

# **CITY COUNCIL**

## **AGENDA**

Monday, January 07, 2019 – Council Chambers, City Hall

Call to Order: 2:30 PM  
Recess: 5:00 PM to 6:00 PM  
Public Hearing(s): 6:00 PM

### **1. IN CAMERA MEETING (to last approximately 45 minutes)**

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

### **2. MINUTES**

- 2.1. Confirmation of the Minutes of the November 19/20, 2018 Capital Budget Meeting  
(Agenda Pages 1 – 122)
- 2.2. Confirmation of the Minutes of the December 10, 2018 Regular Council Meeting  
(Agenda Pages 123 – 152)

### **3. POINTS OF INTEREST**

### **4. REPORTS**

- 4.1. Business Licence Fees and Charges  
(Agenda Pages 153 – 193)
  - 4.1.a. Motion to Lift from the Table

- 4.2. Energy Market Access - Pipelines  
(Agenda Pages 194 – 210)

**5. BYLAWS**

- 5.1. Bylaw 3357/B-2019 Minimum Distance Separation from Dynamic Signs to Residential Districts Variance Clarification  
(Agenda Pages 211 – 224)

- 5.1.a. Consideration of First Reading of the Bylaw

- 5.2. Redesignation - Timber Ridge Phase 4C  
Bylaw 3357/E-2019  
(Agenda Pages 225 – 233)

- 5.2.a. Consideration of First Reading of the Bylaw

- 5.3. Amendments to the Safety Codes Permit Bylaw and Development Permit Fee Bylaw  
(Agenda Pages 234 – 368)

- 5.3.a. Motion to Lift from the Table

- 5.3.b. Consideration of First Reading of Bylaw 3551/B-2018

- 5.3.c. Consideration of Second Reading of Bylaw 3551/B-2018

- 5.3.d. Consideration of First Reading of Bylaw 3555/B-2018

- 5.3.e. Consideration of Second Reading of Bylaw 3555/B-2018

- 5.4. Business License Bylaw Amendment No. 3609/A-2018 Related to Permanent Supervised Consumption Services  
(Agenda Pages 369 – 423)

- 5.4.a. Consideration of Third Reading of the Bylaw

- 5.5. Site Exception for a Freestanding Sign  
Bylaw 3357/BB-2018  
3947-50A Avenue (Lot 2, Block J, Plan 3999RS)  
(Agenda Pages 424 – 433)

- 5.5.a. Motion to Lift from the Table

- 5.5.b. Consideration of First Reading of the Bylaw

**6. PUBLIC HEARINGS**

- 6.1. Municipal Planning Commission Request - Cannabis Retail Sales Separation  
Distance Variance Guide  
Land Use Bylaw 3357/UU-2018

(Agenda Pages 434 – 439)

6.1.a. Consideration of Second Reading of the Bylaw

6.1.b. Consideration of Third Reading of the Bylaw

**7. ADJOURNMENT**



## **M I N U T E S**

**of the CAPITAL BUDGET MEETING of RED DEER CITY COUNCIL  
held on November 19-20, 2018  
in the Council Chambers of City Hall,  
commenced at 9:04 a.m.**

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

City Manager, Craig Curtis  
Director of Communications & Strategic Planning, Julia Harvie-Shemko  
Director of Community Services, Sarah Cockerill  
Acting Director of Community Services, Shelley Gagnon  
Director of Corporate Services, Lisa Perkins  
Director of Development Services, Kelly Kloss  
Director of Human Resources, Kristy Svoboda  
Director of Planning Services, Tara Lodewyk  
Acting Director of Planning Services, Lisa Francis  
Director of Protective Services, Paul Goranson  
Legislative Services Manager, Frieda McDougall  
Deputy City Clerk, Samantha Rodwell  
Chief Financial Officer, Dean Krejci

## I. PRESENTATIONS

### I.1. City Manager's Presentation

Craig Curtis, City Manager, provided an introduction to the 2019 Capital Budget.

### I.2. Chief Financial Officer's Presentation

Dean Krejci, Chief Financial Officer, spoke to this item.

Councillor Dianne Wyntjes left Council Chambers at 10:29 a.m. and returned at 10:30 a.m.

Council recessed at 10:47 a.m. and reconvened at 11:07 a.m.

## 2. IN CAMERA

### 2.1. Motion to In Camera – Financial Matter

Moved by Councillor Dianne Wyntjes, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer hereby agrees to enter into an In-Camera meeting of Council on Monday, November 19, 2018 at 11:08 a.m. and hereby agrees to exclude the following:

- All members of the media;
- All members of the public; and
- All non-related staff members

to discuss Financial Matters as protected under the Freedom of Information & Protection of Privacy Act, Section 25(1)(c).

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

MOTION CARRIED

### 2.2. Motion to Revert to Open Meeting

Moved by Councillor Buck Buchanan, seconded by Councillor Tanya Handley

Resolved that Council of The City of Red Deer hereby agrees to enter into an Open meeting of Council on Monday, November 19, 2018 at 11:57 a.m.



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

MOTION CARRIED

Council recessed at 11:57 a.m. and reconvened at 12:54 p.m.

### 3. 2019 CAPITAL BUDGET AS A CONTINUOUS MEETING

Moved by Councillor Lawrence Lee, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer hereby agrees to consider the 2019 Capital Budget as one meeting.

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

MOTION CARRIED

### 4. REPORTS

#### 4.1. 2019 Capital Project Budget or 2019 Operating Budget (Capital Budget Binder)

Moved by Councillor Buck Buchanan, seconded by Councillor Vesna Higham

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
2.000	ELP	EL&P Infrastructure Replacements & Upgrades	1,987
3.000	ELP	EL&P New System Construction	0
3.000	ELP	15-B-91 Underground S15 to Great Chief Park – NEW Feeder (1300m est)	510



Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
3.000	ELP	I5-B-TBD Underground Taylor Dr Sub 15 to Openview CI- NEW Feeder	815
4.000	ELP	EL&P Overhead and Underground Systems – Annual	1,355
5.000	ELP	EL&P Smart Grid Infrastructure	1,478
7.000	ELP	EL&P Substations & SCADA	0
7.000	ELP	Upgrade 25/4 kV substations – equip & systems	408
7.000	ELP	Replace 138 kV MOD at S17	306
7.000	ELP	Replace T1 at S14	1,630
7.000	ELP	Replace T2 at S14	815
7.000	ELP	Downtown Network Upgrade	382
8.000	ELP	Signals in Need Program	0
9.030	ENG	Golden West Avenue Drainage Improvements from 67 St to 71 St	0
9.030	ENG	Golden West Avenue Drainage Improvements from 67 St to 71 St	484
9.060	ENG	Slope Stability Evaluation	0
9.060	ENG	Slope Stability Evaluation	51

**IN FAVOUR:**

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

MOTION CARRIED



Moved by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
I.000	ELP	EL&P Customer Metering	396

As this motion received no seconder, it died on the floor.

Moved by Councillor Ken Johnston, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
I.000	ELP	EL&P Customer Metering	565

**IN FAVOUR:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Ken Johnston, Councillor Frank Wong,

**OPPOSED:** Councillor Tanya Handley, Councillor Vesna Higham, Councillor Lawrence Lee, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Michael Dawe, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:



Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
6.000	ELP	EL&P Street Light Replacements & Upgrades	204

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

MOTION CARRIED

Moved by Councillor Dianne Wyntjes, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
8.000	ELP	Traffic Light Module Replacements	433

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

MOTION CARRIED

Moved by Councillor Lawrence Lee, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
9.010	ENG	Capital Project Design	0
9.010	ENG	Capital Project Design	331



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

**OPPOSED:** Councillor Tanya Handley, Councillor Vesna Higham,

MOTION CARRIED

Moved by Councillor Ken Johnston, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
9.040	ENG	Municipal 3 <sup>rd</sup> Party Capital Work	1,529

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

MOTION CARRIED

Councillor Buck Buchanan left Council Chambers at 1:38 p.m. and returned at 1:40 p.m.

Moved by Councillor Vesna Higham, seconded by Councillor Tanya Handley

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
10.000	ENG	Riverside Meadows / Fairview Communities Infrastructure Revitalization	0
10.000	ENG	Project Management & Engineering Design/ Construction Services	477



Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
10.000	ENG	PWS – Asphalt & Concrete Work	1,447
10.000	ENG	ENG – Update lighting, benches, trees, public art, bicycle racks, bulbing, signage, along Kerry Wood Dr, 54 Ave, 59 and 58 St's	0
10.000	ENG	EVS – Water Infrastructure – replacement & repairs	1,420
10.000	ENG	EVS – Sanitary Infrastructure – replacement & repairs	265
10.000	ENG	EVS – Storm Infrastructure – replacement & repairs	269
10.000	ENG	ENG – Greenway development on 60 St, Riverview Ave & Kerry Wood Dr – incorporate Mobility Plan recommendations	0

Prior to voting on the motion the following amending motions were introduced:

Moved by Councillor Lawrence Lee, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer, having considered ENG – Update lighting, benches, trees, public art, bicycle racks, bulbing, signage, along Kerry Wood Dr, 54 Ave, 59 and 58 St's hereby agrees to amend the resolution by increasing the amount to \$224, as recommended.

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

**OPPOSED:** Councillor Tanya Handley, Councillor Vesna Higham

**MOTION TO AMEND CARRIED**

Moved by Councillor Ken Johnston, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer, having considered ENG – Greenway development on 60 St, Riverview Ave & Kerry Wood Dr – incorporate Mobility Plan recommendations hereby agrees to amend the resolution by increasing the amount to \$408, as recommended.



**IN FAVOUR:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Ken Johnston, Councillor Frank Wong, Councillor Dianne Wynthjes

**OPPOSED:** Councillor Tanya Handley, Councillor Vesna Higham, Councillor Lawrence Lee

MOTION TO AMEND CARRIED

The original motion, as amended, was then back on the floor:

Moved by Councillor Vesna Higham, seconded by Councillor Tanya Handley

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
10.000	ENG	Riverside Meadows / Fairview Communities Infrastructure Revitalization	0
10.000	ENG	Project Management & Engineering Design/ Construction Services	477
10.000	ENG	PWS – Asphalt & Concrete Work	1,447
10.000	ENG	ENG – Update lighting, benches, trees, public art, bicycle racks, bulbing, signage, along Kerry Wood Dr, 54 Ave, 59 and 58 St's	224
10.000	ENG	EVS – Water Infrastructure – replacement & repairs	1,420
10.000	ENG	EVS – Sanitary Infrastructure – replacement & repairs	265
10.000	ENG	EVS – Storm Infrastructure – replacement & repairs	269
10.000	ENG	ENG – Greenway development on 60 St, Riverview Ave & Kerry Wood Dr – incorporate Mobility Plan recommendations	408



10

Capital Budget Meeting Minutes  
Monday, November 19 and Tuesday, November 20, 2018

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

**OPPOSED:** Councillor Tanya Handley

MOTION CARRIED

Moved by Councillor Vesna Higham

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
9.021	ENG	Municipal Improvements – CPR Pedestrian Bridge Fence	100

As the motion received no seconder it died on the floor.

Moved by Councillor Ken Johnston, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
9.021	ENG	Municipal Improvements – CPR Pedestrian Bridge Fence	204

**IN FAVOUR:** Councillor Buck Buchanan, Councillor Ken Johnston, Councillor Frank Wong, Councillor Dianne Wyntjes

**OPPOSED:** Mayor Tara Veer, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Lawrence Lee

MOTION DEFEATED



II

Capital Budget Meeting Minutes  
Monday, November 19 and Tuesday, November 20, 2018

Moved by Councillor Dianne Wyntjes, seconded by Councillor Frank Wong

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
11.020	ENG	Mobility Enhancements Program	200
11.030	ENG	Pedestrian Connections/ Missing Links	200
11.060	ENG	Safe Route to School Program	255
12.010	ENG	Misc Signal Improvement/Work	382
13.000	ENV	Development Servicing – Annual	0
13.000	ENV	Wastewater Services	594
13.000	ENV	Storm Services	122
13.000	ENV	Water Services	594
15.000	ENV	Storm Water Infrastructure One-Offs	0
15.000	ENV	Stormwater Detention Pond Grate Enhancement	50
17.000	ENV	Wastewater Main Infrastructure	0
17.000	ENV	Shoring Replacement	81
17.000	ENV	Sonetics Headsets	18
17.000	ENV	Catchbasin Lead Steamer	25
17.000	ENV	Sewer Line Rapid Assessment Tool Purchase	74
18.000	ENV	Water Pumping Stations	0
18.000	ENV	Lancaster PLC/MCC Replacement	10



Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
18.000	ENV	Bulk Water Stations – Clearview and Queens Park	64
19.000	ENV	Water Utility Infrastructure – Annual Program	0
19.000	ENV	Meter Program	1,810
19.000	ENV	Valve Program	649
19.000	ENV	Hydrant Program	179
19.000	ENV	Water Services Repair/ Replacement	289
19.000	ENV	Water Main Program	6,318
19.000	ENV	Utility ROW Clearing	20
19.000	ENV	Communications Support	15
19.000	ENV	Water Vault Replacements	104
20.000	ENV	Water Utility Infrastructure	0

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

MOTION CARRIED

Council recessed at 2:38 p.m. and reconvened at 2:56 p.m.

Moved by Councillor Dianne Wyntjes, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:



13

Capital Budget Meeting Minutes  
Monday, November 19 and Tuesday, November 20, 2018

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
10.000	ENG	ENG – Greenway development on Kerry Wood Dr, Fir St & Fairbank Rd – incorporate Mobility Plan recommendations	265

**IN FAVOUR:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Ken Johnston, Councillor Frank Wong, Councillor Dianne Wyntjes

**OPPOSED:** Councillor Tanya Handley, Councillor Vesna Higham, Councillor Lawrence Lee

MOTION CARRIED

Moved by Councillor Lawrence Lee, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
14.000	ENV	Storm Water Infrastructure	0
14.000	ENV	Storm Infrastructure	2,117
14.000	ENV	Catchbasin Replacements	519
14.000	ENV	Utility ROW Clearing	20

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

MOTION CARRIED

Moved by Councillor Tanya Handley, seconded by Councillor Dianne Wyntjes



Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
16.000	ENV	Wastewater Main Infrastructure – Annual Program	0
16.000	ENV	Main Replacement/Relining	2,802
16.000	ENV	Services Repair/Relining	861
16.000	ENV	Utility ROW Clearing	20
16.000	ENV	Manhole Rehabilitation	103

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

MOTION CARRIED

Moved by Councillor Vesna Higham, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
20.000	ENV	Fence Panels Replacement	18
20.000	ENV	Survey Equipment	13
21.000	ENV	WTP Rehabilitation & Replacement	0
21.000	ENV	New Laboratory Methods	21
21.000	ENV	Clearwell/Pit Access Ladders/Hatches	67



Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
21.000	ENV	Rotating Water Screen Replacement	105
21.000	ENV	Instrument, Flow Meter, PLC Replacement	10
21.000	ENV	Mechanical Equipment Replacement	21
21.000	ENV	Low Lift Pump 103 Replacement	105
21.000	ENV	Security/Operations Camera Replacement	31
21.000	ENV	Hydrocyclone Cabinet Lifting Device	41
21.000	ENV	WTP Additional Alarm Beacons	25
21.000	ENV	WTP Plant 2 Portable Generator Connection Point	10
21.000	ENV	Carry Water Valve Automation	64
21.000	ENV	Bulk Water Station – WTP	64
21.000	ENV	Card Lock Access Improvements	51
21.000	ENV	Enhanced Coagulation System	526
21.000	ENV	Raw Water Heating Pumps Screen Improvements	105
21.000	ENV	Hot Water Heating System Upgrade	206
21.000	ENV	HVAC Exhaust Fans Replacement	26
21.000	ENV	Hypochlorite Pump Replacement	15
21.000	ENV	2017 Fall Arrest Tie Off Syst	72
21.000	ENV	WTP Hydrocarbon/River Level Monitor	10
22.000	ENV	WWTP Rehabilitation, Replacement and Upgrades	0
22.000	ENV	Bioreactor Chemsan Analyzer Replacement	94



Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
22.000	ENV	Lighting Upgrade	123
22.000	ENV	Influent Screw Pumps Rehabilitation	576
22.000	ENV	Entrance Signage	20
22.000	ENV	Digester Roof Manway Repairs	52
22.000	ENV	Mascerator Cutter Replacement	19
22.000	ENV	Concrete Walkway Repairs	15
22.000	ENV	RAS Pump Replacement	25
22.000	ENV	VFD Replacement	15
22.000	ENV	BOD Reader Replacement	31
22.000	ENV	Heated Equipment Storage	208
22.000	ENV	WWTP Road and Sitework Improvements	78
22.000	ENV	Manhole Identification	10
22.000	ENV	Service Water Hydrant for Secondary Clarifiers 9/10	36

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

MOTION CARRIED

Moved by Councillor Dianne Wyntjes, seconded by Councillor Michael Dawe

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:



Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
22.000	ENV	Lagoon Rehabilitation	5,332

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

MOTION CARRIED

Moved by Councillor Tanya Handley, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
22.000	ENV	Sanitary Lift Station Flow Meter Chamber	526
22.000	ENV	Foul Air Blower Replacement	63
22.000	ENV	Hydrovac Dumping Station	309
22.000	ENV	Electrical Service Improvements	122
22.000	ENV	Communication Support	15
22.000	ENV	Effluent Channel Isolation and Bank Stabilization	309
24.000	PWS	Bridge Maintenance	938
25.000	PWS	Facility Management-Civic Yards, Leased Buildings & ES	0
25.000	PWS	Civic Yards	147
25.000	PWS	HVAC Upgrades Station#1	102
27.000	PWS	Fleet Garage Shop Equipment	11



Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
31.000	PWS	Fleet Replacement Vehicles Prior Year Deferrals	0
31.000	PWS	2015 Fleet Replacement Deferral	6
31.000	PWS	2016 Fleet Replacement Deferral	147
31.000	PWS	2017 Fleet Replacement Deferral	32
32.000	PWS	Guardrail Replacement	185
37.000	PWS	Snow Dump Sediment Pond Repairs	510
39.000	RPC	Asphalt Court Overlays	0
39.000	RPC	Asphalt Court Overlays	44
43.000	RPC	Central School – Preservation	0
45.000	RPC	Collicutt Centre Preservation	0
45.000	RPC	Infrastructure Maintenance	125
47.000	RPC	Cronquist House Preservation	0
47.000	RPC	Infrastructure Maintenance	77
48.000	RPC	Facility Condition and Lifecycle Assessments	15

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

MOTION CARRIED

Moved by Councillor Ken Johnston, seconded by Councillor Dianne Wytjies

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:



Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
23.000	ENV	Phosphorus Recovery/ Biosolids Facility	7,712

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

MOTION CARRIED

Moved by Councillor Lawrence Lee, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
28.000	PWS	Fleet Replacement Vehicles	6,061

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

MOTION CARRIED

Moved by Councillor Vesna Higham, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
30.000	PWS	Fleet Replacement Vehicles (Multi-Year)	0



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

MOTION CARRIED

Moved by Councillor Lawrence Lee, seconded by Councillor Vesna Higham

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
33.000	PWS	Pavement Rehabilitation (Crown Paving)	5,000

**IN FAVOUR:** Councillor Vesna Higham, Councillor Lawrence Lee, Councillor Frank Wong

**OPPOSED:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Ken Johnston, Councillor Dianne Wyntjes

MOTION DEFEATED

Moved by Councillor Tanya Handley, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
33.000	PWS	Pavement Rehabilitation (Crown Paving)	6,200

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



**OPPOSED:** Councillor Vesna Higham

MOTION CARRIED

Moved by Councillor Frank Wong, seconded by Councillor Vesna Higham

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
34.000	PWS	Roadway Reconstruction	5,400

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

**OPPOSED:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Ken Johnston

MOTION CARRIED

Moved by Councillor Dianne Wyntjes, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
35.000	PWS	Rural Gravel Road Resurfacing	306

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

MOTION CARRIED



22

Capital Budget Meeting Minutes  
 Monday, November 19 and Tuesday, November 20, 2018

Moved by Councillor Dianne Wyntjes, seconded by Councillor Michael Dawe

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
36.000	PWS	Snow Dump Base Resurfacing	1,042

**IN FAVOUR:** Councillor Michael Dawe, Councillor Frank Wong, Councillor Dianne Wyntjes

**OPPOSED:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee

MOTION DEFEATED

Moved by Councillor Lawrence Lee, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
38.000	PWS	Springbett Drive	66

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

MOTION CARRIED

Moved by Councillor Lawrence Lee, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:



Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
43.000	RPC	Furniture Fixtures and Equipment	199

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

MOTION CARRIED

Moved by Councillor Ken Johnston, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
51.000	RPC	GH Dawe Centre Preservation	0
51.000	RPC	Parking Lot Replacement	1,597
51.000	RPC	Infrastructure and Maintenance	174
58.000	RPC	Kinsmen Community Arenas – Preservation	0
58.000	RPC	Infrastructure Maintenance	125
61.000	RPC	Parks Major Amenity Plan	160
62.000	RPC	Parks Sign Capital Replacements	110
64.000	RPC	Recreation Centre Preservation	0
64.000	RPC	Infrastructure Maintenance	82
65.000	RPC	River Bend Recreation Area – Preservation	0



Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
65.000	RPC	Infrastructure Maintenance	6
66.000	RPC	Riverside Meadows – ARP Park Upgrades	76
67.000	RPC	RPC Infrastructure Maintenance	0
67.000	RPC	Infrastructure Maintenance	250
70.000	RPC	Trail Overlays/Parking Lot Overlays	0
70.000	RPC	Trail & Parking Lot Overlays	220
70.000	RPC	Three Mile Bend Parking & Roadway	61
302.000	RPC	Park Land Ski Club Winter Ski Trail Maintenance Equipment	13
304.000	RPC	Outstanding Tree Replacement	150
72.000	INL	Sorenson Station Parkade Infrastructure Maintenance	0
72.000	INL	Parkade Drainage Issue Repair	25
72.000	INL	Parkade LED Light Replacement	51
75.000	ITS	Information Technology Refresh	920
77.000	ITS	RedNet Upgrades	104
80.000	PSD	Standardization of Physical Security Infrastructure	364
81.000	ESD	9-1-1 Emergency Communications Equipment	0
81.000	ESD	Predictive Modelling/FDM Software	163
82.000	ESD	Emergency Medical Services Equipment	0
82.000	ESD	Cardiac Monitor Replacement	58
82.000	ESD	Replace CPR Devices	36



Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
82.000	ESD	Critical Care Equipment and Technologies	62

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

MOTION CARRIED

Councillor Buck Buchanan left Council Chambers at 4:14 p.m. and returned at 4:16 p.m.

Moved by Councillor Vesna Higham, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
303.000	RPC	River Bend Golf and Recreation Area – Golf Preservation	167

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

MOTION CARRIED

Moved by Councillor Vesna Higham, seconded by Councillor Dianne Wynthjes

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
81.000	ESD	Replace Workstations	153



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

MOTION CARRIED

Moved by Councillor Buck Buchanan, seconded by Councillor Vesna Higham

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
83.000	ESD	Fire Training Facility	0
83.000	ESD	Laptops	25
83.000	ESD	Tower Refurbishment	52
83.000	ESD	Training Props	190
84.000	ESD	Fire/Rescue Equipment	0
84.000	ESD	Hazmat Technical Equipment and Response Technologies	108
301.000	LED	Red Deer Airport Authority – Repair & Maintenance	531
307.000	CSD	2019 Library Capital Improvements	73

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

MOTION CARRIED

Council recessed on Monday, November 19, 2018 at 4:33 p.m. and reconvened Tuesday, November 20, 2018 at 9:06 a.m.



## 5. IN CAMERA

### 5.1. Motion to In Camera – Land Matter

Moved by Councillor Lawrence Lee, seconded by Councillor Vesna Higham

Resolved that Council of The City of Red Deer hereby agrees to enter into an In-Camera meeting of Council on Tuesday, November 20, 2018 at 9:07 a.m. and hereby agrees to exclude the following:

- All members of the media;
- All members of the public; and
- All non-related staff members

to discuss a Financial Matter as protected under the Freedom of Information & Protection of Privacy Act, Section 24(1)(a).

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

MOTION CARRIED

### 5.2. Motion to Revert to Open Meeting

Moved by Councillor Ken Johnston, seconded by Councillor Frank Wong

Resolved that Council of The City of Red Deer hereby agrees to enter into an Open meeting of Council on Tuesday, November 20, 2018 at 9:45 a.m.

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

MOTION CARRIED

## 6. REPORTS - continued

### 6.1 2019 Capital Project Budget or 2019 Operating Budget (Capital Budget Binder) - continued

Moved by Councillor Lawrence Lee, seconded by Councillor Tanya Handley



Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
86.000	ELP	EL&P Customer Servicing	0
86.000	ELP	Private residential subdivisions	510
86.000	ELP	Downtown customers	408
86.000	ELP	Residential	408
86.000	ELP	Commercial/industrial	1,019

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

MOTION CARRIED

Moved by Councillor Tanya Handley, seconded by Councillor Michael Dawe

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
87.020	ENG	Safety Initiatives at High Accident Intersections Program	153

Prior to voting on the motion, the following amending motion was introduced:

Moved by Councillor Michael Dawe, seconded by Councillor Vesna Higham

Resolved that Council of The City of Red Deer, hereby agrees to amend the resolution by adding “and directs administration to prepare a report with respect to future funding prior to the next Capital Budget,”



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

**OPPOSED:** Councillor Lawrence Lee

MOTION TO AMEND CARRIED

The original motion, as amended, was then back on the floor.

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
87.020	ENG	Safety Initiatives at High Accident Intersections Program	153

and directs administration to prepare a report with respect to future funding prior to the next Capital Budget.

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

**OPPOSED:** Councillor Buck Buchanan, Councillor Lawrence Lee

MOTION CARRIED

Moved by Councillor Vesna Higham, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:



Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
88.010	ENG	College Park Servicing (Water/Sanitary)	510

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

MOTION CARRIED

Councillor Vesna Higham left Council Chambers at 10:45 a.m. and returned at 10:47 a.m.

Moved by Councillor Ken Johnston, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
92.070	ENG	CP Rail Overpass (Hwy 11A between Taylor Dr & Gaetz Avenue)	1,936

subject to provincial funding for this project being received.

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

MOTION CARRIED

Council recessed at 11:01 a.m. and reconvened at 11:19 a.m.

Moved by Councillor Ken Johnston, seconded by Councillor Buck Buchanan



Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
92.090	ENG	Northland Dr from Taylor Dr to Gaetz Ave – 4 lanes	744

subject to provincial funding for this project being received.

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

MOTION CARRIED

Moved by Councillor Ken Johnston, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
92.130	ENG	Northland Drive – Gaetz Ave to 49 Ave	51

subject to provincial funding for this project being received.

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

MOTION CARRIED

Moved by Councillor Ken Johnston, seconded by Councillor Lawrence Lee



Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
92.140	ENG	Northland Drive (Hwy 11A) Twinning & Intersection Improvements	9,229

subject to provincial funding for this project being received.

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

MOTION CARRIED

Moved by Councillor Buck Buchanan, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
95.010	ENG	Hwy 11A Sanitary Trunk Extensions (59-60)	2,548
96.100	ENG	Hazlett Lake Storm Water Management Study/ Monitoring	15
98.000	ENV	Waste Management Infrastructure	0
98.000	ENV	WMF Leachate Pumping System Improvements	51
98.000	ENV	WMF Site – Pavement Rehabilitation	177
98.000	ENV	WMF Lighting Upgrades	52
99.000	PWS	Asphalt Sidewalk Repair	91



Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
100.000	PWS	Development Agreement Sign & Pavement Markings	23
101.000	PWS	Fleet Growth – Tax Supported	0
101.000	PWS	Public Works Fleet Growth – Grader Gate	16
101.000	PWS	RPC Fleet Growth	392
101.000	PWS	Emergency Services Fleet Growth	26
102.000	PWS	Fleet Growth – Utility/Self Supported	0
102.000	PWS	EL&P Fleet Growth	135
102.000	PWS	Value Turning Fleet Unit Scope Change	128
102.000	PWS	Water Distribution Fleet Unit Scope Change	12
102.000	PWS	Water Meter Service Fleet Unit Scope Change	12
102.000	PWS	WasteWater 1 Ton Van	62
102.000	PWS	WWTP Maintenance Service Vehicle	26

**IN FAVOUR:**

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

MOTION CARRIED

Moved by Councillor Frank Wong, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:



Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
94.060	ENG	Gaetz Avenue Vision Implementation – 19 St to Hwy 11A	0
94.060	ENG	Gaetz Avenue Vision Implementation – 19 St to Hwy 11A	494

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

**OPPOSED:** Councillor Michael Dawe, Councillor Vesna Higham

MOTION CARRIED

Moved by Councillor Ken Johnston, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
108.000	RPC	Northside Community Centre Preservation	372
109.000	RPC	Rec Amenity – New Neighbourhood Parks	0
109.000	RPC	New Neighbourhood Park Development	321
306.000	INL	Various Upgrades	120

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

MOTION CARRIED



35

Capital Budget Meeting Minutes  
 Monday, November 19 and Tuesday, November 20, 2018

Moved by Councillor Michael Dawe, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
I12.000	ITS	Collections Storage Facility	104

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

MOTION CARRIED

Moved by Councillor Vesna Higham, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
I13.000	POL	RCMP Parking Lot Expansion	63

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

MOTION CARRIED

Moved by Councillor Vesna Higham, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:



Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
132.000	RPC	Don Campbell Elementary Playground	0
137.000	RPC	Heritage and Interpretive Signage	0
137.000	RPC	Signage (Heritage and WPIMP types)	71
141.000	RPC	Park Land Acquisition	600

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

MOTION CARRIED

Moved by Councillor Buck Buchanan, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
126.000	ESD	9-1-1 Emergency Communications Centre	0
126.000	ESD	Feasibility Study	103

**IN FAVOUR:** Councillor Michael Dawe, Councillor Dianne Wyntjes

**OPPOSED:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong

MOTION DEFEATED

Moved by Councillor Dianne Wyntjes, seconded by Councillor Ken Johnston



Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
128.000	RPC	Collicutt Centre Enhancements	0
128.000	RPC	Collicutt Enhancements	235

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

**OPPOSED:** Councillor Michael Dawe, Councillor Vesna Higham

MOTION CARRIED

Council recessed at 12:29 p.m. and reconvened at 1:18 p.m.

Moved by Councillor Vesna Higham, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
144.000	RPC	Red Deer Museum & Art Gallery Enhancements	289

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

**OPPOSED:** Councillor Michael Dawe

MOTION CARRIED

Moved by Councillor Tanya Handley, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2020 – 2028 Multi-Year Capital Plan with the understanding that future Capital Budgets be within the prescribed debt limits as adopted by Council policy:

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
145.000	RPC	River Bend Recreation Area – Enhancements	-	-	-	-	-	-	-	-	-
145.000	RPC	Master Plan Development	76	-	-	-	-	-	-	-	-

**IN FAVOUR:**

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

MOTION CARRIED



Moved by Councillor Buck Buchanan, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
152.000	RPC	Westpark Sports Field Upgrades	102

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

MOTION CARRIED

## 7. PRESENTATIONS

### 7.1. G.H. Dawe / Kinex Arena

Shelley Gagnon, Acting Director of Community Services, spoke to this item.

## 8. REPORTS - continued

### 8.1. 2019 Capital Project Budget or 2019 Operating Budget (Capital Budget Binder) - continued

Moved by Councillor Vesna Higham, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2019 Capital Budget or 2019 Operating Budget:

Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
135.000	RPC	GH Dawe Centre Enhancements	0



Item	Department	Project Title	2019 Approved Capital Budget (in thousands of \$'s)
135.000	RPC	Expansion including spray park	2,649

**IN FAVOUR:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wynthjes

**OPPOSED:** Councillor Tanya Handley, Councillor Vesna Higham

MOTION CARRIED

Council recessed at 2:38 p.m. and reconvened at 2:58 p.m.

## 9. PRESENTATIONS

### 9.1. Aquatic Centre

Craig Curtis, City Manager, spoke to this item.

Councillor Buck Buchanan left Council Chambers at 3:58 p.m. and returned at 4:00 p.m.

Councillor Vesna Higham left Council Chambers at 4:04 p.m. and returned at 4:07 p.m.

Council recessed at 4:45 p.m. and reconvened at 5:09 p.m.

## 10. REPORTS - continued

### 10.2. 2020 – 2028 Capital Budget and Plan (Capital Budget Binder)

Moved by Councillor Lawrence Lee, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer, having considered having considered the 2019 Multi-Year Capital Plan, hereby agrees:

1. That City Council schedule debate on the scope and location of the proposed aquatic centre for a decision by Q3 2019; and
2. That City Council move the detailed design costs for the proposed aquatic centre from 2023 to 2019 and 2020 in equal parts of \$3.5m as a multi-year approval; and further



3. That the scheduling of the proposed aquatic centre in the Capital Plan remain as outlined pending consideration of items 1 and 2 above.

Prior to voting on the motion, the following amending motion was introduced:

Moved by Councillor Vesna Higham, seconded by Councillor Tanya Handley

Resolved that Council of The City of Red Deer, hereby agrees to amend the motion by adding:

1. Reduce line 139 of the 2019 Capital Budget, "Multi-Use Aquatic Centre," the total allocation of City funds for this project from \$110,994,000 to \$70,000,000 dollars.

**IN FAVOUR:** Councillor Tanya Handley, Councillor Vesna Higham

**OPPOSED:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION DEFEATED

The original motion was then back on the floor.

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

MOTION CARRIED

Moved by Councillor Vesna Higham, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2020 – 2028 Multi-Year Capital Plan with the understanding that future Capital Budgets be within the prescribed debt limits as adopted by Council policy:

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
1.000	ELP	EL&P Customer Metering	249	709	737	608	633	658	684	712	740
2.000	ELP	EL&P Infrastructure Replacements & Upgrades	2,224	2,672	2,833	2,118	1,429	1,802	901	1,158	938
3.000	ELP	EL&P New System Construction	-	-	-	-	-	-	-	-	-
3.000	ELP	15-B-91 Overhead Great Chief Park to Red Deer College	520	-	-	-	-	-	-	-	-
3.000	ELP	15-B-91 Underground S15 to Great Chief Park – NEW Feeder (1300m est.)	-	-	-	-	-	-	-	-	-

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3.000	ELP	15-B-TBD Underground Taylor Dr Sub 15 to Openview CI – NEW Feeder	-	-	-	-	-	--	-	-	-
3.000	ELP	15-B-TBD Underground Taylor Dr. & Openview CI to 67 St	624	-	-	-	-	-	-	-	-
3.000	ELP	15-B-TBD Underground Johnstone Dr & 76 St to Taylor Dr. – NEW Feeder	-	318	-	-	-	-	-	-	-
3.000	ELP	Extend 14-B-18 to N. 11A – NEW Feeder (Hazlett Lake area servicing)	780	-	-	-	-	-	-	-	-
3.000	ELP	New Overhead Sub 209S 20 Ave to 55 St – coord with Eng plans for 20 Ave	-	-	-	-	675	-	-	-	-
3.000	ELP	17B25 & 17B64 Vanier alternate feed	-	-	541	-	-	-	-	-	-

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4.000	ELP	EL&P Overhead and Underground Systems - Annual	1,382	1,410	1,438	1,467	1,496	1,526	1,557	1,588	1,681
5.000	ELP	EL&P Smart Grid Infrastructure	416	477	541	551	563	574	585	597	609
6.000	ELP	EL&P Street Light Replacements & Upgrades	364	371	311	317	324	330	336	344	350
7.000	ELP	EL&P Substations & SCADA	-	-	-	-	-	-	-	-	-
7.000	ELP	15-B-TBD New Breaker Installation	208	-	-	-	-	-	-	-	-
7.000	ELP	Upgrade 25/4 kV substations – equip & systems	416	194	198	202	-	-	-	-	-
7.000	ELP	Breaker replacement Sub 14	374	-	-	-	-	-	-	-	-
7.000	ELP	Sub 15 fire alarm installation	31	-	-	-	-	-	--	-	-
7.000	ELP	Sub 17 T1 & T2 IR	10	-	-	-	-	--	-	-	-

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
		Windows									
7.000	ELP	Sub 209 oil containment grating	21	-	-	-	-	--	-	-	-
7.000	ELP	Sub 15 fence replacement	-	159	-	-	-	-	-	-	-
7.000	ELP	209S DTS System	62	-	-	-	-	-	-	-	-
7.000	ELP	Replace 138 kV MOD at S17	-	-	-	-	-	-	-	-	-
7.000	ELP	Replace T1 at S14	-	-	-	-	-	-	-	-	-
7.000	ELP	Replace T2 at S14	1,663	-	-	-	-	-	-	-	-
7.000	ELP	Replace T2 at S15	-	848	1,730	-	-	-	-	-	-
7.000	ELP	Add transformer to 209s	-	-	865	1,765	-	-	-	-	-
7.000	ELP	Replace transformer at S17	-	-	-	-	900	1,836	-	-	-
7.000	ELP	Replace transformer at	-	-	-	-	-	-	936	1,910	-

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		S17									
7.000	ELP	Downtown Network Upgrade	390	398	406	276	-	-	-	-	
7.000	ELP	Replace SCADA master station	780	530	-	-	-	-	-	-	-
8.000	ELP	EL&P Traffic Light Upgrades & Replacements	-	-	-	-	-	172	176	179	200
8.000	ELP	Traffic Light Module Replacements	-	-	-	-	-	-	-	-	-
8.000	ELP	Signals in Need Program	156	159	162	165	169	-	-	-	-
9.010	ENG	Capital Project Design	-	-	-	-	-	-	-	-	-
9.010	ENG	Capital Project Design	-	-	-	-	-	-	-	-	-
9.021	ENG	Municipal Improvements – CPR Pedestrian Bridge Fence	-	-	-	-	-	-	-	-	-

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9.030	ENG	Golden West Avenue Drainage Improvements from 67 St to 71 St	-	-	-	-	-	-	-	-	-
9.030	ENG	Golden West Avenue Drainage Improvements from 67 St to 71 St	1,304	-	-	-	-	-	-	-	-
9.040	ENG	Municipal 3 <sup>rd</sup> Party Capital Work	1,559	1,590	1,622	1,654	1,688	1,721	1,756	1,791	1,827
9.050	ENG	Riverside Drive Parking Areas (2) – BMX site & Trail access site	-	-	324	-	-	-	-	-	-
9.060	ENG	Slope Stability Evaluation	-	-	-	-	-	-	-	-	-
9.060	ENG	Slope Stability Evaluation	52	-	-	-	-	-	-	-	-
10.000	ENG	Riverside Meadows / Fairview Communities Infrastructure Revitalization	-	-	-	-	-	-	-	-	-
10.000	ENG	Project Management &	529	762	752	258	-	-	-	-	-

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		Engineering Design/Construction Services									
10.000	ENG	PWS – Asphalt & Concrete Work	1,476	1,505	1,536	1,566	-	-	-	-	-
10.000	ENG	ENG – Upgrade lighting benches, trees, public art, bicycle racks, bulbing, signage, along Kerry Wood Dr, 54 Ave, 59 and 58 St's	229	233	238	243	-	-	-	-	-
10.000	ENG	EVS – Water Infrastructure – replacement & repairs	1,449	1,478	1,507	1,538	-	-	-	-	-
10.000	ENG	EVS – Sanitary Infrastructure – replacement & repairs	270	276	281	287	-	-	-	-	-
10.000	ENG	EVS – Storm Infrastructure – replacement & repairs	274	280	285	291	-	-	-	-	-

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10.000	ENG	ELP – Standard Street Light Replacement	-	-	703	-	-	-	-	-	-
10.000	ENG	ELP – Bury O/H Power Lines on 58 St, 52 Ave & 53 Ave	-	-	811	-	-	-	-	-	-
10.000	ENG	PKS – New Trail – Escarpment (Riverview Ave to 51 Ave)	-	-	-	496	-	-	-	-	-
10.000	ENG	PWS – Upgrade Kerry Wood Dr & 50 St Intersection to a intersection	-	997	-	-	-	-	-	-	-
10.000	ENG	ELP – Upgrade to Decorative Lighting	-	-	1,081	-	-	-	-	-	-
10.000	ENG	ELP – Upgrade to Decorative Lighting & Pedestrian Lighting	-	-	1,946	-	-	-	-	-	-

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10.000	ENG	ENG – Greenway development on 60 St, Riverview Ave & Kerry Wood Dr – incorporate Mobility Plan recommendations	416	424	433	441	-	-	-	-	-

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

MOTION CARRIED

Moved by Councillor Lawrence Lee, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2020 – 2028 Multi-Year Capital Plan with the understanding that future Capital Budgets be within the prescribed debt limits as adopted by Council policy:

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9.020	ENG	CPR Pedestrian Bridge Preservation	5,540	4,344	108	-	-	-	-	-	-

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

MOTION CARRIED

Moved by Councillor Ken Johnston, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2020 – 2028 Multi-Year Capital Plan with the understanding that future Capital Budgets be within the prescribed debt limits as adopted by Council policy:

