site;
 - (f) no power washing of motor or power train is performed on the site;
 - (g) all building and fire code regulations are met.

Nuisance Enforcement

- 16 (1) The Inspections & Licensing Manager may, after giving reasonable notice to the owner or occupier of the premises, enter upon the said premises and carry out an inspection.
- (2) Upon completion of the inspection, the Inspections & Licensing Manager may direct the owner or occupant of the property to:
- (a) cease the activity which causes the nuisance;
 - (b) change the way in which such person is carrying out any activity;
 - (c) direct any person to take any action or measure necessary to compel the elimination or abatement of the nuisance, including:
 - (i) the removal of any thing or matter from the property, which constitutes the nuisance; and
 - (ii) the construction or installation of a garbage bin or enclosure or the repair of an existing garbage enclosure;
 - (iii) enter into a cleanliness agreement in a form to the satisfaction of the Inspections & Licensing Manager.
 - (d) specify the time within which such person must comply with the directions contained in the notice; and
 - (e) notify the owner or occupant that, if compliance with the notice is not effected within a specified time, the municipality will take the actions or measures specified in the notice to abate the nuisance, at the expense of the owner or occupier;
 - (f) offer the owner or occupant of the property an opportunity to enter into any other voluntary agreement with the City to keep the premises clean, tidy and free of nuisances.
- (3) Any person who refuses to allow an inspection of the premises under Section 16(1) is guilty of an offence.
- (4) Any person who fails to comply with a direction made under Section 16(2) is guilty of an offence.

- 17 No person shall cause or permit or undertake any activity upon any City property which is a nuisance.

Littering

- 18 (1) No person shall place, deposit or throw or cause to be placed, deposited or thrown upon any City property, including any street, lane, sidewalk, parking lot, park, public transportation vehicle, public transportation shelter, or other public transportation facility or other public place or water course:
- (a) a cardboard or wooden box, carton, container, or receptacle of any kind;
 - (b) a paper, wrapper, envelope, or covering of any kind, whether paper or not, from food or confectionery;
 - (c) paper of any kind, whether or not containing written or printed matter thereon;
 - (d) any human, animal or vegetable matter or waste;
 - (e) any glass, crockery, nails, tacks, barbed-wire or other breakable or sharp objects;
 - (f) scrap metal, scrap lumber, tires, dismantled wrecked or dilapidated motor vehicles or parts therefrom;
 - (g) any motor vehicle or any part of any motor vehicle which may, in whole or in part, obstruct any highway, street, lane, alley, bi-way or other public place;
 - (h) dirt, filth or rubbish of any kind whether similar or dissimilar to the foregoing.
- (2) A person who has placed, deposited or thrown or caused to be placed or thrown anything or any matter mentioned in subsection (1) upon any street, lane, sidewalk, parking place, park, public transportation vehicle, public transportation shelter, or other public transportation facility or other public place or water course shall forthwith remove it.

Spitting/Urinating

- 19 (1) No person shall urinate or deposit any human waste in any public place or in any place to which the public is allowed access, other than a public

washroom.

- (2) No person shall spit at any person or on any public or private property that they do not own.

Flyers on Vehicles

- 20 No person shall place, deposit or throw or cause to be placed, deposited or thrown upon or into any motor vehicle, which is parked on any street, lane, parking lot or other public place, any leaflet, pamphlet, poster, handbill, flyer or any paper containing printed or written matter, whether advertising or not, with the exception of any violation ticket or summons issued pursuant to lawful authority.

Authority to Remove

- 21 The Inspections & Licensing Manager may authorize any City employee, or other person, to remove and put in storage or destroy anything placed upon City property in contravention of this bylaw.

Part 3 – Fighting, Loitering, Panhandling, Assembly of Persons,

Fighting/Loitering

- 22 No person shall participate in a fight or any physical confrontation in any public place or any place to which the public is allowed access.
- 23 No person shall be a member of an assembly of three or more persons in any public place or any place to which the public is allowed access where a peace officer has reasonable grounds to believe the assembly will disturb the peace of the neighbourhood, and any such person shall disperse as requested by a peace officer.
- 24 No person shall loiter and thereby obstruct any other person in any public place.

Bullying

- 25 (1) (a) No person shall bully any person in any public place.

- (b) No person shall participate in or encourage by verbal or public means in the bullying of any person in any public place.
- (c) Any person who contravenes sections 25(1)(a) or 25(1)(b) is guilty of an offence.

Panhandling

- 26 (1) (a) No person shall engage in panhandling:
- (i) between the hours of 6:00 p.m. and 8:00 a.m.;
 - (ii) from any person who at the time is an occupant or engaged in operating a motor vehicle;
 - (iii) from a person who has refused or declined the solicitation;
 - (iv) so as to obstruct the passage of, walk next to, or follow the person being solicited;
 - (v) within 10 meters of the entrance to a bank, credit union, trust company or other financial institution where cash can be withdrawn;
 - (vi) within 10 meters of an automated teller machine or other device from which cash can be electronically accessed; or
 - (vii) within 10 meters of a bus stop or transit terminal.

Part 4 - Penalties

- 27 (1) Any person who breaches any section of this Bylaw is guilty of an offence and liable to:
- a) payment of the penalty specified in Schedule "A" hereto; or
 - b) for any offence for which there is no penalty specified, to a penalty of not less than \$200.00 and not more than \$10,000.00;
- and in default of payment of any penalty, to imprisonment for up to 6 months.
- 28 A Peace Officer, Inspections and Licensing Manager, or a Compliance Officer is hereby authorized and empowered to issue a violation ticket

pursuant to the Provincial Offences Procedure Act to any person who the Peace Officer, Inspections and Licensing Manager, or a Compliance Officer has reasonable grounds to believe has contravened any provision of this bylaw.

- 29 If a violation ticket is issued in respect of an offence, the violation ticket may:
- (a) specify the fine amount established by this Bylaw for the offence; or
 - (b) require a person to appear in Court without the alternative of making a voluntary payment.
- 30 A person who commits an offence may:
- (a) If a violation ticket is issued in respect of the offence; and
 - (b) If the violation ticket specifies the fine amount established by this Bylaw for the offence, make a voluntary payment equal to the specified fine by delivering the violation ticket and the specified fine to the Provincial Court Office specified on the violation ticket.

Severability

- 31 The invalidity of any provision of this Bylaw shall not affect the validity of the remainder.
- 32 Bylaw No. 3326/2004, the Public Order Bylaw is hereby repealed.

READ A FIRST TIME IN OPEN COUNCIL this 29th day of January 2007

READ A SECOND TIME IN OPEN COUNCIL this 12th day of February 2007

READ A THIRD TIME IN OPEN COUNCIL this 12th day of February 2007

AND SIGNED BY THE MAYOR AND CITY CLERK this 12th day of February 2007

“Lynne Mulder”

DEPUTY MAYOR

“Kelly Kloss”

CITY CLERK

Schedule "A"
Schedule of Fines

<u>Offence</u>	<u>Section</u>	<u>Fine</u>
Make noise	3(1)	250.00
a) second offence within 1 year		500.00
b) third and subsequent offences within 1 year		750.00
Permit Noise	3(2)	250.00
a) second offence within 1 year		500.00
b) third and subsequent offences within 1 year		750.00
Yelling, screaming or swearing	3(3)	150.00
a) second offence within 1 year		250.00
b) third and subsequent offences within 1 year		500.00
Drinking Establishment making noise	3(5)	2,000.00
b) second offence within 1 year		5,000.00
c) third and subsequent offences within 1 year		10,000.00
Noise in hospital district	4	150.00
a) second offence within 1 year		250.00
b) third and subsequent offences within 1 year		500.00
Activating engine retarder brakes	5	250.00
Industrial or construction noises	6 or 7	150.00
a) second offence within 1 year		300.00
b) third and subsequent offences within 1 year		600.00
Permitting a nuisance on Private Property	12	200.00
a) second offence within 1 year		400.00
b) third and subsequent offences within 1 year		600.00
³ Placing Graffiti on property	13(a)	2,500.00
a) a second offence within 1 year		5,000.00
b) third and subsequent offences within 1 year		7,500.00
³ Failure to remove Graffiti	13(b)	250.00
a) second offence within 1 year		500.00
b) third and subsequent offences within 1 year		1,000.00

³ 3383/A-2008

³ Failure to comply with Graffiti order	13(c)	250.00 for each day that the breach continues.
Failing to contain construction waste	14	250.00
a) second offence within 1 year		500.00
b) third and subsequent offences		1000.00
Automobile repairs in residential district	15(1)	250.00
a) second offence within 1 year		400.00
b) third and subsequent offences within 1 year		600.00
Refusing to allow the License and Inspections Manager access to carry out an inspection	16(3)	500.00
Failing to comply with order of License and Inspections Manager	16(4)	500.00
a) second offence within 1 year		750.00
b) third and subsequent offences within 1 year		1,000.00
Nuisance upon City property	17	500.00
Depositing litter on City property	18(1)	500.00
a) second offence within 1 year		750.00
b) third and subsequent offences within 1 year		1,000.00
Failing to remove litter	18(2)	500.00
a) second offence within 1 year		750.00
b) third and subsequent offences within 1 year		1,000.00
Urinating or depositing human waste in a public place	19(1)	500.00
a) second offence within 1 year		750.00
b) third and subsequent offences within 1 year		1,000.00
Spitting	19(2)	75.00
a) second and subsequent offences		150.00
Placing item on motor vehicle	20	250.00

³ 3383/A-2008

Fighting in a public place	22	500.00
a) second offence within 1 year		750.00
b) third and subsequent offences offence within 1 year		1,000.00

Being a member of an assembly and failing to disperse as requested by peace officer	23	250.00
a) second offence within 1 year		500.00
b) third and subsequent offences within 1 year		750.00

Loitering	24	250.00
a) second offence within 1 year		500.00
b) third and subsequent offences within 1 year		750.00

Bullying		
a) first offence by a youth*	25	125.00
b) second and subsequent offences by a youth		250.00
c) first offence by an adult*		500.00
d) second and subsequent offences by an adult		1,000.00

* The fine for the first offence may be waived if the offender successfully completes an anti-bullying educational program approved by the Social Planning Manager.

Panhandling	26	75.00
a) second offence		200.00
b) third and subsequent offences		500.00

Back up information only for
Item 5.2.