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10.000	ENG	ENG – Greenway development on Kerry Wood Dr, Fir St & Fairbank Rd – incorporate Mobility Plan recommendations	270	276	281	287	-	-	-	-	-
11.010	ENG	32 St Sidewalk Improvements – Spruce Drive to 47 Ave (Trails Master Plan Program)	-	-	-	-	-	-	-	-	-
11.020	ENG	Mobility Enhancements Program	200	200	200	200	200	200	200	201	200
11.030	ENG	Pedestrian Connections/ Missing Links	200	200	200	200	200	200	200	201	200
11.040	ENG	Riverview Ave Sidewalk Improvement – 60 St to 67 St (Trails Master Plan Program)	-	-	-	-	-	-	-	-	-
11.050	ENG	Ross St Sidewalk Improvement – 46 Ave to 30 Ave(Trails Master	104	1,060	-	-	-	-	-	-	-

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		Plan Program)									
11.060	ENG	Safe Route to School Program	260	265	-	-	-	-	-	-	-
11.070	ENG	Street Light / Power Pole / Signage Relocation & Upgrade Program	-	-	-	-	-	-	-	-	-
11.080	ENG	Transit Road/Sidewalk Improvement Program	312	318	324	331	338	344	-	-	-
12.010	ENG	Misc Signal Improvement/Work	390	398	406	414	422	430	439	448	457
12.020	ENG	Transit Priority Measures	-	-	-	-	-	-	-	-	-
13.000	ENV	Development Servicing – Annual	-	-	-	-	-	-	-	-	-
13.000	ENV	Wastewater Services	618	644	669	696	725	754	784	815	849
13.000	ENV	Storm Services	127	133	137	143	150	155	162	168	174

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13.000	ENV	Water Services	618	644	669	696	725	754	784	815	849
15.000	ENV	Storm Water Infrastructure One-Offs	-	-	-	-	-	-	-	-	-
15.000	ENV	Storm Monitoring Equipment	-	-	-	57	-	-	-	-	-
15.000	ENV	67 Street Pump Replacement	-	-	-	-	-	-	295	-	-
15.000	ENV	60 Street Pump Replacement	-	-	-	-	-	-	236	-	-
15.000	ENV	Stormwater Detention Pond Grate Enhancement	-	-	-	-	-	-	-	-	-
16.000	ENV	Wastewater Main Infrastructure – Annual Program	-	-	-	-	-	-	-	-	-
16.000	ENV	Main Replacement/Relining	2,915	3,033	3,155	3,284	3,416	3,554	3,698	3,847	4,003
16.000	ENV	Services Repair/Relining	896	932	970	1,009	1,050	1,092	1,137	1,182	1,230

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16.000	ENV	Utility ROW Clearing	21	21	22	22	23	23	23	24	24
16.000	ENV	Manhole Rehabilitation	104	106	108	110	113	115	117	119	122
17.000	ENV	Wastewater Main Infrastructure	-	-	-	-	-	-	-	-	-
17.000	ENV	Syphon Interconnection Improvements	-	-	1,653	-	-	-	-	-	-
17.000	ENV	Equipment Storage Building	-	-	-	-	-	-	149	-	-
17.000	ENV	Shoring Replacement	-	-	-	-	-	-	-	-	-
17.000	ENV	Butt Fusion Machine Replacement	-	-	-	-	-	36	-	-	-
17.000	ENV	Fence Panel Replacement	-	-	-	-	20	-	-	-	-
17.000	ENV	Sonetics Headsets	-	-	-	-	-	-	-	-	-
17.000	ENV	Catchbasin Lead Steamer	-	-	-	-	-	-	-	-	-

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17.000	ENV	Sewer Line Rapid Assessment Tool Purchase	-	-	-	-	-	-	-	-	-
18.000	ENV	Water Pumping Stations	-	-	-	-	-	-	-	-	-
18.000	ENV	Queen's Park Pumping Station Bypass	-	-	223	-	-	-	-	-	-
18.000	ENV	Reservoir/Booster Station Lighting Improvements	305	-	-	-	-	-	-	-	-
18.000	ENV	Mountview Pumping Station Upgrade	1,305	-	385	-	-	-	-	-	-
18.000	ENV	Lancaster PLC/MCC Replacement	-	-	-	-	-	-	-	-	-
18.000	ENV	Queen's Business Park PLC Replacement	-	-	-	11	-	-	-	-	-
18.000	ENV	Bellevue Transfer Pump Replacement	48	-	-	-	-	-	-	-	-
18.000	ENV	Clearview PLC Replacement	11	-	-	-	-	-	-	-	-

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
18.000	ENV	Clearview Flowmeter Replacement	-	-	11	-	-	-	-	-	-
18.000	ENV	Bulk Water Stations – Clearview and Queens Park	-	-	-	-	-	-	-	-	-
19.000	ENV	Water Utility Infrastructure – Annual Program	-	-	-	-	-	-	-	-	-
19.000	ENV	Meter Program	1,961	547	569	591	615	640	666	694	721
19.000	ENV	Valve Program	675	702	731	760	791	823	856	891	927
19.000	ENV	Hydrant Program	187	194	202	211	219	228	236	247	257
19.000	ENV	Water Services Repair/Replacement	300	313	325	339	352	366	382	396	413
19.000	ENV	Water Main Program	5,883	6,121	6,368	6,626	6,893	7,172	7,462	7,763	8,076
19.000	ENV	Utility ROW Clearing	21	21	22	22	23	23	23	24	24
19.000	ENV	Communications	16	16	16	17	17	17	18	18	18

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
		Support									
19.000	ENV	Water Vault Replacements	106	108	110	113	115	117	119	122	124
20.000	ENV	Water Utility Infrastructure	-	-	-	-	-	-	-	-	-

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

MOTION CARRIED

Moved by Councillor Ken Johnston, seconded by Councillor Frank Wong

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2020 – 2028 Multi-Year Capital Plan with the understanding that future Capital Budgets be within the prescribed debt limits as adopted by Council policy:

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
14.000	ENV	Storm Water Infrastructure	-	-	-	-	-	-	-	-	-
14.000	ENV	Storm Infrastructure	1,585	1,674	1,768	1,912	1,970	2,082	2,483	2,323	3,025
14.000	ENV	Catchbasin Replacements	389	410	433	468	483	510	608	569	742
14.000	ENV	Utility ROW Clearing	15	15	16	17	17	18	21	19	24

**IN FAVOUR:** Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Frank Wong, Councillor Dianne Wyntjes

**OPPOSED:** Mayor Tara Veer, Councillor Tanya Handley, Councillor Lawrence Lee

MOTION CARRIED

Moved by Councillor Dianne Wyntjes, seconded by Councillor Vesna Higham

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2020 – 2028 Multi-Year Capital Plan with the understanding that future Capital Budgets be within the prescribed debt limits as adopted by Council policy:

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
20.000	ENV	Equipment Storage Building	-	-	-	-	-	-	149	-	-
20.000	ENV	Fence Panels Replacement	-	-	-	-	-	-	-	-	22
20.000	ENV	Leak Detection Equipment Replacement	29	-	-	-	-	-	-	-	-
20.000	ENV	Distribution System Surge Protection	-	-	-	-	-	-	-	61	-
20.000	ENV	Survey Equipment	-	-	-	-	-	-	-	-	-
21.000	ENV	WTP Rehabilitation & Replacement	-	-	-	-	-	-	-	-	-
21.000	ENV	LLPH Roof Access Installation	-	-	-	-	-	-	90	461	-

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
21.000	ENV	New Laboratory Methods	22	22	23	-	-	-	-	-	-
21.000	ENV	Lab Expansion	-	-	-	341	3,474	-	-	-	-
21.000	ENV	Clearwell/Pit Access Ladders/Hatches	-	-	-	-	-	-	-	-	-
21.000	ENV	Rotating Water Screen Replacement	107	109	-	-	-	-	-	-	-
21.000	ENV	Ammonia Tank Replacement	193	-	-	-	-	-	-	-	-
21.000	ENV	Instrument, Flow Meter, PLC Replacement	-	34	32	92	201	107	12	-	-
21.000	ENV	Mechanical Equipment Replacement	22	-	-	-	-	24	-	-	-
21.000	ENV	PLC Replacement	-	-	-	454	-	-	-	-	-
21.000	ENV	Low Lift Pump 102 Replacement	-	55	669	-	-	-	-	-	-
21.000	ENV	Low Lift Pump 103 Replacement	964	-	-	-	-	-	-	-	-

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
21.000	ENV	SCADA Computer Replacement (5)	-	-	-	23	-	-	-	-	-
21.000	ENV	Security/Operations Camera Replacement	-	-	56	-	-	-	-	-	-
21.000	ENV	Hydrocyclone Cabinet Lifting Device	-	-	-	-	-	-	-	-	-
21.000	ENV	WTP Additional Alarm Beacons	-	-	-	-	-	-	-	-	-
21.000	ENV	WTP Plant 2 Portable Generator Connection Point	-	-	-	-	-	-	-	-	-
21.000	ENV	Carry Water Valve Automation	-	-	-	-	-	-	-	-	-
21.000	ENV	Bulk Water Station – WTP	-	-	-	-	-	-	-	-	-
21.000	ENV	Card Lock Access Improvements	52	-	-	-	-	-	-	-	-
21.000	ENV	Dairyworld Building Reconstruction	-	-	491	-	-	-	-	-	-

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
21.000	ENV	Enhanced Coagulation System	-	-	-	-	-	-	-	-	-
21.000	ENV	Raw Water Heating Pumps Screen Improvements	-	-	-	-	-	-	-	-	-
21.000	ENV	Highlift Pump 103	-	-	-	-	-	-	-	121	1,229
21.000	ENV	Hot Water Heating System Upgrade	-	-	-	-	-	-	-	-	-
21.000	ENV	HVAC Exhaust Fans Replacement	26	27	27						
21.000	ENV	Hypochlorite Pump Replacement	-	-	-	-	-	-	-	-	-
21.000	ENV	WTP and Dairyworld Land/Site Improvements	-	641	-	-	-	-	-	-	-
21.000	ENV	Fluoride Tank Liner Replacement	-	-	-	-	-	-	-	75	-
21.000	ENV	MCCI01 Replacement	-	-	223	-	-	-	-	-	-

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
21.000	ENV	Bellevue Reservoir Roof/Parapet Replacement	441	-	-	-	-	-	-	-	-
21.000	ENV	2017 Fall Arrest Tie Off Syst	-	-	-	-	-	-	-	-	-
21.000	ENV	WTP Hydrocarbon/River Level Monitor	95	-	-	-	-	-	-	-	-
22.000	ENV	WWTP Rehabilitation, Replacement and Upgrades	-	-	-	-	-	-	-	-	-
22.000	ENV	Lagoon Rehabilitation	-	-	-	-	-	-	-	-	-
22.000	ENV	Fermentor Rotary Lobe Pump Replacement	157	-	-	-	-	-	-	-	-
22.000	ENV	Bioreactor Chemsan Analyzer Replacement	-	-	-	-	-	-	-	-	-
22.000	ENV	Lighting Upgrade	-	-	-	-	-	-	-	-	-
22.000	ENV	Influent Screw Pumps Rehabilitation	-	-	-	-	-	-	-	-	-

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22.000	ENV	Entrance Gate Replacement	36	-	-	-	-	-	-	-	-
22.000	ENV	Digester Ring Line Valve and Piping Replacement	-	-	43	-	-	-	-	-	-
22.000	ENV	Entrance Signage	-	-	-	-	-	-	-	-	-
22.000	ENV	Camus Boiler Replacement	-	-	23	-	-	-	25	-	-
22.000	ENV	Digester Roof Manway Repairs	53	54	-	-	-	-	-	-	-
22.000	ENV	Mascerator Cutter Replacement	20	-	-	21	21	22	-	-	23
22.000	ENV	Concrete Walkway Repairs	16	16	16	17	17	17	18	18	18
22.000	ENV	RAS Pump Replacement	26	27	27	28	-	-	-	-	-
22.000	ENV	VFD Replacement	16	16	16	17	17	17	18	18	18
22.000	ENV	BOD Reader Replacement	-	-	-	-	-	-	-	-	-

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22.000	ENV	Shaftless Screw Conveyor Replacement Parts	95	-	-	-	-	-	-	-	-
22.000	ENV	Heated Equipment Storage	-	-	-	-	-	-	-	-	-
22.000	ENV	WWTP Road and Sitework Improvements	80	82	83	-	-	-	-	-	-
22.000	ENV	Manhole Identification	11	-	-	-	-	-	-	-	-
22.000	ENV	Digester Mixing Pump VFDs	340	-	-	-	-	-	-	-	-
22.000	ENV	Lagoon Transfer Pump Replacement	50	-	-	-	-	-	-	-	-
22.000	ENV	Steam Boiler Replacement	105	-	-	-	-	-	-	-	-
22.000	ENV	Service Water Hydrant for Secondary Clarifiers 9/10	-	-	-	-	-	-	-	-	-

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

MOTION CARRIED

Moved by Councillor Frank Wong, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2020 – 2028 Multi-Year Capital Plan with the understanding that future Capital Budgets be within the prescribed debt limits as adopted by Council policy:

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
22.000	ENV	Sanitary Lift Station Flow Meter Chamber	-	-	-	-	-	-	-	-	-
22.000	ENV	Lab and Admin Bldg Expansion	-	-	827	1,125	5,738	-	-	-	-
22.000	ENV	Roof Replacement Program	-	27	393	440	-	365	-	295	-
22.000	ENV	Supernatant Piping Replacement	-	-	-	-	87	-	-	-	-
22.000	ENV	Maintenance Shop Compressor Replacement	21	-	-	-	-	-	-	-	-

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22.000	ENV	Digested Sludge Recirculation Pump Replacement	-	48	-	-	-	-	-	-	-
22.000	ENV	Bioreactor Control System Replacement	-	-	80	40	41	-	-	-	-
22.000	ENV	Parts Wash Replacement	-	-	16	-	-	-	-	-	-
22.000	ENV	Bioreactor 2C Air Diffusers Replacement	-	-	-	45	-	-	-	-	-
22.000	ENV	Portable Diesel Pump Replacement	-	-	-	45	-	-	-	-	-
22.000	ENV	Grit Bay Floor Repairs	-	641	-	-	-	-	-	-	-
22.000	ENV	Foul Air Blower Replacement	-	66	-	68	-	71	-	74	-
22.000	ENV	Headworks Compactor Replacement	-	-	89	90	-	-	-	98	100
22.000	ENV	Plant 3 RAS/Scum Line Reconfiguration	42	-	-	-	-	-	-	-	-
22.000	ENV	WWTP Landscaping Improvements	-	160	-	-	-	-	-	-	-
22.000	ENV	Hydrovac Dumping Station	-	-	-	-	-	-	-	-	-

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22.000	ENV	Electrical Service Improvements	-	-	-	-	-	-	-	-	-
22.000	ENV	Communication Support	16	16	16	17	17	17	18	18	18
22.000	ENV	Effluent Channel Isolation and Bank Stabilization	-	-	-	-	-	-	-	-	-
22.000	ENV	WWTP Phase 5	-	-	9,912	32,869	33,527	25,131	-	-	-
23.000	ENV	Phosphorus Recovery/ Biosolids Facility	7,866	-	-	-	-	-	-	-	-
24.000	PWS	Bridge Maintenance	788	1,023	3,516	147	601	5,428	6,423	-	7,111
25.000	PWS	Facility Management- Civic Yards, Leased Buildings & ES	-	-	-	-	-	-	-	-	-
25.000	PWS	Civic Yards	150	153	156	159	162	165	169	172	175
25.000	PWS	Professional Building	-	-	-	204	-	-	-	-	-
25.000	PWS	HVAC Upgrades Station#1	88	-	-	121	68	57	47	-	-

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25.000	PWS	HVAC Upgrades Station#2	-	-	32	-	-	69	-	48	-
25.000	PWS	HVAC Headquarters/011/Fire Prevention	-	-	-	-	45	86	70	-	-
25.000	PWS	Upgrades Station#3	16	-	-	-	-	-	-	-	73
25.000	PWS	Upgrades Station#5	-	-	-	-	-	-	-	72	61
25.000	PWS	Upgrades Station#4	16	-	-	-	-	-	-	-	-
26.000	PWS	Fleet Fuel System	-	-	430	-	-	323	-	-	-
27.000	PWS	Fleet Garage Shop Equipment	355	12	13	13	13	337	14	14	15
28.000	PWS	Fleet Replacement Vehicles	5,776	10,175	5,098	8,870	9,695	9,360	13,426	7,023	16,111
29.000	PWS	Fleet Replacement Vehicles (Future Multi-Year)	-	-	-	955	-	3,662	5,799	6,205	16,172
30.000	PWS	Fleet Replacement Vehicles (Multi-Year)	1,694	-	-	-	-	-	-	-	-

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31.000	PWS	Fleet Replacement Vehicles Prior Year Deferrals	-	-	-	-	-	-	-	-	-
31.000	PWS	2015 Fleet Replacement Deferral	-	-	-	-	-	-	-	-	-
31.000	PWS	2016 Fleet Replacement Deferral	-	-	-	-	-	-	-	-	-
31.000	PWS	2017 Fleet Replacement Deferral	-	-	-	-	-	-	-	-	-
32.000	PWS	Guardrail Replacement	189	193	197	201	205	209	213	217	222
33.000	PWS	Pavement Rehabilitation (Crown Paving)	6,200	6,200	6,199	6,200	6,000	5,999	6,000	5,999	6,000
34.000	PWS	Roadway Reconstruction	5,900	5,900	5,900	5,900	4,641	4,641	4,641	4,641	4,643
35.000	PWS	Rural Gravel Road Resurfacing	312	318	324	331	338	344	351	358	365
36.000	PWS	Snow Dump Base Resurfacing	-	-	-	-	-	-	-	-	-
37.000	PWS	Snow Dump Sediment Pond Repairs	-	-	-	-	-	-	-	-	-

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38.000	PWS	Springbett Drive	-	-	-	-	-	-	-	-	-
39.000	RPC	Asphalt Court Overlays	-	-	-	-	-	-	-	-	-
39.000	RPC	Asphalt Court Overlays	45	46	46	47	48	99	101	103	105
40.000	RPC	Athletic Track – Preservation	-	-	-	-	-	-	878	-	-
41.000	RPC	Bower Ponds Node Preservation	-	-	-	-	-	263	-	-	30
42.000	RPC	Centennial Plaza Park Site Redevelopment	-	-	898	-	-	-	-	-	-
43.000	RPC	Central School – Preservation	-	-	-	-	-	-	-	-	-
43.000	RPC	Furniture Fixtures and Equipment	-	-	-	-	-	-	-	-	-
43.000	RPC	Infrastructure Maintenance	-	-	-	-	-	-	-	-	183
44.000	RPC	City Hall Park – Facility & Infrastructure Upgrades	-	-	-	-	-	24	416	-	-
45.000	RPC	Collicutt Centre Preservation	-	-	-	-	-	-	-	-	-

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45.000	RPC	Infrastructure Maintenance	108	1,437	1,198	856	806	874	253	-	-
46.000	RPC	Community Activity Centres - Preservation	-	-	-	-	-	689	410	418	365
47.000	RPC	Cronquist House Preservation	-	-	-	-	-	-	-	-	-
47.000	RPC	Infrastructure Maintenance	52	70	69	98	106	32	44	-	-
48.000	RPC	Facility Condition and Lifecycle Assessments	-	16	-	17	-	17	-	-	-

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

MOTION CARRIED

Moved by Councillor Buck Buchanan, seconded by Councillor Michael Dawe

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2020 – 2028 Multi-Year Capital Plan with the understanding that future Capital Budgets be within the prescribed debt limits as adopted by Council policy:

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
49.000	RPC	Fort Normandeu	-	-	-	66	351	-	59	-	-
50.000	RPC	Gaetz Lake Sanctuary Preservation	11	-	-	39	-	-	12	-	-
51.000	RPC	GH Dawe Centre Preservation	-	-	-	-	-	-	-	-	-
51.000	RPC	Parking Lot Replacement	-	-	-	-	-	-	-	-	-
51.000	RPC	Infrastructure and Maintenance	52	-	91	-	74	80	263	137	0
52.000	RPC	Great Chief Park – Preservation	-	-	-	-	-	-	-	-	-
52.000	RPC	Field Lighting Replacement	-	-	-	386	-	-	-	-	-
52.000	RPC	Capital repair to existing Assets	-	-	123	-	-	-	-	-	2,210
53.000	RPC	Heritage Ranch/Waskasoo Special Gathering Places – Preservation	-	-	-	-	-	-	-	-	-
53.000	RPC	Infrastructure Maintenance	-	85	-	-	-	-	615	119	304
54.000	RPC	Heritage Square Preservation	-	-	-	110	113	-	-	-	-

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55.000	RPC	J.J. Gaetz House Preservation	-	-	693	-	-	-	-	-	-
56.000	RPC	Kerry Wood Nature Centre Preservation	200	157	132	-	-	-	-	-	-
58.000	RPC	Kinsmen Community Arenas – Preservation	-	-	-	-	-	-	-	-	-
58.000	RPC	Infrastructure Maintenance	-	127	-	221	-	-	3,102	-	-
59.000	RPC	Lion's Campground Preservation	-	-	-	-	-	-	-	-	-
59.000	RPC	Design, Redevelopment & Site Landscaping	-	-	110	-	2,884	-	-	-	-
60.000	RPC	Natural Area and Slope Remediation	104	106	108	110	113	115	117	119	-
61.000	RPC	Parks Major Amenity Plan	164	168	171	173	177	180	184	187	192
62.000	RPC	Parks Sign Capital Replacements	112	114	117	119	122	124	126	129	132
63.000	RPC	Pickleball Court Preservation	-	-	-	-	-	-	-	-	116
64.000	RPC	Recreation Centre Preservation	-	-	-	-	-	-	-	-	-

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64.000	RPC	Infrastructure Maintenance	-	-	-	50	129	132	53	24	
65.000	RPC	River Bend Recreation Area – Preservation	-	-	-	-	-	-	-	-	
65.000	RPC	Infrastructure Maintenance	16	347	344	50	29	44	99	229	626
66.000	RPC	Riverside Meadows – ARP Park Upgrades	-	-	117	-	-	-	-	-	
67.000	RPC	RPC Infrastructure Maintenance	-	-	-	-	-	-	-	-	
67.000	RPC	Infrastructure Maintenance	252	251	252	253	252	252	253	253	253
68.000	RPC	Servus Arena – Preservation	-	-	-	-	-	-	-	-	20
69.000	RPC	Tennis Court Preservation	-	-	-	-	53	-	-	107	
70.000	RPC	Trail Overlays/Parking Lot Overlays	-	-	-	-	-	-	-	-	
70.000	RPC	Trail & Parking Lot Overlays	225	229	234	238	243	248	253	258	263
70.000	RPC	Three Mile Bend Parking & Roadway	-	-	-	-	-	-	-	-	

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302.000	RPC	Park Land Ski Club Winter Ski Trail Maintenance Equipment	-	-	-	-	-	-	-	-	-
303.000	RPC	River Bend Golf and Recreation Area – Golf Preservation	-	-	-	-	-	-	-	-	-
304.000	RPC	Outstanding Tree Replacement	-	-	-	-	-	-	-	-	-
71.000	INL	City Hall Aircon Chiller Unit Replacement	-	-	487	-	-	-	-	-	-
71.000	INL	City Hall Window and Insulation Replacement	-	-	-	-	-	-	-	-	-
71.000	INL	City Hall Infrastructure Maintenance	-	-	-	-	-	-	-	-	-
72.000	INL	Sorenson Station Parkade Infrastructure Maintenance	-	-	-	-	-	-	-	-	-
72.000	INL	Parkade Drainage Issue Repair	-	-	-	-	-	-	-	-	-
72.000	INL	Parkade Ramp Roof Repair	52	-	-	-	-	-	-	-	-
72.000	INL	Parkade Stairwell Tower Roof Repair	-	-	27	-	-	-	-	-	-

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72.000	INL	Parkade LED Light Replacement	-	-	-	-	-	-	-	-	-
73.000	FIN	Accounts Payable Automation	-	337	-	-	-	-	-	-	-
74.000	FIN	Governance, Risk & Compliance Software	-	-	351	-	-	-	-	-	-
75.000	ITS	Information Technology Refresh	1,065	973	1,029	1,089	1,151	1,592	1,286	1,359	1,436
76.000	ITS	Radio System Replacement/Refresh	-	-	-	30	-	447	205	-	1,073
77.000	ITS	RedNet Upgrades	-	-	-	-	696	132	-	-	-
78.000	ITS	Web Site Review, Redesign and Technology Upgrade	-	-	585	-	-	-	-	-	-
80.000	PSD	Standardization of Physical Security Infrastructure	371	-	82	84	86	87	89	91	99
81.000	ESD	9-1-1 Emergency Communications Equipment	-	-	-	-	-	-	-	-	-
81.000	ESD	Replace Workstations	-	-	-	-	-	-	-	-	-

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81.000	ESD	Predictive Modelling/FDM Software	-	-	-	-	-	-	-	-	-
81.000	ESD	9-1-1 Emergency Communications Equipment Future Years	70	223	-	-	1,263	72	403	181	304
82.000	ESD	Emergency Medical Services Equipment	-	-	-	-	-	-	-	-	-
82.000	ESD	Cardiac Monitor Replacement	-	-	-	-	-	-	-	-	-
82.000	ESD	Replace CPR Devices	-	-	-	-	-	-	-	-	-
82.000	ESD	Critical Care Equipment and Technologies	-	-	-	-	-	-	-	-	-
82.000	ESD	EMS Equipment Future Year Capital	59	60	226	151	133	150	178	185	264

**IN FAVOUR:**

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

MOTION CARRIED

Moved by Councillor Vesna Higham, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2020 – 2028 Multi-Year Capital Plan with the understanding that future Capital Budgets be within the prescribed debt limits as adopted by Council policy:

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
57.000	RPC	Kinex Arena - Preservation	468	-	-	-	-	-	-	-	-

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

**OPPOSED:** Councillor Lawrence Lee

MOTION CARRIED

Moved by Councillor Vesna Higham, seconded by Councillor Michael Dawe

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2020 – 2028 Multi-Year Capital Plan with the understanding that future Capital Budgets be within the prescribed debt limits as adopted by Council policy:

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
79.000	ITS	EBA – Project C3 Human Resource Information System	3,245	-	-	-	-	-	-	-	-

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

MOTION CARRIED

Moved by Councillor Dianne Wyntjes, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2020 – 2028 Multi-Year Capital Plan with the understanding that future Capital Budgets be within the prescribed debt limits as adopted by Council policy:

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84.000	ESD	Fire/Rescue Equipment	-	-	-	-	-	-	-	-	-

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84.000	ESD	Hazmat Technical Equipment and Response Technologies	-	-	-	-	-	-	-	-	-
84.000	ESD	Fire/Rescue Equipment Future Years	121	104	55	382	239	156	210	462	501
301.000	LED	Red Deer Airport Authority – Repair & Maintenance	-	-	-	-	-	-	-	-	-
307.000	CSD	2019 Library Capital Improvements	-	-	-	-	-	-	-	-	-
86.000	ELP	EL&P Customer Servicing	-	-	-	-	-	-	-	-	-
86.000	ELP	Private Residential Subdivisions	530	551	574	597	621	646	672	700	721
86.000	ELP	Downtown customers	424	441	459	478	497	516	537	560	581
86.000	ELP	Residential	424	441	459	478	497	516	537	560	581
86.000	ELP	Commercial / industrial	1,039	1,060	1,081	1,103	1,125	1,148	1,171	1,194	1,215
87.010	ENG	Maintain budget for up to 2 possible new signals per year	436	445	454	463	473	482	492	501	511

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87.020	ENG	Safety Initiatives at High Accident Intersections Program	156	159	162	-	225	-	-	239	-
87.030	ENG	Traffic Safety Initiative Study (high accident locations)	73	-	-	77	-	-	82	-	-
87.040	ENG	Traffic Signal Warrant Study	-	80	-	-	84	-	-	90	-
88.010	ENG	College Park Servicing (Water/Sanitary)	4,677	-	-	-	-	-	-	-	-
89.010	ENG	West QEII Business Park (NE25) Phase 6 – Undivided arterial roadway construction (N to S)	-	-	-	-	-	-	-	-	3,288
89.020	ENG	West QEII Business Park (NE35) Phase 3 – Divided arterial roadway construction (N to S)	-	-	-	7,059	-	-	-	-	-

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89.030	ENG	West QEII Business Park (NW25) Phase 8 – Divided arterial roadway construction (N to S)	-	-	-	-	-	-	-	-	4,993
89.040	ENG	West QEII Business Park (SE35) Phase 4 – Divided arterial roadway construction (N to S)	-	-	-	-	4,275	-	-	-	-
89.050	ENG	West QEII Business Park (SE35) Phase 7 – Undivided arterial roadway construction (E to W)	-	-	135	2,509	-	-	1,405	-	-
89.060	ENG	West QEII Business Park (SE35/SW36) Phase 5 – Undivided arterial roadway construction (E to W)	-	265	3,839	-	-	-	-	-	-
90.010	ENG	67 St from Quarter Line to 20 Ave	-	-	-	-	281	1,148	-	-	-

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90.020	ENG	67 St from Quarter Line to 20 Ave – upgrade 2 lane urban cross section to 4 lane arterial	-	-	-	-	-	-	-	-	-
91.010	ENG	19 St/ 30 Avenue Intersection Improvements	-	-	-	-	-	-	-	-	8,525
91.020	ENG	19 Street (30 Ave to 20 Ave) – 4 Lane – Quarter line to 20 Ave	-	-	-	-	-	-	-	-	7,002
91.030	ENG	32 St (Daines Av to 20 Av) – 4 Lanes	-	-	108	1,544	-	-	-	-	-
92.010	ENG	20 Avenue 400 m North of 55 Street to 55 Street – 2 lanes	-	-	1,849	2,051	-	-	-	-	-
92.020	ENG	20 Avenue from 32 St to 19 St – 2 lanes	-	-	-	551	6,255	-	-	-	-
92.030	ENG	20 Avenue from 55 St to 32 St – 2 lanes	-	-	4,893	6,683	-	-	-	-	-
92.040	ENG	20 Avenue from 67 St to 400 m North of 55 St – 2 lanes	-	-	1,849	2,746	-	-	-	-	-

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92.050	ENG	30 Avenue from Northland Drive to 67 Street	-	-	-	-	-	-	351	6,159	-
92.060	ENG	CN & River Bridges	-	-	-	3,187	17,590	11,956	-	-	-
92.070	ENG	CP Rail Overpass (Hwy 11A between Taylor Dr & Gaetz Avenue)	4,469	6,573	-	-	-	-	-	-	-
92.080	ENG	Northland Dr from Hwy 2 to Taylor Dr – 4 lanes	-	207	4,006	-	-	-	-	-	-
92.090	ENG	Northland Dr from Taylor Dr to Gaetz Ave – 4 lanes	14,416	-	-	-	-	-	-	-	-
92.100	ENG	Northland Drive – 2 lane 78 St Crescent to 30 Ave	-	-	-	2,427	3,825	8,187	-	-	-
92.110	ENG	Northland Drive – (30 Ave to 20 Ave) – 2 lanes	-	-	-	232	4,489	287	4,364	-	-
92.120	ENG	Northland Drive – 2 lane 49 Ave to 78 St Crescent	-	-	-	1,324	1,688	3,145	-	-	-

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92.130	ENG	Northland Drive – Gaetz Ave to 49 Ave	987	-	-	-	-	-	-	-	-
92.140	ENG	Northland Drive (Hwy 11A) Twinning & Intersection Improvements	-	-	-	-	-	-	-	-	-
93.010	ENG	32 St/ Taylor Dr Intersection Improvements	-	-	-	-	-	-	-	-	-
93.020	ENG	40 Ave / Ross St Intersection Improvements	-	-	-	-	-	-	-	-	-
93.030	ENG	67 Street Corridor Improvements – Taylor Drive Intersection	-	-	-	-	-	-	-	-	-
93.040	ENG	Michener Road Upgrade – from 55 Street to 50 m North of Michener Blvd	-	-	-	-	-	-	-	-	-
93.050	ENG	Multimodal Transportation Plan Update	-	-	-	-	-	-	-	-	-
93.060	ENG	Purchase of Road Right of Way	520	-	541	-	563	-	585	-	-

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93.070	ENG	South East Sector Transportation Improvements	1,039	15,461	-	-	-	-	-	-	-
93.080	ENG	Taylor Drive Intersection Improvements – from 19 St to 28 St	-	-	-	-	-	-	-	-	122
94.010	ENG	Boulevard Enhancements – 19 Street Corridor	-	-	-	-	-	-	-	-	-

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

MOTION CARRIED

Moved by Councillor Vesna Higham, seconded by Councillor Tanya Handley

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2020 – 2028 Multi-Year Capital Plan with the understanding that future Capital Budgets be within the prescribed debt limits as adopted by Council policy:

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83.000	ESD	Fire Training Facility	-	-	-	-	-	-	-	-	-
83.000	ESD	Laptops	-	-	-	-	-	-	-	-	-
83.000	ESD	Tower Refurbishment	-	-	-	-	-	-	-	-	-
83.000	ESD	Training Props	-	-	-	-	-	-	-	-	-
83.000	ESD	Fire Training Facility Future Year Capital	-	4,527	82	-	-	-	538	61	152

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

MOTION CARRIED

Moved by Councillor Tanya Handley, seconded by Councillor Lawrence Lee

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94.020	ENG	Gaetz Ave (19 St to 30 St) Upgrades	-	-	-	-	-	-	-	-	-
94.030	ENG	Gaetz Ave (34 St to 37 St) Upgrades	-	-	-	-	-	-	-	-	-
94.040	ENG	Gaetz Ave (78 St to Hwy 11A)	-	-	-	-	-	-	-	-	-
94.050	ENG	Gaetz Ave Visioning Phase 2	-	318	-	-	-	-	-	-	-
94.060	ENG	Gaetz Avenue Vision Implementation – 19 St to Hwy 11A	-	-	-	-	-	-	-	-	-
94.060	ENG	Gaetz Avenue Vision Implementation – 19 St to Hwy 11A	9,578	-	-	-	-	-	-	-	-
95.010	ENG	Hwy 11A Sanitary Trunk Extensions (59-60)	-	-	-	-	-	-	-	-	-
95.010	ENG	Hwy 11A Sanitary Trunk Extensions (59-60)	6,860	-	-	-	-	-	-	-	-

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95.020	ENG	Sanitary Model Update	130	-	-	-	-	143	-	-	-
96.010	ENG	East Hill Central (EHC) – Timberlands East (NE 23) – Pond D3	-	-	-	-	-	-	-	-	2,436
96.020	ENG	East Hill North – (NE 27) Pond H6 & Trunk (79-80)	-	-	-	2,173	-	-	-	-	-
96.030	ENG	EHN – (NE26) – Pond H4	-	-	-	2,316	-	-	-	-	-
96.040	ENG	EHN – (NW26) Northland Dr – Trunks (81-83)	-	-	-	-	281	5,336	-	-	-
96.050	ENG	EHN – (SE27) Pond H3	-	-	-	-	-	-	-	-	4,943
96.060	ENG	EHN – (SE26) 71 St – Pond H1	-	-	2,271	-	-	-	-	-	-
96.070	ENG	EHN – (SW 26) 71 St – Pond H29 (Expansion)	1,247	-	-	-	-	-	-	-	-
96.080	ENG	EHN – (SW26) 71 St – Trunks (84-85) & (85-86)	-	-	-	-	-	-	-	-	1,218
96.090	ENG	EHN – North of 67 St (SW27) – Pond H7 + Trunk (76-84)	-	-	-	-	-	-	-	-	3,227

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
96.100	ENG	Hazlett Lake Storm Water Management Study/ Monitoring	-	-	-	-	-	-	-	-	-
96.100	ENG	Hazlett Lake Storm Water Management Study/ Monitoring	-	-	-	-	-	-	-	-	-
96.110	ENG	QBP (NW25) Pond I6	-	-	-	-	-	-	-	-	1,827
96.120	ENG	QBP (SW36) – Trunk (96-Pond I5) & Pond I5	-	-	-	-	-	-	-	-	2,314
96.130	ENG	Queen Business Park (QBP) (NW25) Trunk (94-95)	-	-	-	-	-	-	-	-	329
96.140	ENG	Sunnybrook (NE4) Bower quarter – Pond B3 & Trunks (42-43)	-	-	-	-	-	-	-	-	2,027
96.150	ENG	Sunnybrook (NE4) Bower quarter – Pond B4 & Trunks (41-40)	-	-	-	-	-	-	-	-	2,618
96.160	ENG	Sunnybrook (SE4) – Pond C6 & Trunks (46 - 47)	-	-	-	-	-	-	1,814	-	-
97.010	ENG	Queens Business Park (QBP) (SW36) – Water Trunk	-	-	-	-	1,524	-	-	-	-

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97.020	ENG	Water Model Update	130	-	-	-	-	143	-	-	-
98.000	ENV	Waste Management Infrastructure	-	-	-	-	-	-	-	-	-
98.000	ENV	Phase 2 Cell 1 Construction	536	6,008	-	-	-	-	-	-	-
98.000	ENV	Organic Processing Facility	-	-	-	-	-	-	-	-	-
98.000	ENV	WMF Leachate Pumping System Improvements	-	-	-	-	-	-	-	-	-
98.000	ENV	Phase 2 Cell 2 Construction	-	-	-	-	581	6,503	-	-	-
98.000	ENV	WMF Site – Entrance Retrofit	578	-	-	-	-	-	-	-	-
98.000	ENV	WMF Site – Third Weigh Scale	137	-	-	-	-	-	-	-	-
98.000	ENV	WMF Site – Public Drop Off Expansion	53	563	-	-	-	-	-	-	-
98.000	ENV	WMF Site – Aggregate Recycling Pad Expansion	-	-	722	-	-	-	-	-	-
98.000	ENV	WMF Site – Berm and Landscaping	323	-	-	-	-	-	-	-	-
98.000	ENV	Public Spaces Recycling Containers	-	286	-	-	-	-	-	-	-

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
98.000	ENV	1972 Leachate Management System	578	-	-	-	-	-	-	-	-
98.000	ENV	WMF Site – Pavement Rehabilitation	-	-	-	-	-	-	-	-	-
98.000	ENV	WMF Lighting Upgrades	-	-	-	-	-	-	-	-	-
98.000	ENV	WMF Site – Weigh Scale Replacements	-	-	-	-	-	-	310	-	-
99.000	PWS	Asphalt Sidewalk Repair	94	95	97	99	101	103	105	107	110
100.000	PWS	Development Agreement Sign & Pavement Markings	24	24	25	25	26	26	27	27	28
101.000	PWS	Fleet Growth – Tax Supported	-	-	-	-	-	-	-	-	-
101.000	PWS	Public Works Fleet Growth – Grader Gate	236	243	250	258	265	273	281	290	298
101.000	PWS	RPC Fleet Growth	380	399	419	441	463	487	512	538	564
101.000	PWS	Emergency Services Fleet Growth	-	2,032	-	-	-	76	-	-	1,620
101.000	PWS	Stormwater Vector Truck	-	-	-	843	-	-	-	-	-
102.000	PWS	Fleet Growth – Utility/ Self Supported	-	-	-	-	-	-	-	-	-

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102.000	PWS	EL&P Fleet Growth	723	331	313	819	-	-	-	-	-
102.000	PWS	¾ Ton Locates Van	43	-	-	-	-	-	-	-	-
102.000	PWS	Fleet Growth Unit – RMF Facility	67	-	-	-	-	-	-	-	-
102.000	PWS	Value Turning Fleet Unity Scope Change	-	-	-	-	-	-	-	-	-
102.000	PWS	Water Distribution Fleet Unit Scope Change	-	-	-	-	-	-	-	-	-
102.000	PWS	Water Meter Service Fleet Unit Scope Change	-	-	-	-	-	-	-	-	-
102.000	PWS	WasteWater 1 Ton Van	-	-	-	-	-	-	-	-	-
102.000	PWS	WWTP Maintenance Service Vehicle	-	-	-	-	-	-	-	-	-
104.000	PWS	Snow Storage Dump Site	1,336	-	-	-	-	-	-	-	-
105.000	RPC	Alto Reste Cemetery Site Development	-	-	-	-	-	-	-	-	-
105.000	RPC	Alto Reste Cemetery Site Development	482	-	-	892	304	-	-	-	-



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

MOTION CARRIED

Moved by Councillor Vesna Higham, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2020 – 2028 Multi-Year Capital Plan with the understanding that future Capital Budgets be within the prescribed debt limits as adopted by Council policy:

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
106.000	RPC	Cemetery Columbarium Construction	-	-	-	-	-	-	-	-	-
106.000	RPC	Columbarium	-	88	-	-	93	-	97	-	10
107.000	RPC	Multi-Purpose Recreation Site/Hazlett Lake	-	-	-	-	-	-	-	-	-
107.000	RPC	Purchase of 20 Acres of Parkland	-	-	94	-	-	-	-	-	-
108.000	RPC	Northside Community Centre Preservation	-	-	-	-	-	-	-	-	18
109.000	RPC	Rec Amenity – New Neighbourhood Parks	-	-	-	-	-	-	-	-	-

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
109.000	RPC	New Neighbourhood Park Development	364	530	541	827	844	861	1,053	1,075	1,096
111.010	LED	Dojahn Quarter Subdivision Development	-	-	-	-	-	-	-	-	-
111.020	LED	Garden Heights Subdivision Development	-	-	-	-	-	-	-	-	-
111.030	LED	Section 13 Subdivision Development	-	-	-	-	1,670	7,109	8,779	8,954	9,133
112.000	ITS	Collections Storage Facility	973	-	-	-	-	-	-	-	-
113.000	POL	RCMP Parking Lot Expansion	1,290	-	-	-	-	-	-	-	-
306.000	INL	Various Upgrades	-	-	-	-	-	-	-	-	-
114.000	ELP	EL&P New Substation – Queens Business Park	-	-	-	-	-	1,148	1,171	5,970	6,089
115.010	ENG	Area 2: 30 Avenue North of Northland Drive – 2 lanes	-	-	-	-	-	-	-	-	-
115.020	ENG	Area 4: 67 Street East of 20 Ave – 4 lanes (400 m)	-	-	-	-	-	-	-	-	-

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I15.030	ENG	Area 5: Northland from Gaetz Ave to 67 St – 2 to 4 lanes	-	-	-	-	-	-	-	-	-
I15.040	ENG	Area 6: Ross Street from 20 Ave to 10 Ave	-	-	-	-	-	-	-	-	-
I15.050	ENG	Area 8: 20 Avenue from 67 St to 32 St – 2 to 4 lanes (4000 m)	-	-	-	-	-	-	-	-	-
I15.060	ENG	Area 8: 32 Street from 20 Ave to East quarter line - first 2 lanes (900 m)	-	-	-	-	-	-	-	-	-
I15.070	ENG	Area 9: 32 Street from East quarter line to 10 Ave – 2 lanes (900 m)	-	-	-	-	-	-	-	-	-
I15.080	ENG	Area 10: 19 Street from 20 Ave to 400 m East – 4 lanes	-	-	-	-	-	-	-	-	-
I15.090	ENG	Area 10: 20 Avenue from 32 St 19 St – 2 to 4 lanes	-	-	-	-	-	-	-	-	-
I15.100	ENG	Area 10: 22 Street from 20 Ave to East quarter line – 2 lanes (900 m)	-	-	-	-	-	-	-	-	-

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115.110	ENG	Area 11: 22 Street from East quarter to 10 Ave – 2 lanes (900 m)	-	-	-	-	-	-	-	-	-
115.120	ENG	Area 12: 19 Street from 400 m East of 20 Ave for 800 m – 4 lanes	-	-	-	-	-	-	-	-	-
115.130	ENG	Interchange at Gaetz Ave / Hwy 11 A	-	-	-	-	-	-	-	-	-
115.140	ENG	Interchanges at 32 Street and 19 Street	-	-	-	-	-	-	-	-	-
115.150	ENG	Northland Drive – 39 St to 19 St – 6 lanes (3200 m)	-	-	-	-	-	-	-	-	-
115.160	ENG	Northland Drive – 67 St to 39 St – 6 lanes (3200 m)	-	-	-	-	-	-	-	-	-
115.170	ENG	Northland Drive – Gaetz Ave to 67 St – 6 lanes (5600 m)	-	-	-	-	-	-	-	-	-
116.010	ENG	Area 1: Trunk Mains from 20 Ave to 30 Ave	-	-	-	-	-	-	-	-	-
116.020	ENG	Area 2: Lift Station & Trunk Mains from Northland Drive North (1600 m)	-	-	-	-	-	-	-	-	-

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I16.030	ENG	Area 3: Trunk Mains from Northland Drive to 67 St	-	-	-	-	-	-	-	-	-
I16.040	ENG	Area 4: Trunk Mains from 67 St to South Quarter Line (800 m)	-	-	-	-	-	-	-	-	-
I16.050	ENG	Area 5: Trunk Mains from Quarter Line to 55 St	-	-	-	-	-	-	-	-	-
I16.060	ENG	Area 6: Trunk Mains from 55 St to Ross St	-	-	-	-	-	-	-	-	-
I16.070	ENG	Area 7: Trunk Mains from Ross St to 39 St	-	-	-	-	-	-	-	-	-
I16.080	ENG	Area 8: Lift Station Trunk Mains and temporary tie-in to South Red Deer Force Main	-	-	-	-	-	-	-	-	-
I16.090	ENG	Area 10: Lift Station Trunk Mains and temporary tie-in to South Red Deer Force Main	-	-	-	-	-	-	-	-	-

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116.100	ENG	Force Main from 19 St to 39 St and tie-in to Lift Station in Area 8 & Area 10	-	-	-	-	-	-	-	-	-
117.010	ENG	Area 1 (S35): Storm Pond (1)	-	-	-	-	-	-	-	-	-
117.020	ENG	Area 1 (S35): Trunk Mains	-	-	-	-	-	-	-	-	-
117.030	ENG	Area 2 (E34 & W35): Outfall & Trunk Mains	-	-	-	-	-	-	-	-	-
117.040	ENG	Area 2 (E34 & W35): Storm Ponds (2)	-	-	-	-	-	-	-	-	-
117.050	ENG	Area 3 (W25): 20 Ave Trunk Mains	-	-	-	-	-	-	-	-	-
117.060	ENG	Area 3 (W25): East/West Trunk Mains	-	-	-	-	-	-	-	-	-
117.070	ENG	Area 3 (W25): Storm Ponds (2)	-	-	-	-	-	-	-	-	-
117.080	ENG	Area 5 (SW24): 20 Ave Trunk Mains	-	-	-	-	-	-	-	-	-
117.090	ENG	Area 4 (NW24): 67 St Trunk Mains	-	-	-	-	-	-	-	-	-

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117.100	ENG	Area 4 (NW24):Storm Pond(1)	-	-	-	-	-	-	-	-	-
117.110	ENG	Area 4 (NW24): 20 Ave Trunk Mains	-	-	-	-	-	-	-	-	-
117.120	ENG	Area 5 (SW24): 55 St/Hwy 11 Trunk Mains	-	-	-	-	-	-	-	-	-
117.130	ENG	Area 5 (SW24): Storm Pond(1)	-	-	-	-	-	-	-	-	-
117.140	ENG	Area 6 (N13): Storm Ponds	-	-	-	-	-	-	-	-	-
117.150	ENG	Area 7 (S13): 20 Ave Trunk Mains	-	-	-	-	-	-	-	-	-
117.160	ENG	Area 7 (S13): 39 St Trunk Mains	-	-	-	-	-	-	-	-	-
117.170	ENG	Area 7 (S13): Storm Ponds (2)	-	-	-	-	-	-	-	-	-
117.180	ENG	Area 8 (W12): 19 St Trunk Mains	-	-	-	-	-	-	-	-	-

City of Red Deer, City Council Regular Meeting, 2019/01/07 - Page 102

**IN FAVOUR:**

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

MOTION CARRIED

Moved by Councillor Buck Buchanan, seconded by Councillor Tanya Handley

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2020 – 2028 Multi-Year Capital Plan with the understanding that future Capital Budgets be within the prescribed debt limits as adopted by Council policy:

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
117.190	ENG	Area 8 (W12): 20 Ave Trunk Mains	-	-	-	-	-	-	-	-	-
117.200	ENG	Area 8 (W12): Pond Trunk Mains	-	-	-	-	-	-	-	-	-
117.210	ENG	Area 8 (W12): Storm Ponds(2)	-	-	-	-	-	-	-	-	-
117.220	ENG	Area 9 (E12): Storm Ponds(2)	-	-	-	-	-	-	-	-	-
117.230	ENG	Area 9 (E12): Trunk Mains	-	-	-	-	-	-	-	-	-
117.240	ENG	Area 10 (W1): Storm Ponds(2)	-	-	-	-	-	-	-	-	-
117.250	ENG	Area 10 (W1): Trunk Mains	-	-	-	-	-	-	-	-	-
117.260	ENG	Area 11 (NE1): Storm Pond(1)	-	-	-	-	-	-	-	-	-

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I17.270	ENG	Area 12 (SE1): Storm Pond(1)	-	-	-	-	-	-	-	-	-
I17.280	ENG	Area 12 (SE1): Trunk Mains	-	-	-	-	-	-	-	-	-
I18.010	ENG	Area 1 & Area 2 (SE35 & SW35): 750mm Trunk	-	-	-	-	-	-	-	-	-
I18.020	ENG	Area 1: East Hill Pump Station & Reservoir	-	-	-	-	-	-	-	-	-
I18.030	ENG	Area 1: Supply line (WTP-38 & 39 to 42)	-	-	-	-	-	-	-	-	-
I18.040	ENG	Area 3 (NW25): 20 Avenue Trunk Mains from 800m north of 20 Ave to 1600m north	-	-	-	-	-	-	-	-	-
I18.050	ENG	Area 3 (SW25 & NW25): 500mm Trunk	-	-	-	-	-	-	-	-	-
I18.060	ENG	Area 3 (SW25 & NW25): 600/450mm Trunk	-	-	-	-	-	-	-	-	-
I18.070	ENG	Area 3 (SW25): 20 Avenue Trunk Mains from 67 St to 800m North of 20 Ave	-	-	-	-	-	-	-	-	-

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118.080	ENG	Area 4 (NW24): 600mm East Trunk from Pump Station plus 500mm North/South Trunk	-	-	-	-	-	-	-	-	-
118.090	ENG	Area 5, 6 & 7 (SW24, NW13 & SW 13): 20 Ave Trunk	-	-	-	-	-	-	-	-	-
118.100	ENG	Area 6 (NE13): 500/400mm Trunks	-	-	-	-	-	-	-	-	-
118.110	ENG	Area 10 & Area 12 (SE11 & SW11): 400/500mm Trunks	-	-	-	-	-	-	-	-	-
118.120	ENG	Area 11 (NE11): 450/500 Trunks	-	-	-	-	-	-	-	-	-
118.130	ENG	Development East of Pump Station & East of Area 4	-	-	-	-	-	-	-	-	-
118.140	ENG	South Reservoir	-	-	-	-	-	-	-	-	-
118.150	ENG	Supply line to South Reservoir	-	-	-	-	-	-	-	-	-

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118.160	ENG	Water Treatment Plant Pumps Upgrades – upgrade high lift pumps from 350hp to 900hp	-	-	-	-	-	-	-	2,985	
119.010	ENG	Area 1: Taylor Drive (Hwy 11A to stn 0+600) – 4 lane arterial	-	-	-	-	-	-	492	4,513	
119.020	ENG	Area 1: Taylor Drive (stn 0+600 to stn 1+000) – 4 lane arterial	-	-	-	-	-	-	-	322	2,959
119.030	ENG	Area 2: Taylor Drive (stn 1+000 to 1+600) – 4 lane arterial	-	-	-	-	-	-	-	490	4,494
119.040	ENG	Area 2: Taylor Drive (stn 1+600 to 2+000) – 2 lane arterial	-	-	-	-	-	1,836	-	-	
119.050	ENG	Area 3: Future Northern East/ West Arterial – 4 lanes (1.8 km)	-	-	-	-	-	-	-	-	
119.060	ENG	Area 3: Southern East / West Arterial – 4 lanes (1.2 km)	-	-	-	-	-	9,180	-	-	

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
119.070	ENG	Road 6: Taylor Drive / Hwy 11A Intersection Improvements	-	424	8,218	-	-	-	-	-	-
119.080	ENG	Road 7: Hwy 2A Interchange (North side)	-	-	-	-	-	-	-	-	-
120.010	ENG	Area 1: Sanitary Trunk (SE5) (800m)	-	-	-	-	731	-	-	-	-
120.020	ENG	Area 2: Sanitary Trunk (North 1/2 of 3 & NE4)	-	-	-	-	-	-	585	597	4,871
120.030	ENG	Area 3: Sanitary Trunk (NE4) (400m)	-	-	-	-	-	-	-	-	-
120.040	ENG	Sanitary Trunk (NE3) – adjacent to Hwy 2A, connecting shared Regional Line to the area (City Snow Site)	1,351	-	-	-	-	-	-	-	-
121.010	ENG	Area 1 (NE5): Storm Pond	-	-	-	-	-	3,638	-	-	-
121.020	ENG	Area 1 (SE5): Storm Pond	-	-	-	-	1,231	-	-	-	-
121.030	ENG	Area 1 (SW4): Storm Pond	-	-	-	-	3,263	-	-	-	-

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
121.040	ENG	Area 1: Hazlett Lake – Overflow Drainage Route Improvements	-	-	-	-	-	-	1,171	2,030	
121.050	ENG	Area 2 (NW4 & SE9): Trunks East of Hazlett Lake (800m)	-	-	-	-	-	-	-	-	2,923
121.060	ENG	Area 2 (NW4): Storm Pond	-	-	-	-	-	-	-	-	2,436
121.070	ENG	Area 2 (SE8): Storm Pond	-	-	-	-	-	-	-	-	
121.080	ENG	Area 2 (SW9 & SE8): Trunk (800m)	-	-	-	-	-	-	-	-	2,923
121.090	ENG	Area 2 (SW9): Storm Pond	-	-	-	-	-	-	-	-	
121.100	ENG	Area 2/3: Hazlett Lake Trunk & Outfall at Red Deer River (2400m)	-	-	-	-	-	-	-	597	5,480
121.110	ENG	Area 3 (SE & NE4): Storm Ponds(2) & Trunk (700m)	-	-	-	-	-	-	-	2,985	5,480
121.120	ENG	Area 3 (SE9): Storm Pond	-	-	-	-	-	-	-	-	
121.130	ENG	Area 3 (SW4): Storm Pond	-	-	-	-	-	-	-	-	

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121.140	ENG	Phase 2 (NE3): Storm Pond	-	-	-	-	-	-	-	-	-
121.150	ENG	Phase 2 (NE3): Storm Pond	-	-	-	-	-	-	-	-	-
121.160	ENG	Phase 2 (NE3): Storm Pond (City Snow Site)	1,455	-	-	-	-	-	-	-	-
121.170	ENG	Phase 2 (SE3): Storm Pond	-	-	-	-	-	1,721	-	-	-
121.180	ENG	Phase 2 (SW10): Trunk (800m)	-	-	-	-	-	-	-	-	-
121.190	ENG	Phase 2 (SW3): Storm Pond	-	-	-	-	-	-	-	-	-

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

MOTION CARRIED

Moved by Councillor Dianne Wyntjes, seconded by Councillor Frank Wong

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2020 – 2028 Multi-Year Capital Plan with the understanding that future Capital Budgets be within the prescribed debt limits as adopted by Council policy:

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
122.010	ENG	Area 1: Hwy 11A (51-21) – (SE5 & SW4)	-	-	-	338	4,037	-	-	-	-
122.020	ENG	Area 1: Taylor Drive Trunk (SW4) (stn 0+000 to 0+600)	-	-	-	-	-	-	-	-	1,096
122.030	ENG	Area 2: Taylor Drive Trunk (NW4) (stn 0+600 to 1+1400)	-	-	-	-	-	-	-	-	1,583
122.040	ENG	Area 2: Trunk – Twp Road 391 from Central Pk to RR 274 (800m) (East/West Leg)	-	-	-	-	-	-	-	-	-
122.050	ENG	Area 2: Water Trunk (SE8) (500m) along Rge Rd 274 from Twp Rd 391 to CP Rail (City Limits)	-	-	-	-	-	-	-	-	-
122.060	ENG	Area 3 (SE4 & SW4): 750/600mm Trunk from Pump Station to C&E Trail. (Includes 400mm North/South Trunk)	-	-	-	-	-	-	-	-	-

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
122.070	ENG	Hwy 2A Trunk (600/450mm) from Pump Station to Twp Rd 391- East. (Includes East/West leg at the end)	-	-	-	-	-	-	-	-	-
122.080	ENG	Northland Dr (Gaetz Avenue to 67 St) Supply Line – includes 600mm tie in for Chiles Area	-	-	-	-	-	-	-	-	-
122.090	ENG	Queens Supply Line (Hwy 11A) (750mm) from Pump Station to tie-in East of Hwy 2. (includes cost of Booster Pump)	-	-	-	-	-	-	-	-	-
122.100	ENG	Reservoir N of 11A	-	-	-	-	-	-	-	-	-
123.000	RPC	Multi-Purpose Park Site Development	-	-	-	-	-	-	-	-	-
125.000	PSD	Police and Emergency Services Building	-	-	-	-	-	-	-	-	-

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125.000	PSD	Needs Assessment	-	-	162	-	-	-	-	-	-
125.000	PSD	Land Acquisition	-	-	-	-	-	-	-	-	-
125.000	PSD	Concept Design	-	-	-	-	-	-	-	-	-
125.000	PSD	Detail Design	-	-	-	-	-	-	-	-	-
125.000	PSD	Construction	-	-	-	-	-	-	-	-	-
126.000	ESD	9-1-1 Emergency Communications Centre	-	-	-	-	-	-	-	-	-
126.000	ESD	Feasibility Study	-	-	-	-	-	-	-	-	-
126.000	ESD	Emergency Communications Centre Construction for Future Years	-	-	-	-	-	-	-	-	-
305.000	LED	Various upgrades	1,000	-	-	-	-	-	-	-	-

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127.010	ENG	GDAP Initiative – Bower Ponds to Riverlands Pedestrian Bridge (R17 & R18)	-	-	-	-	-	-	-	-	-
128.000	RPC	Collicutt Centre Enhancements	-	-	-	-	-	-	-	-	-
128.000	RPC	Collicutt Enhancements	-	-	108	-	-	-	-	-	-
129.000	RPC	Community Activity Centres – Enhancements	-	-	-	-	-	-	439	-	122
130.000	RPC	Community Gardening Initiative	-	-	-	-	-	-	-	-	-
131.000	RPC	Dog Off Leash Parks	-	-	34	257	-	-	-	-	-
132.000	RPC	Don Campbell Elementary Playground	-	-	-	-	-	-	-	-	-
133.000	RPC	Downtown Skate Park & Youth Zone Preservation	-	-	-	76	1,671	-	-	-	-
134.000	RPC	Field House Development	-	-	-	-	-	-	193	-	-

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
136.000	RPC	Great Chief Park - Enhancements	-	-	-	-	-	-	-	-	-
137.000	RPC	Heritage and Interpretive Signage	-	-	-	-	-	-	-	-	-
137.000	RPC	Signage (Heritage and WPIMP types)	62	77	70	52	93	38	18	8	9
138.000	RPC	Heritage Ranch/ Waskasoo Special Gathering Places – Enhancement	-	-	-	-	-	-	-	-	-
140.000	RPC	NE High School Site Sport Field Development	-	-	-	-	-	-	-	-	-
141.000	RPC	Park Land Acquisition	-	-	3,965	-	-	-	-	-	-
142.000	RPC	Performing Arts Centre/ Cultural Facility	-	-	-	-	-	-	-	-	-
143.000	RPC	Piper Creek Reclamation and Agricultural Project – Barn Building	-	-	-	-	-	-	-	-	-
144.000	RPC	Red Deer Museum & Art Gallery Enhancements	233	237	242	-	-	-	-	-	-

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144.000	RPC	Roof Replacement	-	-	-	-	-	-	-	239	-
146.000	RPC	Rotary Recreation Park & South Area Enhancement	-	-	-	-	-	-	-	-	-
146.000	RPC	Central Promenade	-	-	-	-	-	-	-	-	-
146.000	RPC	North Park Development	-	-	-	-	-	-	-	-	-
147.000	RPC	Servus Arena – Enhancements	-	-	-	-	-	-	-	-	609
148.000	RPC	Sports Field Upgrades	-	-	-	-	-	-	-	-	-
148.000	RPC	Sports Field Upgrades	-	286	-	-	-	-	-	-	-
149.000	RPC	Trail Linkage McKenzie Trail to River Bend	-	-	-	-	-	-	-	1,971	-

**IN FAVOUR:**

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

MOTION CARRIED

Councillor Buck Buchanan left Council Chambers at 6:52 p.m. and returned at 6:54 p.m.

Moved by Councillor Tanya Handley, seconded by Councillor Vesna Higham

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2020 – 2028 Multi-Year Capital Plan with the understanding that future Capital Budgets be within the prescribed debt limits as adopted by Council policy:

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
124.000	TRN	Implementation of Feasibility Study	1,039	-	-	-	-	-	-	-	-
124.000	TRN	Construction of Components of Transit for the MMTP	-	8,481	541	551	-	-	-	-	-

subject to the approval of the detailed infrastructure requirements of the Multi Modal Transportation Plan.

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

MOTION CARRIED

Moved by Councillor Ken Johnston, seconded by Councillor Michael Dawe

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2020 – 2028 Multi-Year Capital Plan with the understanding that future Capital Budgets be within the prescribed debt limits as adopted by Council policy:

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
130.000	RPC	Garden Expansions	31	-	32	-	34	-	35	-	37

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

MOTION CARRIED

Moved by Councillor Lawrence Lee, seconded by Councillor Vesna Higham

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2020 – 2028 Multi-Year Capital Plan with the understanding that future Capital Budgets be within the prescribed debt limits as adopted by Council policy:

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
135.000	RPC	GH Dawe Centre Enhancements	-	-	-	-	-	-	-	-	-
135.000	RPC	Expansion including spray park	-	17,387	16,221	-	-	-	-	-	-

subject to federal funding for this project being received.

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

**OPPOSED:** Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Buck Buchanan, seconded by Councillor Tanya Handley

Resolved that Council of The City of Red Deer, having considered the 2019 Multi-Year Capital Plan, hereby approves the following projects as part of the 2020 – 2028 Multi-Year Capital Plan with the understanding that future Capital Budgets be within the prescribed debt limits as adopted by Council policy:

Item	Dept.	Project Title	2020 Capital Plan Amount (in thousands of \$'s)	2021 Capital Plan Amount (in thousands of \$'s)	2022 Capital Plan Amount (in thousands of \$'s)	2023 Capital Plan Amount (in thousands of \$'s)	2024 Capital Plan Amount (in thousands of \$'s)	2025 Capital Plan Amount (in thousands of \$'s)	2026 Capital Plan Amount (in thousands of \$'s)	2027 Capital Plan Amount (in thousands of \$'s)	2028 Capital Plan Amount (in thousands of \$'s)
150.000	RPC	Waskasoo Community Association Projects	-	-	-	-	-	-	-	-	-
151.000	RPC	West Park Gardens – Store Hill	229	-	-	-	-	-	-	-	-
152.000	RPC	Westpark Sports Field Upgrades	468	-	-	-	-	-	-	-	-

**IN FAVOUR:**

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

MOTION CARRIED



## II. REPORTS - continued

### II.1. Internal Borrowing – 2019 Capital Budget

Moved by Councillor Ken Johnston, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer having considered the report from Financial Services dated November 5, 2018 re: Internal Borrowing – 2019 Capital Budget hereby approves the following:

1. A transfer of up to \$4.5 M for 2018 through internal borrowing from the Fleet Reserve to the Offsites Fund, and
2. A transfer of up to \$3 M for 2019 through internal borrowing from the Fleet Reserve to the Offsites Fund, and
3. A transfer of up to \$0.25 M for 2019 through internal borrowing from the Operating Reserve – Tax Supported to the Parking Reserve, and
4. A transfer of up to \$2 M for 2019 through internal borrowing from the Solid Waste Capital Reserve (Landfill Stabilization) to the Water Capital Reserve.

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

MOTION CARRIED

### II.2. Funding Transfer for Central Elementary School Project

Moved by Councillor Lawrence Lee, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer having considered the report from Financial Services dated November 5, 2018 re: Funding Transfer for Central Elementary School Project hereby approves a transfer from the Operating Reserve – Tax Supported to the Central Elementary School Project in the amount of \$780,750.

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

MOTION CARRIED



Moved by Councillor Tanya Handley, seconded by Councillor Vesna Higham

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

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

for up to 8 weeks.

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

MOTION TO TABLE CARRIED

### 11.3. Proposed 2019 Off-site Levy Rates Off-site Levy Bylaw Amendment 3549/B-2018

Moved by Councillor Lawrence Lee, seconded by Councillor Dianne Wyntjes

**FIRST READING:** That Bylaw 3549/B-2018 (an amendment to the Off-Site Levy Bylaw) be read a first time.

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

MOTION CARRIED

## 12. ADJOURNMENT

Moved by Councillor Lawrence Lee, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer hereby agrees to adjourn the Monday, November 19 and Tuesday, November 20, 2018 Capital Budget Meeting at 7:32 p.m.



122  
Capital Budget Meeting Minutes  
Monday, November 19 and Tuesday, November 20, 2018

**IN FAVOUR:**

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

MOTION CARRIED

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MAYOR

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CITY CLERK



**M I N U T E S - Unapproved**

**of the Red Deer City Council Regular Meeting  
held on Monday, December 10, 2018  
commenced at 2:38 P.M.**

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

City Manager, Craig Curtis  
Director of Communications & Strategic Planning, Julia Harvie-Shemko  
Director of Community Services, Sarah Cockerill  
Director of Corporate Services, Lisa Perkins  
Director of Development Services, Kelly Kloss  
Director of Planning Services, Tara Lodewyk  
Director of Protective Services, Paul Goranson  
Deputy City Clerk, Samantha Rodwell  
Corporate Meeting Administrator, Amber Senuk  
Committees Coordinator, Lynn Van Laar  
Inspections & Licensing Manager, Erin Stuart  
City Solicitor, Michelle Baer  
Controller, Property Taxation, Roxane Preedin  
Development Officer, Beth McLachlan  
Senior Planner, Christi Fidek



## I. IN CAMERA MEETING

### I.1. Motion to In Camera - Human Resource Matters FOIP 24(1)(b)(i), Financial Matters FOIP 24(1)(a) and Legal Matters FOIP 24(1)(a)

Moved by Councillor Buck Buchanan, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer hereby agrees to enter into an In-Camera meeting of Council on Monday, December 10, 2018 at 2:38 p.m. and hereby agrees to exclude the following:

- All members of the media; and
- All members of the public; and
- All non-related staff members.

to discuss Human Resource Matters as protected under the Freedom of Information & Protection of Privacy Act 24(1)(b)(i), Financial Matters as protected under the Freedom of Information & Protection of Privacy Act, 24(1)(a), and Legal Matters as protected under the Freedom of Information & Protection of Privacy Act, 24(1)(a).

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

**MOTION CARRIED**

Councillor Vesna Higham left Council Chambers at 4:00 p.m. and returned at 4:03 p.m.

Councillor Buck Buchanan left Council Chambers at 4:40 p.m. and returned at 4:41 p.m.

### I.2. Motion to Revert to Open

Moved by Councillor Vesna Higham, seconded by Councillor Dianne Wyntjes



Resolved that Council of The City of Red Deer hereby agrees to enter into an open meeting of Council on Monday, December 10, 2018 at 4:49 p.m.

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

MOTION CARRIED

Council recessed at 4:50 p.m. and reconvened at 4:55 p.m.

## 2. MINUTES

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

Moved by Councillor Lawrence Lee, seconded by Councillor Michael Dawe

Resolved that Council of The City of Red Deer hereby approves the Minutes of the November 26, 2018 Regular Council Meeting as transcribed.

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

MOTION CARRIED

## 3. PRESENTATIONS

### 3.1. Community Safety Strategy

Director of Community Services, Sarah Cockerill and Director of Protective Services, Paul Goranson, gave a presentation.



#### 4. REPORTS

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

Moved by Councillor Lawrence Lee, seconded by Councillor Dianne Wyntjes

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

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

Councillor Buck Buchanan left Council Chambers at 5:53 p.m.



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

**ABSENT:** Councillor Buck Buchanan

MOTION CARRIED

Moved by Councillor Ken Johnston, seconded by Councillor Frank Wong

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

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



Community		
<b>Canadian Mental Health Association</b> HomeLinks	Intensive Case Management	\$250,000.00
<b>Red Deer Native Friendship Society</b> Pimâcihowin - Aboriginal Intensive Case Management	Intensive Case Management	\$88,887.00
<b>McMan Central</b> Arcadia Housing	Transitional Housing for Youth	\$45,000.00
<b>Red Deer Native Friendship Society</b> Cultural Connections	Indigenous Cultural Support	\$25,027.00
<b>Central Alberta Women's Outreach Society</b> Shoestring Depot	Household Amenities Warehouse	\$30,000.00
<b>Red Deer Native Friendship Society</b> Landlord Engagement	Landlord Engagement Services	\$3,750.00
<b>Canadian Mental Health Association</b> Landlord Engagement	Landlord Engagement Services	\$9,375.00
<b>Central Alberta Women's Outreach Society</b> Landlord Engagement	Landlord Engagement Services	\$5,625.00

Councillor Buck Buchanan returned at 5:55 p.m.

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

MOTION CARRIED

#### 4.2. Buffalo Housing First - Request for Additional Funding



Moved by Councillor Dianne Wyntjes, seconded by Councillor Ken Johnston

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

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

**OPPOSED:** Councillor Lawrence Lee

MOTION CARRIED

#### 4.3. Downtown Business Association's 2019 Budget

Moved by Councillor Buck Buchanan, seconded by Councillor Dianne Wyntjes

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

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

MOTION CARRIED

Moved by Councillor Lawrence Lee, seconded by Councillor Ken Johnston



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

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

MOTION CARRIED

Council recessed at 6:09 p.m. and reconvened at 6:55 p.m.

#### **4.4. Capital Grant Application Process**

Moved by Councillor Buck Buchanan, seconded by Councillor Dianne Wyntjes

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

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

MOTION TO LIFT FROM THE TABLE CARRIED

Moved by Councillor Tanya Handley, seconded by Councillor Dianne Wyntjes



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

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

**IN FAVOUR:**

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

MOTION CARRIED

**4.5 2018 Request for Property Tax Penalty Cancellation**

Moved by Councillor Lawrence Lee, seconded by Councillor Frank Wong

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

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



**IN FAVOUR:**

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

MOTION CARRIED

**4.6. Development Permit Consideration - 5233-54 Avenue**

Moved by Councillor Buck Buchanan, seconded by Councillor Ken Johnston



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

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

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



Territorial Reinforcement section of the CPTED Assessment dated December 4, 2018.

13. The Applicant shall comply with any other recommendations within the CPTED Assessment dated December 4, 2018.

Prior to consideration of the motion, the following motion to amend was introduced:

Moved by Councillor Buck Buchanan, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer hereby agrees to amend the resolution by deleting condition 5 and replacing it with the following:

5. The Applicant shall submit a landscaping plan, in consultation with the Parks Department, which shows landscaped area, garden beds, and a 1.5 m see-through non-climbable fence on the north and south property line at the front of the site, as recommended within the Natural Surveillance, Territorial Reinforcement and Access Control sections of the CPTED Assessment dated December 4, 2018. The Applicant shall ensure all landscaping is installed prior to the commencement of operations provided there are no seasonal limitations.

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

**MOTION TO AMEND CARRIED**

Councillor Buck Buchanan left Council Chambers at 8:50 p.m. and returned at 8:52 p.m.

The following motion to table was introduced:

Moved by Councillor Vesna Higham

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



Development Permit application DP079671 for an Institutional Service Facility (community service programs and support (and Supervised Consumption Services) (SCS), to be located at 54233 54 Avenue, until the January 7, 2019 Council Meeting.

As there was no seconder on the motion, the motion died on the floor.

Moved by Councillor Vesna Higham, seconded by Councillor Tanya Handley

Resolved that Council of The City of Red Deer hereby agrees to amend the resolution by adding to the preamble “until January 1, 2026” after “Supervised Consumption Services”.

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

**OPPOSED:** Councillor Buck Buchanan, Councillor Dianne Wytjes

MOTION CARRIED

The original motion, as amended, was then on the floor:



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

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

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



12. The Applicant shall install signage around the Site, as recommended within the Territorial Reinforcement section of the CPTED Assessment dated December 4, 2018.
13. The Applicant shall comply with any other recommendations within the CPTED Assessment dated December 4, 2018.

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

MOTION CARRIED

## 5. BYLAWS

### 5.1. Business License Bylaw Amendment Bylaw 3609/A-2018

Moved by Councillor Dianne Wyntjes, seconded by Councillor Lawrence Lee

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

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

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

MOTION CARRIED



Moved by Councillor Vesna Higham, seconded by Councillor Tanya Handley

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

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

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

**OPPOSED:** Councillor Frank Wong

**MOTION TO AMEND CARRIED**

Moved by Councillor Ken Johnston, seconded by Councillor Lawrence Lee

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

- License holder must maintain and execute a plan for daily outside inspections and twice daily clean up including needle pick up within a 100m radius of the Permanent Supervised Consumption Services during and after hours of operation.

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

**OPPOSED:** Mayor Tara Veer, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Dianne Wyntjes

**MOTION DEFEATED**



Moved by Councillor Tanya Handley, seconded by Councillor Dianne Wyntjes

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

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

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

MOTION TO AMEND CARRIED

Moved by Councillor Dianne Wyntjes, seconded by Councillor Lawrence Lee

SECOND READING: That Bylaw 3609/A-2018 be read a second time, as amended.

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

MOTION CARRIED

**Motion for Permission to go to Third Reading**

Moved by Councillor Lawrence Lee, seconded by Councillor Buck Buchanan

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

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



**OPPOSED:** Councillor Tanya Handley, Councillor Vesna Higham

MOTION DEFEATED

Councillor Dianne Wyntjes left Council Chambers at 10:34 p.m. and returned at 10:37 p.m.

**6. REPORTS - continued**

**6.1. Municipal Planning Commission Request – Variance Tools for Cannabis Retail Sales Separation Distance Variance Guidelines**

Moved by Councillor Buck Buchanan, seconded by Councillor Frank Wong

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

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

MOTION CARRIED

Moved by Councillor Buck Buchanan, seconded by Councillor Frank Wong

**FIRST READING:** That Bylaw 3357/UU-2018 (an amendment to the Land Use Bylaw to preclude the Development Authority from granting variances to the separation distances in the Land Use Bylaw for Cannabis Retail Sales) be read a first time.



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

MOTION CARRIED

## 7. **BYLAWS - continued**

**7.1. Site Exception for a Freestanding Sign  
3947 – 50A Avenue  
Bylaw 3947-50A Avenue  
Amendments to the Safety Codes Permit Bylaw and Development  
Per fee Bylaw  
Bylaw 3551/B-2018 and Bylaw 5555/B-2018**

Moved by Councillor Dianne Wyntjes, seconded by Councillor Vesna Higham

Resolved that Council of The City of Red Deer hereby agrees to table consideration of the following for up to 6 weeks:

- Land Use Bylaw Amendment 3357/BB-2018 to the January 7, 2019 Council Meeting.
- Amendments to the Safety Codes Permit Bylaw and Development Permit Fee Bylaw 3551/B-2018 and Bylaw 3555/B-2018.

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

MOTION TO TABLE CARRIED

Council recessed at 10:54 p.m. and reconvened at 11:05 p.m.

**8. REPORTS - continued****8.1. Provincial Education Requisition Credit Application**

Moved by Councillor Buck Buchanan, seconded by Councillor Lawrence Lee

Tax Year	Roll #	MAID #	Assessment Value	Total Municipal Property Tax	Total Education Property Tax	Total Senior Property Tax	Total DIP Property Tax	Total Property Taxes
2016	30008700522	1820831	2,100	\$ 27.61	\$7.74	\$0.06	\$0.00	\$35.40
2016	30008700522	1820835	2,100	\$ 27.61	\$7.74	\$0.06	\$0.00	\$35.40
2016	30008700522	1820836	2,100	\$ 27.61	\$7.74	\$0.06	\$0.00	\$35.40
2016	30008700522	8413884	6,710	\$ 88.21	\$24.72	\$0.18	\$0.00	\$113.11
2016	30008700522	8413885	96,480	\$ 1,268.30	\$355.39	\$2.63	\$0.00	\$1,626.32
2016	30008700522	8413886	61,100	\$ 803.20	\$225.07	\$1.67	\$0.00	\$1,029.94
2016	30008700522	8413887	53,600	\$ 704.61	\$197.44	\$1.46	\$0.00	\$903.51
2016	30008700522	8413888	8,370	\$ 110.03	\$30.83	\$0.23	\$0.00	\$141.09
2016	30008700522	8413889	9,590	\$ 126.07	\$35.33	\$0.26	\$0.00	\$161.65
2016	30008700522	8413945	25,030	\$ 329.04	\$92.20	\$0.68	\$0.00	\$421.92
2016	30008700522	8413946	19,610	\$ 257.79	\$72.24	\$0.54	\$0.00	\$330.56
2016	30008700522	8413947	2,090	\$ 27.47	\$7.70	\$0.06	\$0.00	\$35.23
2016	30008700522	8413949	107,450	\$ 1,412.51	\$395.80	\$2.93	\$0.00	\$1,811.24
2016	30008700522	8413951	24,740	\$ 325.22	\$91.13	\$0.68	\$0.00	\$417.03
2016	30008700522	8426612	32,520	\$ 427.50	\$119.79	\$0.89	\$0.00	\$548.18
			<b>453,590</b>	<b>\$ 5,962.76</b>	<b>\$1,670.84</b>	<b>\$12.38</b>	<b>\$ -</b>	<b>\$7,645.99</b>
2017	30008700522	1820831	1,790	\$ 24.09	\$6.68	\$0.05	\$0.00	\$30.81
2017	30008700522	1820835	1,790	\$ 24.09	\$6.68	\$0.05	\$0.00	\$30.81
2017	30008700522	1820836	1,790	\$ 24.09	\$6.68	\$0.05	\$0.00	\$30.81
2017	30008700522	8413884	6,080	\$ 81.82	\$22.68	\$0.16	\$0.00	\$104.65
2017	30008700522	8413885	87,470	\$ 1,177.08	\$326.25	\$2.24	\$0.00	\$1,505.57
2017	30008700522	8413886	55,400	\$ 745.52	\$206.63	\$1.42	\$0.00	\$953.57
2017	30008700522	8413887	48,590	\$ 653.88	\$181.23	\$1.24	\$0.00	\$836.35
2017	30008700522	8413888	7,590	\$ 102.14	\$28.31	\$0.19	\$0.00	\$130.64
2017	30008700522	8413889	8,690	\$ 116.94	\$32.41	\$0.22	\$0.00	\$149.58



2017	30008700522	8413945	22,690	\$ 305.34	\$84.63	\$0.58	\$0.00	\$390.55
2017	30008700522	8413946	17,770	\$ 239.13	\$66.28	\$0.45	\$0.00	\$305.86
2017	30008700522	8413947	1,890	\$ 25.43	\$7.05	\$0.05	\$0.00	\$32.53
2017	30008700522	8413949	97,420	\$ 1,310.98	\$363.36	\$2.49	\$0.00	\$1,676.83
2017	30008700522	8413951	22,430	\$ 301.84	\$83.66	\$0.57	\$0.00	\$386.07
2017	30008700522	8426612	27,750	\$ 373.43	\$103.50	\$0.71	\$0.00	\$477.64
			<b>409,140</b>	<b>\$ 5,505.80</b>	<b>\$1,526.01</b>	<b>\$10.47</b>	<b>\$ -</b>	<b>\$7,042.28</b>
2018	30008700521	2774966	360	\$ 4.95	\$1.37	\$0.01	\$0.01	\$6.34
2018	30008700521	2777883	2,820	\$ 38.76	\$10.73	\$0.09	\$0.10	\$49.68
2018	30008700521	790194	3,550	\$ 48.79	\$13.51	\$0.11	\$0.12	\$62.54
2018	30008700521	7902088	2,120	\$ 29.14	\$8.07	\$0.07	\$0.07	\$37.35
			<b>8,850</b>	<b>\$ 121.64</b>	<b>\$33.67</b>	<b>\$0.28</b>	<b>\$0.30</b>	<b>\$155.90</b>

			<b>871,580</b>	<b>\$11,590.20</b>	<b>\$3,230.53</b>	<b>\$23.14</b>	<b>\$ 0.30</b>	<b>\$14,844.17</b>
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<b>Total Eligible Provincial Education Requisition Credit</b>				<b>\$3,230.53</b>				
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IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

## 9. BYLAWS - continued

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

Moved by Councillor Lawrence Lee, seconded by Councillor Dianne Wyntjes

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

- Trunk Water \$15,553



-	Trunk Sanitary	\$33,484
-	Trunk Storm	\$73,176
-	Major Thoroughfares	\$115,690
	Total:	\$237,903) be read a second time.

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

**OPPOSED:** Councillor Ken Johnston

MOTION CARRIED

Moved by Councillor Lawrence Lee, seconded by Councillor Dianne Wyntjes

**THIRD READING:** That Bylaw 3549/B-2018 be read a third time.

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

**OPPOSED:** Councillor Ken Johnston

MOTION CARRIED

## 10. REPORTS - continued

### 10.1. 2019 – 2022 City of Red Deer Strategic Plan

Moved by Councillor Tanya Handley, seconded by Councillor Frank Wong

Resolved that Council of The City of Red Deer having considered the report from Communications & Strategic Planning and Corporate Services, dated December 10,



2018 re: 2019 – 2022 City of Red Deer Strategic Plan hereby approves the proposed 2019-2022 Strategic Plan and hereby directs Administration to develop a reasonable interpretation action plan (charters) and necessary communication documents.

Councillor Frank Wong left Council Chambers at 11:44 p.m. and returned at 11:45 p.m.