DATE: April 12, 2010
TO: City Council
FROM: Elaine Vincent, Legislative & Administrative Services Manager
SUBJECT: Curfew Bylaw

History:

In June 2009 members of the Northwood Estates Neighbourhood Watch Committee proposed that there be changes to the City of Red Deer Curfew Bylaw which would change the curfew period for youth under 16 years of age from between 1:00 – 6:00 a.m. to be between 11:00 p.m. -6:00 a.m.

At the Monday, July 13 2009 Council Meeting consideration of the Curfew Bylaw report was directed to the Crime Prevention Advisory Committee for consideration and recommendations to be provided back to Council at a future Council Meeting.

At the Monday, November 30 2009 Council Meeting, consideration of the Curfew Bylaw was further directed to Administration working with the Crime Prevention Advisory Committee to undertake further discussions relating to the Curfew Bylaw and passed the following resolution:

“Resolved that Council of the City of Red Deer having considered the report from the Director of Community Services, dated November 23, 2009 re: Curfew Bylaw hereby agrees that Administration working with the Crime Prevention Advisory Committee undertake further discussions with regard to:

- (1) The incorporation of Curfew Bylaw times into the Community Standards Bylaw;
- (2) Explore amendments to the Community Standards Bylaw as it relates to youth and crime prevention; and
- (3) To work with agencies and community resource groups to develop a model to help identify youth at risk; and

that once this work is completed, recommendations from the Committee be brought back to Council.”

MOTION CARRIED

Page 2
Curfew Bylaw

Recommendations from the Crime Prevention Advisory Committee regarding the Curfew Bylaw are attached.

Recommendation:

That Council consider passing a resolution lifting from the table consideration of the Curfew Bylaw.

A handwritten signature in black ink, appearing to read "Elaine Vincent". The signature is written in a cursive, flowing style with a large loop at the end.

Elaine Vincent
Manager

**Community Services Division**

Date: April 8, 2010

To: Elaine Vincent, Manager
Legislative and Administrative Services

From: Colleen Jensen, Community Services Director
Dean Scott, Crime Prevention Coordinator
Brian Simpson, RCMP Superintendent

Re: Curfew Bylaw

BACKGROUND

At the November 30, 2009 meeting of Council of The City of Red Deer the following resolution was passed.

“Resolved that Council of the City of Red Deer having considered the report from the Director of Community Services, dated November 23, 2009 re: Curfew Bylaw hereby agrees that Administration working with the Crime Prevention Advisory Committee undertake further discussions with regard to:

1. The incorporation of Curfew Bylaw times into the Community Standards Bylaw;
2. Explore amendments to the Community Standards Bylaw as it relates to youth and crime prevention; and
3. To work with agencies and community resource groups to develop a model to help identify youth at risk; and

that once this work is completed, recommendations from the Committee be brought back to Council.”

DISCUSSION

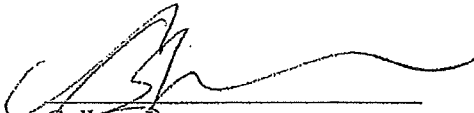
The Crime Prevention Advisory Committee (CPAC) has had extensive discussion about the petition that was submitted, the success of curfews and how that relates to the curfew bylaw. Their initial recommendation suggested combining the current curfew bylaw with the Community Standards Bylaw, including a proposed time change.

The Crime Prevention Advisory Committee met on February 9 and March 9, 2010 to discuss the aspects of the above Council resolution. At the March 9 meeting, the CPAC finalized and passed a more specific recommendation for Council’s consideration. This recommendation included a curfew time change, specific definitions and sections of the Curfew Bylaw to be included in the Community Standards Bylaw, consideration of guardians receiving fines as well as youth, and consideration of a fine alternative option.

The attached memo from the Committee outlines their recommendation in detail.

RECOMMENDATION

That Council for The City of Red Deer approve the Crime Prevention Advisory Committee recommendation concerning the integration of the Curfew Bylaw, along with some proposed changes to times and fines, and direct Administration to initiate the proposed changes to the Community Standards Bylaw.



Colleen Pensen
Director, Community Services

DM #975694

cc:

**Community Services Division**

Date: April 8, 2010

To: Elaine Vincent, Manager
Legislative and Administrative Services

From: TerryLee Ropchan, Chair
Crime Prevention Advisory Committee

Re: CPAC Curfew Bylaw Recommendation

BACKGROUND

At the November 30, 2009 meeting of Council of The City of Red Deer the following resolution was passed.

“Resolved that Council of the City of Red Deer having considered the report from the Director of Community Services, dated November 23, 2009 re: Curfew Bylaw hereby agrees that Administration working with the Crime Prevention Advisory Committee undertake further discussions with regard to:

1. The incorporation of Curfew Bylaw times into the Community Standards Bylaw;
2. Explore amendments to the Community Standards Bylaw as it relates to youth and crime prevention; and
3. To work with agencies and community resource groups to develop a model to help identify youth at risk; and

that once this work is completed, recommendations from the Committee be brought back to Council.”

DISCUSSION

The Crime Prevention Advisory Committee met on February 9 and March 9, 2010 to discuss the aspects of the above Council resolution. At the March 9 meeting the CPAC passed the following recommendation for Council’s consideration:

RECOMMENDATION

The Crime Prevention Advisory Committee recommends to Council for The City of Red Deer that the Curfew Bylaw be incorporated into the Community Standards Bylaw as follows:

Curfew Bylaw times

That the curfew time of 12:00am – 6:00am be incorporated, as originally recommended from the October 13, 2010 meeting.

Amendments to the Community Standards Bylaw as it relates to youth and crime prevention;

- That, in keeping with the Community Standards Bylaw, appropriate fines be imposed for violation of curfew time.
- That the definitions of *child*, *curfew period*, and *parent or guardian* from the Curfew Bylaw be incorporated as follows:
 - “child” means a person who is under 16 years of age;
 - “curfew period” means the period of time between 12:00am and 6:00am in the same day;
 - “parent or guardian” means the actual parent, guardian or foster parent of a child and shall include any other person 18 years of age or over having the care and control of a child;
- That the following Curfew Bylaw “preamble” be incorporated in some form as appropriate:

WHEREAS, a certain number of young people in the City of Red Deer are on the streets and in public places late at night unsupervised by adults and this presents a danger to the health, safety and welfare of such persons;

AND WHEREAS, the City of Red Deer may pass bylaws for municipal purposes respecting the following matters:

- (a) the safety, health and welfare of people and the protection of people and property;
- (b) people, activities and things in, on or near a public place or place that is open to the public;

AND WHEREAS, Council for the City of Red Deer deems it appropriate to protect the safety and health of children and enact a Curfew Bylaw to accomplish those objectives;

- That paragraphs 3, 4, 5, and 7 of the Curfew Bylaw be incorporated as follows:
 - No child shall be in a public place during the curfew period unless accompanied by a parent or guardian.
 - No parent or guardian shall suffer, permit or allow any child who is in his or her custody, care or control to be in a public place during the curfew period unless that child is accompanied by a parent or guardian.
 - Notwithstanding anything contained herein, it shall not be an offence under this bylaw for a child to be in a public place during the curfew period while acting in the interests of an employer or voluntary

an organized sporting or other event which has been supervised by an adult.

- Where a peace officer has reasonable grounds to believe that a person has contravened any provision of this bylaw, such officer may serve upon such person an offence ticket allowing payment of the specified penalty to the City, which payment shall be accepted by the City in lieu of prosecution for the offence.
- That, in keeping with the Community Standards Bylaw, appropriate fines be imposed for violation of curfew time, as originally recommended from the October 13, 2010 meeting.
 - That having the parent or guardian also receive the specified penalty be explored as part of the revision to the Community Standards Bylaw.
 - That an option be explored that would see alternatives in lieu of payment of the specified penalty (e.g. counselling, education, community hours, etc.) as part of the revision to the Community Standards Bylaw.

Work with Agencies and Community Groups

And further the Crime Prevention Advisory Committee recommends that work currently done within the community surrounding issues for at risk youth, particularly the activity of the High Risk Youth Committee, continue.

Note:

It is understood that this recommended content will be forwarded to administration and legal counsel as they work through the revision of the Community Standards Bylaw in keeping with appropriate wording and legal requirements.



TerryLee Bopchan, Chair
Crime Prevention Advisory Committee

DM#975697

cc: Colleen Jensen, Community Service Director
Brian Simpson, RCMP Superintendent
Dean Scott, Crime Prevention Coordinator

Comments:

I support the recommendation of Administration that Council consider three readings of Community Standards Bylaw Amendment 3383/ A-2011. This bylaw amendment incorporates the Crime Prevention Advisory Committee recommendations regarding the integration of the Curfew Bylaw, with changes to times and fines, into the Community Standards Bylaw.

“Craig Curtis”
City Manager

ORIGINAL



Council Decision – January 10, 2011

DATE: January 13, 2011
TO: Julia Townell, Bylaw Research Coordinator
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Community Standards Bylaw Amendment 3383/A-2011

Reference Report:

Bylaw Research Coordinator, dated December 21, 2010

Bylaw Reading:

Community Standards Bylaw Amendment 3383/A-2011 received three readings at the January 10, 2011 regular Council Meeting. A copy of the bylaw is attached

Report Back to Council: No

Comments/Further Action:

The Community Standards Bylaw Amendment 3383/A-2011 reflects changes to the panhandling provisions and the incorporation of the Curfew Bylaw 3216/98 into the Community Standards Bylaw. This office will amend the consolidated copy of the Community Standards Bylaw 3383/2007 and distribute copies in due course. Curfew Bylaw 3216/98 is now repealed.

A handwritten signature in cursive script that reads 'Elaine Vincent'.

Elaine Vincent
Legislative & Governance Services Manager
/attach.

- c Paul Meyeette, Director of Planning Services
Joyce Boon, Co-Manager Inspections & Licensing
Russ Pye, Co-Manager Inspections & Licensing
Dean Scott, Crime Prevention Coordinator
Corporate Meeting Coordinator
Lynn Iviney, Committees Coordinator
TerryLee Ropchan, Chair, Crime Prevention Advisory Committee

BYLAW NO. 3383/A-2011

Being a Bylaw to amend Bylaw No. 3383/2007, the Community Standards Bylaw of The City of Red Deer as described herein.