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

**OPPOSED:** Councillor Buck Buchanan, Councillor Dianne Wyntjes

MOTION CARRIED

## II. **BYLAWS - continued**

### II.1 **2019 Capital Budget Borrowing Bylaws**

Moved by Councillor Lawrence Lee, seconded by Councillor Michael Dawe

Resolved that Council of The City of Red Deer hereby agrees to lift from the table consideration of the following 2019 Capital Budget Borrowing Bylaws:

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

#### **Bylaw 3613/2018 - 2019 Recreation Projects**

Moved by Councillor Vesna Higham, seconded by Councillor Tanya Handley



**FIRST READING:** That Bylaw 3613/2018 (a borrowing bylaw in the amount of \$4,047,000 for the 2019 Recreation Projects) be read a first time.

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

MOTION CARRIED

#### **Bylaw 3614/2018 - 2019 Roads Projects**

Moved by Councillor Ken Johnston, seconded by Councillor Michael Dawe

**FIRST READING:** That Bylaw 3614/2018 (a borrowing bylaw in the amount of \$29,493,000 for 2019 Roads Projects) be read a first time.

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

MOTION CARRIED

#### **Bylaw 3615/2018 - 2019 General Municipal Works**

Moved by Councillor Michael Dawe, seconded by Councillor Ken Johnston

**FIRST READING:** That Bylaw 3615/2018 (a borrowing bylaw in the amount of \$4,617,000 for 2019 General Municipal Works Projects:

- a. Riverside Meadows / Fairview Communities Infrastructure
- b. Snow Dump Base Resurfacing
- c. Snow Dump Sediment Pond



d. RCMP Parking Lot Expansion) be read a first time.

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

**OPPOSED:** Councillor Vesna Higham

MOTION CARRIED

### **Bylaw 3616/2018 - 2019 EL&P Infrastructure**

Moved by Councillor Lawrence Lee, seconded by Councillor Dianne Wyntjes

**FIRST READING:** That Bylaw 3616/2018 (a borrowing bylaw in the amount of \$1,000,000 for the 2019 ELP Infrastructure: ELP Substations & SCADA) be read a first time.

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

MOTION CARRIED

### **Bylaw 3617/2018 - 2019 Roads Offsite Project**

Moved by Dianne Wyntjes, seconded by Councillor Lawrence Lee

**FIRST READING:** That Bylaw 3617/2018 (a borrowing bylaw in the amount of \$3,244,000 for the 2019 Road Offsite Project: CP Rail Overpass (Hwy 11A between Taylor Drive and Gaetz Avenue) be read a first time.



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

MOTION CARRIED

### **Bylaw 3618/2018 - 2019 Sanitary Offsite Project**

Moved by Councillor Frank Wong, seconded by Councillor Buck Buchanan

**FIRST READING:** That Bylaw 3618/2018 (a borrowing bylaw in the amount of \$9,408,000 for the 2019 Sanitary Offsite Project: Hwy 11A Sanitary Trunk Extension) be read a first time.

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

MOTION CARRIED

## **12. ADDITIONAL AGENDA ITEMS**

Moved by Councillor Lawrence Lee, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer hereby agrees to add consideration of the following to the December 10, 2018 City Council Agenda:

- 2018 Exempt Staff Salary Treatment;
- Human Resource Matter as considered In Camera.

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

**MOTION CARRIED**

Moved by Councillor Dianne Wyntjes, seconded by Councillor Frank Wong

Resolved that Council of The City of Red Deer having considered the report from Human Resources, dated November 8, 2018 re: 2018 Exempt Staff Salary Treatment, hereby approves a 1.00% general salary increase effective January 1, 2018.

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

**MOTION CARRIED**

Moved by Councillor Frank Wong, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer having considered Item 1.2 – Human Resource Matter In Camera on December 10, 2018 hereby endorses revised Option 1 and agrees that the contents of the report will remain confidential as protected by the Freedom of Information and Protection of Privacy Act, Section 24(1)(d).

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

**OPPOSED:** Councillor Buck Buchanan, Councillor Tanya Handley

**MOTION CARRIED****7. ADJOURNMENT**

Moved by Councillor Ken Johnston, seconded by Councillor Tanya Handley

Resolved that Council of The City of Red Deer hereby agrees to adjourn the Monday,



December 10, 2018 Regular Council Meeting of Red Deer City Council at 12:01 a.m.

**IN FAVOUR:**

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

MOTION CARRIED

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MAYOR

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CITY CLERK

FILE COPY



Council Decision – January 7, 2019

**DATE:** January 10, 2019  
**TO:** Samantha Rodwell, Deputy City Clerk  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Confirmation of the Minutes of the December 10, 2018 Regular Council Meeting

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**Resolution:**

At the Monday, January 9, 2019 Regular Council Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer hereby agrees to table consideration of the December 10, 2018 Regular Council Meeting Minutes for up to 2 weeks.

**Report back to Council:**

Yes.

**Comments/Further Action:**

This item will come back to Council in up to two weeks.

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

Frieda McDougall  
Manager

c. Corporate Meeting Administrator



November 9, 2018

## Business Licence Fees and Charges

Inspections & Licensing Department

### Report Summary

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On September 4, 2018, Council gave final reading to the new *Business Licence Bylaw No. 3609/2018* (Appendix A). The bylaw replaced the previous outdated bylaw to create a clear, simplified bylaw that is up-to-date, allows for flexibility, and creates a fair and equitable environment for all businesses.

This report is in response to an additional resolution passed at the September 4 Council meeting:

*Resolved that Council of The City of Red Deer having considered Bylaw 3609/2018 directs administration report back within eight weeks on business licence fees with consideration being given to those licences that will see significant reductions, such as, but not limited to, drinking establishments.*

Administration has done analysis and does not recommend any further amendments to the *Business Licence Bylaw*.

### City Manager Comments

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That City Council receives the report for information.

Craig Curtis  
City Manager

### Proposed Resolution

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Resolved that Council of The City of Red Deer having considered the report from Inspections & Licensing re: Business Licence Fees and Charges, dated November 9, 2018, accept the report as information.

### Rationale for Recommendations

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- 1) **A full fees and charges review has been conducted for business licence fees.** The results of that analysis support the recommendations provided by Administration within the adopted bylaw.

- 2) There is no administrative rationale for imposing the higher fees previously imposed.** The municipal costs associated with Drinking Establishments are not as significant as they once were.

## Discussion

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This report is in response to a resolution passed by City Council on September 4, 2018 related to business licence fees. The resolution is as follows:

*Resolved that Council of The City of Red Deer having considered Bylaw 3609/2018 directs administration report back within eight weeks on business licence fees with consideration being given to those licences that will see significant reductions, such as, but not limited to, drinking establishments.*

Further to the above resolution, this item was tabled on October 29, 2018 for four weeks. On November 26, 2018, it was further tabled for up to 8 weeks.

### Background

The *Municipal Government Act* grants municipalities the authority to have a licensing bylaw for the purposes of regulating “business, business activities and persons engaged in business”, and further, to establish the fees associated with those licences (Sections 7 & 8).

The *Business Licence Bylaw* was adopted on September 4, 2018. It created a simpler, more concise bylaw, providing fairness and consistency for all types of business in the city, as well as ensuring clear regulations that are up to date and allow for more flexibility.

The most important outcome of the bylaw rewrite was to create a fair and equitable environment for all businesses through a few initiatives:

1. Requiring an annual licence of all types of businesses.
2. Simplifying the fee structure for licences, independent of the type of business.
3. Reducing unnecessary regulations specific to certain types of businesses.

In addition to the above outcomes, the bylaw consolidated the previously adopted *Drinking Establishment Licensing Bylaw* and *Late Night Club Bylaw*.

Higher fees for licensing must only be imposed for a valid municipal purpose, not as an attempt to discourage or prohibit a type of business within the municipality. Valid purposes could include administrative costs to process or circulate licence applications, or increased costs to inspect businesses for compliance with the *Business Licence Bylaw*.

### Drinking Establishments

The *Drinking Establishment Licensing Bylaw* was adopted in 2004 and was intended to address concerns and challenges related to the operations of these facilities. The following is the preamble that was included within the bylaw:

AND WHEREAS the operation of Drinking Establishments in the City of Red Deer has resulted in a significant increase in problems associated with the use of Drinking Establishments by patrons, including disorderly conduct, violent altercations in the street, breaches of traffic and parking regulations, vandalism, littering, noise, and other disturbances of the peace;

AND WHEREAS the City of Red Deer has incurred substantial additional expense in order to deal with these problems, including increased costs relating to policing, bylaw enforcement, and street cleaning;

AND WHEREAS Council deems it advisable to enact a bylaw to provide for the licensing and regulation of Drinking Establishments so as to minimize their adverse impacts upon the community and so as to protect public safety;

At the time the bylaw was adopted, there were a number of Drinking Establishments clustered in close proximity, for the most part within the Downtown. Based on the behaviours of patrons, both within the establishments and outside when vacating the establishments, and concerns for patrons, employees and the public, the bylaw was drafted with the authority to add conditions to a licence based on any incidents that occurred.

In addition to the ability to impose conditions on a licence, a significantly higher licence fee was adopted to compensate for the additional municipal costs associated with the operations of Drinking Establishments, including street sweeping, garbage pick up, and enforcement costs.

In recent years, a number of Drinking Establishments within the Downtown have ceased operations and been replaced with other commercial businesses. Once a location has been approved for another use, the use of a Drinking Establishment is no longer valid. Since the adoption of the *Drinking Establishment Licensing Bylaw*, further regulations have been adopted within the *Land Use Bylaw*. These regulations are specific to Drinking Establishments, placing restrictions on the separation distance between two establishments and size of establishment. These were adopted to prevent any future clustering from occurring.

Although a few establishments had conditions imposed, based on incidents that took place, the last time any significant amount of work was required by Administration was in 2012 when a Drinking Establishment licence was successfully revoked.

Additionally, for Council's information is data provided by the RCMP related to the number of calls for Drinking Establishments from 2015 to 2018 (Appendix D). Data is unavailable for the years around when the bylaw was adopted.

### Fees and Charges Review

As part of the bylaw review and rewrite, Administration conducted a full fees and charges analysis, using The City's Fees and Charges Council Policy (Appendix B). As part of the review, three areas were considered in determining the fees included within the *Business Licence Bylaw*; Community Benefit, Full Cost Accounting and Market/Consumer Analysis (Appendix C).

The fees that saw the most significant decrease are those related to Drinking Establishments and the previously defined, Non-Resident Transient Trader. These are identified below, including both the previously charged fee and the current fee.

Category	Previous Fee	Current Fee
Drinking Est. (300-499 Occupants)	\$1,000	\$108
Drinking Est. (500+ Occupants)	\$5,000	\$108
Transient Trader (Non-Resident)	\$825	\$108

The administrative costs associated with processing an application for a Drinking Establishment or Transient Trader business licence were determined to be the same as any other type of business licence, which is \$85.50.

The increased operational costs that occurred in the past with the operations of Drinking Establishments is no longer taking place, with the overall volume of establishments decreasing, as well as the clustering of those locations. There are no additional operational costs associated with the use, despite them having been warranted in the past.

As indicated in Appendix C, the review of municipal comparisons identified fees ranging from \$88.20 to \$235 for a Drinking Establishment licence, and \$175 to \$774 for a Transient Trader licence.

### Recommendation

There is currently no administrative rationale to impose a higher fee for Drinking Establishments or Transient Traders. If in the future, municipal costs associated with the operation of Drinking Establishments increase significantly enough to warrant imposing higher fees once again, amendments can be made at that time to address those concerns.

Administration recommends Council accept this report for information only, and no amendments be made to the licence fees within the *Business Licence Bylaw*.

## **Appendices**

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- Appendix A: *Business Licence Bylaw No. 3609/2018*
- Appendix B: Council Policy GP-F-2.5, Fees and Charges
- Appendix C: Fees and Charges Review for Drinking Establishment and Transient Trader
- Appendix D: Number of RCMP Calls re: Drinking Establishments from 2015 – May 2018

**BYLAW NO. 3609/2018**

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

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

1. This Bylaw may be cited as the Business Licence Bylaw.
2. In this Bylaw:
  - (a) **“Business”** means:
    - i. a commercial, merchandising or industrial activity or undertaking;
    - ii. a profession, trade, occupation, calling or employment; or
    - iii. an activity providing goods or services,whether or not for profit and however organized or formed, including a co-operative or association of Persons;
  - (b) **“Cannabis”** means cannabis plant, fresh cannabis, dried cannabis, cannabis oil and cannabis plant seeds and any other substance defined as cannabis in the *Cannabis Act* (Canada) and its regulations, as amended from time to time and includes edible products that contain cannabis;
  - (c) **“Cannabis Production Facility”** means any building in which commercial activities permitted by federal legislation may be conducted, such as the growing, production, labeling, packaging, storing and transporting of Cannabis, but excludes the growing of Cannabis by an individual for their personal use and consumption; and excludes Cannabis Retail Sales.
  - (d) **“Cannabis Retail Sales”** means a retail store that is licensed by the Province of Alberta where Cannabis and Cannabis Accessories are lawfully sold to individuals who attend at the Premises;
  - (e) **“Carry On”, “Carrying On”, “Carried On” and “Carries On”** means to conduct, operate, perform, keep, hold, occupy, deal in or use, for a fee or exchange of benefits, whether as principal or agent;
  - (f) **“City”** means the City of Red Deer;
  - (g) **“Direct Seller”** means the activities of soliciting, negotiating or concluding in person, at any place other than the seller’s place of business, sales contracts, including direct sales contracts to which Part 3 of the *Fair Trading Act* applies, for the provision of goods or services, where the

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

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

recover post-consumption;

- (n) **"Non Resident Business"** means a Business that is Carried On in Red Deer by a Person who either:
  - i. does not reside or have its registered office in Red Deer; or
  - ii. does not own or lease the Premises that the Business is Carried On from.
- (o) **"Pawn"** means to give as a deposit anything in pledge or as security for the payment of a loan or debt;
- (p) **"Pawnbroker"** means a Person who Carries On the Business of loaning or holding oneself out as ready to loan money on the security of the pawn of property but does not include a bank, trust company, credit union or other similar institution, and includes an agent or employee;
- (q) **"Pawnd Goods"** means any item that is pawned but does not include real property;
- (r) **"Pawn Shop"** means a place of Business, which is not a residence, where a Person may Pawn Goods.
- (s) **"Peace Officer"** means a Peace Officer as defined in the *Provincial Offenses Procedure Act*, S.A. 1988, c P-21.5;
- (t) **"Person"** includes an individual, sole proprietorship, corporation, partnership, joint venture, co-operative or society;
- (u) **"Premises"** means land, buildings, or structures;
- (v) **"Resident Business"** means a Business that is Carried On by a Person who either:
  - i. resides in Red Deer and Carries On a Business in Red Deer; or
  - ii. Carries On a Business from Premises in Red Deer which the Person owns or rents.
- (w) **"Second Hand Dealer"** means the Business of acquiring second-hand property by trade, purchase or consignment, for the purpose of selling or offering for sale, but does not include auction sales, auto-wreckers, or recycling depots;
- (x) **"Short Term Licence"** means a licence that is valid for not more than four (4) consecutive months in a calendar year;

- (y) **“Regulated Business”** means a Business that is identified in a Schedule to this Bylaw, excluding Schedule “A” and Schedule “J”, in relation to which Council may adopt regulations in addition to those set out in the body of this Bylaw; and
- (z) **“Trade Shows”** means an exposition where Businesses in a specific industry can gather to display, demonstrate or sell products or services to other participants or the general public, in a single event operated over the course of one day or one weekend.

### **City Manager**

3. The City Manager is authorized to:

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

### **Directory**

- 4. The City Manager may publish or authorize the production of a directory of licensed businesses in the City, made publicly available.
- 5. The directory may contain any information provided by an applicant or licence holder under this bylaw.

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

#### **Requirement for a Business Licence**

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

#### **Exclusions from the Requirement for a Business Licence**

11. The following Persons may Carry On a Business in Red Deer without a business licence:
  - (a) the Crown in right of Alberta;
  - (b) the Crown in right of Canada;
  - (c) The City; and
  - (d) a Person whose Business is expressly exempted from the requirement of a business licence by a statute of the Legislature of Alberta or Parliament of Canada.
12. No licence is required for:
  - (a) a Business that rents a stall, table, or space in a Market and Carries On within Market hours;
  - (b) Mobile Business Units that are operating as part of a Special Event approved by the City; or
  - (c) a Business that is operating as a vendor at a Trade Show.

13. The Person who organizes a Market or Trade Show is required to obtain a business licence.
14. If only part of a Business is covered by an exemption under section 11 or 12, the Person who Carries On the Business must comply with this bylaw in respect of any part of the Business that is not exempted.
15. A Person who contracts with any of the Governments or Persons designated in section 11 will be subject to all the requirements of this bylaw.

#### **Application for a Business Licence**

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

Premises within the City, the Person shall ensure all necessary approvals required by law have been obtained, and shall provide proof of a valid and existing Development Permit for the Premises;

- (i) the signature/authorization of the applicant or the applicant's agent;
  - (j) any other information that the City Manager may reasonably require for the purpose of the administration of this bylaw; and
  - (k) the business licence fee specified under Schedule A, unless that Business is exempt under section 11 or 12.
19. In addition to the information required in section 18, an applicant for a business licence for a Regulated Business must also provide the information and documents required by the Schedule applicable to that Business.
20. If there is any change to the information provided to the City Manager in the application for a business licence during the term of a business licence, the licence holder must advise the City Manager in writing of the change immediately.

#### **Considering the Application**

21. The City Manager must consider each complete application, as outlined in section 18.
22. Subject to section 23, the City Manager must grant a business licence to the applicant if the applicant meets the requirements of this bylaw.
23. The City Manager may refuse to issue a business licence or may impose conditions on a business licence if the City Manager:
- (a) has revoked or suspended a business licence of the applicant for the same or a similar Business within the past 12 months; or
  - (b) has reasonable grounds for believing that the applicant does not or will not comply with this bylaw, another bylaw of the City, or an enactment of Alberta or Canada in relation to the Carrying On of the Business; or
  - (c) has reasonable grounds for believing that issuing a business licence with respect to the proposed Business is not in the public interest.
24. The City Manager may consult, prior to issuing or renewing a business licence, with authorities and agencies, including but not limited to the Province of Alberta, the RCMP, and City departments, to determine whether they are in possession of information which, in the opinion of the City Manager, renders it inappropriate for a business licence to be issued to the Person.

25. At any relevant time, the City Manager may impose, in addition to the conditions referenced under section 23, conditions on a new or existing business licence in relation to the establishment or operation of the applicable Business.
26. The City Manager must specify on the business licence:
  - (a) the name of the licence holder(s) and each name under which the Business is to be conducted;
  - (b) a description of the type of Business for which the licence is issued;
  - (c) the Schedule, if any, applicable to the regulation of the Business;
  - (d) the location where the Business is to be conducted;
  - (e) any conditions on the business licence; and
  - (f) the expiry date of the business licence.

#### **Business Licence Fee**

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

#### **Effect of and Limitations on a Business Licence**

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

#### **Term of Business Licence**

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

- (b) it was issued as a Short Term Licence.

#### **Obligations of Business Licence Holder**

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

#### **Cancellation of Business Licence by a Licence Holder**

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

#### **Revocation or Suspension of Business Licence by City Manager**

39. If the Business Carried On or operated under a business licence does not comply with:
- (a) this bylaw;
  - (b) any condition imposed on the licence; or
  - (c) any other bylaw or enactment of Alberta or Canada applicable to the Business or the Premises where the Business is located,
- the City Manager may revoke the business licence or suspend the business licence for a period that the City Manager considers appropriate.
40. If an applicant for a business licence provides inaccurate or misleading

information in an application for a business licence, the City Manager may revoke the business licence or suspend the business licence for a period that the City Manager considers appropriate.

41. The City Manager, upon the reasonable belief that the safety, health or welfare of the public may be at risk due to the issuance of the licence, may revoke the business licence or suspend the business licence for a period that the City Manager considers appropriate.
42. The City Manager must give written notice of the revocation or suspension, setting out in general terms the reason for the revocation or suspension and in the case of a suspension the period of the suspension.
43. The revocation or suspension of a business licence under section 39 is effective:
  - (a) 24 hours after delivery if the written notice is delivered personally to the licence holder or the registered office of a corporate licence holder;
  - (b) 72 hours after posting if the written notice is posted in a conspicuous place at the Premises specified in the licence where the Business is to be conducted or operated; or
  - (c) seven days after the written notice is sent to the mailing address provided in the application for a business licence or the address subsequently provided in writing under section 18,

whichever is earliest.
44. In the notice suspending or revoking a licence, the City Manager may increase the time before which a revocation or suspension is effective from that established under section 43.
45. If the City Manager increases the amount of time under section 43, the City Manager may impose conditions on the business licence that the City Manager considers reasonable to ensure the protection of the public and the integrity of the administration of this bylaw.
46. A licence holder must cease Carrying On a Business immediately once a suspension or revocation is effective.
47. The City Manager may act under section 39 in addition to or instead of prosecuting an offence under this Bylaw or the *Provincial Offences Procedure Act*, or both.

### **Appeals**

48. If the City Manager:

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

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

- 49. On the filing of an appeal in accordance with section 48, the decision being appealed is stayed, pending the decision of the Board.
- 50. The Red Deer Appeal and Review Board may:
  - (a) uphold the decision of the City Manager;
  - (b) vary the decision of the City Manager or substitute its own decision; or
  - (c) overturn the decision of the City Manager.

### **Inspection of Lands and Buildings**

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

### **Business Licence is not a Representation of Compliance with other Bylaws**

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

### **Enforcement**

- 53. A Person is guilty of an offence if that Person:
  - (a) Carries On a Business in Red Deer without a business licence as required under this bylaw, unless an exclusion under section 11 applies;
  - (b) Carries On a Business in Red Deer in breach of a condition imposed on a business licence;

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

### **Fines and Penalties**

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

### **Municipal Violation Tag**

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

### **Violation Ticket**

62. A Peace Officer may issue, with respect to an offence under this bylaw, a violation ticket:

- (a) specifying the fine amount established by this bylaw; or
- (b) requiring an appearance in court without the option of making a voluntary payment.

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

**Effective Date**

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

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

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

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

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

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

“Tara Veer”  
MAYOR

“Frieda McDougall”  
CITY CLERK

**Schedule "A"**  
**Fee Schedule**

GST EXEMPT

1. The fees for licences are:

(a)	Resident Business	\$108.00
(b)	Non Resident Business	\$420.00
(c)	Resident Short Term	\$50.00
(d)	Non-Resident Short-Term	\$175.00
(e)	Change Fee	\$25.00
(f)	Late Fee	\$25.00
  
2. Resident Business and Non Resident Business licence fees under this bylaw may be pro-rated on a monthly basis for each month from the date the licence is first issued until December 31 of that year, for any Business that was not operated or Carried On prior to the licence being issued. In no case will the pro-rated fee be less than \$35.00
  
3. Business licence fees to be reviewed each year, prior to the renewal process, based on the Consumer Price Index (CPI) of Alberta. Fees will be rounded to the nearest \$0.05.

**Schedule "B"**  
**Pawn Shops and Pawnbrokers**

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

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

10. A Pawnbroker must not:
  - (a) erase or alter any information recorded under section 3 or section 4; or
  - (b) direct or allow any Person to erase or alter any information recorded under section 3 or section 4.
  
11. A Pawnbroker must post in a conspicuous location in the place of Business:
  - (a) the maximum interest rate allowed by the *Statutes of Canada* to be taken by the Pawnbroker; and
  - (b) a detailed statement as to the manner in which the interest rate charged by the Pawnbroker is calculated.
  
12. The books or records and any personal property in a Pawnbroker's Premises shall be open for inspection at all times by any Peace Officer or the City Manager.
  
13. On any day the Pawn Shop is open for business, each Pawnbroker shall deliver to the City Detachment of the RCMP, a detailed and accurate description of all Pawns received during the preceding 24 hour period (from 10:00 am that day to 10:00am of the previous day on which the shop was last open for business), including:
  - (a) the date and time of day when each property was received;
  - (b) the serial or folio number in the Pawnbroker's book or record; and
  - (c) the name, address and a detailed description of the Person or Persons from whom the Pawn was received, including the description of the clothing and any other distinguishing features.
  
14. The information required to be kept in sections 3 and 4 must be kept:
  - (a) in electronic form with automated reporting capabilities;
  - (b) in English;
  - (c) in the Pawn Shop; and
  - (d) for a period of one (1) year from the date the goods were Pawns.

**Schedule "C"**  
**Second Hand Dealers**

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

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

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

**Schedule "D"**  
**Mobile Business Units**

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

**Schedule "E"**  
**Direct Sellers**

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

**Schedule "F"**  
**Drinking Establishments**

**Mandatory Requirements**

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

**Conditions Attached to Licence**

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

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

### **Inspection of Premises and Facilities**

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

**Schedule "G"**  
**Mobile Supervised Consumption Services Units**

**Application Requirements**

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

**Licence Conditions**

5. Prior to making a decision on issuance or renewal of a Business Licence, the City Manager may take into consideration any written submissions received in response to the notice issued under section 3.
6. The City Manager may impose terms and conditions on a licence for Mobile Supervised Consumption Services if, in the opinion of the City Manager based on reasonable grounds, it is in the public interest to do so. Such conditions may address, without limitation, CPTED concerns, hours of operation, queue management, and security concerns.

7. Any terms and conditions imposed by the City Manager must not conflict with any term or condition of the associated exemption granted for medical purposes by the federal government pursuant to section 56.1 of the *Controlled Drugs and Substances Act*.
8. It is a condition of every Business Licence for Mobile Supervised Consumption Services that:
  - (a) No outdoor storage of goods is allowed in connection with the operations of the Business;
  - (b) The Mobile Supervised Consumption Services Unit shall not remain at an approved location outside of the days and hours of operation approved in the licence;
  - (c) The site must be left in the condition it was prior to Business operation.
9. A licence for a Mobile Supervised Consumption Service Unit may only be issued for the following locations within the City of Red Deer:
  - (a) 3942 50A Avenue
  - (b) 5246 53 Avenue

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

**Application Requirements**

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

**Licence Conditions for Cannabis Retail Sales**

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

any federal or provincial licence, permit or authorization, which apply to the operation of the Business.

**Licence Conditions for Cannabis Production Facility**

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

**Schedule "I"**  
**Late Night Clubs**

**Application for a Licence**

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

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

#### **Inspection Of Premises And Facilities**

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

#### **Duty to Assist Inspector**

7. Late Night Club licences issued shall be subject to a condition that the licence holder must, on the request of a member of the RCMP, City Manager or Peace Officer:
- (a) assist the member of the RCMP, City Manager, or Peace Officer in carrying out an inspection under section 6; and

- (b) provide the member of the RCMP, City Manager, or Peace Officer with the Late Night Club licence and provide a place where it may be examined.

**Schedule “J”  
Specified Penalties**

BYLAW SECTION	DESCRIPTION OF CONTRAVENTION	SPECIFIED PENALTY		
		1 <sup>st</sup> Offense	2 <sup>nd</sup> Offense	3 <sup>rd</sup> and Subsequent Offense
<b>Applicable to all Licence Types</b>				
35(a)	Failing to post licence in a conspicuous place in the Premises or the vehicle/apparatus where the business is Carried On	\$250	\$500	\$1,000
35(c)	Failing to produce a licence upon request	\$250	\$500	\$1,000
36	Failing to give access to the Premises on the business licence	\$250	\$500	\$1,000
40	Providing false, inaccurate or misleading information on a licence application	\$500	\$500	\$1,000
46	Carry On Business while licence suspended or revoked	\$500	\$1,000	\$5,000
53(a)	Carry On or operate a Business without a licence	\$250	\$500	\$1,000
53(b)	Carries On a Business in breach of an imposed licence condition	\$500	\$1,000	\$2,500
53(c)	Hinders or obstructs any Person in the exercise or performance of the Person’s duties or powers	\$250	\$500	\$1,000
<b>Applicable to Pawn Shops</b>				
Schedule “B” 2	Carry On Business as a Pawnbroker and Second-hand Dealer on the same Premises	\$500	\$1,000	\$2,500
Schedule “B” 3 and 4	Fail to keep satisfactory records	\$500	\$1,000	\$2,500
Schedule “B” 11(a)	Erasing, defacing, or altering records	\$500	\$1,000	\$2,500
Schedule “B” 8	Failure to retain items for the specified time frame	\$500	\$1,000	\$2,500
Schedule “B” 10(a)	Accepting goods from an unauthorized Person	\$500	\$1,000	\$2,500
Schedule “B”	Failure or refusal to allow	\$500	\$1,000	\$2,500

13	inspection of records by Peace Officer or City Manager			
<b>Applicable to Second Hand Dealers</b>				
Schedule "C" 1	Second Hand Dealer Carry On business of Pawnbroker on the same Premises	\$500	\$1,000	\$2,500
Schedule "C" 3 and 4	Failure to keep satisfactory records	\$500	\$1,000	\$2,500
Schedule "C"	Erase, deface, remove or alter any portion of a record	\$500	\$1,000	\$2,500
Schedule "C" 5	Failure or refusal to allow inspection of records by Peace Officer or City Manager	\$500	\$1,000	\$2,500
Schedule "C" 7	Disposing or repairing of goods before 72 hours has elapsed	\$500	\$1,000	\$2,500
<b>Applicable to Direct Sellers</b>				
Schedule "E" 2	Operating within prohibited timeframe (between 8:00PM and 8:00AM)	\$500	\$1,000	\$2,500
Schedule "E" 3	Failure to produce licence to customer upon request	\$500	\$1,000	\$2,500
<b>Applicable to Drinking Establishments</b>				
Schedule "F" 3(c)	Failure or refusal to allow Peace Officer or City Manager on the Premises	\$500	\$1,000	\$2,500
<b>Applicable to Mobile Supervised Consumption Service Unit</b>				
Schedule "G" 8(a)	Outdoor storage of goods in connection with operations of business	\$1,000	\$5,000	\$10,000
Schedule "G" 9	Operating outside of approved days and hours	\$1,000	\$5,000	\$10,000
Schedule "G" 145	Operating in an unapproved location	\$1,000	\$5,000	\$10,000
<b>Applicable to Cannabis Retail Sales</b>				
Schedule "H" 2(a)(i)	Failure to keep proof of valid subsisting Cannabis Licence on Premise	\$1,000	\$5,000	\$10,000
Schedule "H" 2(a)(ii)	Failure to keep list of all Persons employed	\$1,000	\$5,000	\$10,000
Schedule "H" 2(b)	Failure to produce information as requested	\$1,000	\$5,000	\$10,000

	by Peace Officer or City Manager			
Schedule "H" 2(d)	Failure to maintain a minimum of two employees during hours of operation	\$1,000	\$5,000	\$10,000
Schedule "H" 2(f)	Failure to comply with approved security plan	\$1,000	\$5,000	\$10,000
<b>Applicable to Cannabis Production Facility</b>				
Schedule "H" 3(a)(i)	Failure to keep proof of valid subsisting Cannabis Licence on Premise	\$1,000	\$5,000	\$10,000
Schedule "H" 3(a)(ii)	Failure to keep list of all Persons employed	\$1,000	\$5,000	\$10,000
Schedule "H" 3(b)	Failure to produce information as requested by Peace Officer or City Manager	\$1,000	\$5,000	\$10,000
Schedule "H" 3(c)	Failure to comply with approved security plan	\$1,000	\$5,000	\$10,000
<b>Applicable to Late Night Clubs</b>				
Schedule "I" 5	Operating after 6 A.M.	\$500	\$1,000	\$2,500
Schedule "I" 7	Refusal to allow Peace Officer or City Manager to perform their duties	\$500	\$1,000	\$2,500

	<b>Council Policy</b>	
	<b>Fees &amp; Charges</b>	
	Policy Type: GOVERNANCE PROCESS	GP-F-2.5

Council will establish fees and charges to enable accessibility and to create equity for citizens, and to support long-term financial sustainability, ensuring the protection of The City's financial interests.

- 1 Fees and Charges are:
  - (1) Fair and equitable, ensuring those who benefit from consumption of a good or service, contribute to some or all of the cost recovery of the benefit;
  - (2) Defensible in that data is available to support the fee or charge;
  - (3) Clear, understandable, transparent and standardized;
  - (4) In alignment with regulatory and/or legislated requirements;
  - (5) Presented for approval on a regular cyclical basis; and
  - (6) Able to be phased-in to minimize impact to customers.
  
- 2 The following are considered when establishing fees and charges for City services:
  - (1) Community Benefit:
    - (a) Is representative of the benefit to society at large, derived from an individual's consumption of a good or service as a way of assessing application of potential subsidization.
  - (2) Full Cost Accounting:
    - (a) Uses the estimated total cost of providing the good or service as the starting point for the fee calculation.
  - (3) Market and Consumer Analysis:
    - (a) Takes into account the dynamics of comparable markets with similar products or services.
  
- 3 In addition to the preceding considerations, utility consumer rates will also:
  - (1) Adhere to regulated and/or legislated requirements; and
  - (2) Adhere to generally accepted rate making standards

#### Document History:

Policy Adopted	March 16, 2015
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#### Administrative Revisions:

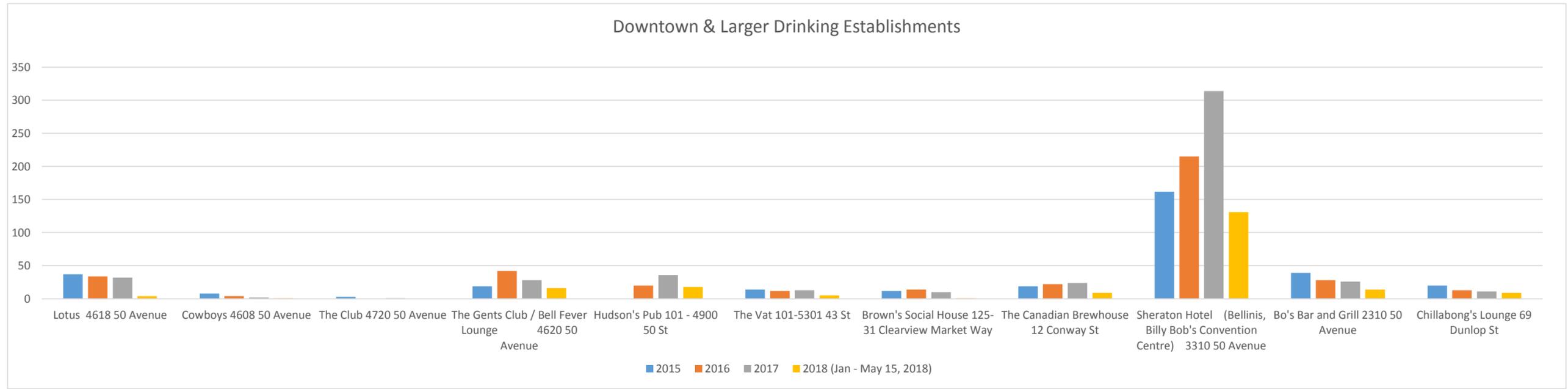
Date:	Description:
October 19, 2017	Updated to current format.

FAR Supporting Documentation - Fees and Charges Evaluation

Date Reviewed 09-Nov-18

Data Collection Components									Subsidization Range Details					Recommendation		
FEE NAME	Current Fee	Full Cost	Market Analysis Price Range		Market Avg	Subsidization Range %		Current Volume	Current Subsidy	Subsidy Value and % Per "Charge"					New Fee \$ And Subsidy %	Forecast Subsidy Value
Drinking Establishment Occupant Load: 1 - 299	\$ 100.00	\$ 85.50	Low \$ 88.20	High \$ 235.00	\$ 164.78	0%	25%	34	\$ (14.50) -16.96%						\$ 108.00 -26.32%	-\$ 765.00
Drinking Establishment Occupant Load: 300 - 499	\$ 1,000.00	\$ 85.50	Low \$ 88.20	High \$ 235.00	\$ 164.78	0%	25%	4	\$ (914.50) -1069.59%						\$ 108.00 -26.32%	-\$ 90.00
Drinking Establishment Occupant Load: 500+	\$ 5,000.00	\$ 85.50	Low \$ 88.20	High \$ 235.00	\$ 164.78	0%	25%	0	\$ (4,914.50) -5747.95%						\$ 108.00 -26.32%	\$ -
Late Night Club	\$ 450.00	\$ 85.50	Low \$ 88.20	High \$ 235.00	\$ 237.80	0%	25%	0	\$ (364.50) -426.32%						\$ 108.00 -26.32%	\$ -
Transient Trader (non-resident only)	\$ 825.00	\$ 85.50	Low \$ 175.00	High \$ 774.00	\$ 796.80	0%	25%	4	\$ (739.50) -864.91%						\$ 420.00 -391.23%	-\$ 1,338.00

Establishment	Lotus 4618 50 Avenue	Cowboys 4608 50 Avenue	The Club 4720 50 Avenue	The Gents Club / Bell Fever Lounge 4620 50 Avenue	Hudson's Pub 101 - 4900 50 St	The Vat 101-5301 43 St	Brown's Social House 125-31 Clearview Market Way	The Canadian Brewhouse 12 Conway St	Sheraton Hotel (Bellinis, Billy Bob's Convention Centre) 3310 50 Avenue	Bo's Bar and Grill 2310 50 Avenue	Chillabong's Lounge 69 Dunlop St
2015	37	8	3	19	N/A	14	12	19	162	39	20
2016	34	4	0	42	20	12	14	22	215	28	13
2017	32	2	1	28	36	13	10	24	314	26	11
2018 (Jan - May 15, 2018)	4	1	0	16	18	5	1	9	131	14	9





December 27, 2018

## Energy Market Access - Pipelines

Planning Services

### **Summary and Recommendation**

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Alberta is the centre of energy industry in Canada. Energy is the foundation to not only Alberta economies but all national economies. Access to energy markets is required for long term sustainability of energy transports.

The Federal and Provincial governments acknowledge the lack of market access for oil and gas is an economic crisis. Municipal governments have the duty to consider the welfare and interest of the municipality as a whole and to promote the welfare of the community.

City of Red Deer's economic development objectives would be served by participating positively in national energy discussions.

Administration recommends Council provide advocacy resolutions regarding support for construction of new pipelines, and expansion of existing infrastructure to transport Alberta oil and gas through improved market access.

### **City Manager Comments**

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I strongly support the recommendation as a further indication of City Council's advocacy to the Trans Mountain pipeline.

Craig Curtis  
City Manager

### **Proposed resolution**

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Resolved that Council of The City of Red Deer having considered the report from Planning Services re: Energy Market Access – Pipelines, dated December 27, 2018 hereby directs that further advocacy be undertaken to both Federal and Provincial governments to express their strong support of new pipeline construction and improved energy market access that is key to Canada's future economic outcomes.

## Discussion

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### *Background*

Several factors are influencing the current impact on oil and gas economics in Alberta. Major factors are the delay of the Trans Mountain Pipeline expansion project, and proposed Federal Bills C-48 and C-69.

The Trans Mountain Expansion Project was granted approval in May 2016 by the National Energy Board who concluded the Project is in the Canadian public interest and recommended approval. The Trans Mountain Project is anticipated to generate approximately \$46.7 billion in government revenue in the first 20 years. The Project will assist Canadian markets get full value for oil. Currently the majority of oil produced in Western Canada goes to the United States Midwest at a discounted price compared to world oil prices. The pipeline from Alberta to Vancouver would allow oil to be delivered to international markets at world oil prices. The Federal Government purchased the Trans Mountain pipeline in May of 2018.

In August of 2018 the Federal Court of Appeal issued a decision cancelling the approval of the Trans Mountain pipeline expansion due to lack of environmental and Indigenous group consultation. Additional consultation is proposed for February 2019.

Proposed Bill C-69 is an Impact Assessment Act proposing to replace the National Energy Board with the Canadian Energy Regulator and develop a new Impact Assessment Agency. The concern is that the Bill will make the Canadian petroleum industry less competitive and create uncertainty for investors. The Bill recently passed second reading on December 14, 2018.

Proposed Bill C-48, the Oil Tanker Moratorium Act, proposes to restrict some oil tanker movements on the West Coast. The act would restrict many Alberta oil movements due to concerns regarding oil tanker ocean spills.

The provincial government has expressed concerns over the proposed Bills and in response is proposing to purchase rail capacity to help companies get their product to market. The rail cars are a medium term solution to the problem of needing long-term pipeline expansion such as the Trans Mountain pipeline.

The economic impact to Alberta from the oil and gas economic crisis is estimated at \$15 billion per year loss.

The Federal Government announced a \$1.6 billion dollar boost to the Alberta energy sector in December 2018, to assist with halted Trans Mountain pipeline.

Recently several rallies across Alberta have occurred in support of pipeline expansion to support long-term solutions for the Alberta economy.

### *Analysis*

Council of the City of Red Deer has previously expressed support and advocated for improved energy market access:

- Participated with AUMA support for East Energy Pipeline March 2016;
- Participated with 167 Alberta Municipalities letter of support for improved energy market access to Federal Government by AUMA May 2018 (Appendix A);
- Midsized Mayor's Caucus support letters; and
- Mayor Veer address to Senate Standing Committee regarding energy to market access.

Recently The City of Calgary, Cold Lake, town of Bonnyville and the MD of Bonnyville have of passed several advocacy resolutions supporting improved energy market access.

City of Red Deer's economic development objectives would be served by participating positively in national energy discussions. Municipal governments have the duty to consider the welfare and interest of the municipality as a whole and to promote the welfare of the community. City Council recently adopted their 2019 – 2022 Strategic Plan with one of the goals for Red Deer being:

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

## **Appendices**

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Appendix A: AUMA Support for Trans Mountain Expansion Project

Appendix A



## Support for Trans Mountain Expansion Project

**Resolution Category:**

Extraordinary Resolution 4

**Subject:**

Economic

**Year:**

2017

**Status:**

Adopted

**Sponsor(s):**

Spruce Grove, City of

**Active Clauses:**

**IT IS THEREFORE RESOLVED THAT** the AUMA urge the Government of Alberta to continue to support the Trans Mountain Expansion Project so it can meet its commitments to delivering jobs and economic benefits and meeting its regulatory requirements during the construction and operation of the pipeline.

**FURTHER BE IT RESOLVED THAT** the AUMA urge the Federal Government to ensure that all regulatory processes that have been recommended for approval by the NEB and subsequently authorized by the Federal Governor in Council are permitted to proceed.

**FURTHER BE IT RESOLVED THAT** the AUMA urge the Federal Government to exercise ancillary powers in order to enact the comprehensive regulatory scheme for the Canadian public interest, including the right to timely permitting, thereby enabling the commencement of construction.

**Whereas Clauses:**

**WHEREAS** energy and its related products are a significant part of Canada's annual exports, which along with metals and mineral products, represent the single largest positive annual contribution to Canada's balance of trade;

**WHEREAS** the National Energy Board (NEB) determined the Trans Mountain Expansion Project (TMEP) is in the Canadian public interest;

**WHEREAS** the Federal Governor in Council approved the project application on November 29, 2016;

**WHEREAS** the Conference Board of Canada conservatively estimates \$46.7 billion will find its way into government treasuries in the form of taxes and royalties from the TMEP during development and over the first 20 years of operations;

**WHEREAS** economic benefits generated during construction and 20 years of operations from the TMEP include;

\$68.3 billion in additional revenue to Alberta oil producers attributable to Trans Mountain as a result of higher netbacks, over the first 20 years of operations

\$45 billion GDP effects for Alberta

**WHEREAS** in addition to benefits created by the TMEP, operations of the expanded Trans Mountain Pipeline will generate \$3.3 billion in taxes over 20 years, with Alberta receiving a \$567-million share;

**WHEREAS** local and regional property tax payments are estimated to go up by a total of \$3.4 million per year, a 116 per cent increase along the Alberta section of the route; and

**WHEREAS** the process does not supersede the importance of the individual land rights.

### **Resolution Background:**

In December 2013, Trans Mountain submitted an application to the National Energy Board (NEB) to expand its existing pipeline system, increasing daily capacity from 300,000 barrels up to 890,000 barrels. The \$6.8-billion Kinder Morgan expansion would triple the capacity of the existing 1,150 kilometre pipeline between Alberta and Burnaby, British Columbia.

Following a 29-month review, the NEB, on May 29, 2016, concluded that the TMEP is in the Canadian public interest and recommended that the Federal Governor in Council approve the expansion. The NEB attached 157 conditions which address issues such as public safety, economic benefits, local job creation, emergency preparedness and emergency response, Aboriginal interests, environmental protection and safety along both the pipeline right-of-way and the marine tanker transport route. The NEB's review was rigorous, involving a record 404 intervenors and more than 1,200 commenters.

On November 29, 2016, the Government of Canada accepted the NEB recommendation, noting that Canada needed to expand the markets for its oil products and saying that the TMEP "will make that possible."

On January 11, 2017, the Province of British Columbia announced that the Project had received its environmental certificate from BC's Environmental Assessment Office subject to 37 Conditions. The Province stated that TMEP met its Requirements for British Columbia to Consider Support for Heavy Oil Pipelines, known as B.C.'s Five Conditions.

The Trans Mountain pipeline infrastructure has national economic significance. As Canada's primary energy transmission pipeline, the system is approximately 115,000 km in length, and the total pipeline network is approximately 840,000 km, including regional gathering, feeder and distribution lines. By comparison, there are 38,000 km of primary highway transportation linkages across the country.

In addition to the estimated \$46.7 billion of taxes and royalties the Federal and Provincial governments will recognize from the TMEP during development and over the first 20 years of operations, including \$19.4 billion recognized by Alberta, largely in the form of royalties from producers earning higher netbacks from selling their product into new markets, the project will create 441,000 person-years of employment in Alberta from project development and operations. This includes:

- 14,600 construction jobs

- 13,340 pipeline operations jobs

- 11,200 jobs generated by dividend payments from oil producers

- 400,600 jobs related to additional investment in oil and gas development as a result of higher netbacks to producers.

Overall, the project generates more than 800,000 person-years of work for Canadians.

Including existing and increased payments, local governments in Alberta will collect \$124 million in taxes over 20 years from operations on an expanded Trans Mountain Pipeline.

Given the significant financial benefit of TMEP to all of Canada, it is incumbent upon the Government of Canada to exercise power to ensure the TMEP is completed, including issuance of all permits.

The Government of Canada, through various regulatory frameworks, has exercised its legislative and jurisdictional authority in the approval and oversight of projects deemed to be in the interest of Canada as a whole, including radio communications, inter-provincial railways, and airports and aerodromes.

## **Government Response:**

In a letter from the Minister of Energy, it was indicated that Alberta has, and will continue to be, a strong advocate for safe, modern pipelines. The Minister indicated the province would not stop until construction is underway on the Trans Mountain Expansion Project and Alberta oil is flowing to new markets. The province will continue to use every opportunity to support the project, whether it be intervening in legal challenges like the Federal Court of Appeal judicial review of the project in October 2017, or participating in regulatory processes like the National Energy Board hearing for Burnaby permitting in December 2017.

## **AUMA Notes:**

A letter enclosing the resolution was forwarded to the Minister responsible.

This resolution aligns with a resolutions adopted by members in 2016 calling on the federal and provincial governments to support the expansion of pipeline infrastructure and expedite increased market access for Alberta's oil and natural gas exports.

AUMA sent a letter signed by 167 of its members requesting action from the Prime Minister.

AUMA President, Barry Morishita, issued an open letter to municipal leaders outlining the value Trans Mountain represents for municipalities both in Alberta and BC.

AUMA is conducting ongoing discussions with various stakeholders and has continued to voice its support. New developments will continue to be posted here as they occur.

## **AUMA Comments:**

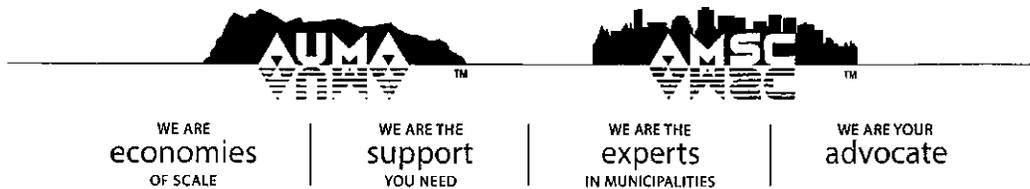
Accepts government response

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AUMA / AMSC 300-8616 51 Ave, Edmonton, AB, T6E 6E6

Main line: 780-433-4431

Toll-free within Alberta: 310-AUMA (2862)



May 16, 2018

The Right Honourable Justin Trudeau, P.C., M.P.  
 Prime Minister of Canada  
 Langevin Block  
 Ottawa, Ontario K1A 0A2

Dear Prime Minister:

As President of the Alberta Urban Municipalities Association (AUMA), I am writing to you on behalf of our Board and our members, including the undersigned municipalities from across Alberta, regarding the important issue of the Kinder Morgan Trans Mountain Pipeline Expansion Project.

At AUMA's 2017 Convention, nearly 1,100 councillors and mayors representing urban municipalities of all sizes across Alberta voted overwhelmingly in favour of a resolution supporting the Trans Mountain Pipeline Expansion and urging our federal government and the Government of Alberta to ensure that the pipeline is built.

We understand it is the federal government who has ultimate jurisdiction on inter-provincial trade. This is critical to our confederation. The diverse nature of our provinces and their competing economic and political interests require a broader national view with the authority to protect the national interest. This is one of the bedrocks of our great nation, and why your support and intervention is so critical. We recognize the efforts you have already undertaken by putting in place a rigorous approval process, acknowledging that this project is in the national interest, and approving the project to move forward.

The Trans Mountain Pipeline Expansion has faced one of the most rigorous reviews of any pipeline project in our nation's history, a process unmatched anywhere else in the world. There has been an extensive multi-year regulatory process and expert review of the environmental and safety impacts by the National Energy Board, which placed 157 conditions on the project that Trans Mountain has met. The project received the approval of the National Energy Board only after extensive consultations with the three orders of government, indigenous communities, and landowners. The project also passed assessments by the British Columbia Environmental Assessment Office and Transport Canada.

As municipal leaders, we know full well the impacts a project of this magnitude can have on our province and on our communities. As municipalities, we are the first responders to emergency events and have to always the safety of our communities in mind. We know

300 - 8616 51 Avenue, Edmonton, AB T6E 6E6 Toll Free: 310-AUMA (2862) Phone: 780-433-4431 Fax: 780-433-4454 [auma.ca](http://auma.ca)

Alberta Urban Municipalities Association

Alberta Municipal Services Corporation

Page 2

the challenge of making sound decisions in land use planning to balance growth and protecting the environment, as we face them every day. But we also understand the benefits.

*Economic*

In Alberta alone, we expect municipalities will collect \$124 million in taxes over 20 years from the operations of the Trans Mountain Pipeline. This increased revenue will reduce the tax burden on our residents, and provide funding to build and maintain important municipal infrastructure, such as transportation, recreation, and housing.

At a national level, the Trans Mountain expansion is a \$7.4 billion project that will create short-term construction jobs but also significant long-term employment along the route and at the Burnaby terminal. And it will take an important step in addressing the large gap between global oil prices and what Canadian companies can get for their product.

*Environmental*

From a municipal perspective, pipelines are the safest way to transport oil. With the growing pressure on our existing pipeline infrastructure, more and more oil companies are being forced to turn to rail and trucks to transport their product to market. These methods often take products through municipalities, and have a greater risk of an incident that could impact people and property. In the case of Trans Mountain, they are utilizing the existing route, which will reduce the overall impact to land development. Across the board, we know pipelines are safer, cheaper and generate fewer emissions than the alternatives.

The undersigned represent the branch of government closest to the residents of Alberta and the communities that will be impacted by and benefit from this project. We offer our voices in support of the Kinder Morgan Trans Mountain Pipeline Expansion Project and in your government's efforts to bring this project to fruition to the benefit of all Canadians.

Sincerely,



Barry Morishita  
AUMA President

If you would like to discuss this matter further, please feel free to contact me by email at [president@auma.ca](mailto:president@auma.ca) or my cell phone at (403) 363-9224.

CC: The Honourable Rachel Notley, M.L.A., Premier of Alberta  
The Honourable John Horgan, M.L.A., Premier of British Columbia  
The Honourable Jim Carr, P.C., M.P., Minister of Natural Resources Canada

Page 3

Barry Morishita,  
Mayor  
City of Brooks



Don Iveson, Mayor  
City of Edmonton



Naheed Nenshi,  
Mayor  
City of Calgary



Don Scott, Mayor  
R.M. of Wood Buffalo



Aaron Canna, Mayor  
Village of Innisfree



Tyler Warman, Mayor  
Town of Slave Lake



Gerald S. Aalbers,  
Mayor  
City of Lloydminster



Bill Given, Mayor  
City of Grande Prairie



Vern Lymburner,  
Mayor  
Town of Valleyview



William Choy, Mayor  
Town of Stony Plain



Teresa Beets, Mayor  
Summer Village of  
Sunbreaker Cove



Jeff Ludwig, Mayor  
Summer Village of  
Norglenwold



Ted Hiscock, Mayor  
Summer Village of  
Halfmoon Bay



Bob Thomlinson,  
Mayor  
Summer Village of  
Jarvis Bay



Gordon Wilson, Mayor  
Summer Village of  
Point Alison



Sandi Benford, Mayor  
Summer Village of  
South View



Stuart Houston,  
Mayor  
City of Spruce Grove



Caroline McAuley,  
Mayor  
Town of Vermilion



Rick Bonnett, Mayor  
Town of Ponoka



Ted Clugston, Mayor  
City of Medicine Hat



Cathy Heron, Mayor  
City of St. Albert



Craig Copeland,  
Mayor  
City of Cold Lake



Chris Turnmire,  
Mayor  
Town of Wembley



Leslie Ganshirt, Mayor  
Village of Alliance



Page 4

Brian Bethune, Mayor  
Town of Wainwright



Morris Nesdole, Mayor  
Summer Village of  
Sunset Beach



Scott Schroeder, Mayor  
Village of Milo



Ken Kultgen, Mayor  
Village of Foremost



Del Bodnarek, Mayor  
Village of Barnwell



Bob Young, Mayor  
City of Leduc



David Sisley, Mayor  
Village of Delia



Gary Rowntree, Mayor  
Town of Turner  
Valley



Wendy Belik, Mayor  
Village of Edgerton



Marvin Jassman, Mayor  
Village of Ferintosh



Ian Daykin, Mayor  
Village of Edberg



Peter Golankski, Mayor  
Summer Village of  
Bondiss

Dawn Pauls, Mayor  
Village of Hay Lakes



Donna Buchinski, Mayor  
Town of Falher



Rick Pankiw, Mayor  
Town of Rimbey



Claude Lagace, Mayor  
Town of Sexsmith



Colleen Powell, Mayor  
Town of Athabasca



Kathie Write, Mayor  
Village of Longview



Bill Skinner, Mayor  
Town of Lamont



Peter F Braun, Mayor  
MacKenzie County



Tim Wiles, Mayor  
Summer Village of  
Kapasiwin



Gordon MacLeod, Mayor  
Town of Fairview



Omer Moghrabi, Mayor  
Lac La Biche County



Marshall Chalmers, Mayor  
City of Chestermere



Page 5

Mike Yargeau, Mayor  
Town of Penhold



Keith Wilson, Mayor  
Summer Village of  
West Baptiste

Peter Brown, Mayor  
City of Airdrie



Sean Nolls, Mayor  
Town of Stettler



Tara Veer, Mayor  
City of Red Deer



Blair Morton, Mayor  
Summer Village of  
Parkland Beach



Chris Warwick, Mayor  
Town of Hanna



Lorne Young, Mayor  
Town of Elk Point



Brian Penasiuk, Mayor  
Town of High Prairie



Ray Ralph, Mayor  
Town of Devon



Myrna Lanctot, Mayor  
Village of Donnelly



Richard Poole, Mayor  
Town of Blackfalds



Russ Barnett, Mayor  
Town of Magrath



Mike Saric, Mayor  
Town of Mundare



John Stewart, Mayor  
Town of Beaumont



Harold Esche, Mayor  
Summer Village of  
Burnstick Lake



Rhonda Hunter, Mayor  
Town of Didsbury



Mornam Mayer, Mayor  
City of Camrose



Leo Chapdelaine, Mayor  
Village of Vilna



Kevin Zahara, Mayor  
Town of Edson



Allan Georget, Mayor  
Town of Spirit River



Tyler Lindsay, Mayor  
Village of Warner



Charlene Smylie, Mayor  
Village of Wabamun



Michael Doerksen, Mayor  
Town of Drayton Valley



Page 6

Barry Turner, Mayor  
Town of Morinville



Tammy Burke, Mayor  
Town of Rocky  
Mountain House



Gale Katchur, Mayor  
City of Fort  
Saskatchewan



Perry Robinson,  
Mayor  
Town of Sedgewick



Dave McKenzie,  
Mayor  
Town of Barrhead



Bill Marshall, Mayor  
Village of Rosemary



Ed Weistra, Mayor  
Village of Barons



Gene Sobolewski,  
Mayor  
Town of Bonnyville



Rob Fehr, Mayor  
Village of Alix



Craig Wilson, Mayor  
Town of Swan Hills



Blair Painter, Mayor  
Municipality of  
Crownsnest Pass



Tom Tarpey, Mayor  
Town of Peace River



Darcy Burke, Mayor  
Village of Rockyford



Earl Debnam, Mayor  
Village of Bittern Lake



Judy Tracy, Mayor  
Town of Onoway



Gerry Keane, Mayor  
Summer Village of  
Larkspur

Louis Belland, Mayor  
Summer Village of  
Ross Haven



Ben Kellert, Mayor  
Village of Killam



Ann Morrison, Mayor  
Summer Village of  
Sunset Point



Grant Creasey, Mayor  
City of Lacombe



Doug Thomas, Mayor  
Summer Village of  
Seba Beach



Guss Nash, Mayor  
Village of Carbon



Warren Mickels,  
Mayor  
Village of Cowley



Heather Colberg,  
Mayor  
Town of Drumheller



Page 7

Monte Christensen,  
Mayor  
Village of Hill Spring



Albert Elias, Mayor  
Village of Glenwood



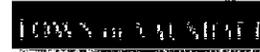
Al Henuset, Mayor  
Village of Beiseker



Andrew Prokop,  
Mayor  
Town of Taber



TOWN OF  
TABER  
Margaret Plumtree,  
Mayor  
Town of Vauxhall



James McTavish,  
Mayor  
Village of Rosalind



Tim Frank, Mayor  
Village of Hussar



J. Michael Dennehy,  
Mayor  
Town of Provost



Daryl Frank, Mayor  
Village of Kitscoty



Bob Regal, Mayor  
Town of Grimshaw



Rex Smith, Mayor  
Village of Mannville



Wally Yachimetz,  
Mayor  
Town of Calmar



Dan Deck, Mayor  
Town of Gibbons



Carol Tremblay,  
Mayor  
Town of Legal



Kim Craig, Mayor  
Town of Coaldale



Maryann Chichak,  
Mayor  
Town of Whitecourt



Jackie Peterson,  
Mayor  
Town of Bassano



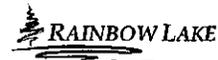
Wm. (Bill) B.  
Robertson, Mayor  
Town of Okotoks



Lance Colby, Mayor  
Town of Carstairs



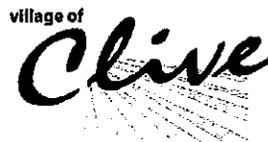
Michelle Farris, Mayor  
Town of Rainbow  
Lake



Mel Smith, Mayor  
Town of Redwater



Luci Henry, Mayor  
Village of Clive



Jeff Genung, Mayor  
Town of Cochrane



Ashley Hornseth,  
Mayor  
Summer Village of  
Pelican Narrows



Page 8

Brent Feyter, Mayor  
Town of Fort  
MacLeod



Kate Patrick, Mayor  
Town of Mayerthorpe



Crystal McAteer,  
Mayor  
Town of High Level



Tony Owens, Mayor  
Village of Consort



Gordon Reynolds,  
Mayor  
Town of Bow Island



Ralph Leriger, Mayor  
Town of Westlock



Craig Snodgrass,  
Mayor  
Town of High River



Dan Hiller, Mayor  
Summer Village of  
Rochon Sands



Nat Dvernichuk,  
Mayor  
Village of Clyde



Jim Palmer, Mayor  
Village of Chipman



Jim Romane, Mayor  
Town of Innisfail



Gentry Hall, Mayor  
Town of Stavely



Tom Grant, Mayor  
Town of Vulcan



Doug Jones, Mayor  
Town of Oyen



Tim Shearlaw, Mayor  
Town of Three Hills



Robb Stuart, Mayor  
Town of Bowden



Debora Dueck, Mayor  
Town of Tofield



Mark Stannard, Mayor  
Town of Coronation



Cheryl Eikeland,  
Mayor  
Village of Marwayne



Dan Knudtson, Mayor  
Village of Donalda



W. Bruce McLeod,  
Mayor  
Village of Acme



Vanessa Van der  
Meer, Mayor  
Village of Linden



Don Anderberg,  
Mayor  
Town of Pincher  
Creek



Marcel Michaels,  
Mayor  
Town of Hinton



Page 9

Anne Power, Mayor  
Village of Breton



Jack Goodall, Mayor  
Village of Chauvin



Peggy Losey, Mayor  
Town of Milk River



Town of  
Milk River

Sean McIntyre, Mayor  
Town of Sylvan Lake



Doug MacPherson, Mayor  
Town of Claresholm



Dennis Irving, Mayor  
Summer Village of  
Whispering Hills

Lori Barr, Mayor  
Summer Village of  
Island Lake South

Barry Walker, Mayor  
Summer Village of  
Mewatha Beach



Helen Posti, Mayor  
Town of Eckville



Stephen Hayes, Mayor  
Village of Munson



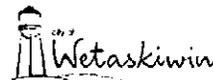
Colin Derko, Mayor  
Village of Boyle



Jim Benedict, Mayor  
Summer Village of  
Alberta Beach



Tyler Grandam, Mayor  
City of Wetaskiwin



Michael Muzychka, Mayor  
Town of Olds



Town of Olds

Leah Nelson, Mayor  
Village of Elnora



Barry Kletke, Mayor  
Town of Trochu



Tim McPhee, Mayor  
Town of Vegreville



Chris Spearman, Mayor  
City of Lethbridge



Diahann Potrebenko, Mayor  
Village of Rycroft



Dennis Cassie, Mayor  
Town of Coalhurst



Michele Fournier, Mayor  
Town of McLennan



Jo Tennant, Mayor  
Town of Crossfield



Gary Rycroft, Mayor  
Town of Beaverlodge





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Council Decision – January 7, 2019

**DATE:** January 10, 2019  
**TO:** Emily Damberger, Planning Manager  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Energy Market Access - Pipelines

---

**Reference Report:**

Planning Services, dated December 27, 2018

**Resolution:**

At the Monday, January 7, 2019 Regular Council Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer having considered the report from Planning Services re: Energy Market Access – Pipelines, dated December 27, 2018 hereby agrees to advocate to both Federal and Provincial governments their strong support of new pipeline construction, economic diversification, environmental sustainability and improved energy market access that is key to Canada's future economic outcomes.

**Report back to Council:**

No.

**Comments/Further Action:**

None.

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

Frieda McDougall  
Manager

- c. Director of Planning Services  
Major Projects Planner  
Intergovernmental Strategist



November 23, 2018

## Minimum Distance Separation from Dynamic Signs to Residential Districts Variance Clarification, Bylaw 3357/B-2019

Administrative Report

### **Report Summary and Recommendation**

---

On October 15, 2018, Council amended Bylaw 3357/DD-2018, which clarified that minimum distance separation between Dynamic Signs and residential districts may be varied, by adding the following at the end of Section 11.8.2(a):

*“The Municipal Planning Commission has jurisdiction to vary 10-20%”*

Some additional amendments are required to ensure Council’s intent is adequately followed through with and that Part Eleven: Sign Development Standards is presented in a user-friendly manner.

Administration recommends that Council go with Option 1 and gives First Reading to Bylaw 3357/B-2019 that prohibits variances to the minimum distance separation between Dynamic Signs and residential areas above 20% and relocates this variance threshold into the subsection that specifically addresses variance requests.

### **City Manager Comments**

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I support the recommendation of Administration. If first reading of Bylaw 3357/B-2019 is given, a Public Hearing would be advertised for two consecutive weeks and would be held on Monday, February 4, 2019 at 6:00 p.m. during Council’s regular meeting.

Craig Curtis  
City Manager

### **Proposed Resolutions**

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That Bylaw 3357/B-2019 be read a first time.

### **Rationale for Recommendation**

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Administration’s rationale for the recommendation is:

1. **The October 15, 2018 amendment leaves the approval of variance requests over 20% open to interpretation.** As currently written, variance requests over 20% could be interpreted as going back to the Development Officer for consideration, or that variance requests in excess of 20% are prohibited. Administration recommends clarifying Council intent.
2. **General feedback regarding setbacks was received by public and sign industry during sign review.** The clarifying Bylaw will enable more specific setbacks and clarity on variances to be reviewed by the public and sign industry.

## Discussion

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### *Background*

Bylaw 3357/DD-2018, as amended on October 15, 2018, includes a new development standard that states "The Municipal Planning Commission has jurisdiction to vary 10-20%". As currently written, variance requests for 20.1% or greater are left two differing interpretations:

1. That variance requests for 20.1% or greater would go back to the Development Officer for approval; or
2. That variance requests for 20.1% or greater are prohibited.

Council defeated another amendment that was put on the floor at the October 15, 2018 Council meeting to give Council jurisdiction to approve variances above 20%. As such, it is Administrations understanding that Council does not intend to allow for variances above 20%. The amendments are to better reflect Council's intent (Appendix A).

### *The Purpose of Minimum Separation Distances*

When Council uses minimum separation distances between Dynamic Signs and residential districts, Council is buffering the sensitive use (residential) from the impact of a Dynamic Sign. Attributing minimum distance separation between uses is a balance of:

- Providing opportunities for the use itself;
- Separating sensitive uses;
- Managing potential cumulative impacts (such as sign proliferation and light pollution); and
- Ensuring that there is still an opportunity for a variety of advertising opportunities.

In addition to the minimum distance separations, the Land Use Bylaw (LUB) contains development standards to further mitigate the potential impacts a Dynamic Sign may have on the use and enjoyment of near-by residential uses (Appendix B).

The minimum distance separations coupled with the list of mitigation development standards all work together to achieve the same means; allowing businesses the flexibility to use Dynamic Signs for their advertising needs, while providing measures to alleviate any potential impacts a Dynamic Sign may have on residential uses.

### *The Purpose of Variances*

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

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

Part Eleven: Sign Development Standards contains considerations for the Development Authority to review when making a decision on a variance request for a sign. If a variance is approved, the Development Authority also has the ability to impose additional conditions of development approval to mitigate potential impacts varying a development standard may have. The table below contains the variance considerations and conditions of development approval sign variances that may be subject to:

<b>11.4.3 Variances</b>	<b>11.4.4 Attaching Conditions to Variances</b>
<p>(2) In determining if a variance is justified, the Development Authority may consider:</p> <ul style="list-style-type: none"> <li>(a) the size and location of the Site;</li> <li>(b) the design or construction of a Building or a Sign;</li> <li>(c) the Immediate Street Context;</li> <li>(d) whether the proposed Sign would unduly interfere with the amenities of the neighbourhood or materially interfere with or affect the use, enjoyment or value of neighbouring Sites;</li> <li>(e) the heritage value of a Sign or Building;</li> <li>(f) the topography or configuration of the Site;</li> <li>(g) all applicable Council policies and guidelines; and</li> <li>(h) applicable Statutory Plans.</li> </ul>	<p>(1) Any variance approved by the Development Authority may be temporarily approved and may be subject to conditions including:</p> <ul style="list-style-type: none"> <li>(a) the removal of existing Sign(s) on a Site;</li> <li>(b) restrictions on the location, number, and type of new and existing Signs on a Site;</li> <li>(c) controls on light levels or hours of operation of Illuminated Signs;</li> <li>(d) other upgrades or changes to existing Signs on Site;</li> <li>(e) safety and construction matters; and</li> <li>(f) Conditions that reflect impacts on adjacent Sites pursuant to Section 640(6) of the <i>Municipal Government Act</i>.</li> </ul>

11.4.3 Variances	11.4.4 Attaching Conditions to Variances
(3) Notwithstanding any other provision of this bylaw, if necessary for safety reasons, the Development Authority may require greater distance separations between Signs and may increase the minimum display time for Dynamic or Electronic Messaging.	

*Options*

Council is being presented with the following three options regarding clarification around variances to the minimum distance separation between Dynamic Signs and residential districts:

- Option 1: Clarify that variances above 20% are prohibited;
- Option 2: Council is the approving authority for variances above 20%; or
- Option 3: Reconsider the amendment done on October 15, 2018.

Option 1: Clarify that variances above 20% are prohibited

An amendment presented at the October 15, 2018 Council meeting to have all variance requests above 20% go to Council was defeated. Administration took this direction and has prepared Bylaw 3357/B-2019 to:

- Clearly state that the Development Officer may approve variances up to 10%, the MPC may approve variances of up to 10.1% and 20%, and any variances over 20.1% are prohibited; and
- Move the discussion about variance thresholds under the section where variances are discussed.

This option is clear to both the general public and Administration that variances to the minimum distance separation between Dynamic Signs and residential districts are not allowed beyond a 20% threshold. However, this option is has limited flexibility to address unique situations.

This option is being recommended as it reflects Council intent stemming from the October 15, 2018 meeting.

Option 2: Council is the approving authority for variances above 20%

This option is being brought forward for Council to reconsider.

This option provides clarity to the public and Administration that variance requests above 20% will be reviewed by Council, and that there is still flexibility in the process to consider variance requests above 20%. However, this option may delay the application process for applicants.

Option 3: Reconsider the amendment done on October 15, 2018

The recently adopted Part Eleven: Sign Development Standards contain considerations for the Development Authority to apply when reviewing a request to vary a sign development standard. In addition, the Development Authority may impose additional conditions of

development approval in a variance situation in an effort to minimize potential conflict between signs and residential uses. These variance related development standards can mitigate the impacts on residential uses from signage (Appendices B and C).

This option would have the following amendment Council approved on October 15, 2018 removed from Section 11.8.2(1)(a) and Council will have to direct staff to prepare an amending Bylaw reflecting this deletion:

*“The Municipal Planning Commission has jurisdiction to vary 10-20%”*

This option allows minimum distance separation between Dynamic Signs and residential uses to be varied to react to unique situations, and decisions are appealable by the applicant and interested parties. However, large variances could be approved if they meet the variance test contained in the LUB.

### Dialogue

Public dialogue on the proposed amending Bylaw will be done if Bylaw 3357/B-2019 receives First Reading.

### **Appendices**

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Appendix A: Bylaw 3357/B-2019

Appendix B: Mitigation Development Standards Applicable to Dynamic Signs

Appendix C: General Sign Variance Standards

## **Appendix A: Bylaw 3357/B-2019**

The following Bylaw provides clarity on the variance powers the Development Authority has with respect to the minimum distance separation from Dynamic Signs to residential districts. The page after the amending Bylaw shows how the proposed amendments will fit within the Land Use Bylaw if approved.



MAYOR

CITY CLERK

**Bylaw 3357/B-2019, Amendment #1 and #2 (proposed amendment in red font)**

**11.4.3 Variances**

- (1) **Despite Section 2.7(i) and Section 2.8(3) the Development Authority may only vary the following for Signs:**
- (a) Sign Height;
  - (b) Sign Width;
  - (c) permitted number of Signs on a Site, except for the number of Billboard Signs which cannot be varied;
  - (d) the minimum separation distance between Signs, except for Billboard Signs which cannot be varied;
  - ~~(e) the restriction of Dynamic Fascia Signs and Dynamic Freestanding Signs within 100.0 m of a Site located in or adjacent to a Residential District.~~
  - (e) **the restriction of Dynamic Fascia Signs and Dynamic Freestanding Signs within 100.0 m of a Site located in or adjacent to a Residential District, subject to the following:**
    - (i) **without limiting the ability of the Development Officer to refer applications to the Commission under Section 2.7 k), the Development Officer may approve variances of up to 10%;**
    - (ii) **The Commission may approve variances between 10.1% and 20%; and**
    - (iii) **All variances over 20.1% are prohibited.**
  - (f) total Sign Area;
  - (g) minimum clearance above grade for Freestanding Signs; and
  - (h) setbacks.

**Bylaw 3357/B-2019, Amendment #3 (proposed amendment in red font)**

**11.8.2 Residential Proximity Sign Overlay District**

- (1) The Residential Proximity Sign Overlay District prohibits Billboard Signs, Dynamic Fascia Signs, and Dynamic Freestanding Signs within 100.0 m of a Site located in or adjacent to a Residential District.
  - (a) The Development Authority may allow a variance to the 100.0 m prohibition for Dynamic Signs in accordance with Section 11.4.3 Variances. ~~The Municipal Planning Commission has jurisdiction to vary 10-20%~~
- (2) This Overlay District applies to all other Signs that are allowed within 100.0 m of a Site located in or adjacent to a Residential District.
- (3) The intent of the Residential Proximity Sign Overlay District is to ensure the design, size, and type of allowable Signs located near Residential Districts support commercial and public service activity while being sensitive to the residential context.
- (4) Signs within the Residential Proximity Sign Overlay District shall adhere to the following development standards:
  - (a) Only external spot lighting is allowed, unless the Sign faces a Street. The exceptions to this development standard are Electronic Message Fascia Signs and Electronic Message Freestanding Signs;
  - (b) Electronic Message Fascia Signs and Electronic Message Freestanding Signs shall not be illuminated between 10:00 p.m. and 6:00 a.m.;
  - (c) Sign Area shall not face a Residential District; and
  - (d) Maximum Sign Height shall be 7.5 m, unless otherwise specified in this part.

## **Appendix B: Mitigation Development Standards Applicable to Dynamic Signs**

The following Appendix provides Council with development standards currently contained in Part Eleven: Sign Development Standards of the Land Use Bylaw that minimize potential impacts Dynamic Signs may have on residential uses.

## Mitigation Development Standards Applicable to Dynamic Signs (Excerpts)

### 11.4.2 Conditions of Development Approval for Signs

- (1) In addition to Section 2.10 Conditions of Issuing a Development Permit, the Development Authority may impose the following conditions:
- (a) For Illuminated Signs, including Signs with Dynamic or Electronic Message components, any condition needed to mitigate the effects of the Illumination on Sites in a Residential District

### 11.6 General Development Standards for All Signs

The following development standards pertain to all Signs, unless otherwise stated.

- (1) Signs shall not:
- (a) obstruct or interfere with the visibility of a traffic control device;
  - (b) obstruct or interfere with the natural lighting, air intake, or ventilation of a Building;
  - (c) emit sound or noise;
  - (d) obstruct or interfere with vehicular or pedestrian traffic; or
  - (e) contain Third Party Advertising.

### 11.6.3 Design

- (1) When considering an application for a Sign that is a Discretionary Use, the Development Authority must consider the following:
- (a) whether the design, size and type of the proposed Sign is compatible with or will enhance the design and general character of the Building it will be located on;
  - (b) whether the proposed Sign reflects or maintains the Immediate Street Context; and
  - (c) whether the proposed Sign respects the purpose or intent of any Sign Overlay District it is located in.

### 11.6.5 Illumination

- (2) Signs that are Illuminated shall not:
- (a) shine or reflect light directly onto adjacent properties; or
  - (b) create hazards for pedestrian or vehicular traffic; or
  - (c) be of an intensity or brightness that would interfere with the space, comfort, convenience, and general welfare of residents or occupants of adjacent Sites or with vehicular traffic.

### 11.8.2 Residential Proximity Sign Overlay District

- (3) The intent of the Residential Proximity Sign Overlay District is to ensure the design, size, and type of allowable Signs located near Residential Districts support commercial and public service activity while being sensitive to the residential context.
- (4) Signs within the Residential Proximity Sign Overlay District shall adhere to the following development standards:
- (a) Only external spot lighting is allowed, unless the Sign faces a Street. The exceptions to

### Mitigation Development Standards Applicable to Dynamic Signs (Excerpts)

- this development standard are Electronic Message Signs and Dynamic Signs;
- (b) Electronic Message Fascia Signs and Electronic Message Freestanding Signs shall not be Illuminated between 10:00 p.m. and 6:00 a.m.;
  - (c) Sign Area shall not face a Residential District; and
  - (d) Maximum Sign Height shall be 7.5 m, unless otherwise specified in this part.

#### 11.11 Dynamic Sign and Electronic Message Sign Development Standards

- (1) General development standards for Dynamic Signs and Electronic Message Signs
  - (d) Dynamic Signs and Electronic Message Signs shall have an adjustable brightness level and shall maintain a level of brightness acceptable to the Development Authority.
  - (e) Maximum Sign Illumination shall be 350 nits between sunset and sunrise.
- (2) Location Criteria
  - (a) Dynamic Signs and Electronic Message Signs shall only be located along a Boundary adjacent to an Arterial Road or Collector Road, except for those Sites described in subsection (b) below
- (3) Siting Criteria
  - (a) Dynamic Signs and Electronic Message Signs shall direct the Dynamic and Electronic Message portions towards the oncoming traffic on the high volume Street, as determined by the Development Authority.
- (5) Display Time and Transitions
  - (a) Dynamic Signs shall display messages for a minimum time period of 3 seconds.
  - (b) Electronic Message Signs shall display messages for a minimum time period of 20 seconds.
  - (c) When Copy changes on a Dynamic Sign or Electronic Message Sign, the transition:
    - (i) must be instantaneous;
    - (ii) must not include effects like motion, dissolving, blinking, flashing or intermittent lights, video, or the illusion of such effects.

## **Appendix C: General Sign Variance Standards**

The following Appendix provides Council with the general variance standards applicable to signs currently built into Part Eleven: Sign Development Standards of the Land Use Bylaw.

**General Sign Variance Standards (Excerpts)****11.4.3 Variances**

- (2) In determining if a variance is justified, the Development Authority may consider:
- (a) the size and location of the Site;
  - (b) the design or construction of a Building or a Sign;
  - (c) the Immediate Street Context;
  - (d) whether the proposed Sign would unduly interfere with the amenities of the neighbourhood or materially interfere with or affect the use, enjoyment or value of neighbouring Sites;
  - (e) the heritage value of a Sign or Building;
  - (f) the topography or configuration of the Site;
  - (g) all applicable Council policies and guidelines; and
  - (h) applicable Statutory Plans.
- (3) Notwithstanding any other provision of this bylaw, if necessary for safety reasons, the Development Authority may require greater distance separations between Signs and may increase the minimum display time for Dynamic or Electronic Messaging.

**11.4.4 Attaching Conditions to Variances**

- (1) Any variance approved by the Development Authority may be temporarily approved and may be subject to conditions including:
- (a) the removal of existing Sign(s) on a Site;
  - (b) restrictions on the location, number, and type of new and existing Signs on a Site;
  - (c) controls on light levels or hours of operation of Illuminated Signs;
  - (d) other upgrades or changes to existing Signs on Site;
  - (e) safety and construction matters; and
  - (f) Conditions that reflect impacts on adjacent Sites pursuant to Section 640(6) of the *Municipal Government Act*.

FILE COPY



Council Decision – January 7, 2019

**DATE:** January 10, 2019  
**TO:** Jolene Tejkl, Senior Planner  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Bylaw 3357/B-2019 – Minimum Separation from Dynamic Signs to Residential Districts Variance Clarification

---

**Reference Report:**

Planning Department, dated November 23, 2018

**Bylaw Reading:**

At the Monday, January 7, 2019 Regular Council Meeting, Council gave first reading to the following Bylaw:

**Bylaw 3357/B-2019** (an amendment to the Land Use Bylaw that provides clarity on the variance powers the Development Authority has with respect to the minimum distance separation from Dynamic Signs to residential districts)

**Report back to Council:**

Yes.

**Comments/Further Action:**

Administration will advertise for two consecutive weeks for a Public Hearing to be held on Monday, February 4, 2019 at 6:00 p.m. during Council's regular meeting.

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

Frieda McDougall  
Manager

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



November 26, 2018

## Redesignation – Timber Ridge Phase 4C

### Bylaw 3357/E-2019

Planning Department

#### **Report Summary and Recommendation**

---

Planning received an application for the rezoning of a portion of the Timber Ridge neighbourhood from *A1 – Future Urban Development District* to *R1 – Residential (Low Density) District* and *R1N – Residential (Narrow Lot) District*.

Planning staff recommends Council give First Reading to Bylaw 3357/E-2019 and schedule a public hearing as per the requirements of s674 of the Act.

#### **City Manager comments**

---

I support the recommendation of Administration. If first reading of Bylaw 3357/E-2019 is given, a Public Hearing would be advertised for two consecutive weeks and would be held on Monday, February 4, 2019 at 6:00 p.m. during Council's regular meeting.

Craig Curtis  
City Manager

#### **Proposed Resolution**

---

That Council gives First Reading to Bylaw 3357/E-2019.

#### **Rationale for Recommendation**

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- 1. The proposed rezoning conforms to the Timber Ridge Neighbourhood Area Structure Plan.**

#### **Discussion**

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The proposed amendment conforms to the Timber Ridge Neighbourhood Area Structure Plan's land use concept, which identifies the subject area for low density (R1) and narrow lot (R1N) residential uses. The rezoning will allow for the continued subdivision and development of the Timber Ridge area for the intended uses.

### Dialogue

The proposed bylaw was referred to relevant city departments. All concerns/comments provided by departments have been reviewed and considered by the Planning department.

Adjacent landowners did not receive a referral since the proposed bylaw is consistent with the Timber Ridge NASP's land use concept for the subject area.