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

Bylaw No. 3383/2007 is hereby amended as follows:

- 1 The definition of "Panhandling" in section 2 is deleted and replaced with the following new definition:

"Panhandling" means to ask for a gratuitous donation of money, food, or goods of any kind, whether by spoken or printed word, or bodily gesture, but does not include the solicitation of charitable donations allowed or authorized pursuant to the Charitable Fundraising Act, or any other legislation permitting the solicitation of charitable donations.

- 2 At Section 6, a subsection "(1)" is inserted prior to the first sentence.
- 3 Section 26 is deleted and replaced with the following text :

Panhandling

26. No person shall engage in Panhandling:

- (a) between the hours of 5:00 p.m. and 8:00 a.m.;
- (b) while intoxicated or under the influence of illegal substances;
- (c) as a member of a group of two or more persons;
- (d) within 10 metres of the entrance to:
 - (i) a financial institution;
 - (ii) an automated teller machine or bank deposit slot;
 - (iii) a liquor store; or
 - (iv) a bus stop or transit terminal
- (e) in a manner which obstructs or impedes the convenient passage of pedestrians or vehicles on a street, sidewalk or within in a public place;
- (f) in such a manner as to threaten, insult, or harass other users of the street;
- (g) from any person who is an occupant of a motor vehicle; or

- (h) from any person who has already refused or declined the solicitation.

4. The following provisions will be inserted immediately after Section 26, and will be preceded by the heading "Part 4 - Curfew":

Part 4 - Curfew

- 27 In this Part the following words shall have the following meanings:

"**Child**" means a person who is under 16 years of age;

"**Curfew Period**" means the period of time between 12:00 a.m. and 6:00 a.m. in the same day;

"**Parent or Guardian**" means the parent, guardian or foster parent of a child and shall include any other person 18 years of age or over having the care and control of a child.

- 28 No Child shall be in a Public Place during the Curfew Period unless accompanied by a Parent or Guardian.

- 29 No Parent or Guardian shall cause or permit any Child who is in his or her custody, care or control to be in a Public Place during the Curfew Period unless that Child is accompanied by a Parent or Guardian.

- 30 Notwithstanding anything contained herein, it shall not be an offence under this bylaw for a Child to be in a Public Place during the Curfew Period while acting in the interests of an employer or voluntary organization or while returning home as soon as reasonably practical from an organized sporting or other event which has been supervised by an adult.

5. The heading "Part 4 - Penalties" will be re-named "Part 5 - Penalties", and Sections 27-32 therein will be re-numbered and shall become Sections 31 - 36, respectively.

6. A new section will be added to the Schedule of Fines as follows:

	<u>Section</u>	<u>Fine</u>
Breach of Curfew:	28 & 29	\$125
a) second offence within year		\$250
b) third and subsequent offence within year		\$500

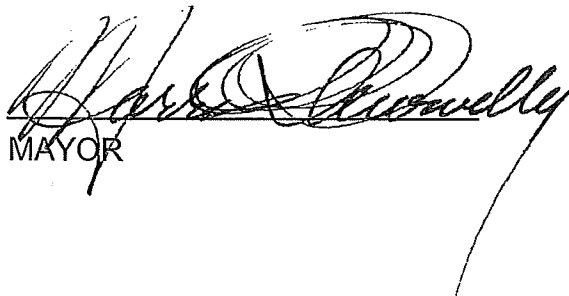
7. Bylaw No. 3216/98, the Curfew Bylaw, is hereby repealed.

READ A FIRST TIME IN OPEN COUNCIL this 10th day of January 2011.

READ A SECOND TIME IN OPEN COUNCIL this 10th day of January 2011.

READ A THIRD TIME IN OPEN COUNCIL this 10th day of January 2011.

AND SIGNED BY THE MAYOR AND CITY CLERK this 10th day of January 2011.



MAYOR



CITY CLERK

ORIGINAL



Planning Department

DATE: December 21, 2010

TO: Craig Curtis, City Manager

FROM: Julia Townell

SUBJECT: Community Standards Bylaw Amendment No. 3383/A-2011

Background

In June 2009 members of the Northwood Estates Neighbourhood Watch Committee proposed that there be changes to the City of Red Deer Curfew Bylaw, which would change the curfew period for youth under 16 years of age.

On July 13, 2009, Council requested that the Crime Prevention Advisory Committee (CPAC) consider the proposed changes, from the Northwood Estates Neighbourhood Watch Committee, and provide a recommendation to Council. Following, on November 30, 2009, Council passed the following resolution:

"Resolved that Council of the City of Red Deer having considered the report from the Director of Community Services, dated November 23, 2009 re: Curfew Bylaw hereby agrees that Administration working with the Crime Prevention Advisory Committee undertake further discussions with regard to:

- (1) The incorporation of Curfew Bylaw times into the Community Standards Bylaw;
- (2) Explore amendments to the Community Standards Bylaw as it relates to youth and crime prevention; and
- (3) To work with agencies and community resource groups to develop a model to help identify youth at risk; and,

that once this work is completed, recommendations from the Committee be brought back to Council."

On the April 19, 2010 a number of proposed amendments to the Curfew Bylaw were presented to Council and the following resolution was passed:

“Resolved that Council of The City of Red Deer having considered the report from the Community Services Director, Crime Prevention Coordinator and the RCMP Superintendent, re: Curfew Bylaw, hereby approves the Crime Prevention Advisory Committee recommendations concerning the integration of the Curfew Bylaw, along with proposed changes to times and fines, and directs Administration to initiate proposed changes to the Community Standards Bylaw.”

Following Councils direction, Administration has integrated the Curfew Bylaw into the Community Standards Bylaw, along with the proposed changes to the curfew time period, and the fines associated with contravening the bylaw. The recommendations are reflected in the bylaw amendment attached to this report, as are the preceding reports for reference.

Further to Council’s resolution, and having conferred with the RCMP, Administration has revised the panhandling provisions to address aggressive panhandling. As a result, Administration is proposing a more comprehensive definition of panhandling, as well as additional limitations to where and how a person may panhandle.

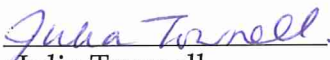
Pan Handling
Section 26

Proposed	Existing
No person shall engage in Panhandling:	No person shall engage in panhandling:
(b) while intoxicated or under the influence of illegal substances;	(ii) from any person who at the time is an occupant or engaged in operating a motor vehicle;
(c) as a member of a group of three or more persons;	(iii) from a person who has refused or declined the solicitation;
(d) within 10 metres of the entrance to:	(iv) so as to obstruct the passage of, walk next to, or follow the person being solicited;
(i) a financial institution;	
(ii) an automated teller machine or bank deposit slot;	
(iii) a liquor store; or	(v) within 10 meters of the entrance to a bank, credit union, trust company or other financial institution where cash can be withdrawn;
(iv) a bus stop or transit terminal	
(e) in a manner which obstructs or	

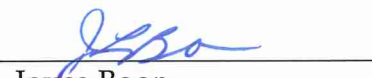
<p>impedes the convenient passage of pedestrians or vehicles on a street, sidewalk or within in a public place;</p> <p>(f) in such a manner as to threaten, insult, or harass other users of the street;</p> <p>(g) from any person who is an occupant of a motor vehicle; or</p> <p>(h) from any person who has already refused or declined the solicitation.</p>	<p>(vi) within 10 meters of an automated teller machine or other device from which cash can be electronically accessed; or</p> <p>(vii) within 10 meters of a bus stop or transit terminal.</p>
--	---

Recommendation

Administration recommends that Council consider three readings to the revised Community Standards Bylaw, which incorporates the Curfew Bylaw and reflects CPAC's Council approved recommendations. Further, Administration recommends that Council approve the new provisions to address aggressive panhandling.


 Julia Townell
 Bylaw Research
 Coordinator,
 Planning Dept.

 Dean Scott
 Crime Prevention
 Coordinator, Community
 Services


 Joyce Boon
 Co-Manager, Inspections
 & Licensing

/attach

c. Paul Meyette, Director, Planning Services

ORIGINAL

BYLAW NO. 3383/A-2011

Being a Bylaw to amend Bylaw No. 3383/2007, the Community Standards Bylaw of The City of Red Deer as described herein.

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

Bylaw No. 3383/2007 is hereby amended as follows:

*Current Version
of Com. Standards
Bylaw*

- 1 The definition of "Panhandling" in section 2 is deleted and replaced with the following new definition:

"Panhandling" means to ask for a gratuitous donation of money, food, or goods of any kind, whether by spoken or printed word, or bodily gesture, but does not include the solicitation of charitable donations allowed or authorized pursuant to the Charitable Fundraising Act, or any other legislation permitting the solicitation of charitable donations.

- 2 At Section 6, a subsection "(1)" is inserted prior to the first sentence.
- 3 Section 26 is deleted and replaced with the following text :

Panhandling

26. No person shall engage in Panhandling:

- (a) between the hours of 6:00 p.m. and 8:00 a.m.;
- (b) while intoxicated or under the influence of illegal substances;
- (c) as a member of a group of three or more persons;
- (d) within 10 metres of the entrance to:
 - (i) a financial institution;
 - (ii) an automated teller machine or bank deposit slot;
 - (iii) a liquor store; or
 - (iv) a bus stop or transit terminal
- (e) in a manner which obstructs or impedes the convenient passage of pedestrians or vehicles on a street, sidewalk or within in a public place;
- (f) in such a manner as to threaten, insult, or harass other users of the street;
- (g) from any person who is an occupant of a motor vehicle; or

READ A SECOND TIME IN OPEN COUNCIL this day of 2011.

READ A THIRD TIME IN OPEN COUNCIL this day of 2011.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2011.

MAYOR

CITY CLERK

ORIGINAL



DATE: April 12, 2010
TO: City Council
FROM: Elaine Vincent, Legislative & Administrative Services Manager
SUBJECT: Curfew Bylaw

History:

In June 2009 members of the Northwood Estates Neighbourhood Watch Committee proposed that there be changes to the City of Red Deer Curfew Bylaw which would change the curfew period for youth under 16 years of age from between 1:00 – 6:00 a.m. to be between 11:00 p.m. -6:00 a.m.

At the Monday, July 13 2009 Council Meeting consideration of the Curfew Bylaw report was directed to the Crime Prevention Advisory Committee for consideration and recommendations to be provided back to Council at a future Council Meeting.