### **Appendices**

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Appendix A – Location of Subject Site

Appendix B – Timber Ridge NASP Land Use Concept

Appendix C – Land Use Bylaw 3357/E-2019

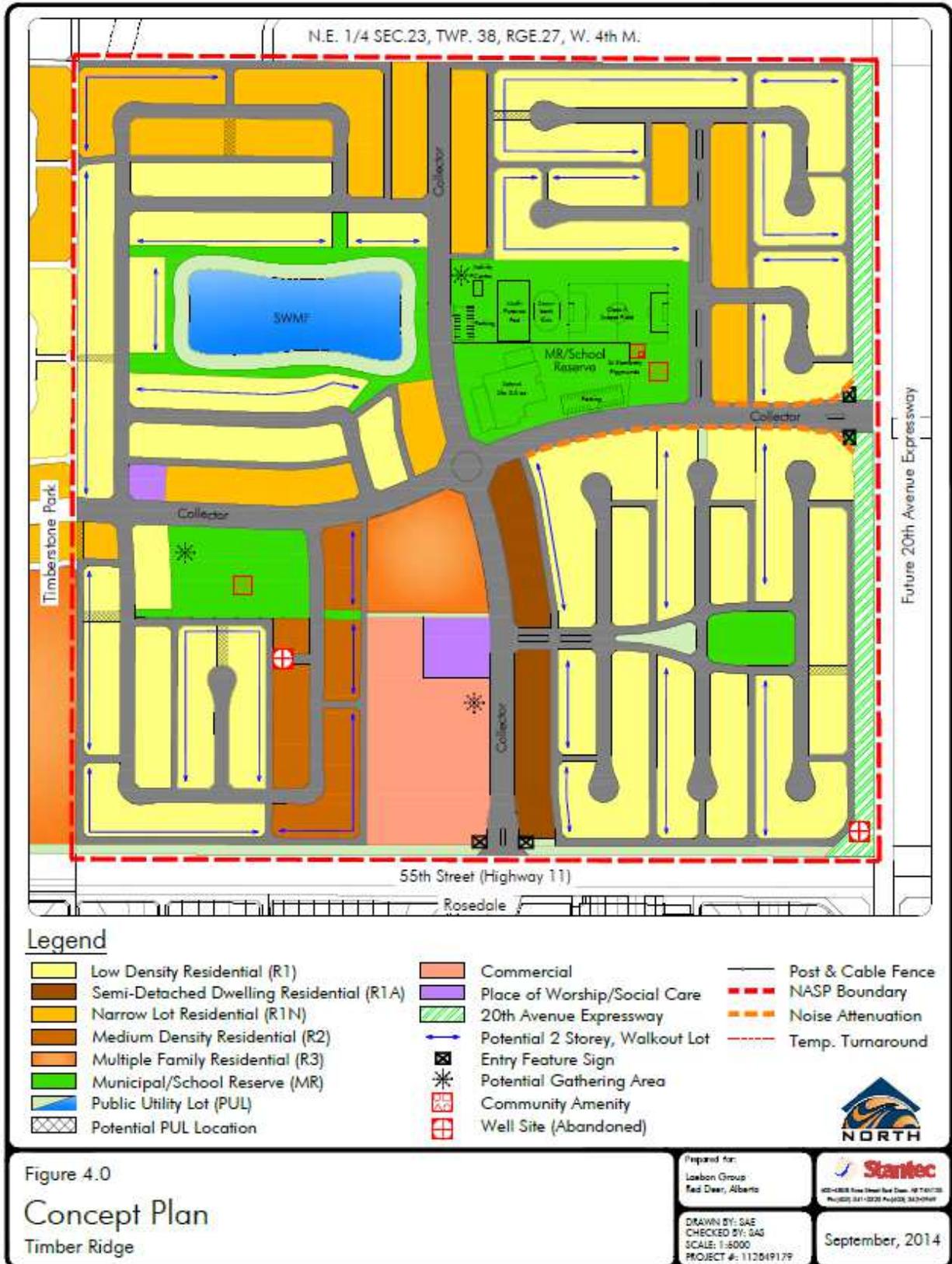
**Appendix A – Location of Subject Site**

**Location of Subject Site**  
**Part of SE ¼ Sec 23; 38-27-W4**



**Appendix B – Timber Ridge NASP Land Use Concept**

### Timber Ridge NASP Land Use Concept

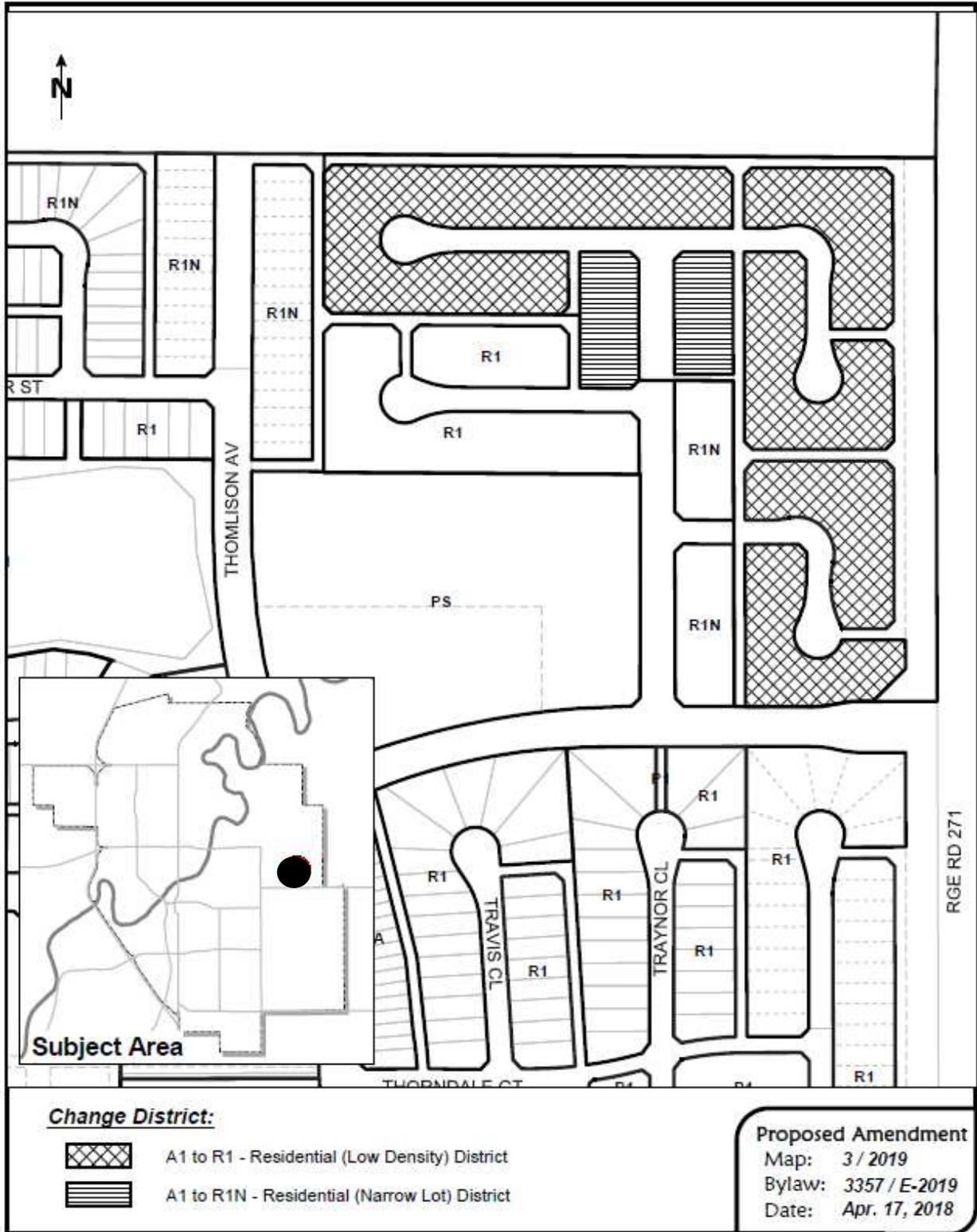


**Appendix C – Land Use Bylaw 3357/E-2019**



Schedule "A"

 **Red Deer** Proposed Amendment to Land Use Bylaw 3357/2006





Council Decision – January 7, 2019

**DATE:** January 10, 2019  
**TO:** Orlando Toews, Senior Planner  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Redesignation – Timber Ridge Phase 4C  
Bylaw 3357/E-2019

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**Reference Report:**

Planning Department, dated November 26, 2018

**Bylaw Reading:**

At the Monday, January 7, 2019 Regular Council Meeting, Council gave first reading to the following Bylaw:

**Bylaw 3357/E-2019** (an amendment to the Land Use Bylaw to rezone a portion of the Timber Ridge Neighbourhood from AI – Future Urban Development District to RI – Residential (Low Density) and RIN – Residential (Narrow Lot) District)

**Report back to Council:**

Yes.

**Comments/Further Action:**

Administration will advertise for two consecutive weeks for a Public Hearing to be held on Monday, February 4, 2019 at 6:00 p.m. during Council's regular meeting.

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

Frieda McDougall  
Manager

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



December 21, 2018

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

Administrative Report

### Report Summary

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

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

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

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

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

Safety Codes Permit Bylaw 3551/B-2018 and Development Permit Fee Bylaw 3555/B-2018 were brought to the December 10, 2018 Regular Council Meeting. At this time Council resolved to table consideration of these bylaws.

Administration recommends Council lift from the table and give 1<sup>st</sup> and 2<sup>nd</sup> readings to *Development Permit Fee Bylaw* and *Safety Codes Permit Fee Bylaw* to adopt the amendments (Appendices A & C), with 3<sup>rd</sup> reading to be considered during Operating Budget.

### City Manager Comments

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I support the recommendation of Administration. If first and second readings of Bylaw 3551/B-2018 and Bylaw 3555/B-2018 are given, these bylaws will come back for third reading at the 2019 Operating Budget.

Craig Curtis  
City Manager

## Proposed Resolutions

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That Safety Codes Permit Bylaw No. 3551/B-2018 (a bylaw amendment to add new fees for services and remove references to occupancy permits) be given first reading.

That Development Permit Fee Bylaw No. 3555/B-2018 (a bylaw amendment to add new fees for services) be given first reading.

## Rationale for Recommendations

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

## Discussion

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

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

### Value for Money Review

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

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

Further, a comprehensive review of fees was considered as a high value, high complexity option for consideration, identifying the need as high priority. Related options included adding

additional fees for permits/services that The City does not currently charge for and differentiating fee levels for homeowners.

### **Safety Codes Permit Bylaw Amendments**

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

1. Recommended additional fees
2. Additional specified penalties
3. Removal of occupancy permits

#### Recommended Additional Fees

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

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

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

#### Specified Penalties

A bylaw may include either specified penalties or unspecified penalties in relation to contraventions to specific sections of that bylaw. Unspecified penalties typically are used in

situations where there are a number of variables involved and the severity of the contravention will vary depending on the nature of those variables. Specified penalties, on the other hand, are used for contraventions that do not typically vary much in nature.

The key difference between the two is the process that would follow; if unspecified, there is an automatic court appearance for the individual receiving the ticket, with the judge determining the amount imposed for the contravention. This takes considerable more time and resources than if a penalty is specified. If a specified penalty exists, the individual can pay their ticket directly at City Hall.

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

#### Occupancy Permits

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

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

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

#### **Recommended Development Permit Bylaw Amendments**

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

#### **Process**

##### Consultation

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

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

##### Next Steps

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

## **Appendices**

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

Appendix A:

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

**BYLAW NO. 3551/B-2018**

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

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

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

- 1. By deleting section 15(d) in its entirety and replacing it with:  
  
(d) ensure that all approved plans and specifications are available at the construction site at all reasonable times for inspection by a Safety Codes Officer;
- 2. By deleting "Occupancy" from the section heading preceding section 19.
- 3. By deleting section 19 in its entirety and replacing it with:  
  
19. No person shall occupy, or allow the occupancy of, or use of, any building or portion thereof until a final inspection has occurred in all applicable Safety Code Act disciplines and the Safety Codes Officers have deemed the building or portion thereof ready to use or occupy and the Permit Issuer has issued a completion report.
- 4. By deleting section 20 in its entirety and replacing it with:  
  
20. No person shall allow a change in use, tenancy or the occupancy classification (as determined by the Safety Codes Officer) of an existing building until approved by a Safety Codes Officer in writing or other form of approval by the City Manager has been granted.
- 5. By deleting section 24 in its entirety and replacing it with:  
  
24. A Safety Codes Officer shall have the right to inspect any site at any reasonable time.
- 6. By deleting Schedule "A" and replacing it with the attached Schedule "A".
- 7. By deleting Schedule "B" and replacing it with the attached Schedule "B".

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

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

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

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

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CITY CLERK

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

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

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

• 5,000,001 B.T.U./HR input or more	\$ 389.70
<b>Electrical Permits – Contractors</b>	<b>Fee</b>
Minimum fee	\$ 70.60
Installation cost (including labour):	
• \$1,000 - \$1,999	\$ 85.25
• \$2,000 - \$2,999	\$ 106.60
• \$3,000 - \$3,999	\$ 127.85
• \$4,000 - \$4,999	\$ 149.25
• \$5,000 - \$5,999	\$ 163.35
• \$6,000 - \$6,999	\$ 177.55
• \$7,000 - \$7,999	\$ 191.80
• \$8,000 - \$8,999	\$ 206.00
• \$9,000 - \$10,000	\$ 220.10
• Over \$10,000	\$ 220.10 plus 1.20% of the installation cost over \$ 10,000
<b>Electrical Permits – Annual</b>	<b>Fee</b>
Rating of installation kV.A:	
• 100 or less	\$ 181.15
• 101 to 2,500	\$ 181.15 plus \$15.00 per 100 kV.A or any fraction over 100
• 2,501 to 5,000	\$ 615.70 plus \$ 11.25 per 100 kV.A or any fraction over 2,500
• 5,001 to 10,000	\$ 953.00 plus \$ 7.70 per 100 kV.A or any fraction over 5,000

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

\$1,200.01 - \$1,250.00	\$ 104.40	\$2,500.01 - \$2,550.00	\$ 159.05
\$1,250.01 - \$1,300.00	\$ 106.65	\$2,550.01 - \$2,600.00	\$ 160.55
\$1,300.01 - \$1,350.00	\$ 108.75	\$2,600.01 - \$2,650.00	\$ 161.85
\$1,350.01 - \$1,400.00	\$ 110.85	\$2,650.01 - \$2,700.00	\$ 163.40
\$1,400.01 - \$1,450.00	\$ 113.00	\$2,700.01 - \$2,750.00	\$ 164.85
\$1,450.01 - \$1,500.00	\$ 115.15	\$2,750.01 - \$2,800.00	\$ 166.25
\$1,500.01 - \$1,550.00	\$ 117.25	\$2,800.01 - \$2,850.00	\$ 167.65
\$1,550.01 - \$1,600.00	\$ 119.25	\$2,850.01 - \$2,900.00	\$ 169.05
\$1,600.01 - \$1,650.00	\$ 121.45	\$2,900.01 - \$2,950.00	\$ 170.45
\$1,650.01 - \$1,700.00	\$ 123.60	\$2,950.01 - \$3,000.00	\$ 171.90
<b>General Fees</b>			<b>Fee</b>
Requested additional inspection			\$ 100.00
Re-inspection fee			\$ 142.10
Homeowner permit premium			Additional 25% of permit value
Non-residential and apartments plan re-submission for review			\$100.00/hour to a max. of
Alternative solution review			\$100.00/hour to a max. of
Permit extension request prior to permit expiry			½ permit fee; max. of \$100.00
Reinstate a permit within 30 days of permit expiry			\$125.00
Environmental remediation - for example, but not limited to, grow-op/derelict buildings			\$100/hour to a max of \$5,000.00
Inspection request of occupied space, per permit			\$250.00

**SCHEDULE "B" PENALTIES**

		<b>FIRST OFFENCE</b>	<b>SECOND OFFENCE</b>	<b>THIRD OFFENCE</b>
15 (d)	Failure to ensure all approved plans and specifications are available at construction site	\$100	\$200	\$300
15(e)	Failure to post or otherwise identify the Building Permit at construction site	\$100	\$200	\$300
19	Failing to obtain a completion report for closure of all safety codes permits for the use or occupancy of a building	\$250	\$500	\$1000
20	Failing to obtain an approval for a change in occupancy classification	\$250	\$500	\$1,000
23	Failure to display Completion Report	\$100	\$200	\$300
38	Re-inspection – Deficiencies not corrected	\$200	\$400	\$600

Appendix B:

*Safety Codes Permit Bylaw No. 3551/B-2018, Strikethrough Version*

**BYLAW NO. 3551/2015**

WHEREAS, pursuant to section 66 of the *Safety Codes Act*, RSA 2000, c S-1, an accredited municipality may pass bylaws respecting fees for anything issued or any material or service provided pursuant to the *Safety Codes Act*, and the carrying out of the powers and duties of an accredited municipality;

AND WHEREAS, pursuant to section 7 of the *Municipal Government Act*, RSA 2000, c M-26, a council may pass bylaws for municipal purposes respecting the following matters the safety, health and welfare of people and the protection of people and property and for any services provided by or on behalf of the municipality and services provided by or on behalf of the municipality;

AND WHEREAS, pursuant to section 8 of the *Municipal Government Act*, a council may pass bylaws to deal with any development, activity, industry, business or thing in different ways, divide each of them into classes and deal with each class in different ways to provide for a system of licences, permits or approvals.

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

**PART I – TITLE, PURPOSE AND DEFINITIONS****Title**

1. This bylaw may be referred to as the “Safety Codes Permit Bylaw.”

**Purpose**

2. The purpose of this bylaw is to establish the application procedure and fees for permits issued or any other material or service provided pursuant to the *Safety Codes Act*, the Regulations and this bylaw.

**Definitions**

3. In this bylaw, the following definitions shall apply:
  - (a) **“B.T.U.”** refers to a unit of energy;
  - (b) **“kV.A”** refers to a unit of power;
  - (c) **“Municipal Tag”** means a document alleging an offence issued pursuant to the authority of a bylaw of the City;
  - (d) **“Owner”** means a person who has care and control of an Undertaking and includes a lessee, a person in charge, and a person who holds out that the person has the powers and authority of ownership or who at the time being exercises the powers and authority of ownership;

- (e) **“Permit Issuer”** means a Safety Codes Officer or a person designated to issue permits pursuant to the *Safety Codes Act*;
- (f) **“Person”** means an individual, partnership, association, corporation, organization, business, cooperative, trustee, executor, administrator or legal representative;
- (g) **“Quality Management Plan”** means the City’s quality management plan registered with the Alberta Safety Codes Council;
- (h) **“Regulations”** means any regulations passed pursuant to the *Safety Codes Act* including any codes adopted in such Regulations;
- (i) **“Safety Codes Act”** means the *Safety Codes Act*, RSA 2000, c S-1, as amended;
- (j) **“Safety Codes Officer”** means an individual designated as a Safety Codes Officer pursuant to the *Safety Codes Act*;
- (k) **“Undertaking”** means the construction of a thing or the control or operation of a thing, process or activity to which the *Safety Codes Act* or the Regulations applies;
- (l) **“Violation Ticket”** has the same meaning as in the *Provincial Offences Procedure Act*, RSA 2000, c P-34, as amended; and
- (m) Unless otherwise defined herein, the definitions contained in the *Safety Codes Act* and Regulations shall have a similar meaning in this bylaw.

## **PART II – PERMITS**

### **Scope**

- 4. This bylaw applies to the issuance of permits respecting:
  - (a) the construction, demolition, installation, alteration, repair and removal, occupancy or change in occupancy of any building regulated by the *Safety Codes Act* and Regulations within the City of Red Deer; and
  - (b) the installation, alteration or repair of electrical, plumbing and gas equipment and systems regulated by the *Safety Codes Act* and Regulations within the City of Red Deer.

### **Permits required**

5. Subject to section 6, a person shall not start any Undertaking for which a permit is required pursuant to the *Safety Codes Act*, the Regulations, or this bylaw unless a valid and subsisting permit has been issued.
6. If there is imminent serious danger to persons or property because of any thing, process or activity to which the *Safety Codes Act* applies or because of a fire hazard or risk of an explosion, a person may, without a permit, start an Undertaking for which a permit is required pursuant to this bylaw but that person must apply for a permit as soon as the danger, fire hazard or risk of explosion has been remedied.

### **Permit Application**

7. In addition to any other requirement, every person applying for a permit pursuant to the *Safety Codes Act*, the Regulations, or this bylaw must provide to the Permit Issuer:
  - (a) an application in a form approved by the Permit Issuer;
  - (b) plans and specifications as required by the Permit Issuer;
  - (c) the value of the proposed Undertaking;
  - (d) any fees required pursuant to this bylaw; and
  - (e) any additional information required by the Permit Issuer.

### **Issuance of Permit**

8. A Permit Issuer shall issue a permit pursuant to the *Safety Codes Act*, the Regulations, or this bylaw, only when:
  - (a) the Undertaking described in the application for the permit meets the requirements of the *Safety Codes Act*, the Regulations and this bylaw;
  - (b) the plans and specifications submitted in the application meet the requirements of the *Safety Codes Act*, the Regulations and this bylaw; and
  - (c) the fees payable pursuant to this bylaw, any fees payable pursuant to the *Safety Codes Act* and any applicable taxes have been paid in full.
9. The Permit Issuer may impose any terms and conditions on any permit issued under this bylaw as are deemed necessary to ensure compliance with the purpose and intent of the *Safety Codes Act*, the Regulations, this bylaw and any other legal requirements.

**Revisions and Re-examination**

10. The Safety Codes Officer may accept a revision to the construction for which a permit has been issued and determine the appropriate fee to be charged for the service as set out in Schedule "A."
11. If the documents submitted with an application for a permit contain substantial errors or omissions, the application may be rejected by the Safety Codes Officer. The documents may be re-submitted for further re-examinations, and a fee in accordance with Schedule "A" may be charged for each and every re-examination.
12. Any documents submitted which are incomplete and do not form the basis of the permit issued may be destroyed by the Permit Issuer.

**Transfer**

13. A person shall not transfer a permit to any other person unless the transfer has been authorized in writing by the Permit Issuer.

**Refusal to Issue, Suspension or Cancellation**

14. In addition to any powers pursuant to the *Safety Codes Act* or the Regulations, the Permit Issuer may refuse to issue a permit, and the Safety Codes Officer may suspend or cancel a permit that has been issued, if:
  - (a) in the case of an addition or alteration, the existing Undertaking is unsafe or will reduce the level of safety of the Undertaking governed by the permit to below that which is intended by the *Safety Codes Act*, the Regulations or this bylaw;
  - (b) incorrect or insufficient information is submitted with respect to the permit or the Undertaking to be governed by the permit;
  - (c) in the opinion of the Permit Issuer, the Undertaking for which the permit would be or has been issued would or does contravene the *Safety Codes Act*, the Regulations or this bylaw;
  - (d) the fees payable for the permit have not been paid;
  - (e) there is a contravention of any condition under which the permit was issued; or
  - (f) the permit was issued in error.

### Permit Holder Obligations

15. A person to which a permit has been issued must:
- (a) comply with the terms and conditions of the permit;
  - (b) undertake the construction, process or activity in accordance with the *Safety Codes Act*, the Regulations, and this bylaw;
  - (c) notify the Permit Issuer:
    - i. if the permit holder does not intend to complete the Undertaking, or
    - ii. if there is a change in ownership from the Owner as stated on the permit application;
  - (d) ensure that all **approved** plans and specifications **required to apply for the permit** are available at the construction site at all reasonable times for inspection by a Safety Codes Officer;
  - (e) ensure that a permit for the building discipline is posted, or otherwise identified at the construction site; and
  - (f) ensure that the civic address of the property for which the permit was issued is clearly visible from the roadway to which the property is addressed.

### Permit Term and Extensions

16. A permit issued under this bylaw, other than a permit for the occupancy or use of a building, shall expire:
- (a) if work authorized by the permit has not commenced within 90 days of the date of issue of the permit; or
  - (b) if the work authorized by the permit is commenced but is later suspended or abandoned for a continuous period of more than 120 days; or
  - (c) if the work authorized by the permit is commenced but is not completed within 18 months of the date of issue of the permit;

unless the terms and condition of the permit provide otherwise, in which case the terms and conditions of the permit shall take precedence over this section.

17. The Permit Issuer may, from time to time, extend a permit for an additional period when:
- (a) a written application has been received specifying a completion date; and
  - (b) a permit fee for extension as set out in Schedule "A" has been paid
- except when the permit has expired or been revoked.
18. A permit that has expired may be reinstated by the Permit Issuer at the written request of an applicant within 30 days of expiry provided that:
- (a) no changes are made in the documents submitted with the original application; and
  - (b) a fee equivalent to half of the original permit fee has been paid.

### **~~Occupancy~~ Completion Report**

19. No person shall occupy, or allow the occupancy of, or use of, any building or portion thereof until a final inspection has occurred in all applicable *Safety Code Act* disciplines and the Safety Codes Officers have deemed the building or portion thereof ready to use or occupy and the Permit Issuer has issued ~~an occupancy permit and/or~~ a completion report.
20. No person shall allow a change in ~~use, tenancy or~~ the occupancy classification (as determined by the Safety Codes Officer) of an existing building until ~~approved by a Safety Codes Officer in writing or other form of approval by the City Manager has been granted an occupancy permit has been issued.~~
21. A completion report shall be issued on request if the building does not contravene the provisions of the *Safety Codes Act*, the Regulations and this bylaw.
22. A completion report is not required for the following residential construction uses:
- (a) an accessory structure serving a detached dwelling;
  - (b) basement development;
  - (c) hot tubs; and
  - (d) a deck or a deck covering.
23. The Owner of building must permanently display the completion report in a conspicuous location inside the building near the main entrance, except for single family

residential buildings where it may be placed near the electrical panel serving the building.

24. A Safety Codes Officer shall have the right to inspect ~~the occupancy permit~~ any site at any reasonable time.
25. The issuance of a completion report shall not be construed to be permission for, or approval of, a contravention of any provision of any other act, regulation or bylaw.

### **Heating, Ventilating and Air-Conditioning Permit**

26. No person shall build, repair, or alter any heating, ventilating, or air-conditioning Undertaking unless the person obtains a permit allowing that person to build, repair, or alter that heating, ventilating, or air-conditioning Undertaking.
27. This section does not apply to repairs or alterations to a heating, ventilating, or air-conditioning Undertaking that in the opinion of the Safety Codes Officer:
  - (a) are minor in nature;
  - (b) do not hinder the satisfactory operation of the Undertaking; and
  - (c) do not impact the health or safety of occupants of the building containing the Undertaking.
28. A permit issued pursuant to this section may only be issued to:
  - (a) a journeyman sheet metal worker who is regularly employed for the installation, alteration, repair or addition to the heating, ventilation and air-conditioning systems by industrial institutions or similar establishments, provided the work is performed on the property of the industrial institution or similar establishment;
  - (b) a sheet metal mechanic; or
  - (c) an Owner who resides in a single family residential dwelling where the heating, ventilating, or an air-conditioning system serves that dwelling.

## **PART III – INSPECTIONS**

### **Notification of Inspection**

29. When an Undertaking for which a permit has been issued is ready to be inspected for compliance with the *Safety Code Act* and Regulations, the person holding the permit shall notify the Safety Codes Officer.

## **Inspections**

30. Any inspections conducted by or on behalf of the Safety Codes Officer shall be conducted in accordance with the governing Quality Management Plan.

## **PART IV – FEES**

### **Fees**

31. The fees payable for any permit issued pursuant to this bylaw are set out in Schedule “A”.
32. The fees payable for any search, certificate, document, or other service related to the administration of this bylaw are set out in Schedule “A.”
33. The City Manager may adjust the fees set out in Schedule “A.” on April 30 of each year by the change in the Alberta average consumer price index, with the exception of those fees marked with an asterisk (\*) which shall not be adjusted each year, and shall update Schedule “A” accordingly.
34. The permit fees set out in Schedule “A” are subject to an additional Safety Codes Levy, as set by the Safety Codes Council.
35. The Safety Codes Officer may place a valuation on any work for the purpose of calculating fees for a permit.
36. If any Undertaking is commenced prior to a permit being issued pursuant to this bylaw, the fees payable for the permit are double the permit fees set out in Schedule “A”.

### **Inspection Fees**

37. Unless otherwise specified, the fees payable pursuant to Schedule “A” include all mandatory inspections.
38. The additional inspection fee set out in Schedule “A” is payable for every inspection where:
- (a) the municipal address of the parcel for which the permit was issued is not displayed; or
  - (b) when an inspection has been previously arranged, and:
    - i. the Safety Codes Officer is unable to access the building;

- ii. the Undertaking is not ready for an inspection; or
- iii. a previously identified deficiency has not been corrected.

### **Refunds**

- 39. A person who has paid a permit fee in accordance with Schedule “A” may cancel, withdraw or surrender the permit to the Permit Issuer and make application in writing for a refund in accordance with the provisions of this bylaw.
- 40. The Safety Codes Levy is non-refundable.
- 41. No refund shall be made if:
  - (a) the permit has been revoked or has expired;
  - (b) the occupancy, relocation, construction or demolition of the building or the installation of the mechanical equipment or systems has commenced; or
  - (c) an extension of the permit has been granted.

## **PART V – OFFENCES AND PENALTIES**

### **Offence**

- 42. A person who contravenes this bylaw, or authorizes or directs another person to contravene this bylaw, is guilty of an offence.

### **Vicarious Liability**

- 43. For the purposes of this bylaw, an act or omission by an employee or agent of a person is deemed also to be an act or omission of the person if the act or omission occurred in the course of the employee’s employment with the person, or in the course of the agent’s exercising the powers or performing the duties on behalf of the person.

### **Corporations**

- 44. When a corporation commits an offence under this bylaw, every principal, director of the corporation who authorized the act or omission that constitutes the offence or assented to or acquiesced or participated in the act or omission that constitutes the offence is guilty of the offence whether or not the corporation has been prosecuted for

the offence.

### **Fines and Penalties**

45. Any person who contravenes any provision of this bylaw is guilty of an offence and is liable, on summary conviction, to the specified penalty as set out in Schedule "B," and in default of payment of the specified penalty, to imprisonment for up to six months.
46. Any person who contravenes the same provision of this bylaw twice is guilty of a second offence and is liable, on summary conviction, to a specified penalty for a second offence as set out in Schedule "B" and in default of payment of the specified penalty, to imprisonment for up to six months.
47. Any person who contravenes the same provision of this bylaw three or more times is guilty of a third or subsequent offence and is liable, on summary conviction, to a specified penalty for a third or subsequent offence as set out in Schedule "B" and in default of payment of the specified penalty, to imprisonment for up to six months.
48. When a penalty is not specified under this bylaw, a person who is guilty of an offence is liable to a fine not exceeding \$10,000.00, and in default of payment of the fine, to imprisonment for up to six months.

### **Continuing Offence**

49. In the case of an offence that is of a continuing nature, a contravention constitutes an offence in respect of each day, or part of a day, on which it continues and a person guilty of such an offence is liable to of \$100 for each day that the offence continues.

### **Municipal Tag**

50. A Municipal Tag may be issued to any person where there are reasonable and probable grounds to believe the person has contravened any provision of this bylaw.
51. If a Municipal Tag is issued in respect of an offence the Municipal Tag must specify:
  - (a) the name of the person;
  - (b) the offence;
  - (c) the fine amount;
  - (d) that the fine amount shall be paid within 14 days of the issuance of the Municipal Tag; and
  - (e) any other information as may be required.

52. A Municipal Tag may be issued to such person :
- (a) either personally; or
  - (b) by mailing a copy to such person at his or her last known post office address;

### **Payment in Lieu of Prosecution**

53. Where a Municipal Tag is issued in respect of an offence, the person to whom the Municipal Tag is issued may, in lieu of being prosecuted for the offence, pay the penalty specified within the time period indicated on the Municipal Tag.

### **Violation Ticket**

54. If a Municipal Tag has been issued and if the specified penalty has not been paid within the prescribed time, a Violation Ticket may be issued pursuant to the *Provincial Offences Procedure Act*.
55. Despite section 50, a Violation Ticket may be immediately issued to any person where there are reasonable and probable grounds to believe that person has contravened any provision of this bylaw.
56. If a Violation Ticket is issued in respect of an offence, the Violation Ticket may:
- (a) impose the specified penalty established by this bylaw for the offence and permit a person to make a voluntary payment; or
  - (b) require a person to appear in court without the alternative of making a voluntary payment.

### **Voluntary Payment**

57. A person who commits an offence and who wishes to plead guilty may:
- (a) if a Violation Ticket has issued in respect of the offence; and
  - (b) if the Violation Ticket includes a specified penalty as established by this bylaw for the offence;
- plead guilty to the offence by making a voluntary payment by submitting to a Clerk of the Provincial Court, on or before the initial appearance date indicated on the Violation Ticket, the specified penalty set out on the Violation Ticket.

**Obstruction**

58. A person shall not obstruct or hinder any person in the exercise or performance of the person’s powers pursuant to this bylaw.

**PART VI – GENERAL**

**Proof of Permit**

59. The onus of proving that the Permit Issuer has issued a permit in relation to any activity otherwise regulated, restricted or prohibited by this bylaw is on the person alleging the existence of such a permit.

**Proof of Exemption**

60. The onus of proving that a person is exempt from the provisions of this bylaw requiring a permit is on the person alleging the exemption.

**Legal Duty**

61. Nothing in this bylaw, including the issuance of a permit, any approval, and any inspections conducted pursuant to this bylaw, relieves any person of their legal duty to comply with the *Safety Codes Act*, the Regulations and this bylaw.

**Effective Date**

62. This bylaw takes effect beginning on November 23, 2015.

READ A FIRST TIME IN OPEN COUNCIL this 13<sup>th</sup> day of October 2015.

READ A SECOND TIME IN OPEN COUNCIL this 26<sup>th</sup> day of October 2015.

READ A THIRD TIME IN OPEN COUNCIL this 26<sup>th</sup> day of October 2015.

AND SIGNED BY THE MAYOR AND CITY CLERK this 26<sup>th</sup> day of October 2015.

‘Tara Veer’  
MAYOR

‘Frieda McDougall’  
CITY CLERK

**SCHEDULE "A"**  
**FEES FOR PERMITS AND SERVICES UNDER**  
**SAFETY CODES ACT**

<b>Plumbing Permits</b>	<b>Fee</b>
Minimum fee	\$70.60
For each fixture, discharge device, or weeping tile	\$10.00
Installation of backflow device/lawn sprinkler	\$70.60
Ditch permit to service site – residential and commercial	\$70.60
Private sewage disposal	\$116.25
<b>Gas Permits</b>	<b>Fee</b>
Minimum fee	\$70.60
All major occupancies other than single family and two family residences (to be determined by the total B.T.U rating for all gas fixtures, furnaces, or other devices installed):	
• 65,000 B.T.U./HR input or less	\$70.60
• 65,001 – 400,000 B.T.U./HR input or less	\$85.25
• 400,001 – 500,000 B.T.U./HR input or less	\$120.80
• 500,001 – 1,000,000 B.T.U./HR input or less	\$156.20
• 1,000,001 – 5,000,000 B.T.U./HR input or less	\$284.05
• 5,000,001 B.T.U./HR input or more	\$390.50
Temporary gas line	\$70.60
Gas fireplace installation	\$70.60
Alterations	\$70.60
<b>Building Permits</b>	<b>Fee</b>
Minimum fee	\$77.50

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<sup>10</sup> 3551/A-2018

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

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

<ul style="list-style-type: none"> <li>10,001 to 20,000</li> </ul>		\$ 1414.50 plus \$ 3.85 per 100 kV.A or any fraction over 10,000	
<ul style="list-style-type: none"> <li>Over 20,000</li> </ul>		\$ 1876.05 plus \$ 1.00 per 100 kV.A over 20,000	
<b>Occupancy Permits</b>			
<b>Occupancy Permit</b>		<b>\$ 77.55</b>	
<b>Electrical Permits – Homeowner</b>			
<b>Value of Material</b>	<b>Fee</b>	<b>Value of Material</b>	<b>Fee</b>
\$0.00 - \$450.00	\$ 70.60	\$1,700.01 - \$1,750.00	\$ 125.65
\$450.01 - \$500.00	\$ 72.40	\$1,750.01 - \$1,800.00	\$ 127.85
\$500.01 - \$550.00	\$ 74.50	\$1,800.01 - \$1,850.00	\$ 130.10
\$550.01 - \$600.00	\$ 76.85	\$1,850.01 - \$1,900.00	\$ 132.15
\$600.01 - \$650.00	\$ 78.90	\$1,900.01 - \$1,950.00	\$ 134.10
\$650.01 - \$700.00	\$ 81.05	\$1,950.01 - \$2,000.00	\$ 136.40
\$700.01 - \$750.00	\$ 83.15	\$2,000.01 - \$2,050.00	\$ 138.50
\$750.01 - \$800.00	\$ 85.25	\$2,050.01 - \$2,100.00	\$ 140.70
\$800.01 - \$850.00	\$ 87.45	\$2,100.01 - \$2,150.00	\$ 142.65
\$850.01 - \$900.00	\$ 89.50	\$2,150.01 - \$2,200.00	\$ 144.80
\$900.01 - \$950.00	\$ 91.65	\$2,200.01 - \$2,250.00	\$ 147.05
\$950.01 - \$1,000.00	\$ 93.90	\$2,250.01 - \$2,300.00	\$ 149.25
\$1,000.01 - \$1,050.00	\$ 95.95	\$2,300.01 - \$2,350.00	\$ 151.30
\$1,050.01 - \$1,100.00	\$ 98.10	\$2,350.01 - \$2,400.00	\$ 153.45
\$1,100.01 - \$1,150.00	\$ 100.15	\$2,400.01 - \$2,450.00	\$ 155.60
\$1,150.01 - \$1,200.00	\$ 102.35	\$2,450.01 - \$2,500.00	\$ 157.70

\$1,200.01 - \$1,250.00	\$ 104.40	\$2,500.01 - \$2,550.00	\$ 159.05
\$1,250.01 - \$1,300.00	\$ 106.65	\$2,550.01 - \$2,600.00	\$ 160.55
\$1,300.01 - \$1,350.00	\$ 108.75	\$2,600.01 - \$2,650.00	\$ 161.85
\$1,350.01 - \$1,400.00	\$ 110.85	\$2,650.01 - \$2,700.00	\$ 163.40
\$1,400.01 - \$1,450.00	\$ 113.00	\$2,700.01 - \$2,750.00	\$ 164.85
\$1,450.01 - \$1,500.00	\$ 115.15	\$2,750.01 - \$2,800.00	\$ 166.25
\$1,500.01 - \$1,550.00	\$ 117.25	\$2,800.01 - \$2,850.00	\$ 167.65
\$1,550.01 - \$1,600.00	\$ 119.25	\$2,850.01 - \$2,900.00	\$ 169.05
\$1,600.01 - \$1,650.00	\$ 121.45	\$2,900.01 - \$2,950.00	\$ 170.45
\$1,650.01 - \$1,700.00	\$ 123.60	\$2,950.01 - \$3,000.00	\$ 171.90
<b>General Fees</b>			<b>Fee</b>
Requested additional inspection			\$ 100.00
Re-inspection fee			\$ 142.10
Homeowner permit premium			Additional 25% of
Non-residential and apartments plan re-submission for review			\$100.00/hour to a max. of
Alternative solution review			\$100.00/hour to a max. of
Permit extension request prior to permit expiry			½ permit fee; max. of
Reinstate a permit within 30 days of permit expiry			\$125.00
Environmental remediation - for example, but not limited to, grow-op/derelict buildings			\$100/hour to a max of
Inspection request of occupied space, per permit			\$250.00

**SCHEDULE "B"  
PENALTIES**

		<b>FIRST OFFENCE</b>	<b>SECOND OFFENCE</b>	<b>THIRD OFFENCE</b>
15 (d)	Failure to ensure all approved plans and specifications are available at construction site	\$100	\$200	\$300
15(e)	Failure to post or otherwise identify the Building Permit at construction site	\$100	\$200	\$300
19	Failing to obtain <del>an occupancy permit and/or</del> a completion report for closure of all safety codes permits for the use or occupancy of a building	\$250	\$500	\$1000
20	Failing to obtain an <del>occupancy permit</del> approval for a change in occupancy classification	\$250	\$500	\$1,000
23	Failure to display Completion Report	\$100	\$200	\$300
38	Re-inspection – Deficiencies not corrected	\$200	\$400	\$600

Appendix C:

*Development Permit Fee Bylaw* Amendment No 3555/B-2018

**BYLAW NO. 3555/B-2018**

Being a Bylaw to amend Bylaw No. 3555/2015 The Development Permit Fee Bylaw of the City of Red Deer.

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

Bylaw No. 3555/2015 is hereby amended as follows:

1. By deleting Schedule "A" and replacing it with the attached Schedule "A".

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

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

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

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

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CITY CLERK

**SCHEDULE "A"**  
**FEEES FOR PERMITS AND SERVICES**

<b>Development Services</b>	<b>Fee</b>
Real Property Reports – Residential	\$ 95.80
Real Property Reports – Non-Residential	\$127.70
Condominium Plan Review	\$ 51.20/Unit
Conformance letters	\$ 76.70/site
Caveat	\$ 95.80
Grade Certificate	\$ 31.20
<b>Development Permit Applications and Related Services</b>	
Permitted and Discretionary Use – Minimum Base Fee	\$ 95.80
Cannabis Retail Sales	\$539.45
Change of Use Permitted	\$95.80
Change of Use Discretionary	\$159.65
Variance to the Land Use Bylaw	\$255.20
Multiple Family and Multi-Attached Buildings:	
• 4 – 10 Units	\$255.20 plus \$18.95/unit
• 11 – 20 Units	\$447.00 plus \$18.95/unit
• 21 – 50 Units	\$638.55 plus \$18.95/unit
• 50 or More Units	\$766.25 plus \$18.95/unit
Commercial/Industrial/Institutional and Places of Assembly	\$319.30 plus \$44.75/100 m <sup>2</sup>
Signs	
• General	\$12.75/m <sup>2</sup> (\$69.85 minimum)
• Portable Signs	\$109.20
• Seasonal Signs	\$ 31.95
• Supergraphics	\$ 38.30
Information Distribution, where neighbouring properties provided notification	\$127.70
Advertising	\$ 76.70
Permit Revision	50% of original fee



Appendix D:

*Development Permit Fee Bylaw No 3555/B-2018, Strikethrough Version*

**BYLAW NO. 3555/2015**

WHEREAS, pursuant to section 7 of the *Municipal Government Act*, RSA 2000, c M-26, a council may pass bylaws for municipal purposes respecting the safety, health and welfare of people and the protection of people and property and services provided by or on behalf of the municipality;

AND WHEREAS, pursuant to section 8 of the *Municipal Government Act*, a council may pass bylaws to deal with any development, activity, industry, business or thing in different ways, divide each of them into classes and deal with each class in different ways, and to provide for a system of licences, permits or approvals, including establishing fees for licences, permits and approvals, including fees for licences, permits and approvals that may be in the nature of a reasonable tax for the activity authorized or for the purpose of raising revenue;

AND WHEREAS, pursuant to section 630.1 of the *Municipal Government Act*, a council may establish and charge fees for planning and development matters.

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

**PART I – TITLE, PURPOSE AND DEFINITIONS****Title**

1. This Bylaw may be referred to as the “Development Permit Fees Bylaw”.

**Purpose**

2. The purpose of this bylaw is to establish fees for permits issued, or any other material or service provided, pursuant to the *Land Use Bylaw* of The City of Red Deer or the *Municipal Government Act*.

**Definitions**

3. The definitions contained in the *Land Use Bylaw*, as may be amended, shall have a similar meaning in this bylaw.

**PART I – FEES**

**Fees**

- 4. The fees set out in Schedule “A” are established with respect to the fees for permits issued, or any other material or service provided, pursuant to the *Land Use Bylaw* or the *Municipal Government Act*.

**PART II – GENERAL**

**Repeal**

- 5. The City of Red Deer, Bylaw No. 3149/95, Permit Fee Bylaw, is hereby repealed.

**Effective Date**

- 6. The bylaw takes effect on November 23, 2015.

READ A FIRST TIME IN OPEN COUNCIL this	13 <sup>th</sup>	day of	October	2015
READ A SECOND TIME IN OPEN COUNCIL this	26 <sup>th</sup>	day of	October	2015
READ A THIRD TIME IN OPEN COUNCIL this	26 <sup>th</sup>	day of	October	2015
AND SIGNED BY THE MAYOR AND CITY CLERK this	26 <sup>th</sup>	day of	October	2015

‘Tara Veer’

\_\_\_\_\_  
MAYOR

‘Frieda McDougall’

\_\_\_\_\_  
CITY CLERK

**'SCHEDULE "A"  
FEES FOR PERMITS AND SERVICES**

<b>Development Services</b>	<b>Fee</b>
Real Property Reports – Residential	\$ 95.80
Real Property Reports – Non-Residential	\$127.70
Condominium Plan Review	\$ 51.20/Unit
Conformance letters	\$ 76.70/site
Caveat	\$ 95.80
Grade Certificate	\$ 31.20
<b>Development Permit Applications and Related Services</b>	
Permitted and Discretionary Use – Minimum Base Fee	\$ 95.80
Cannabis Retail Sales	\$539.45
Change of Use Permitted	<del>\$159.65</del> \$95.80
Change of Use Discretionary	<del>\$ 95.80</del> \$159.65
Variance to the Land Use Bylaw	\$255.20
Multiple Family and Multi-Attached Buildings:	
• 4 – 10 Units	\$255.20 plus \$18.95/unit
• 11 – 20 Units	\$447.00 plus \$18.95/unit
• 21 – 50 Units	\$638.55 plus \$18.95/unit
• 50 or More Units	\$766.25 plus \$18.95/unit
Commercial/Industrial/Institutional and Places of Assembly	\$319.30 plus \$44.75/100 m <sup>2</sup>
Signs	
• General	\$12.75/m <sup>2</sup> (\$69.85 minimum)
• Portable Signs	\$109.20
• Seasonal Signs	\$ 31.95
• Supergraphics	\$ 38.30
Information Distribution, where neighbouring properties provided notification	\$127.70
Advertising	\$ 76.70
<b>Permit Revision</b>	<b>50% of original fee</b>

Appendix E:

Consultation with BILD Alberta and Red Deer Construction Association

**Erin Stuart**

**From:** Erin Stuart  
**Sent:** November 30, 2018 12:17 PM  
**To:** 'ceo@bildcentralalberta.ca'  
**Cc:** Darin Sceviour  
**Subject:** November 30, 2018 - RE: Amended Additional Fees

**Importance:** High

Hi Denie,

The following are the amended additional fees that we will be proposing. Based on the feedback from your group on Tuesday, we made several modifications to them. I think we've ended up with a much better result and I appreciate the feedback received.

To summarize some of the significant changes:

1. Plan resubmission will apply to non-residential projects and apartments. Single family and semi-detached dwellings are not included within this, as most modifications that take any significant amount of time will be non-residential. We also understand that there are often changes made to the trusses following submission, and don't want to penalize the builder for providing the drawings prior to us arriving on site for inspections.
2. We've placed a maximum amount on several of the fees, including the permit extension request prior to expiry.
3. Changed the amount of the permit reinstatement following expiry to accommodate for the additional admin. time required.

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

Please forward this on to the builder counsel group, and let me know if you have any further comments or feedback.

Thank you,

**Erin Stuart**

**From:** Erin Stuart  
**Sent:** November 12, 2018 12:16 PM  
**To:** 'Denie Olmstead'  
**Cc:** Darin Sceviour  
**Subject:** November 12, 2018 - RE: Additional Fees Proposed for Services Not Previously Charged For - to Denie Olmstead

Hi Denie,

You may recall that we had conducted a full fee and charges review of the development and building service areas, as recommended by the 2016 Value for Money Review. The recommended addition of fees for services not currently charged for was a recommendation identified in the review, and we are planning on bringing those forward for Council's consideration at the November 26 City Council meeting.

The following are the new fees that we are proposing to introduce to the Safety Codes permits:

<b>Service Provided</b>	<b>Fee</b>
Plan re-submission for review	\$100.00 + \$100.00/hour
Alternative solution review	\$200.00 + \$100.00/hour
Permit extension request	Min \$100.00 or 1/2 of permit value
Environmental remediation (grow-op/derelict building)	\$5,000.00
Homeowner permit premium	25% of permit fee value
Inspection of occupied space	\$250.00
Reinstate an expired permit (s. 18(b))	1/2 permit fee
Permit Extension (s. 17)	Min \$100.00 or 1/2 of permit value

We are also proposing a fee for Development Permit plan resubmission, which would be 50% of the original Development Permit fee.

These fees would only impact those requiring the services and are intended to ensure that those services are not substantially being subsidized by the tax base, as they currently are.

In addition, there were consequential amendments required to remove references to Occupancy Permits, based on Council's recent adoption of the new Business Licence Bylaw. The bylaw will be submitted for Council's consideration, removing any references to Occupancy Permits and the requirement to obtain them, as well as the fee associated.

I am hoping you can please forward this out to your team to review and provide feedback on, as we would like to include that as part of the Council presentation on the 26<sup>th</sup>.

Please contact Darin or I if there are questions.

Thank you,  
Erin

Erin Stuart  
Inspections & Licensing Manager

**Erin Stuart**

---

**From:** Red Deer Construction Association <info@rdca.ca>  
**Sent:** November 27, 2018 12:50 PM  
**To:** Erin Stuart  
**Cc:** Darin Sceviour  
**Subject:** November 27, 2018 - RE: Additional Fees Proposed for Services Not Previously Charged For - from RDCA Gary Gies

Hello Erin.

At this time we don't have any further comments regarding the proposed new fees.

Thank you again for keeping us updated.

**Gary Gies**  
**Executive Director**  
**Red Deer Construction Association**  
Bay 3, 7471 Edgar Industrial Bend  
Red Deer, AB  
(403) 346-4846  
[www.rdca.ca](http://www.rdca.ca)  
[info@rdca.ca](mailto:info@rdca.ca)



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**From:** Erin Stuart <Erin.Stuart@reddeer.ca>  
**Sent:** November 27, 2018 11:36 AM  
**To:** Red Deer Construction Association <info@rdca.ca>  
**Cc:** Darin Sceviour <Darin.Sceviour@reddeer.ca>  
**Subject:** RE: November 12, 2018 - RE: Additional Fees Proposed for Services Not Previously Charged For  
**Importance:** High

Hi Gary,

I'm just wondering whether you have any comments in relation to the proposed new fees? The item did not end up going to Council last night, but I would like to be able to update my report for submission.

Thanks,

Erin Stuart  
Inspections & Licensing Manager  
Inspections & Licensing Department

Phone: (403) 342-8192

Fax: (403) 342-8200

[erin.stuart@reddeer.ca](mailto:erin.stuart@reddeer.ca)

[www.reddeer.ca](http://www.reddeer.ca)

**From:** Erin Stuart

**Sent:** November 22, 2018 1:40 PM

**To:** 'Red Deer Construction Association' <[info@rdca.ca](mailto:info@rdca.ca)>

**Cc:** Darin Sceviour <[Darin.Sceviour@reddeer.ca](mailto:Darin.Sceviour@reddeer.ca)>

**Subject:** RE: November 12, 2018 - RE: Additional Fees Proposed for Services Not Previously Charged For

Hi Gary,

Thanks for your questions. Here is some additional information:

1. Permit extensions are addressed under our existing *Safety Codes Permit Bylaw*, which states the following:

16. A permit issued under this bylaw, other than a permit for the occupancy or use of a building, shall expire:

- (a) if work authorized by the permit has not commenced within 90 days of the date of issue of the permit; or
- (b) if the work authorized by the permit is commenced but is later suspended or abandoned for a continuous period of more than 120 days; or
- (c) if the work authorized by the permit is commenced but is not completed within 18 months of the date of issue of the permit;

unless the terms and condition of the permit provide otherwise, in which case the terms and conditions of the permit shall take precedence over this section.

17. The Permit Issuer may, from time to time, extend a permit for an additional period when:

- (a) a written application has been received specifying a completion date; and
- (b) a permit fee for extension as set out in Schedule "A" has been paid

except when the permit has expired or been revoked.

- 2. Environmental remediation is required for buildings that have been used as grow op facilities or are derelict, because these buildings typically involve hazardous materials and potentially additional reports, etc.
- 3. Should someone have a space that is occupied, this fee would be applied.

Thank you,  
Erin

Erin Stuart  
Inspections & Licensing Manager  
Inspections & Licensing Department

Phone: (403) 342-8192

Fax: (403) 342-8200

[erin.stuart@reddeer.ca](mailto:erin.stuart@reddeer.ca)

[www.reddeer.ca](http://www.reddeer.ca)

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**From:** Red Deer Construction Association <[info@rdca.ca](mailto:info@rdca.ca)>  
**Sent:** November 22, 2018 7:30 AM  
**To:** Erin Stuart <[Erin.Stuart@reddeer.ca](mailto:Erin.Stuart@reddeer.ca)>  
**Cc:** Darin Sceviour <[Darin.Sceviour@reddeer.ca](mailto:Darin.Sceviour@reddeer.ca)>  
**Subject:** RE: November 12, 2018 - RE: Additional Fees Proposed for Services Not Previously Charged For

Good day Erin.

We had a chance to review the information you provided below and just had a couple of points that we were looking for a bit more clarity.

Would you be able to provide a detailed blurb for the Permit Extension Request, Environmental Remediation and the Inspection of Occupied Space? I believe we have an understanding of where you are going with these, but we wanted to ensure we knew what these areas completely covered.

Thank you again Erin for sharing this with our association.

**Gary Gies**  
**Executive Director**  
**Red Deer Construction Association**  
Bay 3, 7471 Edgar Industrial Bend  
Red Deer, AB  
(403) 346-4846  
[www.rdca.ca](http://www.rdca.ca)  
[info@rdca.ca](mailto:info@rdca.ca)



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**From:** Erin Stuart <[Erin.Stuart@reddeer.ca](mailto:Erin.Stuart@reddeer.ca)>  
**Sent:** November 12, 2018 12:16 PM  
**To:** Red Deer Construction Association <[info@rdca.ca](mailto:info@rdca.ca)>  
**Cc:** Darin Sceviour <[Darin.Sceviour@reddeer.ca](mailto:Darin.Sceviour@reddeer.ca)>  
**Subject:** November 12, 2018 - RE: Additional Fees Proposed for Services Not Previously Charged For

Hi Gary,

You may recall that we had conducted a full fee and charges review of the development and building service areas, as recommended by the 2016 Value for Money Review. The recommended addition of fees for services not currently charged for was a recommendation identified in the review, and we are planning on bringing those forward for Council's consideration at the November 26 City Council meeting.

The following are the new fees that we are proposing to introduce to the Safety Codes permits:

<b>Service Provided</b>	<b>Fee</b>
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In addition, there were consequential amendments required to remove references to Occupancy Permits, based on Council's recent adoption of the new Business Licence Bylaw. The bylaw will be submitted for Council's consideration, removing any references to Occupancy Permits and the requirement to obtain them, as well as the fee associated.

I am hoping you can please forward this out to your team to review and provide feedback on, as we would like to include that as part of the Council presentation on the 26<sup>th</sup>.

Please contact Darin or I if there are questions.

Thank you,  
Erin

Erin Stuart  
Inspections & Licensing Manager  
Inspections & Licensing Department

Phone: (403) 342-8192

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Appendix F:

Planning and Development Services Value for Money Review

November 2016



# Planning and Development Services Value for Money Review

City of Red Deer

Final Report

November 2016



## Glossary & Abbreviations

**Economy:** the extent to which ongoing costs of acquiring service inputs are optimized to deliver the desired outputs.

**Effectiveness:** the degree to which services are delivered and contribute to the achievement of the City's long-term goals and other key measures, and create value for the organization. This also includes the ability of a service (or set of services) to meet defined targets or service levels.

**Efficiency:** the degree to which services are being delivered in a way that optimizes the resources (e.g. budget, people, etc.) used to deliver them. This also includes understanding whether process improvement opportunities exist.

**ES:** Emergency Services, a department in the Development Division.

**I&L:** Inspections & Licensing, a department in the Planning Services Division.

**Value:** the relationship between satisfying needs and expectations, and the resources required to achieve them. It is the worth of a service provided by the City as determined by the preferences of constituents and services users and the trade-offs given scarce resources.

**Value for Money (VFM) Review:** an independent, objective and systematic review of a program, activity or function designed to assess the extent to which the pre-determined goals of the program, activity or function are being achieved and the economy, efficiency, and effectiveness of the processes and activities through which the organization attempts to achieve these goals.

# Contents

<b>1</b>	<b>Executive Summary</b>	<b>3</b>
<b>2</b>	<b>Introduction</b>	<b>8</b>
<b>3</b>	<b>Overview of Planning and Development</b>	<b>11</b>
<b>4</b>	<b>Key Findings</b>	<b>13</b>
<b>5</b>	<b>Options for Improvement</b>	<b>42</b>
<b>6</b>	<b>Implementation Roadmap</b>	<b>54</b>
Appendix 1	In-Scope Service Levels	57
Appendix 2	Stakeholder Engagement Summary – Public Survey	58
Appendix 3	Jurisdictional Review Results	60
Appendix 4	Value Framework	66
Appendix 5	VFM Evaluation Framework	71
Appendix 6	Additional Options for Consideration	76

## DISCLAIMER

This report has been prepared by KPMG LLP (“KPMG”) for the City of Red Deer (“Client”) pursuant to the terms of our engagement agreement with Client dated December 23, 2015 (the “Engagement Agreement”). KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than Client in connection with their use of this report.

# 1 Executive Summary

## Introduction

As part of an ongoing process of continuous improvement, the City of Red Deer (the City) engaged KPMG to conduct an end-to-end value for money (VFM) review of its building and development services, currently provided through four (4) departments and two (2) divisions.

The review examined existing processes, procedures, fees and delivery structures in the City, compared practices with other similar sized municipalities; identified leading practices and recommendations for service delivery, and established appropriate baselines to enable the City to create performance indicators for use on an ongoing basis.

The scope of the VFM review, which was undertaken from January to July 2016, included the review of two divisions (Planning Services and Development Services) and four departments (Planning, Engineering, Inspections & Licensing and Emergency Services). Within each of these departments, a set of specific services related to Planning and Development were reviewed.

This VFM Review identifies recommendations specific to the scope agreed upon with the City; it is the responsibility of the City to balance these recommendations with priorities throughout the organization. In addition, it is important to note that the review was conducted at a point in time. As such, some of the recommendations may already have been addressed by the City; known progress on these, as of July 2016, has been noted.

## Key Findings

Overall, based on the analysis of data and documentation provided by the City, engagement of internal and external stakeholders, and comparison to other jurisdictions, **the City is receiving value for money in its delivery of Building and Development Services**. However, there are several areas where the City could realize additional value.

The VFM review was guided by eight evaluation questions that were developed (see Appendix 5). A high level summary of the findings and opportunities for improvement identified for each question is captured below.

**Evaluation Question:** Does the existing process achieve the highest level of efficiency and effectiveness in meeting the City's objectives, service delivery model and the strategic direction of Council?

**Findings:** Overall, the City appears to be providing services effectively; processes are designed to achieve the desired results, and are consistent with processes utilized by similar municipalities. Stated service delivery timelines also appear to be similar to other municipalities.

The City has made some progress in providing online services for customers, which can redirect volumes normally processed by front-desk staff. However, there are several areas where processes could be improved to provide greater value, specifically in regards to efficiency, these include: use of performance indicators, removal of unnecessary steps in processing, enhanced quality control mechanisms, and improved use of technology.

### Detailed Findings:

**Performance Management:** There is insufficient tracking of performance indicators, and as such limited information available to verify that goals and / or service levels are being met. Information and data from performance management is not currently being utilized widely in decision making due to a lack of available information.

**Customer Centric Service Delivery:** The City has not fully integrated the concept of 'customer centered delivery' and gains in effectiveness could be obtained by adopting processes that elevate the customer's experience.

**Service Bundling:** Service bundling is the process of combining multiple services or applications into one single, consolidated application where possible. Other municipalities, such as Edmonton, Calgary, and Lethbridge consolidate permits so that an applicant can make a single application for all the required development and safety code permits. While the City has made progress in bundling some services, this is not yet a widely utilized approach.

**Streamline Process / Remove Unnecessary Steps:** Several processes were identified where efficiency could be increased through the streamlining of process steps and the reduction of activities which are not essential to the process.

**Quality Control Mechanisms:** The City may not be utilizing the most appropriate controls at critical points to assist in managing the processing of applications. For example, the completeness and quality of applications from customers is an ongoing issue that the City faces.

**Information Technology / Management:** The implementation of the EBA system has improved the functionality of the information systems utilized at the City. However, there are several areas where further exploration of the use of technology could be undertaken to provide real time, updated data and to increase process efficiencies.

### Evaluation Question: Who needs to be involved in each process, and when?

**Findings:** Generally the City has the appropriate staff involved in the delivery of the planning and development services reviewed. Staff are skilled in their roles and able to provide the desired service level to customers. However, there are opportunities to increase value by increasing the clarity of roles, responsibilities, and accountabilities and enhancing training opportunities for staff to allow for better customer service and more effective service delivery.

### Detailed Findings:

**Roles, Responsibilities and Accountabilities:** There is a lack of clarity by internal and external stakeholders who should be involved in each process, and who the appropriate contact is.

**Training Procedures:** While informal training processes occurs, there are few formalized training processes at the City. There is also limited cross-functional training.

**Customer Service:** While external stakeholders were generally satisfied with the City's services, they did note several areas for improvement, specifically around the customer service abilities of staff.

**Evaluation Question:** How should The City determine the resources necessary to do the work?

**Findings:** The City has not adjusted its staffing levels according to population growth over the past five years. While this may not be a direct indicator of the way the City determines its required staffing levels, there may be opportunities to better understand the required staffing levels to assist with future planning and decision making.

**Detailed Findings:**

**Resource Levels:** The City's resourcing for Planning Services and Development Services does not address the rate of growth it has experienced. It appears that the City's growth, and corresponding demand for planning and development services, has had a minimal to moderate impact on staffing levels.

**Support Staff:** There is a lack of administrative support in Planning Services.

**Evaluation Question:** How should The City be organized effectively to do the work?

**Findings:** Generally, the organization and structure of Planning and Development provides value. The City uses the same organizational functions as other municipalities; however, there are some differences in the way these are organized in the City, as compared to other municipalities. Confusion exists regarding the authority and responsibilities and there are opportunities to improve value by providing clarity, both internally and externally.

**Detailed Findings:**

**Organization structure:** Confusion exists both internally and externally regarding building and development services, resulting in incorrectly routed complaints, inquiries, applications, etc. Departments within the City tend to operate in silos, resulting in delayed timelines, inconsistent messaging to applicants, and increased confusion.

**Evaluation Question:** How do fees relate to the services provided?

**Findings:** The fees for services generally appear to be consistent with other municipalities (exact comparisons are unable to be determined due to cost structure differences and economic factors). However, there were several areas where the jurisdictional review identified opportunities, e.g. charging for services without fees.

**Detailed Findings:**

**Fee Review:** Fees for similar services vary across comparator municipalities. It was generally noted that fees for the City's services were not cost-recovered and that fees did not reflect the effort provided by staff in service delivery.

**Options**

As indicated in the key findings section above, there are a number of areas where the City can make improvements to improve the value from its planning and development services.

Each of the recommended improvements is highlighted below in terms of how they will help to improve value for the City, based on the Value Framework defined in Appendix 4. Detailed value framework assessments for each are included in Section 5.3.1.

Lever	Recommendation	Value Assessment					Overall Value Improvement
		Economy	Efficiency	Effectiveness	Fairness	Environment	
Process	<b>Enhance Quality Control Mechanisms</b> Formalize pre-consultation sessions and triage reviews to increase the quality of applications.	+	+	+	+		High
	<b>Streamline Engineering Referrals</b> Eliminate the passing of folders in sequence in Engineering and redundant processes that run alongside them to increase efficiencies in referral timelines.		+	+			Medium
	<b>Bundle Permits / Services</b> Bundle services / permits together to reduce the number of distinct applications and increase customer centric service delivery.		+	+	+		High
	<b>Shift to Risk Based Inspections</b> Alter the inspections model to free up staff time that can be redirected toward high priority work, and simplify the high experience for high-performing customers.	+	+	+	+	+	High
People	<b>Dedicated Business Analyst Resources</b> Dedicate resources to the analysis and optimization of current and future IT systems to bridge the gap between operations and IT systems / functions.	+	+	+	+		High

Lever	Recommendation	Value Assessment					Overall Value Improvement
		Economy	Efficiency	Effectiveness	Fairness	Environment	
	<b>Conduct Customer Focused Training</b> Implement training that empowers staff to utilize judgment in service delivery to provide outcome based solutions.		+	+	+		High
	<b>Addition of a Dedicated Administrative Assistant to the Planning Department</b> The addition of a dedicated administrative resource will allow specialized staff to direct attention to core service delivery and increase capacity to meet service levels.	+	+	+	+		High
Information Technology	<b>Enable Mobile Engineering Inspections</b> Introduce mobile technology to the Engineering Services Development Section to support efficiencies in inspections.	+	+	+			High
Policy	<b>Implement Performance Management</b> Define and implement metrics to build performance management capabilities that will drive improvements to efficiency and effectiveness.	+	+	+	+		High
	<b>Build / Utilize an Activity Model</b> Build an Activity Model in conjunction with the data collection in implementing performance management to identify resources required by activity and inform resourcing decisions.	+	+	+			High

## 2 Introduction

### 2.1 Background

As part of an ongoing process of continuous improvement, the City of Red Deer (City) engaged KPMG to conduct an end-to-end value for money (VFM) review of its building and development services, currently provided through four (4) departments and two (2) divisions.

Planning Services and Development Services departments deliver and manage the City's permits, and deliver processes related to a range of activities from developing raw land to the eventual habitation of buildings on property. These departments deal with a range of other City departments and play a key role in dealing with residents and customers across the City.

Several key statistics provide additional context as to opportunities and challenges for the City's building and development services:

- In 2015, the number of Building Permits issued by the City declined by 14%, following a growth of approximately 10% per year in the three years prior.
- The number of Development Permits issued in 2015 decreased 21% from the year prior, resulting in reduced revenue of approximately \$51,000.
- In 2014, there was a 73% reduction in the revenue obtained from development agreement administrative fees, associated with a reduction in the number of approved Development Agreements. In 2015, administrative revenues decreased 7% from the year prior.
- Subdivision revenues decreased by 52% in 2014 from the year prior, with a 59% reduction in approved subdivision lots since Q3 2013. The number of residential subdivision lots approved decreased by 2.3% in 2015 as compared to 2014 numbers.
- The number of reviews performed for statutory plans (NASP, MASP, IASP, etc.) increased from 2 in 2014 to 5 in 2015.

The review examined existing processes, procedures, fees and delivery structures in the City, compared practices with other similar sized cities; identified leading practices and recommendations for service delivery, and established appropriate baselines to enable the City to create performance indicators for use on an ongoing basis.

### 2.2 Scope

The scope of KPMG's VFM Review, undertaken from January to July 2016 included the review of two divisions (Planning Services and Development Services) and four departments (Planning, Engineering, Inspections & Licensing and Emergency Services). Within each of these departments, specific services / permits related to Planning and Development processes were reviewed; Section 3 includes a detailed listing of the services examined during the review.

As part of the review a series of stakeholder engagement activities were conducted to obtain an understanding of the varying perspectives of industry groups, customers, residents, staff and Council. Internal stakeholders were engaged through a series of workshops and interviews while external stakeholders were engaged through a public survey, an online engagement session, and a focus session.

The scope of the review also included the comparison of the City's existing services and processes to the following jurisdictions: Town of Blackfalds, County of Red Deer, Town of Sylvan Lake, Mountain View

County, City of Lethbridge, City of Medicine Hat, City of Grand Prairie, City of Calgary, and the City of Edmonton.

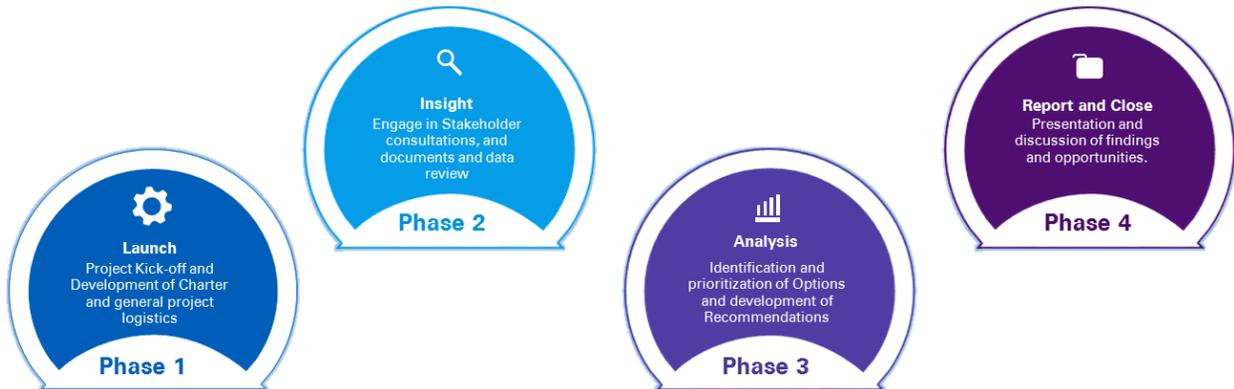
## 2.3 Approach

To conduct the review, eight evaluation questions were agreed upon by the City to assess the efficiency and effectiveness of the City's building and development services.

- 01 – Does the existing process achieve the highest level of efficiency and effectiveness in meeting the City's objectives, service delivery model and the strategic direction of Council?
- 02 – What improvements to the current building and development processes are desirable?
- 03 – Who should be involved in each building and development process and when?
- 04 – What is the baseline customer satisfaction for the processes, against which improvement can be measured?
- 05 – How the City should determine the resources necessary to do the process work?
- 06 – How should the City be organized to effectively do the work?
- 07 – How do fees relate to the services provided?
- 08 – How do the City's processes, procedures, fees and delivery structure compare to similar sized cities?

These eight questions were used to create an evaluation framework, which identified which information, data, and analysis utilized in the review. Appendix 5 includes the detailed framework. Question #2 is answered in Section 5 and question #8 is answered throughout the report with a summary provided in Appendix 3.

To answer the review questions, a four phased approach, as depicted below was undertaken:



### 2.3.1 Value Framework

One of the key outputs from the review was the development of a framework that the City could use to continuously assess value across all of its departments and services.

Value is the relationship between satisfying needs and expectations and the resources required to achieve them. In the context of the City's delivery of services, it is the worth of a service provided by the City as determined by the preferences of its residents, customers and service users and the trade-offs given scarce resources such as time or taxes.

Value was defined for the City as informed by the definitions and descriptions of 'value' from the Value Management Institute, feedback provided through engagement of external stakeholders and staff, and engagement of Council, the Corporate Leadership Team, and the Mayor.

Opportunities to generate value must be assessed through a number of contextual lenses in order to select those that best align with the City's vision and that result in optimal value creation. When decision-makers choose which levers to pull, the following lenses are connected to contextual factors and impacts that merit consideration. Economy, Efficiency, and Effectiveness are directly related to the inputs, outputs, and outcomes of a program or service, and Equity and Environment are broader lenses through which to consider.

The Value Framework that was developed as part of this review and was applied to the potential options identified by the review is included in Appendix 4.

# 3 Overview of Planning and Development

## 3.1 Key Divisions

The following provides an overview of the work completed by the two divisions which were reviewed through the VFM – Planning Services and Development Services.

### 3.1.1 Planning Services

The Planning Services division includes the following departments:

- The Inspections & Licensing department ensures the proper construction of residential and non-residential buildings through permits and building inspections, issues business (and other) licenses, and enforces the Land Use and Community Standards Bylaw.
- The Planning department utilizes Council’s approved policy documents and Provincial and Federal regulations to provide leadership for developing Red Deer as a safe, vibrant, and attractive community.

Services reviewed during the VFM for this division included:

Category	Services
Inspections and Licensing	<ul style="list-style-type: none"> <li>— Development Permits</li> <li>— Safety Code Permits</li> <li>— Enforcement (Land Use Bylaw, etc.)</li> <li>— Demolition Permits</li> <li>— Occupancy Permits</li> <li>— Quality Management Plan</li> <li>— Enforcement of Development Permits</li> <li>— Review of Statutory Plans, Land Use Bylaw proposals</li> </ul>
Planning Services	<ul style="list-style-type: none"> <li>— Land Use Bylaw Amendment</li> <li>— Statutory and non-statutory Plans</li> <li>— Studies</li> <li>— Subdivision</li> <li>— Heritage Plans</li> <li>— Oil and Gas Proposals/Proposals near oil and gas sites</li> <li>— Review of Development Permits</li> </ul>

### 3.1.2 Development Services

The Development Services division includes the following departments:

- The Engineering department performs the administration of customer requests for City services related to property access, sanitary, storm and water connections, easement agreements, building grade certificates, encroachment agreements, development agreements, and use of streets to ensure services delivered are socially and environmentally responsible and meet the long-term need of the growing community.
- The Emergency Services department provides services relative to inspections and verifications that building and development conditions and requirements related to fire and occupation safety have been met and continually adhered to.

Services reviewed during the VFM for this division included:

Category	Services
Emergency Services	<ul style="list-style-type: none"> <li>— Review of Development Permits</li> <li>— Review of Safety Code Permits</li> <li>— Enforcement (Land Use Bylaw, etc.)</li> <li>— Review of Demolition Permits</li> <li>— Inspection for Occupancy Permits</li> <li>— Enforcement of Development Permits</li> <li>— Review of Land Use Bylaw proposals</li> </ul>
Engineering	<ul style="list-style-type: none"> <li>— Development Agreements</li> <li>— Determine need for and acceptability of special studies such as Traffic Impact Assessments, Escarpment Studies, Servicing Studies</li> <li>— Lot grading permits</li> <li>— Review of Statutory Plans, Land Use Bylaw proposals, Development Permits</li> <li>— Infrastructure Inspections and acceptance</li> <li>— Use of Streets Permits</li> </ul>

## 4 Key Findings

Overall, it appears that the City is receiving value for money from its delivery of building and development services. However, there are several areas of opportunity that were identified, which can further increase the value the City receives.

Over the course of the VFM review, eight evaluation questions were developed to guide the assessment of VFM (please see Appendix 5). The following section describes the key findings for each of the review questions.

### 4.1 Does the existing process achieve the highest level of efficiency and effectiveness in meeting the City's objectives, service delivery model and the strategic direction of Council?

From the perspective of external stakeholders, effectiveness is achieved when the desired outcome is delivered to the satisfaction of all parties involved. Efficiency is described as being achieved when the task consumes the least amount of resources possible to achieve the desired outcome.

The City's strategic direction is informed by its Vision, Mission and RISE guiding principles. The RISE principles reflect each staff's promise to each other and to citizens, and are fundamental pillars supporting each department's approach to service delivery. A description of RISE principles is included Appendix 4.

With these principles in mind, based on the analysis undertaken and comparison to relative municipalities, it appears that the City is effective and efficient in their service delivery.

The City acts as stewards on behalf of its citizens to undertake sustainable development, work to provide a quality service, and balance the needs of varying stakeholders. However, stakeholder feedback and analysis completed indicates that there are several areas where effectiveness and efficiency could be improved to assist the City to better meet its strategic direction.

#### 4.1.1 Performance Management

To analyze whether the City is effective and efficient, performance metrics can be utilized to ensure that service levels are being adhered to, and that processes are optimized to deliver a service.

Based on the analysis completed, it appears that there is insufficient tracking of performance metrics, with limited information available to verify that defined goals and /or service levels are being met.

Other comparable municipalities are increasing their transparency around process timelines by tracking the target versus actual completion times.

##### 4.1.1.1 Data & Information Analysis

The table in Appendix 1 summarizes the current service levels provided by the City for various activities. However, the City does not track metrics to validate whether the City is meeting its defined service levels.

While departments are able to provide approximate processing timelines (e.g. Building Permits take approximately three weeks), metrics on the actual processing timelines (versus the target or defined timelines) for most services are not currently tracked.

The Engineering department has begun to monitor / track staff time by activity type to measure the cost of development agreements and whether or not fees are set at cost recovery.

#### 4.1.1.2 Feedback from Internal and External stakeholders

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Some service levels are defined, but they are not consistently met or reported upon, which can make it difficult to communicate adherence of service levels both internally and to customers.
- Few process metrics are utilized, tracked, or reported upon; there are limited ad-hoc and standard reporting abilities for management to utilize in strategic decision making.
- The lack of available data puts major limitations on the ability of the City to make evidence-based resourcing decisions.
- Referral / circulation timelines may be too long, but given they are not tracked it is difficult to determine what an appropriate timeline is

External Stakeholders provided the following feedback:

- Turnaround times are too long, which may be the result of defined / quoted service levels not being adhered to.
- There is a need for increased transparency in processes; if defined / quoted timelines cannot be adhered to, it would be helpful for applicants to receive this information as soon as possible.

#### 4.1.1.3 Jurisdictional Review

Under the Municipal Government Act (MGA), municipalities are required to process Development Permits and Subdivision Approvals within 40 and 60 days, respectively.

While most municipalities have similar defined service levels for permits / applications defined, some municipalities have identified additional specific service levels; further details are included in Appendix 3. For example the City of Edmonton provides detailed estimates of approval timelines, as well as target and actual processing times. The City of Edmonton releases a quarterly report to the public, which informs residents of the target versus actual timelines for that period, as well as permit volumes.

### 4.1.2 Customer Centered Service Delivery

The City's RISE principles reflect the need to incorporate customer centered approaches further into its operations and processes. Based on the feedback received from internal and external stakeholders, it appears that the City has not fully integrated the concept of customer centered service delivery and work is needed to elevate the overall experience from the customer's perspective.

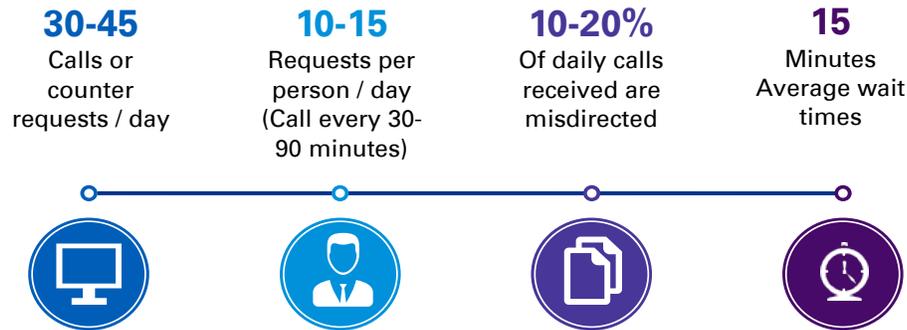
#### 4.1.2.1 Data & Information Analysis

##### Inquiries

Misdirected calls are a critical pain-point identified by internal stakeholders that can impair the ability of staff to focus on core service delivery. Misdirected calls appeared to be a present issue across all departments within the scope of this review. In addition, it was noted that misdirected inquiries have the potential to negatively influence customer service levels and create confusion for applicants.

The point of passing an applicant to another source to assist with their complaint / inquiry is the point where customer centered service has the potential to significantly improve the customer experience as well as indirectly impact the efficiency for staff.

This step is where the potential for inefficiencies to occur, such as applicants to be passed from department to department before they finally are transferred to the appropriate contact.



In addition, customer inquiries are not tracked by or between departments, which can result in inconsistencies between inquiries and potential 'shopping for answers' by applicants. The data above was obtained from the Engineering department. Other departments within the scope of this review could not provide metrics due to a lack of available information; this was noted as a common problem across all departments.

### Push Notifications

Currently, the City does not utilize automatic 'push' notifications to proactively manage applications and communicate case progress, status, and delays to customers. As a result, departments can receive a high volume of phone inquiries requesting updates on their project's status. The City's Tempest system could be configured to provide automatic notifications to better manage processes, both internally and externally.

#### 4.1.2.2 Feedback from Internal and External Stakeholders

The following feedback provided was provided by internal stakeholders across all departments within the scope of this review:

- Staff at the operational and leadership levels identified that there is a culture at the City of strict adherence to rules; a culture that supports flexibility in thinking and problem solving may provide a higher level of customer service.
- High volumes of questions are received from applicants inquiring about the status of their project and the required next steps. Following up on numerous inquiries distracts staff from the processing of applications and further strains the ability of the City's resources to meet service levels.

External stakeholders provided the following feedback:

- Customers view the City as a barrier to their aims rather than a partner with whom to collaborate towards a solution.
- External stakeholders cited an "inflexible adherence to the City's rules and regulations regardless of practicality" in recent years and noted that a shift to a more practical approach was needed.
- It was indicated that adopting a 'team' mentality would help to build relationships with developers; attempting to understand the implications that decisions, delays, additional study requests etc. have on projects and overall costs is vital.

- There are limited self-service options available; improvements could include the ability to apply for permits and inspections online, to attach all required documentation directly to the file, to increase tracking capabilities for the status of applications, and to view outstanding conditions.
- Process requirements are often not identified or communicated to applicants early enough in the process, including outstanding information.
- There is limited clarity around process timelines and no proactive notifications around process status or delay.
- 58% of survey participants indicated that they were either dissatisfied or very dissatisfied with the status communications they received during their project.

**Progress Note:** Due to the point in time nature of this VFM review, it is important to note that substantial progress has been made regarding the self service capabilities of the City. The T4 testing sessions have been completed and significant improvements in MyCity and self-service options have been noted.

#### 4.1.2.3 Jurisdictional Review

While most municipalities utilize phone calls or email to communicate next steps to the customer, the City of Lethbridge has systems that utilize digital workflow and automated notifications, allowing for proactive, push based notifications.

Additionally, the City of Calgary's VISTA (View Information Specific To My Application) allows applicants to log on, assess project status, and view any outstanding items that need to be completed / provided.

#### 4.1.3 Service Bundling

Service bundling is the process of consolidating several applications into one, which reduces the number of separate applications that applicants must submit, as well as the number of applicants received / processed / tracked within the system.

External stakeholders believe that the application process should be streamlined and made easier / more efficient. The greatest benefit from service bundling is the enhanced customer service that is provided and the ease of the experience for the applicant; some internal processing efficiencies may be realized as well.

##### 4.1.3.1 Data and Information Analysis

Many applicants are requesting that services / permits be consolidated for ease of application, whether it be through application channels, payment channels, or through a development coordinator.

Other municipalities consolidate high volume, low complexity permits such as accessory structure, uncovered decks, signs, and single detached houses. If these permits were bundled at the City, 42% of building permit applications could be converted into 'bundled applications', which include the corresponding development and sub-trade permits. This could improve the customer experience for just under half of all building permit applications submitted.

##### 4.1.3.2 Feedback from Internal and External Stakeholders

Internal stakeholders (from the Inspections & Licensing and Planning departments) provided the following feedback:

- There are potential opportunities to bundle applications / services; for example, the processing of the Development Permit and the rezoning application together where possible.