At the Monday, November 30 2009 Council Meeting, consideration of the Curfew Bylaw was further directed to Administration working with the Crime Prevention Advisory Committee to undertake further discussions relating to the Curfew Bylaw and passed the following resolution:

“Resolved that Council of the City of Red Deer having considered the report from the Director of Community Services, dated November 23, 2009 re: Curfew Bylaw hereby agrees that Administration working with the Crime Prevention Advisory Committee undertake further discussions with regard to:

- (1) The incorporation of Curfew Bylaw times into the Community Standards Bylaw;
- (2) Explore amendments to the Community Standards Bylaw as it relates to youth and crime prevention; and
- (3) To work with agencies and community resource groups to develop a model to help identify youth at risk; and

that once this work is completed, recommendations from the Committee be brought back to Council.”

MOTION CARRIED

Page 2
Curfew Bylaw

Recommendations from the Crime Prevention Advisory Committee regarding the Curfew Bylaw are attached.

Recommendation:

That Council consider passing a resolution lifting from the table consideration of the Curfew Bylaw.

A handwritten signature in black ink, appearing to read "Elaine Vincent". The signature is stylized with a large, circular flourish at the end.

Elaine Vincent
Manager



Community Services Division

ORIGINAL

Date: April 8, 2010

To: Elaine Vincent, Manager
Legislative and Administrative Services

From: Colleen Jensen, Community Services Director
Dean Scott, Crime Prevention Coordinator
Brian Simpson, RCMP Superintendent

Re: Curfew Bylaw

BACKGROUND

At the November 30, 2009 meeting of Council of The City of Red Deer the following resolution was passed.

“Resolved that Council of the City of Red Deer having considered the report from the Director of Community Services, dated November 23, 2009 re: Curfew Bylaw hereby agrees that Administration working with the Crime Prevention Advisory Committee undertake further discussions with regard to:

1. The incorporation of Curfew Bylaw times into the Community Standards Bylaw;
2. Explore amendments to the Community Standards Bylaw as it relates to youth and crime prevention; and
3. To work with agencies and community resource groups to develop a model to help identify youth at risk; and

that once this work is completed, recommendations from the Committee be brought back to Council.”

DISCUSSION

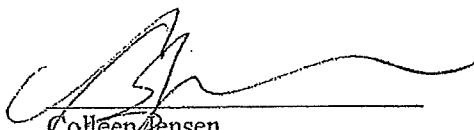
The Crime Prevention Advisory Committee (CPAC) has had extensive discussion about the petition that was submitted, the success of curfews and how that relates to the curfew bylaw. Their initial recommendation suggested combining the current curfew bylaw with the Community Standards Bylaw, including a proposed time change.

The Crime Prevention Advisory Committee met on February 9 and March 9, 2010 to discuss the aspects of the above Council resolution. At the March 9 meeting, the CPAC finalized and passed a more specific recommendation for Council’s consideration. This recommendation included a curfew time change, specific definitions and sections of the Curfew Bylaw to be included in the Community Standards Bylaw, consideration of guardians receiving fines as well as youth, and consideration of a fine alternative option.

The attached memo from the Committee outlines their recommendation in detail.

RECOMMENDATION

That Council for The City of Red Deer approve the Crime Prevention Advisory Committee recommendation concerning the integration of the Curfew Bylaw, along with some proposed changes to times and fines, and direct Administration to initiate the proposed changes to the Community Standards Bylaw.



Colleen Jensen
Director, Community Services

DM #975694

cc:



ORIGINAL

Community Services Division

Date: April 8, 2010

To: Elaine Vincent, Manager
Legislative and Administrative Services

From: TerryLee Ropchan, Chair
Crime Prevention Advisory Committee

Re: CPAC Curfew Bylaw Recommendation

BACKGROUND

At the November 30, 2009 meeting of Council of The City of Red Deer the following resolution was passed.

“Resolved that Council of the City of Red Deer having considered the report from the Director of Community Services, dated November 23, 2009 re: Curfew Bylaw hereby agrees that Administration working with the Crime Prevention Advisory Committee undertake further discussions with regard to:

1. The incorporation of Curfew Bylaw times into the Community Standards Bylaw;
2. Explore amendments to the Community Standards Bylaw as it relates to youth and crime prevention; and
3. To work with agencies and community resource groups to develop a model to help identify youth at risk; and

that once this work is completed, recommendations from the Committee be brought back to Council.”

DISCUSSION

The Crime Prevention Advisory Committee met on February 9 and March 9, 2010 to discuss the aspects of the above Council resolution. At the March 9 meeting the CPAC passed the following recommendation for Council’s consideration:

RECOMMENDATION

The Crime Prevention Advisory Committee recommends to Council for The City of Red Deer that the Curfew Bylaw be incorporated into the Community Standards Bylaw as follows:

Curfew Bylaw times

That the curfew time of 12:00am – 6:00am be incorporated, as originally recommended from the October 13, 2010 meeting.

Amendments to the Community Standards Bylaw as it relates to youth and crime prevention;

- That, in keeping with the Community Standards Bylaw, appropriate fines be imposed for violation of curfew time.
- That the definitions of *child*, *curfew period*, and *parent or guardian* from the Curfew Bylaw be incorporated as follows:

“child” means a person who is under 16 years of age;

“curfew period” means the period of time between 12:00am and 6:00am in the same day;

“parent or guardian” means the actual parent, guardian or foster parent of a child and shall include any other person 18 years of age or over having the care and control of a child;

- That the following Curfew Bylaw “preamble” be incorporated in some form as appropriate:

WHEREAS, a certain number of young people in the City of Red Deer are on the streets and in public places late at night unsupervised by adults and this presents a danger to the health, safety and welfare of such persons;

AND WHEREAS, the City of Red Deer may pass bylaws for municipal purposes respecting the following matters:

- (a) the safety, health and welfare of people and the protection of people and property;
- (b) people, activities and things in, on or near a public place or place that is open to the public;

AND WHEREAS, Council for the City of Red Deer deems it appropriate to protect the safety and health of children and enact a Curfew Bylaw to accomplish those objectives;

- That paragraphs 3, 4, 5, and 7 of the Curfew Bylaw be incorporated as follows:
 - No child shall be in a public place during the curfew period unless accompanied by a parent or guardian.
 - No parent or guardian shall suffer, permit or allow any child who is in his or her custody, care or control to be in a public place during the curfew period unless that child is accompanied by a parent or guardian.
 - Notwithstanding anything contained herein, it shall not be an offence under this bylaw for a child to be in a public place during the curfew period while acting in the interests of an employer or voluntary

an organized sporting or other event which has been supervised by an adult.

- Where a peace officer has reasonable grounds to believe that a person has contravened any provision of this bylaw, such officer may serve upon such person an offence ticket allowing payment of the specified penalty to the City, which payment shall be accepted by the City in lieu of prosecution for the offence.
- That, in keeping with the Community Standards Bylaw, appropriate fines be imposed for violation of curfew time, as originally recommended from the October 13, 2010 meeting.
 - That having the parent or guardian also receive the specified penalty be explored as part of the revision to the Community Standards Bylaw.
 - That an option be explored that would see alternatives in lieu of payment of the specified penalty (e.g. counselling, education, community hours, etc.) as part of the revision to the Community Standards Bylaw.

Work with Agencies and Community Groups

And further the Crime Prevention Advisory Committee recommends that work currently done within the community surrounding issues for at risk youth, particularly the activity of the High Risk Youth Committee, continue.

Note:

It is understood that this recommended content will be forwarded to administration and legal counsel as they work through the revision of the Community Standards Bylaw in keeping with appropriate wording and legal requirements.



TerryLee Hopchan, Chair
Crime Prevention Advisory Committee

DM#975697

cc: Colleen Jensen, Community Service Director
Brian Simpson, RCMP Superintendent
Dean Scott, Crime Prevention Coordinator



Council Decision – April 19, 2010

DATE: April 20, 2010

TO: Colleen Jensen, Director of Community Services
Dean Scott, Crime Prevention Coordinator
Brian Simpson, RCMP Superintendent

FROM: Elaine Vincent, Legislative and Administrative Services Manager

SUBJECT: Curfew Bylaw - Recommendations from the Crime Prevention Advisory Committee

Reference Report:

Legislative & Administrative Services Manager, April 12, 2010

Resolution:

"Resolved that Council of the City of Red Deer having considered the report from the Community Services Director, Crime Prevention Coordinator and RCMP Superintendent, re: Curfew Bylaw, hereby approves the Crime Prevention Advisory Committee recommendations concerning the integration of the Curfew Bylaw, along with proposed changes to times and fines, and directs Administration to initiate the proposed changes to the Community Standards Bylaw."

MOTION CARRIED

Report Back to Council: No

Comments / Further Action:

That the curfew bylaw along with proposed changes to times and fines be incorporated into the Community Standards Bylaw.



Elaine Vincent
Legislative & Administrative Services Manager

c: Crime Prevention Advisory Committee Chair
Inspections & Licensing Manager, Russ Pye
Inspections & Licensing Manager, Joyce Boon

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

Bev Greter

From: Elaine Vincent
Sent: Tuesday, December 14, 2010 1:48 PM
To: Bev Greter
Subject: FW: Curfew and Civic Address Bylaw amendments
Agenda stuff for the 10th...

Elaine Vincent
Manager, Legislative and Governance Services
The City of Red Deer
Phone: 403-342-8134
Fax: 403-346-6195
elaine.vincent@reddeer.ca

From: Michelle Baer [mailto:MBaer@chapmanriebeek.com]
Sent: Tuesday, December 14, 2010 1:46 PM
To: Elaine Vincent
Cc: Tony Woods; Don Simpson
Subject: Curfew and Civic Address Bylaw amendments

Hello Elaine,
I am working on both these files right now. They are my priority and will most certainly be ready for the January 10 meeting. In respect of the Civic Addressing bylaw changes, the research you requested is underway and Don and I will be reviewing the entire file with all proposed amendments, including council policies and the notice of motion, prior to his January vacation. If you require any additional information, please call.

Michelle Baer
Chapman Riebeek LLP
Barristers & Solicitors
300, 4808 Ross Street
Red Deer, AB T4N 1X5
Telephone: (403) 346-6603
Fax: (403) 340-1280

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Bev Greter

From: Elaine Vincent
Sent: Thursday, December 23, 2010 11:55 AM
To: Bev Greter; Christine Kenzie
Subject: FW: Community Standards Bylaw Amendment

BACK UP INFORMATION
NOT SUBMITTED TO COUNCIL

Attachments: Comm Stds bylaw amendment 2011ii (2).DOC; Community Standards2.doc;
Curfew Bylaw Reports to Council.pdf; Council Resolution on Curfew Bylaw.pdf

Elaine Vincent
Manager, Legislative and Governance Services
The City of Red Deer
Phone: 403-342-8134
Fax: 403-346-6195
elaine.vincent@reddeer.ca

From: Julia Townell
Sent: Thursday, December 23, 2010 11:41 AM
To: Elaine Vincent
Subject: FW: Community Standards Bylaw Amendment

Hi Elaine,

I've attached the Community Standards Bylaw amendments to this email. Michelle Baer and Dean Scott have both reviewed the report. Joyce Boon has also signed off on it. I'll bring down a copy shortly.

Julia



Comm Stds bylaw
amendment 2...

403.356.8896



Community
Standards2.doc (101



Curfew Bylaw
Reports to Council...



Please c

consider the environment before p

enting this email.



Council Resolution
on Curfew B...

Christine Kenzie

To: Julia Townell
Cc: Dean Scott
Subject: RE: amendments to Curfew bylaw
Attachments: April 19 2010 Decision Letter.pdf

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

I have attached a copy of the Council Decision letter that was sent out --- copied to Russ Pye & Joyce Boon. You might want to follow up with Joyce as well as Dean Scott in Community Services on this one..... if the lines of communication have indeed failed?

The solicitor is looking to speak to whoever is working on this one.

Thanks.

Christine Kenzie | Corporate Meeting Coordinator
Legislative & Governance Services | The City of Red Deer
D 403.356.8978 | F 403.346.6195
christine.kenzie@reddeer.ca

SEPT 28/2010
- MICHELLE BARR B/F
WORKING ON
THIS (BYLAW AMENDMENT)
- JULIA TOWNELL
TO DO UP REPORT
WHEN BYLAW IS
READY
BARR
G.H.K.

From: Julia Townell
Sent: September 17, 2010 8:09 AM
To: Christine Kenzie
Subject: RE: amendments to Curfew bylaw

Hi Christine,

No, I'm not working on the Community Standards Bylaw to incorporate the Curfew Bylaw into it. This is the first I've heard of it – did the lines of communication fail somewhere?

From: Christine Kenzie
Sent: Thursday, September 16, 2010 10:55 AM
To: Julia Townell
Subject: FW: amendments to Curfew bylaw

Are you working on the amendments to the Community Standards Bylaw to incorporate the Curfew Bylaw into it? If so, the solicitor would appreciate you getting in touch with her. See email below.

Thanks

Christine Kenzie | Corporate Meeting Coordinator
Legislative & Governance Services | The City of Red Deer
D 403.356.8978 | F 403.346.6195
christine.kenzie@reddeer.ca

From: Michelle Baer [mailto:MBaer@chapmanriebeek.com]
Sent: September 16, 2010 9:02 AM
To: Christine Kenzie
Subject: RE: amendments to Curfew bylaw

Thanks Christine.

If you could just let whomever in admin. is working on this to contact me, that would be great.

Michelle

From: Christine Kenzie [mailto:Christine.Kenzie@reddeer.ca]
Sent: Wednesday, September 15, 2010 12:26 PM
To: Michelle Baer
Subject: RE: amendments to Curfew bylaw

A request from the Crime Prevention Advisory Committee to make changes to the Curfew Bylaw was brought before Council on April 19, 2010. At that time, Council passed a resolution directing Administration to incorporate the recommendations from the Crime Prevention Advisory Committee, concerning integration of the Curfew Bylaw, along with proposed changes to times and fines, and to initiate the proposed changes to the Community Standards Bylaw.

To date nothing has been brought back to Council regarding changes to the Community Standards Bylaw. I am following up with Administration on this one.

So, in answer to your question, there were no amendmends passed regarding the Curfew Bylaw.

Christine Kenzie | Corporate Meeting Coordinator
Legislative & Governance Services | The City of Red Deer
D 403.356.8978 | F 403.346.6195
christine.kenzie@reddeer.ca

From: Michelle Baer [mailto:MBaer@chapmanriebeek.com]
Sent: September 14, 2010 5:50 PM
To: Christine Kenzie
Subject: amendments to Curfew bylaw

Hi Christine,

Earlier this year, Council passed amendments to the Curfew bylaw. We do not seem have a copy of that resolution, and I don't think a bylaw amendment has been prepared. Can you assist?

Michelle Baer
Chapman Riebeek LLP
Barristers & Solicitors
300, 4808 Ross Street
Red Deer, AB T4N 1X5
Telephone: (403) 346-6603
Fax: (403) 340-1280

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[The City of Red Deer I.T. Services asks that you please consider the environment before printing this e-mail.]

CURFEW
3216/98

Christine Kenzie

From: Michelle Baer [MBaer@chapmanriebeek.com]
Sent: September 14, 2010 5:50 PM
To: Christine Kenzie
Subject: amendments to Curfew bylaw

BACK UP INFORMATION
NOT SUBMITTED TO COUNCIL

Hi Christine,
Earlier this year, Council passed amendments to the Curfew bylaw. We do not seem have a copy of that resolution, and I don't think a bylaw amendment has been prepared. Can you assist?

Michelle Baer
Chapman Riebeek LLP
Barristers & Solicitors
300, 4808 Ross Street
Red Deer, AB T4N 1X5
Telephone: (403) 346-6603
Fax: (403) 340-1280

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rec 19/2010

Dem Scott
D. C. BAER

Christine Kenzie

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

Sent: January 10, 2011 2:58 AM
To: Christine Kenzie
Subject: Delivery Status

Attachments: deliverystatus.txt; Changes to Curfew Bylaw - Considered by Council on Monday, January 10th



deliverystatus.txt (216 B) Changes to Curfew Bylaw - Cons...

--- The following addresses had delivery problems ---

<csmith22@shaw.ca> (#5.1.0 Address rejected csmith22@shaw.ca)

Followup to
Contacting Northwood
Estates Neighbourhood
Watch

Christine Kenzie

BACK UP INFORMATION
NOT SUBMITTED TO COUNCIL

From: Christine Kenzie
Sent: January 10, 2011 10:00 AM
To: 'csmith22@shaw.ca'
Subject: Changes to Curfew Bylaw - Considered by Council on Monday, January 10th

Dear Crystal:

We have been trying to contact you with the last phone numbers we had to advise you that the changes to the Curfew Bylaw will be presented to Red Deer City Council on **Monday, January 10th** at approximately 3:15 P.M. These changes were initiated with the petition submitted by the Northwood Estates Neighbourhood Watch in 2009. The Council meetings are held in Council Chambers on the 2nd Floor of City Hall. You are welcome to attend at that time.

Let me know if you require any additional information.

Christine Kenzie | Corporate Meeting Coordinator

Legislative & Governance Services | The City of Red Deer

D 403.356.8978 | F 403.346.6195

christine.kenzie@reddeer.ca

BACK UP INFORMATION
NOT SUBMITTED TO COUNCIL

December 2, 2009

Northwood Estates Neighbourhood Watch Committee
c/o Crystal Smith
#268, 5344-76 Street
Red Deer, AB T4P 2A6

Mobile → 318 → 5619
Cell → 342 → 3257

→ Jenny Lee Repetition →

343-6181

Dear Ms. Smith:

Re: Curfew Bylaw

At the City of Red Deer's Council Meeting held Monday, November 30, 2009, Council passed the following resolution regarding the Curfew Bylaw.

"Resolved that Council of the City of Red Deer having considered the report from the Director of Community Services, dated November 23, 2009 re: Curfew Bylaw hereby agrees that Administration working with the Crime Prevention Advisory Committee undertake further discussions with regard to:

- (1) The incorporation of Curfew Bylaw times into the Community Standards Bylaw;
- (2) Explore amendments to the Community Standards Bylaw as it relates to youth and crime prevention; and
- (3) To work with agencies and community resource groups to develop a model to help identify youth at risk; and

that once this work is completed, recommendations from the Committee be brought back to Council."

MOTION CARRIED

We will notify you when this item is brought back to Council.

Please do not hesitate to contact our office should you have any questions or require further clarification.

Sincerely,

Elaine Vincent
Legislative and Administrative Services Manager

Full Name: Crystal Smith
Last Name: Smith
First Name: Crystal
Job Title: Co-chair, Northwood Estates Neighbourhood Watch
Company: Northwood Estates

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

Home Address: #268, 5344 - 76 Street
Red Deer, AB
T4P 2A6
Canada

Home: (403) 754-2140
Mobile: (403) 598-9166

E-mail: csmith22@shaw.ca
E-mail Display As: Crystal Smith



Legislative & Governance Services

DATE: December 21, 2010

TO: Craig Curtis, City Manager

FROM: Elaine Vincent, Legislative & Governance Services Manager

SUBJECT: Road Closure Bylaw 3462/2010 – Bylaw to close access to a portion of a lane at 420 Allan Street

History

At the Monday, November 29, 2010 Council Meeting Road Closure Bylaw 3462/2010 received first reading.

Public Consultation Process

A public hearing has been advertised for the above noted bylaw to be held on Monday, January 10, 2011 at 6:00 P.M. during Council's Regular Meeting. Advertisements were placed in the Red Deer Advocate on December 24, 2010 and December 31, 2010.

Recommendation

That Council considers second and third reading of Road Closure Bylaw 3462/2010.

A handwritten signature in cursive script, appearing to read 'Elaine Vincent'.

Elaine Vincent
Manager



Land and Economic Development

DATE: November 29, 2010

TO: Craig Curtis, City Manager

FROM: Alice Granberg, Land Services Specialist
Joe D'Onofrio, Land Coordinator Land and Economic Development

SUBJECT: Report to Council – Lane Access Closure Bylaw 3462/2010
Between the SE Boundary of Lot 55 and SW boundary of Lot 56 all
contained within Plan 912 2089 Block 1
Behind Victoria Station Mall

BACKGROUND

In December 2008, following a neighborhood consultation, RCMP involvement and the City commissioned Crime Prevention Through Environmental Design assessment the Director of Community Services requested and Council approved by resolution to temporarily close access to a lane located behind Victoria Station Mall.


After a year of this temporary lane closure there has been a reduction in the questionable activities and The City's Community Services staff has received praise regarding the positive changes in the neighborhood which appear directly related to this temporary lane closure.

As a result, Community Services has requested that Land and Economic Development proceed with requesting a permanent closure to this access point in accordance with Section 22 of the *Municipal Government Act* to notify the public of closure of vehicle access to the lane off Anquetel Street (see attached).


The area of closed lane, equivalent to the width of the jersey barrier (concrete structure intended to deter vehicle entry at this point) does not require re-zoning and will remain as part of the legal road plan. An internal report requesting comments or concerns from other departments has been completed. There were no concerns with the access to the lane being closed by Bylaw.

RECOMMENDATION

That Council of The City of Red Deer as recommended by Land and Economic Development department proceed to consider the Bylaw to close the access to the lane located Between the SE Boundary of Lot 55 and SW boundary of Lot 56 all contained within Plan 912 2089 Block 1 .



Alice Granberg
Land Services Specialist



Joe D'Onofrio
Land Coordinator

cc: Colleen Jensen, Director Community Services
Paul Meyette, Director Planning Services

BYLAW 3462/2010

Being a bylaw to close access to a portion of a lane in the City of Red Deer, as described herein.

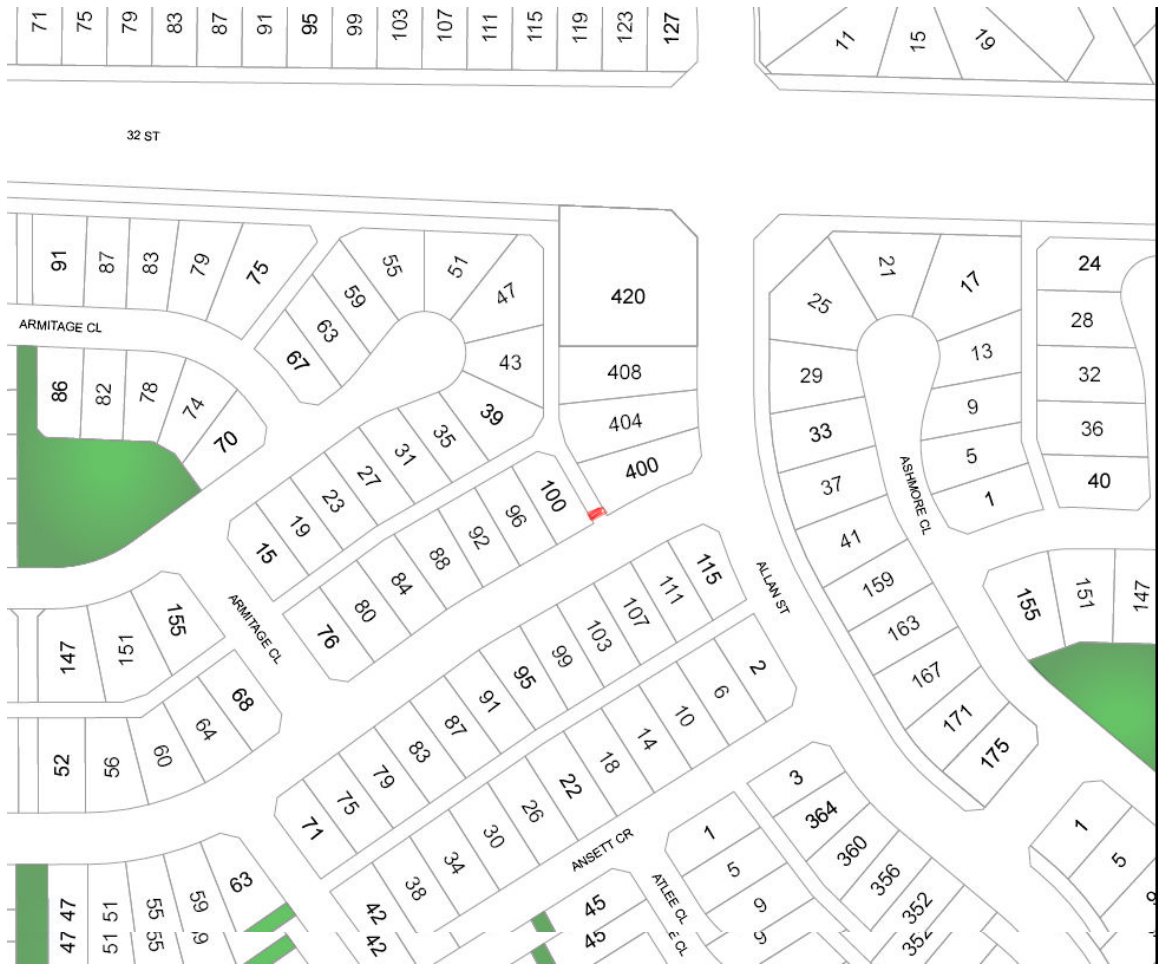
COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

The portion of lane located between the south east boundary of Plan 912 2089 Block 1 Lot 55 and the south west boundary of Plan 9122089 Block 1 Lot 56 and measuring one metre in depth, as shown red on the attached Schedule A, shall be closed.

READ A FIRST TIME IN OPEN COUNCIL this	29	day of November	2010 A.D.
READ A SECOND TIME IN OPEN COUNCIL this		day of	2011 A.D.
READ A THIRD TIME IN OPEN COUNCIL this		day of	2011 A.D.
AND SIGNED BY THE MAYOR AND CITY CLERK this		day of	2011 A.D.

<div>MAYOR</div>	<div>CITY CLERK</div>
------------------	-----------------------

ATTACHMENT



Comments:

After the Public Hearing for Road Closure Bylaw 3462/2010, a bylaw to close access to a portion of a lane at 420 Allan Street, I would support second and third reading of this bylaw.

"Craig Curtis"
City Manager

ORIGINAL



Council Decision – January 10, 2011

DATE: January 13, 2011

TO: Alice Granberg, Land Services Specialist
Joe D'Onofrio, Land Coordinator

FROM: Elaine Vincent, Legislative & Governance Services Manager

SUBJECT: Road Closure Bylaw 3462/2010 – Allan Street

Reference Report:

Land Services Specialist and Land coordinator, dated November 29, 2010.

Bylaw Reading:

Road Closure Bylaw 3462/2010 received second and third readings at the January 10, 2011 regular Council Meeting. A copy of the bylaw is attached.

Report Back to Council: No

Comments/Further Action:

Road Closure Bylaw 3462/2010 allows for lane access closure between the SE boundary of Lot 55 and the SW boundary of Lot 56 all contained within Plan 912 2089 Block 1. A certified copy of Road Closure Bylaw 3462/2010 is attached for your use.

A handwritten signature in black ink, appearing to read 'Elaine Vincent'.

Elaine Vincent
Legislative & Governance Services Manager
/attach.

c Colleen Jensen, Director of Community Services
Paul Meyette, Director of Planning Services
Joyce Boon, Co-Manager Inspections & Licensing
Russ Pye, Co-Manager Inspections & Licensing
IT Services - GIS

BYLAW 3462/2010

Being a bylaw to close access to a portion of a lane in the City of Red Deer, as described herein.

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

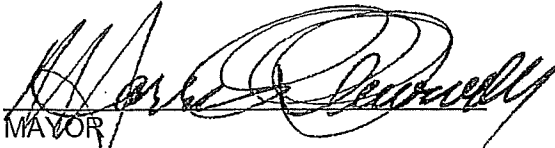
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READ A FIRST TIME IN OPEN COUNCIL this 29 day of November 2010 A.D.

READ A SECOND TIME IN OPEN COUNCIL this 10 day of January 2011 A.D.


READ A THIRD TIME IN OPEN COUNCIL this 10 day of January 2011 A.D.

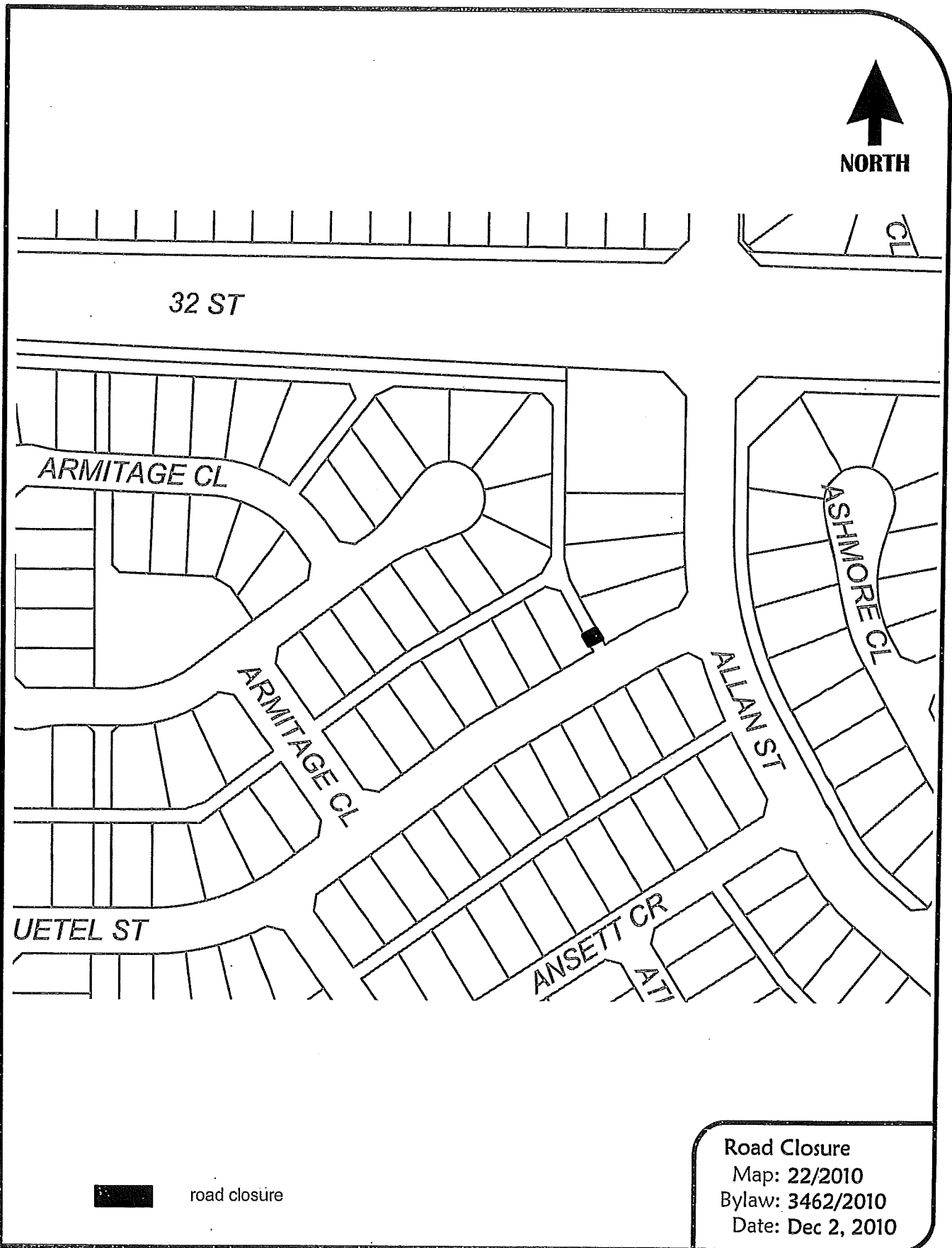
AND SIGNED BY THE MAYOR AND CITY CLERK this 10 day of January 2011 A.D.


MAYOR


CITY CLERK

CERTIFIED TO BE A TRUE AND CORRECT
COPY OF THE ORIGINAL


CITY CLERK





Legislative & Governance Services

ORIGINAL

DATE: December 21, 2010
TO: Craig Curtis, City Manager
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Road Closure Bylaw 3462/2010 – Bylaw to close access to a portion of a lane at 420 Allan Street

History

At the Monday, November 29, 2010 Council Meeting Road Closure Bylaw 3462/2010 first reading.

Public Consultation Process

A public hearing has been advertised for the above noted bylaw to be held on Monday, January 10, 2011 at 6:00 P.M. during Council's Regular Meeting. Advertisements were placed in the Red Deer Advocate on December 24, 2010 and December 31, 2010.

Recommendation

That Council considers second and third reading of Road Closure Bylaw 3462/2010.

A handwritten signature in cursive script, appearing to read 'Elaine Vincent'.

Elaine Vincent
Manager

ORIGINAL

**ROAD CLOSURE BYLAW 3462/2010
PORTION OF LANE BEHIND VICTORIA STATION MALL
VICTORIA PARK NEIGHBOURHOOD**

DESCRIPTION: This Road Closure Bylaw provides for the closure of the portion of lane located between the south east boundary of Plan 912 2089 Block 1 Lot 55 and the south west boundary of Plan 912 2089 Block I Lot 56 and measuring one metre in depth, as shown on Map 22/2010.

FIRST READING: December 13, 2010

FIRST PUBLICATION: December 24, 2010

SECOND PUBLICATION: December 31, 2010

PUBLIC HEARING & SECOND READING: *Jan 10, 2011*

THIRD READING:

LETTERS REQUIRED TO PROPERTY OWNERS: YES ☐ NO ☐

DEPOSIT: YES ☐ \$ _____ NO

COST OF ADVERTISING RESPONSIBILITY OF: CITY OF RED DEER

ACTUAL COST OF ADVERTISING:

\$ _____ X 2 TOTAL: \$ _____

MAP PREPARATION: \$ _____

TOTAL COST: \$ _____

LESS DEPOSIT RECEIVED: \$ _____

AMOUNT OWING/ (REFUND): \$ _____

INVOICE NO.: _____

BATCH NO.: _____

(Advertising Revenue to 180.5901)

ORIGINAL

**Road Closure Bylaw 3462/2010
Portion of lane behind Victoria Station Mall (420 Allan Street)
South East Boundary of Plan 912 2089 Block 1 Lot 55
Victoria Park Neighbourhood**

City Council proposes to pass Road Closure Bylaw 3462/2010 which provides for the closure of the portion of lane located between the south east boundary of Plan 912 2089 Block 1 Lot 55 and the south west boundary of Plan 912 2089 Block 1 Lot 56 and measuring one metre in depth, as shown on the following Map 22/2010.

Insert Map (DM# 1048079)

The proposed bylaw may be inspected at Legislative & Governance Services, 2nd Floor City Hall during regular office hours or for more details, contact the Land & Economic Development department at 403-342-8106.

City Council will hear from any person claiming to be affected by the proposed bylaw at a Public Hearing on **Monday, January 10, 2011** at 6:00 p.m. in Council Chambers, 2nd Floor at City Hall. If you want your letter or petition included on the Council agenda you must submit it to the Manager, Legislative & Governance Services by **Tuesday, January 4, 2011**. Otherwise, you may submit your letter or petition at the Council meeting or you can simply tell Council your views at the Public Hearing. Council's Procedure Bylaw indicates that each presentation is limited to 10 minutes. Any submission will be public information. If you have any questions regarding the use of this information please contact the Manager, Legislative & Governance Services at 403-342-8132.

(Publication Dates: December 24, 2010 and December 31, 2010)



road closure

Road Closure

Map: 22/2010

Bylaw: 3462/2010

Date: Dec 2, 2010

ORIGINAL

map 1048079
1044282

**Road Closure Bylaw 3439/2009
Portion of 61st Street and 30th Avenue
North of Lot R2, MR, Plan 4314 KS
Timberlands Neighbourhood**

City Council proposes to pass Road Closure Bylaw 3439/2009, which provides for the closure of a portion of 61st street, approximately 1,335 square feet (124 m²), in order to reroute the north traffic access into and out of the College Park neighbourhood. Traffic has been rerouted from 61st Street through Tobin Gate, and Timothy Drive to 30th Avenue. The portion of 61st Street is physically closed to vehicles, with an earth berm and turnaround point constructed. Future plans at Timothy Drive and 30th Avenue include an all-turns access, and fully signalized intersection which will provide for more efficient access to the Timberlands and College Park subdivisions.

Insert Map (DM# 906096)

The proposed bylaw may be inspected at Legislative & Administrative Services, 2nd Floor City Hall during regular office hours or for more details, contact Parkland Community Planning Services at 403-343-3394.

City Council will hear from any person claiming to be affected by the proposed bylaw at a Public Hearing on **Monday, January 11, 2010** at 6:00p.m. in Council Chambers, 2nd Floor at City Hall. If you want your letter or petition included on the Council agenda you must submit it to the Manager, Legislative & Administrative Services by **Tuesday, January 5, 2010**. Otherwise, you may submit your letter or petition at the Council meeting or you can simply tell Council your views at the Public Hearing. Council's Procedure Bylaw indicates that each presentation is limited to 10 minutes. Any submission will be public information. If you have any questions regarding the use of this information please contact the Manager, Legislative & Administrative Services at 403-342-8132.

(Publication Dates: December 24, 2009 and December 31, 2009)

BYLAW 3462/2010

ORIGINAL

Being a bylaw to close access to a portion of a lane in the City of Red Deer, as described herein.

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

The portion of lane located between the south east boundary of Plan 912 2089 Block 1 Lot 55 and the south west boundary of Plan 9122089 Block 1 Lot 56 and measuring one metre in depth, as shown red on the attached Schedule A, shall be closed.

READ A FIRST TIME IN OPEN COUNCIL this day of 2010

READ A SECOND TIME IN OPEN COUNCIL this day of 2011

READ A THIRD TIME IN OPEN COUNCIL this day of 2011

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2011

MAYOR

CITY CLERK

~~ORIGINAL~~

COPY

Council Decision – November 29, 2010

DATE: November 30, 2010

TO: Alice Granberg, Land Services Specialist
Joe D'Onofrio, Land Coordinator, Land Services Department

FROM: Elaine Vincent, Legislative & Governance Services

SUBJECT: Road Closure Bylaw 3462/2010
Between the SE boundary of Lot 55 and SW boundary of Lot 56 all contained within
Plan 912 2089 Block 1
Behind Victoria Station Mall

Reference Report:

Land Services Specialist and Land Coordinator, dated November 29, 2010

Bylaw Readings:

Road Closure Bylaw Amendment 3462/2010 allows received first reading at the November 29, 2010 regular Council Meeting. A copy of the Bylaw is attached.

Report Back to Council: Yes

Comments/Further Action:

Road Closure Bylaw Amendment 3462/2010 allows for the closure of access to the lane located between the SE boundary of Lot 55 and the SW boundary of Lot 56 all contained within Plan 912 2089 Block 1. A. A Public Hearing will be held on Monday, January 10, 2011 at 6:00 p.m. during Council's regular meeting. This office will proceed with the advertising for the public hearing.



Elaine Vincent
Legislative & Governance Services Manager
/attach

- c. Colleen Jensen, Director of Community Services
Paul Meyette, Director of Planning Services
Howard Thompson, Land & Economic Development Manager
Corporate Meeting Coordinator

BYLAW 3462/2010

Being a bylaw to close access to a portion of a lane in the City of Red Deer, as described herein.

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

The portion of lane located between the south east boundary of Plan 912 2089 Block 1 Lot 55 and the south west boundary of Plan 9122089 Block 1 Lot 56 and measuring one metre in depth, as shown red on the attached Schedule A, shall be closed.

READ A FIRST TIME IN OPEN COUNCIL this 29 day of November 2010 A.D.

READ A SECOND TIME IN OPEN COUNCIL this day of 2010 A.D.

READ A THIRD TIME IN OPEN COUNCIL this day of 2010 A.D.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2010 A.D.

MAYOR

CITY CLERK



road closure

Road Closure

Map: 22/2010

Bylaw: 3462/2010

Date: Dec 2, 2010

Backup

Christine Kenzie

BACK UP INFORMATION
NOT SUBMITTED TO COUNCIL

From: Dean Scott
Sent: January 11, 2011 5:00 PM
To: Alice Granberg
Cc: Christine Kenzie
Subject: RE: Lane way closers

Hi Alice,

I am familiar with Frank and can definitely speak to him about

Dean

From: Alice Granberg
Sent: Tuesday, January 11, 2011 12:57 PM
To: Dean Scott
Cc: Christine Kenzie
Subject: FW: Lane way closers

Dean, I discussed the following email from a resident w
that you are probably best to respond to his concerns. T

Alice Granberg
Bus. (403) 356-8891

From: Christine Kenzie
Sent: January 11, 2011 9:26 AM
To: Alice Granberg
Subject: FW: Lane way closers

Here is the email that was received from Mr. Frank Corlis regarding the lane closure behind Victoria Station Mall. (Road Closure Bylaw 3462/2010 was given third reading at the January 10, 2011 Council meeting). Mr. Corlis was not able to attend the public hearing last night and he has further questions if pedestrian traffic could also be closed in that area. Would you please contact him at (403) 340-5050 to see if there is anything else that can be done.

Thanks Alice.

Christine Kenzie | Corporate Meeting Coordinator
Legislative & Governance Services | The City of Red Deer
D 403.356.8978 | F 403.346.6195
christine.kenzie@reddeer.ca

*CLOSING AS PEDESTRIAN
TRAFFIC ?*

*- slow people - walkway
up & go further around.*

- no problem - just traffic

*→ back to front entrance
→ keep traffic from street
FRANK*

*→ White CORLIS
- 403-340-5050*

From: Bev Greter
Sent: January 10, 2011 9:39 AM
To: Colleen Jensen; Brian Simpson; Dean Scott
Cc: Mayor and Councillors; Corporate Leadership Team; Frieda McDougall; Christine Kenzie
Subject: FW: Lane way closers

Good morning,

This email was received this morning regarding the Public Hearing for Road Closure Bylaw 3462/2010 coming to Council this evening. Hard copies will be available at Council this evening.

Bev

Bev Greter
Corporate Meeting Coordinator
Legislative & Governance Services
Phone: 403.342.8201
Bev.greter@reddeer.ca
www.reddeer.ca

From: Bev Greter
Sent: Monday, January 10, 2011 9:35 AM
To: 'Cortech1'
Subject: RE: Lane way closers

Good morning,

Thank you for your comments regarding Road Closure Bylaw 3462/2010. Your email will be printed and presented to Council members and administration at the public hearing this evening at 6 p.m.

We appreciate you taking the time to forward your comments.

Kind regards,

Bev Greter
Corporate Meeting Coordinator
Legislative & Governance Services
Phone: 403.342.8201
Bev.greter@reddeer.ca
www.reddeer.ca

From: Cortech1 [<mailto:cortech1@gmail.com>]
Sent: Saturday, January 08, 2011 10:10 PM
To: Bev Greter
Subject: Lane way closers

Since the very day that the barricade was installed in the back alley the crime traffic has slowed down drastically. To the point that we are now having good night sleeps. We are not awoken to the heavy traffic of early morning vehicles and taxi cabs handling drugs in the back alley and at the adjacent Pet Store alley. There needs to be a better education program at the pet store for the safety of the employees to keep all gates closed. I would be happy to assist in putting return springs on these gates.

With the new gate moved to the front of the property of the Pet Store and higher fencing installed, crimes such as robberies with weapons, drugs sale over the fences, youth gathering in the wee hours with loud music, screaming, fighting and drinking acholol, breaking bottles and windows homosexual activities, young girls preforming sex acts on different males not to mention the frequent urinating and descritment and puking on both sides of the fence and in the alley beside the Deer Park Pet Clinic has changed.

Many nights sleep were lost to the violence that was going on here. From one who is here 24 /7 it is frustrating to see the lack of responsibility and stewardship of the owners of the commercial property. They pay less taxes than the surrounding neighbors collectively. We pay for the policing to handle problems that they bring to this area by not being present nightly.

It took a south African to tell me that a "CLOSE "in Africa was exactly that. "One way in and the same way out." However, Red Deer has back alleys . When crimes are committed in the back allies here there are at least 9 ways the the criminals can allude police. They know there is one way out out these mazes. They are like a mouse in tall grass going every which way . That even the police have a hard time finding them. I have seen this several times because I have given directions to the police only to see them come into the alley from a different direction and the vehicles to be in pursuit pass them.

These back allies should be accessible to the residences only and should always come back to the beginning entrances.

In addition, the fence that was installed on the west side of the pet clinic and the green fence installed on the north side of the back alley has been very most effective. Still some kids have been jumping over this green fence. Could of been higher yet. This has slow down the with keeping foot traffic out of the area at night.

This BLOCKADE in question has proved that this access is not needed for accesses by residence and most certainly and assuredly help to stop the number of police calls for this area .

This can be further be more effective if the entrance in question would be also closed to foot traffic from entering the back lane at that point. Any Foot traffic can certainly be entered at the alternative entrances. Also each house has access through there own back gate. this would make the most use of the cement sidewalks for there intended purposes.

The green fencing running east and west along 32 street could also be extended another 150 feet which would keep foot traffic from crossing through this area and walking through the trees and on the sodded area on where there is no side walks.

It has taken us 13 years to get the city to understand and act on this improvements. Two RCMP Police Ergonomic Studies were done to help make the corrections this could have been avoided if the City Planning made a Police Ergonomic studies to all Industrial and Commercial Building to prevent crimes mandatory. This would also save the countless phone calls to police should these areas be less

suites to the criminals.

I want to thank Colleen Jensen, Chief of Police - Bryan Simpson and Dean Scott for helping to make this a much safer area to live and for the much needed night rest.

Frank

Public Hearing - Jan 10/2011

[This message has been scanned for security content threats and viruses.]

[The City of Red Deer I.T. Services asks that you please consider the environment before printing this e-mail.]

Christine Kenzie

From: Bev Greter

Sent: January 10, 2011 9:39 AM

To: Colleen Jensen; Brian Simpson; Dean Scott

Cc: Mayor and Councillors; Corporate Leadership Team; Frieda McDougall; Christine Kenzie

Subject: FW: Lane way closers

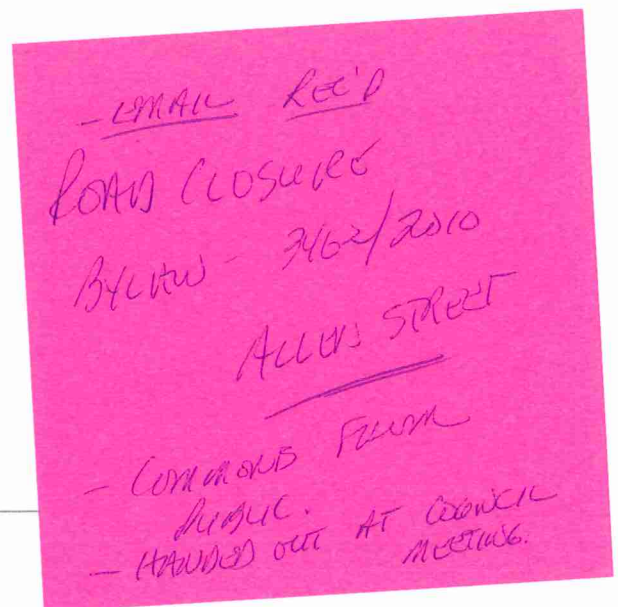
Good morning,

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Bev

Bev Greter
Corporate Meeting Coordinator
Legislative & Governance Services
Phone: 403.342.8201
Bev.greter@reddeer.ca
www.reddeer.ca

BACK UP INFORMATION
NOT SUBMITTED TO COUNCIL



From: Bev Greter

Sent: Monday, January 10, 2011 9:35 AM

To: 'Cortech1'

Subject: RE: Lane way closers

Good morning,

Thank you for your comments regarding Road Closure Bylaw 3462/2010. Your email will be printed and presented to Council members and administration at the public hearing this evening at 6 p.m.

We appreciate you taking the time to forward your comments.

Kind regards,

Bev Greter
Corporate Meeting Coordinator
Legislative & Governance Services
Phone: 403.342.8201
Bev.greter@reddeer.ca
www.reddeer.ca

From: Cortech1 [mailto:cortech1@gmail.com]

2011/01/10

Sent: Saturday, January 08, 2011 10:10 PM
To: Bev Greter
Subject: Lane way closers

Since the very day that the barricade was installed in the back alley the crime traffic has slowed down drastically. To the point that we are now having good night sleeps. We are not awoken to the heavy traffic of early morning vehicles and taxi cabs handling drugs in the back alley and at the adjacent Pet Store alley. There needs to be a better education program at the pet store for the safety of the employees to keep all gates closed. I would be happy to assist in putting return springs on these gates.

With the new gate moved to the front of the property of the Pet Store and higher fencing installed, crimes such as robberies with weapons, drugs sale over the fences, youth gathering in the wee hours with loud music, screaming, fighting and drinking acholol, breaking bottles and windows homosexual activities, young girls performing sex acts on different males not to mention the frequent urinating and descritment and puking on both sides of the fence and in the alley beside the Deer Park Pet Clinic has changed.

Many nights sleep were lost to the violence that was going on here. From one who is here 24 /7 it is frustrating to see the lack of responsibility and stewardship of the owners of the commercial property. They pay less taxes than the surrounding neighbors collectively. We pay for the policing to handle problems that they bring to this area by not being present nightly.

It took a south African to tell me that a "CLOSE "in Africa was exactly that. "One way in and the same way out." However, Red Deer has back alleys . When crimes are committed in the back allies here there are at least 9 ways the the criminals can allude police. They know there is one way out out these mazes. They are like a mouse in tall grass going every which way . That even the police have a hard time finding them. I have seen this several times because I have given directions to the police only to see them come into the alley from a different direction and the vehicles to be in pursuit pass them.

These back allies should be accessible to the residences only and should always come back to the beginning entrances.

In addition, the fence that was installed on the west side of the pet clinic and the green fence installed on the north side of the back alley has been very most effective. Still some kids have been jumping over this green fence. Could of been higher yet. This has slow down the with keeping foot traffic out of the area at night.

This BLOCKADE in question has proved that this access is not needed for accesses by residence and most certainly and assuredly help to stop the number of police calls for this area .

This can be further be more effective if the entrance in question would be also closed to foot traffic from entering the back lane at that point. Any Foot traffic can certainly be entered at the alternative entrances. Also each house has access through there own back gate. this would make the most use of the cement sidewalks for there intended purposes.

The green fencing running east and west along 32 street could also be extended another 150 feet which would keep foot traffic from crossing through this area and walking through the trees and on the sodded area on where there is no side walks.

It has taken us 13 years to get the city to understand and act on this improvements. Two RCMP

Police Ergonomic Studies were done to help make the corrections this could have been avoided if the City Planning made a Police Ergonomic studies to all Industrial and Commercial Building to prevent crimes mandatory. This would also save the countless phone calls to police should these areas be less suited to the criminals.

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Frank

Public Hearing - Jan 10/2011

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Bev Greter

From: Cortech1 [cortech1@gmail.com]
Sent: Saturday, January 08, 2011 10:10 PM
To: Bev Greter

BACK UP INFORMATION
 NOT SUBMITTED TO COUNCIL

Subject: Lane way closers

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1/10/2011

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I want to thank Colleen Jensen, Chief of Police - Bryan Simpson and Dean Scott for helping to make this a much safer area to live and for the much needed night rest.

Frank

Public Hearing - Jan 10/2011

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