- There have been steps taken to move towards bundling certain permits; for example, it was identified that there is a 'project permit' that now includes a building permit and the required subsidiary permits. In addition, the foundation permit and occupancy permits are being removed from the process.

External stakeholders provided the following feedback:

- Having a 'one-stop shop' for building and development processes would increase the ease of applications, including a single point of contact across departments and / or consolidated channels for submitting and paying for permits and services.
- Reducing the complexity of the application process, including increased clarity around requirements, increased channels for application, and ease of application, will further improve the customer experience.

**4.1.3.3 Jurisdictional Review**

The cities of Edmonton, Calgary and Lethbridge consolidate permits so that an applicant can make a single application for all the required development, building and safety code permits.

In the City of Edmonton, combination permits are used for accessory structures, uncovered decks, signs, and single detached houses. Due in part to consolidated, streamlined permit applications, the City of Edmonton is able to issue 30% of all permits instantly at the front counter.

The City of Calgary also bundles sub-trade permits into their development and building permits; and once a partial permit is issued, with the foundation permit, it expedites the approval of the building permit.

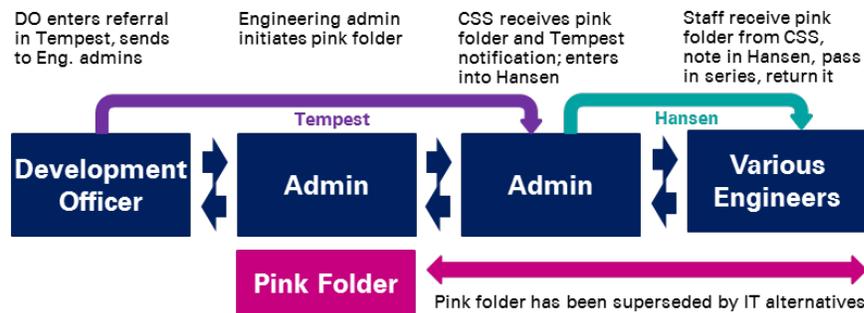
**Progress Note:** Since the completion of the VFM review, it was indicated that steps to bundle certain processes have been undertaken such as the building permit and the required subsidiary permits. For ease of application the foundation and occupancy permits are being removed from the application process as well.

**4.1.4 Streamline Processes / Remove Unnecessary Steps**

To improve efficiency, the City should look to optimize resources utilized to provide services by assessing which steps are value-add and those that may not be necessary. Several processes were identified during the review where efficiency can be increased by streamlining process steps and reducing non-essential activities.

**4.1.4.1 Data & Information Analysis**

Currently, the Engineering department utilizes three mechanisms of tracking referrals: "the pink folder", which is a manual folder with a tracking sheet and the application to be reviewed, a notification in Hansen, and a notification in Tempest (for Development Permits).



The pink folder’s purpose is undermined by the City’s technology, and could be eliminated by leveraging the tracking capability of Tempest. Eliminating the pink folder could also remove the need for reviews to be done sequentially. Instead, copies could be distributed in parallel; any staff could log onto Tempest at any time and perform their review instead of waiting for the pink folder.

Staff reported that reviewing sequentially can result in applications sitting on one desk and having to be reviewed by multiple staff on its due date. Approximately 100 development permits are referred to the Engineering department each year; a significant volume that could be streamlined. The use of Hansen could also be eliminated and referrals managed entirely through Tempest.

**4.1.4.2 Feedback from Internal and External Stakeholders**

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Highly manual referral processes reduces visibility for staff and customers and contributes to process delays (e.g. Tempest only reaches the “gates” of departments). Although departments are making progress in utilizing Tempest for different types of applications, some departments are still utilizing manual tracking mechanisms for referrals.
- Multiple tracking systems are used within departments for referral follow-ups.
- There is a perception that there are too many referrals / reviews for some processes (e.g. development permits).
- There are backlogs when it comes to inspections and / or responding to complaints and inquiries.

**4.1.4.3 Jurisdictional Review**

Inspections are another area where process efficiencies could be addressed. Leading practice suggests that an inspection level of approximately 20% is required for qualified contractors / professionals and 100% for unqualified contractors / professionals.

Other municipalities and safety authorities only go physically to a site to do 10 to 20% of inspections. These municipalities found that they are able to reduce more hazards this way than they were in the past because they are able to spend more time on higher risk sites.

The diagram below estimates the potential City staff that could be freed up and redirected to higher priority tasks by shifting to a risk-based inspections model.



Assumptions to develop this estimate include:

- It is assumed that 70% would be high risk work based on KPMG’s work with safety authorities.
- Current FTE’s for Inspections was calculated utilizing information from the City’s job descriptions. Safety Code Officers from I&L were estimated to utilize 60% of their role conducting inspections, while ES Safety Code Officers were estimated at 50%. The number of Safety Code Officers were approximated using these figures.

### 4.1.5 Quality Control Mechanisms

Utilizing the appropriate controls at critical points of a process can assist in managing applications in a way that allows service levels to be more easily adhered to. When discussing the largest problems related to the timely processing of applications across municipalities, one of the largest influencing factors is the completeness and quality of applications. Controls that directly impact the reduction in the acceptance of incomplete applications will reduce rework or workarounds later in the process.

#### 4.1.5.1 Data & Information Analysis

There are several critical points where the potential for incomplete / low quality applications could occur; these are points where process controls should be implemented to prevent additional work by City staff or process delays due to the requesting of additional information.



The appropriate controls at each stage of the process could reduce the number of incomplete applications received.

Currently, pre-consultation processes are utilized, but they are not formalized, meaning there are no requirements that pre-consultations are performed for complex projects, or fees associated with the pre-consultations.

Triage reviews are another informal step used by Engineering, but could be formalized across other departments as well. Triage reviews involve the review of an applicant by a specialized / qualified staff with expertise to identify whether or not the application is complete; this is in addition to the review of the application by front desk staff.

Often, requests for additional information, particularly when a project’s scope is changed by an applicant, can result in significant delays. An example is in infill development. When detailed drawings are required for a development permit, a back and forth process can occur if the applicant does not provide the drawings to the required specifications. If the applicant does not understand what detail is required and

does not provide the required information, Engineering cannot proceed with the processing of the application.

#### 4.1.5.2 Internal and External Stakeholder Feedback

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Incomplete / piecemeal applications add complexity and workarounds to the processing of applications, adding to overall process timelines. Large numbers of incomplete applications are received.
- Additional comprehensive training programs for front desk staff and staff receiving applications is needed to increase general knowledge on all bylaws, processes, etc.
- Resource heavy pre-application consultations are not formalized (there is no fee attached); customers do not perform due diligence in preparation for pre-consultation meetings which utilizes staff time inefficiently.
- There is a lack of clarity around process requirements for customers; application requirement information may not be clear or easily accessible, and further educational tactics are required.
- Customers often change the nature of their project throughout the lifespan, which requires additional processing and work but they do not understand that this adds to processing timelines.

External stakeholders noted:

- Project conditions and requirements are not effectively defined or communicated by the City for distinct processes and are not understood by applicants, or are not identified early enough in the application process.
- Requirements identified by staff are not always consistent with those identified by other staff.
- Pre-consultations would be more beneficial to applicants if staff exercised authority in decisions and the information communicated was binding and relevant.
- There is a general trend in increasing requirements for detail, which incur significant costs and add to timelines for developers, and the reasoning behind these requirements are unclear.
- Increased opportunities for applicants to clarify process requirements, particularly with things like engineering drawings and other technical requirements, could better help applicants to understand deficiencies and provide high quality and complete applications.

#### 4.1.5.3 Jurisdictional Review

While other municipalities conduct informal pre-consultation meetings some have begun to formalize their processes.

The City of Calgary has formalized a pre-application fee for those applications that are performed at \$631. Pre-applications are attended by a Planner and representatives from Parks, Transportation and Development Engineering.

The City of Edmonton also has a formalized pre-application meeting. The current planning provides a pre-application meeting for development proposals that require a major development permit. These development proposals relate only to commercial, industrial, and multi-dwelling residential projects. Applicants pay a pre-application fee (set at \$306) prior to the meeting occurring. A 'meeting record' is provided to the applicant as well as filed internally, so that the City can review all comments / notes when the development permit application is submitted for approval and ensure all relevant considerations have been undertaken.

### 4.1.6 Information Technology / Management

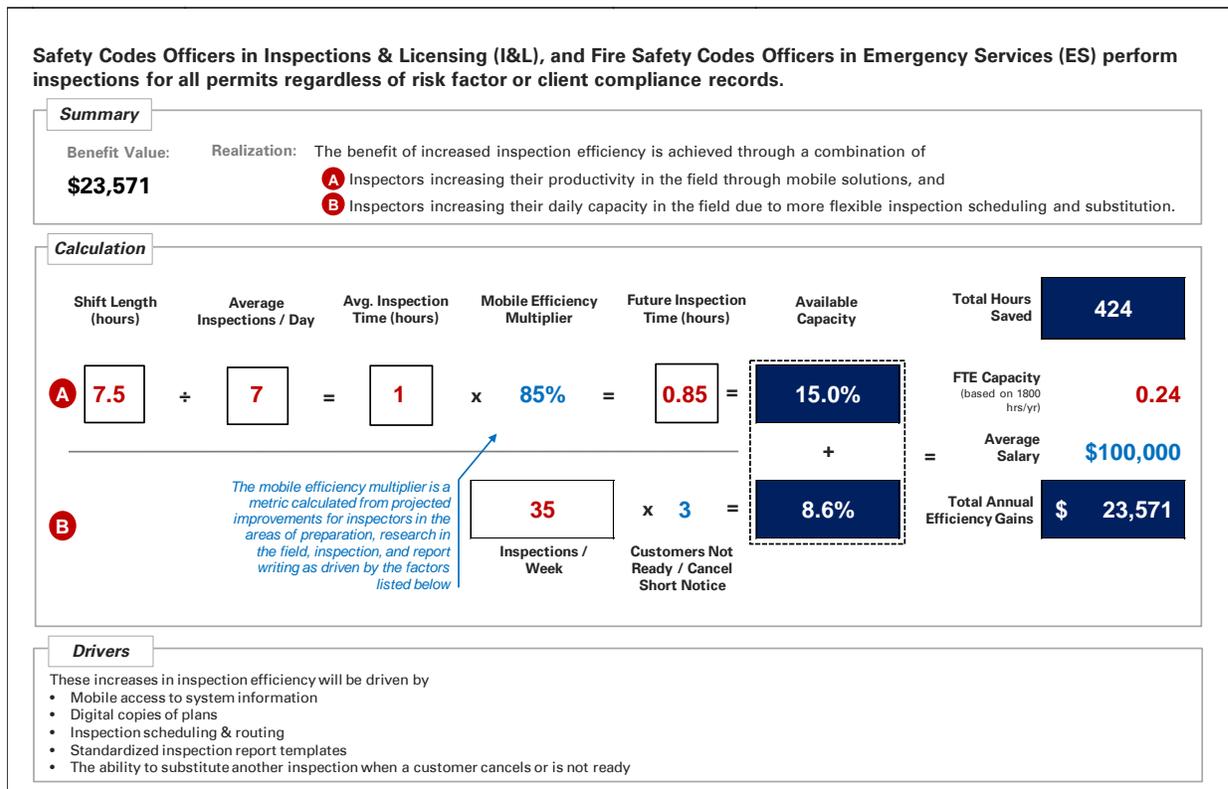
The implementation of the EBA system has greatly increased the functionality of the information systems utilized at the City. The system is enabling the move towards digitized processes, increased collaboration and the use of real time information. However, while noting that some of the stakeholder feedback was obtained prior / during the transition to EBA, there are still opportunities for improvement that the City can undertake to improve its use of technology.

#### 4.1.6.1 Data & Information Analysis

##### Mobile Inspections

Engineering does not have the access to the same technology that other departments are currently using. Mobile technology is cheap and a major efficiency lever; Engineering should follow the lead of I&L and acquire mobile technology to assist in inspection process efficiency.

Below is an estimate of a Development Inspector’s annual time saved by using mobile tech has been created; key assumptions are noted in blue text.



In addition to the estimated savings due to increased efficiency as noted above, leveraging mobile technology also provides the following benefits:

- Real time information: On-site Inspectors can view updated information on projects, and the system is updated in real time as Inspectors make comments / note deficiencies or approvals.
- Searchable files: all information stored digitally makes retrieval of information easy and accessible for future use

- Increased productivity: less time is spent filling out forms / entering into a system when back at the office
- Integration with existing systems: if relayed to Tempest, all information on projects can be stored and leveraged by other staff (cross-functionally) who have access.

### Tempest

During a workshop with staff it was noted that the City is making strides toward implementing Tempest in referrals. The goal is that all comments will be captured in Tempest and can be viewed / retrieved in the system. However, it appears that there is still work to be done to fully integrate Tempest; departments are still utilizing multiple methods of tracking referrals and Tempest has not been fully optimized to be utilized for aspects such as push notifications or activity tracking / modelling.

Tempest could be utilized for tracking referrals in parallel within departments. This would eliminate manual tracking and reviewing applications sequentially. It was reported that the Planning and Engineering departments should be brought onboard in 1 to 2 years. Presently the Planning and Engineering departments only interact with Tempest to comment on development permits.

### Business License Renewal

During the EBA transition, the licensing bylaw was rewritten to require business licenses all to expire at the end of the year, requiring staff to process all renewals at one period of time. Staff noted that this requirement could cause inefficiencies in processing the renewals, as renewals would need to occur once a year (as opposed to the anniversary of the license) within Tempest.

With approximately 2,500 business licenses in the City, this could create a large volume of renewal work that was previously spread throughout the year, and could result in processing backlogs and overtime expenses.

#### 4.1.6.2 Internal and External Stakeholder Feedback:

Internal stakeholders provided the following feedback:

- IT systems exist in siloes between departments, and there is limited enterprise wide IT integration which would allow departments to see the 'global picture' of a customer / project / site, and reduce the duplication of activities. It was noted that once Tempest is fully integrated by all departments and services, this should be alleviated.
- IT is not effectively integrated into processes; there is a lack of capacity for full-digital capability and a continued reliance on paper / manual processes, which are not easy to track or to use for future reference.
- Tempest referrals only reach the "gate" of a Department, and are then disseminated into a variety of formats. The integration of Tempest into existing processes is limited.
- There is a lack of centralized, accessible information management within departments. Information is hard to find within the system, and naming conventions are not formalized to easily identify different types of files.
- For inspections, following up on unpermitted work is a highly manual process and there is no official process or system for recording and tracking unpermitted work.
- There is limited education for customers on the need to book inspections and no automated follow-up mechanisms.

- There is insufficient hardware / software to drive efficiency in the Engineering department. IT hardware in Engineering does not support the complex activities that are performed by the department. For example, it was reported that dated computers with limited memory impact staff's ability to use software effectively. At the same time, Engineering does not utilize mobile technology for inspections.
- Presently, the renewal process for business licenses is set up such that they are set to expire all at the same time, once a year.

#### 4.1.6.3 Jurisdictional Review

While the majority of municipalities assessed indicated that they are still utilizing manual processes and are only in the beginning stages of moving to full digitization, some municipalities have made great strides.

In the City of Lethbridge, residential building permits are all completed online, and document routing and plan reviews are performed digitally. The City of Lethbridge also uses Tempest, which allows each application to be stored in its own 'folder' and is attached to the project address, enabling access by anyone with the appropriate permissions. This allows users to view the full history of the full by searching the address.

The City of Grande Prairie utilizes 'CityView' which gives the capability of marking up the plot plans online and emailing these documents to the customer along with the permit.

The City of Calgary is transitioning to full digitization. They have provided applicants with a voluntary option to provide their applications 'digitally'.

The City of Edmonton uses 'Posse' as a centralized tracking system, which allows all relevant staff to log in and see the complete history of a file.

In terms of mobile technology, smaller municipalities are not utilizing mobile technology for their inspectors, but the cities of Edmonton, Lethbridge, and Calgary are utilizing either phones or iPads to conduct inspections.

## 4.2 Who needs to be involved in each process, and when?

In order to assess who should be involved in which processes, and at what stage, it is important to first assess who is currently involved in each process and identify any conflicting or overlapping responsibilities or accountabilities. In addition, it is important that staff involved in the process also have the appropriate skills or resources to perform the role.

### 4.2.1 Roles, Responsibilities, and Accountabilities

Based on the assessment of the involvement of departments and staff across a variety of building and development processes identified a lack of clarity by both internal and external stakeholders as to who should be involved in each process, and who the appropriate contact was. While there are numerous staff that applicants or residents can contact to provide services, there may be improvements required in how applicants determine who to contact.

#### 4.2.1.1 Data & Information Analysis

A RACI matrix assists in the identification of roles and assigning cross-functional responsibilities to an activity. RACI charts utilize four classifications:

- Responsible = person or role responsible for ensuring that an activity is completed.
- Accountable = person or role responsible for actually doing or completing an activity.

- Consulted = person or role whose subject matter expertise is required in order to complete an activity.
- Informed = person or role that needs to be kept informed of the status of an activity’s completion.

Stakeholder Group  Project Deliverable (or Activity)	In-Scope Departments				Other Internal Stakeholders						External Stakeholders				
	Inspections and Licensing	Planning	Engineering	Emergency Services	MPC	Council	City Manager	Legal	Communications	Others: Public Works, EL&P, Parks, etc.	Applicant	Public	Various Stakeholder Groups		
<b>Building Permits</b>	A/R			C							R				
Development Permits	A/R	C/R	C/R	C/R	C	I	I	I	R	C	R	C	C		
Licensing	A/R			A/R							R				
Inspections	A/R		A/R	A/R							R				
Enforcement / Compliance	A/R	I		A/R				I		I/R	I	I			
Statutory / Non-Statutory Plans	C	A/R	C	C		C/R				C	R	C			
Land Use Bylaw Amendments / Rezoning	C	A/R	C	C		C/R		C		C	R				
Subdivision	C	A/R	C	C	C/R					C	R				
Development Agreements		C	A/R							C	R				
Engineering Permits		C	A/R		C						R				
Engineering Studies / Reviews	I		A/C/R							C	R				

As indicated above, there are several overlapping areas of responsibility and accountability between departments. For example, for development permits the Inspections and Licensing, Engineering, Planning, and Emergency Services departments are each responsible for the delivery of the service. This can create confusion both internally and externally as to whom is responsible for which portions of the process.

**4.2.1.2 Internal and External Stakeholder Feedback:**

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Roles and responsibilities are not always clear, both internally and for customers. Staff may not understand where authority is delegated from certain bylaws / policies and customers may not understand who the appropriate source to contact is.
- Complaints and inquiries are often incorrectly routed, either by customers who contact the incorrect staff with their complaints / inquiries, or those that are incorrectly routed by staff.
- There are numerous bodies of enforcement throughout the City; it can be difficult for residents / applicants to understand who to contact, specifically for development related complaints.
- Staff are constrained with regard to workload capacity, increasing process timelines.
- Some permits / applications may not require circulation to all of the departments that are currently sent referrals to review.

External stakeholders provided the following feedback:

- There is no single point of contact to guide applicants through the building and development process. Having a single staff who is accountable to a project and can answer inquiries could increase process transparency and the ease of obtaining information.
- Requirements identified by multiple staff may be inconsistent.

#### 4.2.1.3 Jurisdictional Review

Both internal and external stakeholders indicated that they felt that Development Officers were experiencing high volumes of applications, and that without additional resources, backlogs would occur. In particular, Development Officers have capacity constraints and are unable to properly address enforcement.

Some municipalities, such as Mountain View County and the City of Grande Prairie, have Enforcement Officers in addition to Development Officers, whose primary role is to conduct enforcement related activities. The cities of Edmonton and Calgary have designated functional areas that primarily deal with enforcement. The City of Edmonton has 20 to 30 individuals in their Development and Zoning Section that perform enforcements.

Regarding the number of stakeholders that are included in referral processes, other municipalities tend to circulate less application reviews for referral; the cities of Edmonton, Calgary, and Grande Prairie only circulate complex commercial, and discretionary use Development Permits. Typically, smaller applications are only circulated if public consultation is required.

#### 4.2.2 Training Procedures

While informal training occurs within various departments and across roles, there are few formalized training opportunities at the City. As such, there are:

- Limited cross-functional training session undertaken to facilitate shared knowledge
- Limited comprehensive training regarding varying bylaws, policies, etc. for customer facing staff, and
- A lack of development of skills that promote flexible problem solving to provide better customer service.

##### 4.2.2.1 Internal and External Stakeholder Feedback

The following feedback provided was provided by internal stakeholders across all departments within the scope of this review:

- Staff at operational and leadership levels identified that there are opportunities to create a culture that emphasizes flexible, proactive thinking, to encourage problem solving capabilities and improve customer service.
- To better assist an applicant in identifying what deficiencies might exist within an application, there are opportunities to formalize training which includes cross-functional training, classroom learning, and job-shadowing.
- The transition of knowledge for specialized services, such as Heritage Planning, is minimal. Currently, there is one individual who performs the Heritage Planning procedures, with no one to perform these activities if the single staff members is away / unavailable.

External stakeholders provided the following feedback:

- Additional training for staff to obtain further knowledge on bylaws, policies, and services provided by other departments, etc. would result in better service, with regards to timeliness, overall knowledge, and understanding customer needs.
- Requirements are often not identified or communicated to applicants early enough in the process.
- 57% of respondents were dissatisfied or very dissatisfied in their interactions with staff.

**4.2.2.2 Jurisdictional Review**

Formalized training is often provided by municipalities to support front counter staff assess quality and completeness of applications. Alternatively (or in addition to training), front desk staff are also supported by those who have specialized knowledge, i.e. rotating shifts for Safety Code Officers at the front desk. In addition to providing higher levels of customer service, municipalities reported that these approaches have resulted in higher quality applications and faster processing / approval timelines.

The City of Calgary has a rigorous 3 month training program with 7 weeks spent in classroom style training, which includes assignments, projects, and exams, and the remaining 5 weeks spent in job shadowing.

The City of Edmonton utilizes rotating Safety Codes Officers to provide assistance in inquiries as well as assist in reviewing / approving permits at its front counters. This has contributed to its ability to instantly approve 30% of permits at the front counter.

**4.3 What are the current perspectives of our customers on our services, against which improvements can be measured?**

To determine a baseline of customer satisfaction for building and development services, external stakeholder engagement was undertaken. This included a focus session and an online engagement session with industry participants, and a public survey.

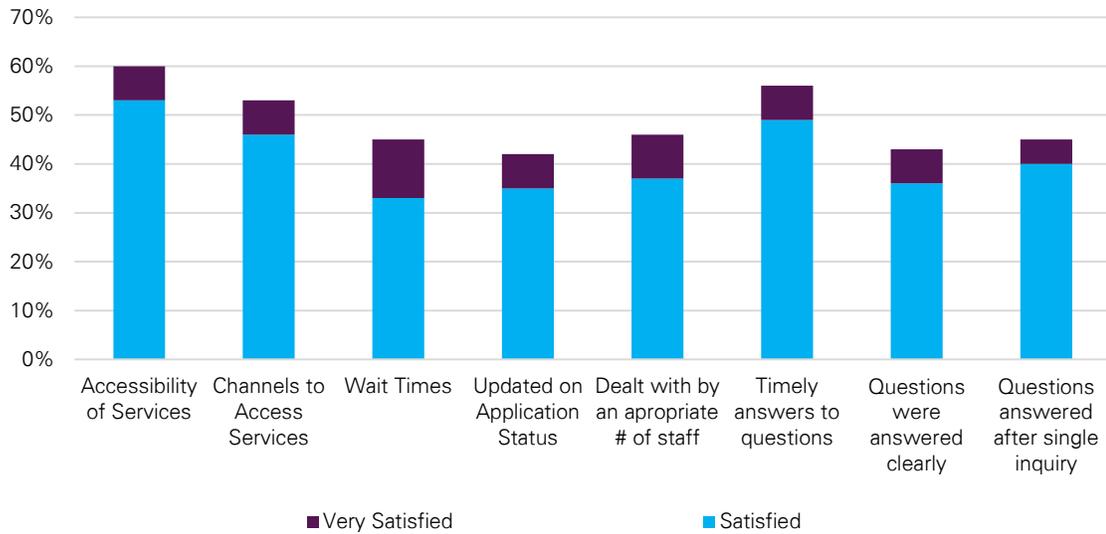
The survey provided quantifiable satisfaction levels from which the City can measure improvements made as a result of this review. Overall, satisfaction levels appeared to demonstrate general satisfaction with services, however, there is room for improvement in several areas.

**4.3.1.1 External Stakeholder Feedback**

A web-based survey was conducted to obtain feedback from residents, industry representatives and prior customers of building and development services. Responses from 94 participants were received. A summary of the key satisfaction ratings is outlined in the graphs below. A detailed summary of the public survey is included in Appendix 2.



### Satisfaction Rankings



#### 4.3.1.2 Jurisdictional Review

The City of Calgary conducts a satisfaction survey for their Planning and Development departments every two years. The summary below reflects the most recent survey results from June 2015.

Question	Ranking
Overall Satisfaction with the level and quality of services	83%
Overall Satisfaction with the level and quality of customer service	85%
Overall Satisfaction with the level and quality of services provided online	77%
Satisfaction with experience at the P&D front counter	92%
Satisfaction with experience contacting P&D over the phone	92%

### 4.4 How should the City determine the resources necessary to do the work?

To properly identify the optimal number of staff that should be performing the work, the City would need to identify whether the current staffing levels enable departments to meet its objectives and defined service levels. The challenge encountered during the review was that the City does not capture and / or track specific metrics and service levels that would help to inform this assessment.

Additionally, feedback from internal and external stakeholders suggests that the departments are currently constrained in regards to their staff capacity; this may create challenges with providing customer service and / or meeting service levels.

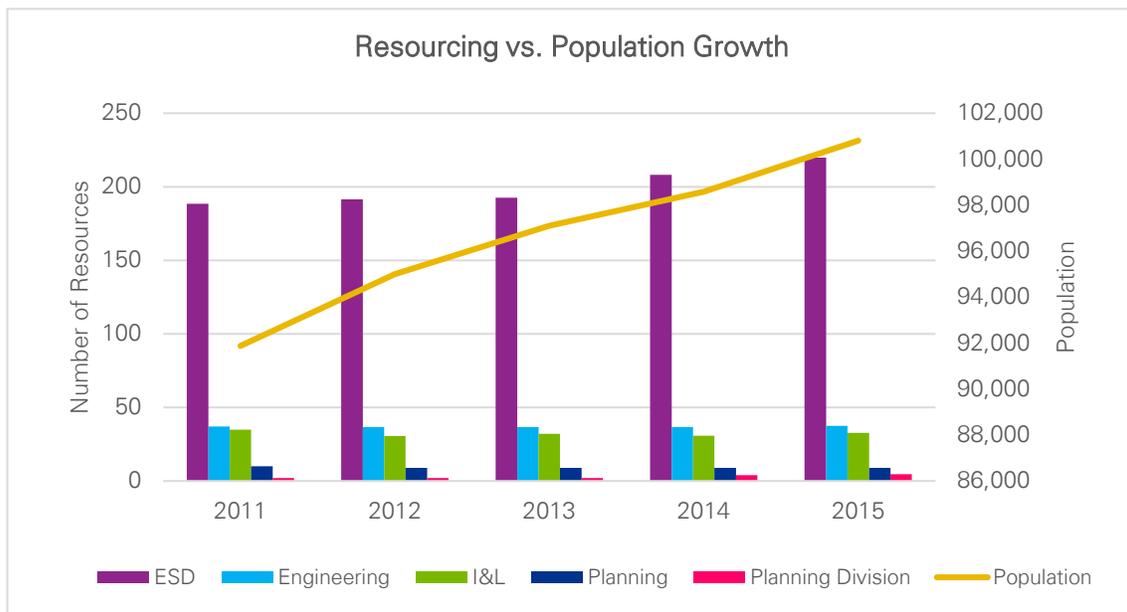
Although the City’s population has grown by approximately 27,000 over the past ten years (or 11%), it has not significantly adjusted its staffing levels for its building and development services.

**4.4.1 Resourcing Adjustments Influenced by Growth**

In recent years, the City has seen significant growth in its population and the number of developments. However, it appears that this growth has had a minimal to moderate impact on staffing decisions for building and development services.

**4.4.1.1 Data Analysis**

The overall change in the level of resourcing over the past five years has been low or remained the same in most in-scope departments, although the City’s population continues to climb.



The above graph compares the increases of staffing resources by department to the overall population growth rate over the past five years.

The population of the City has steadily increased over the past five years; however, with the exception of the Emergency services department, the headcount at the City has not increased to reflect this municipal growth. In fact, Planning and Inspections & Licensing have reduced headcount.

**4.4.1.2 Internal and External Stakeholder Feedback**

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Staff resources are constrained regarding their workload and this contributes to the inability to adhere to defined service levels or provide high levels of customer service.
- The City has not increased the number of staff to support the increase in its growth in previous years.

#### 4.4.2 Administrative Support in Planning

Based on the analysis completed, the City's building and development services do not appear to be appropriately resourced in terms of administrative assistants.

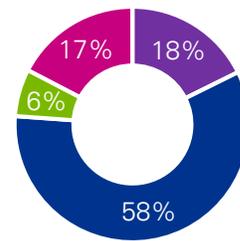
##### 4.4.2.1 Data & Information Analysis

Currently, the Planning department relies on a Divisional Administrative Assistant to provide support to approximately 13.5 staff, with 9.5 staff in planning and 4 staff at the divisional level.

Recognizing the limitations of the available data, it was determined through the review of trial timesheets that were collected by the department in 2014 and 2015. Based on timesheets that were analyzed, up to 21% of staff time was spent on administrative activities in 2014, and up to 23% in 2015. It is important to note that activities such as data entry were not captured in the administrative time breakdown.

In addition, the Planning department indicated that they perform their own communications and public consultation work, whereas other departments utilize the City's Communications department for these activities. It was estimated that these activities may make up approximately 10% of the work for a project, although there was no data available to validate this estimate.

**Allocation of Planning Staff Time  
(Average)**



■ Admin ■ Projects ■ Communications ■ Other

Consistent tracking of the time spent on various building and development activities would help to identify where time is spent on core tasks, and where time is spent on administrative activities that could be resourced differently.

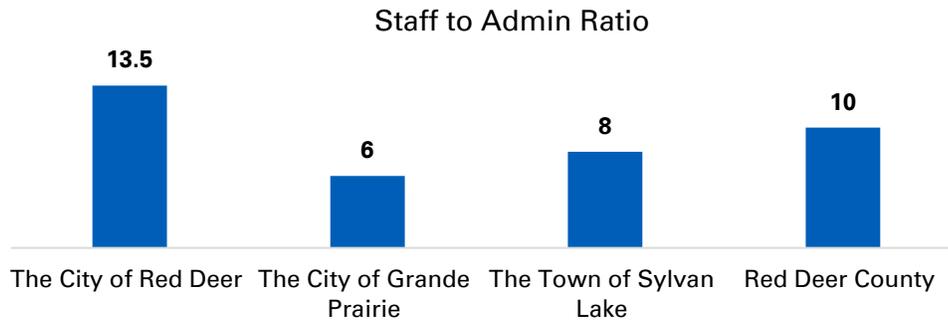
##### 4.4.2.2 Internal and External Stakeholder Feedback:

Staff from the Planning department provided the following feedback:

- Processes are impacted by the lack of an administrative assistant supporting the Planning department in a full-time capacity; as an example a staff member spent 2 weeks filing documents after the completion of a project approval.
- Significant time is spent on non-value added activities by specialized staff, which limits their ability to focus on core service delivery.
- Activities related to communications and public consultation can take up to 10% of overall time spent on projects. It was also noted that the City's Communications department plays a more active role for other departments than it does for the Planning department.

##### 4.4.2.3 Jurisdictional Review

Out of the six comparable jurisdictions, the City's administrative staff are expected to support a larger proportion of staff than all but one other municipality that was reviewed.



\*Note: the City of Red Deer's and the City of Grande Prairie's ratios are for the Planning departments only; whereas smaller municipalities are structured to include both Planning and Development staff.

#### 4.4.3 Development Officer Capacity

Based on the analysis completed, the City's building and development services do not appear to be appropriately resourced in terms of Development Officers.

##### 4.4.3.1 Internal and External Stakeholder Feedback

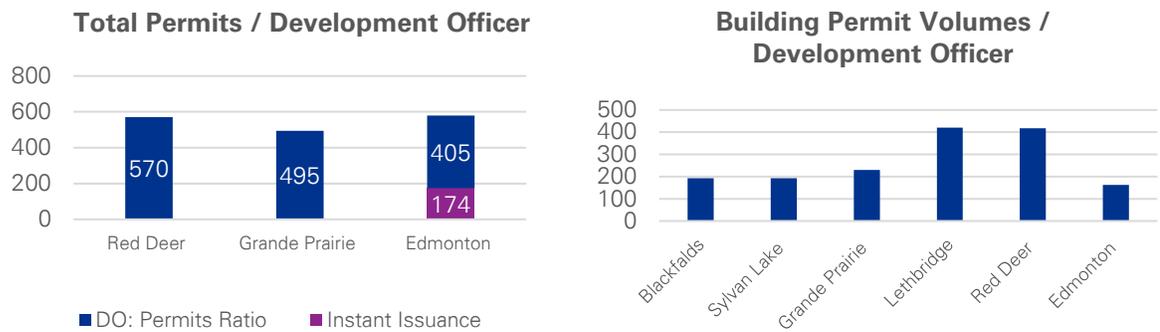
Staff from the Inspections & Licensing department provided the following feedback:

- Staff resources are constrained with regard to workload capacity, increasing process timelines.
- Staff capacity is not available to focus on new priorities.
- Development Officer resourcing for enforcement is not sufficient; Development Officers cannot maintain their traditional roles with the increased mandate from management regarding the prioritization of enforcement.
- External Stakeholders noted:
  - Staff may not have sufficient experience and technical understanding that is required to provide a high level of customer service; the relationships that existed with previous Development Officers no longer exist.
  - Inspections & Licensing is under staffed, which can contribute to process delays and lower quality of customer service.

##### 4.4.3.2 Jurisdictional Review

The City of Red Deer issues a higher number of building permits per Development Officer than all but one of the six comparable municipalities.

While total permits (i.e. development, building, and combination) per Development Officer appears to be comparable for the cities of Red Deer and Edmonton, it is important to note that 30% of the City of Edmonton's permits are issued instantly at the front counter (as noted in blue) and do not require Development Officer review.



**Progress Note:** Staff indicated that prior to Tempest when KPMG was conducting stakeholder interviews Development Officers were operating at a higher capacity. However since the implementation of Tempest it has been noted that this issue of constrained capacity has been reduced.

As part of the feedback received, it was noted that in addition to not having enough time / resources to conduct enforcement activities, staff may not have felt comfortable conducting these activities. To mitigate this, enforcement training is being conducted regularly to provide staff with the appropriate skills.

#### 4.4.4 Dedicated Business Analyst Resource

Due to the lack of performance management / metrics utilized at the City, and the opportunity to leverage current technology fully to optimize processes, the City could consider dedicating resources to business analysis.

##### 4.4.4.1 Internal and External Stakeholder Feedback

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Few process metrics are utilized, tracked, or reported upon; there are limited ad-hoc and standard reporting abilities for management to utilize in strategic decision making.
- Inconsistent availability of data puts major limitations on the ability of the City to make evidence-based resourcing decisions.
- Technology is available at the City, but a dedicated resource is needed to proactively monitor and review systems to identify / assess how it functions, or can better function.
- Staff are knowledgeable and familiar with business and operational aspects but there are gaps in IT knowledge.

##### 4.4.4.2 Jurisdictional Review

Other jurisdictions have begun to prioritize dedicated resources for business analysis. The City of Edmonton's development area has an analytics team who look at various process metrics to provide insight around processing times, permit volumes, customer wait times, etc. This information is published and available publicly on a quarterly basis. Additionally, the City of Lethbridge has a resource who is dedicated to optimizing the use of the Tempest system.

**Progress Note:** In discussing potential options / opportunities with IT it was identified that the City does have Business Analyst resources that are designated for this purpose. However they are not specific to any one function and can be utilized by numerous departments / groups.

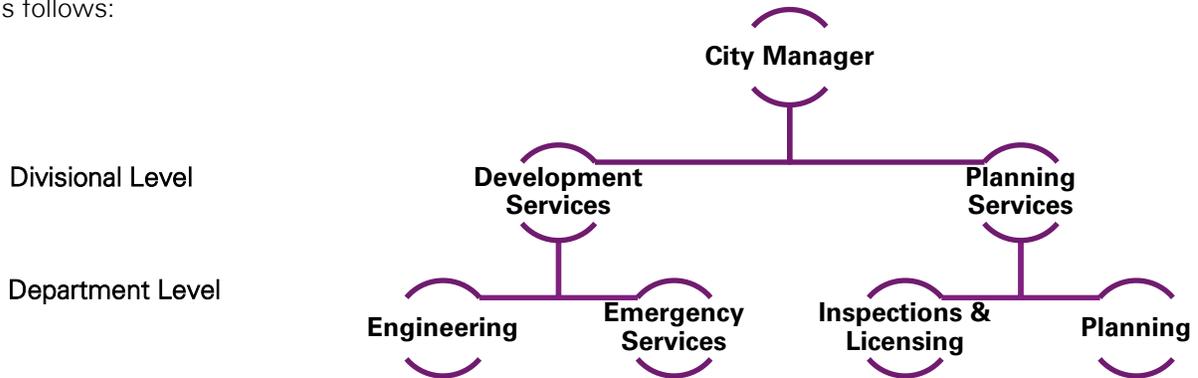
It was noted that there are BA/BRM (business analyst / business relationship management) in the form of business consultants. It was also noted that there is a Tempest Systems Coordinator working at the City as well.

## 4.5 How should the City be organized to effectively do the work?

Confusion exists both internally and externally regarding building and development services, resulting in incorrectly routed complaints, inquiries, applications, etc. Additionally, stakeholders noted that departments tend to operate in silos, resulting in delayed timelines, inconsistent messaging to applicants / residents, and increased confusion in overall processing.

### 4.5.1.1 Data & Information Analysis

Currently, the organizational structure of the areas that carry out building and development activities are as follows:

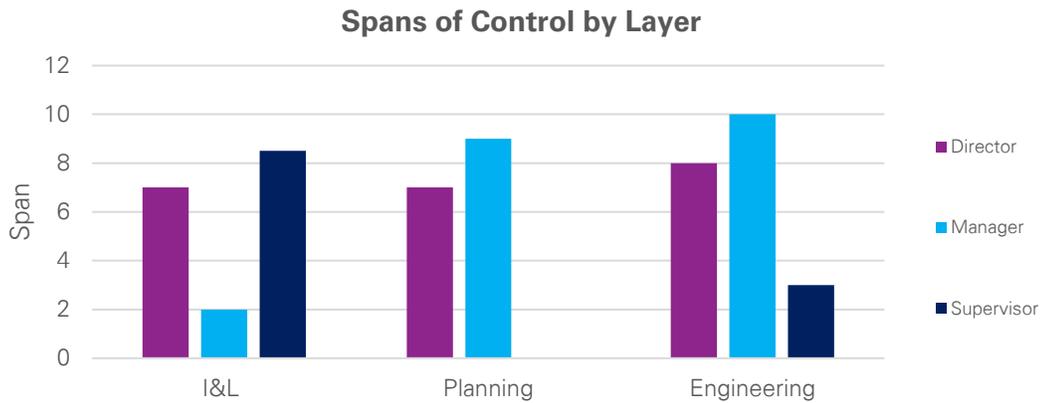


The above visual depicts how external customers / residents may become confused as to whom they should be calling with their inquiries and questions. While 'Development Services' suggests that this may be the appropriate division to contact with development related questions, most development activities that applicants are calling in regards to (i.e. building permits, development permits, etc.) are provided by the Inspections & Licensing department, which exists in the Planning Services division.

In addition, having the I&L and Engineering departments in different divisions may be influencing the perception that staff have, where departments are said to operate in silos, and that collaboration across departments is necessary.

When assessing the layers and spans of control within a department, it is important to assess the appropriate spans of control for the specific function of the organization. Some considerations are outlined in the table on the following page.

Larger Span of Control is Useful When:	Narrow Span of Control is Useful When:
<ul style="list-style-type: none"> <li>— Less day to day involvement, allows easier decision making, less chiefs, clearer identification of responsibilities</li> <li>— Work is stable and routine, process are clearly defined</li> <li>— Expectations are clear, fewer 'unexpected events'</li> <li>— Processes may be relatively simple</li> <li>— People are highly trained and autonomous</li> <li>— Management are good at delegating</li> <li>— Good reporting, visual management and tracking</li> </ul>	<ul style="list-style-type: none"> <li>— When the manager wants (or needs) to have close direct and regular contact with the team members,</li> <li>— Where we need close attention paid to what is happening day to day</li> <li>— Complex work and high variety within the work</li> <li>— Less skilled or experienced front line people</li> <li>— Harder to communicate – poor reporting, visual management</li> <li>— Lack of trust or higher risk inherent in the work</li> </ul>



*Note:* the 'Director' level for I&L and Planning are the same individuals.

Given the current span of control by level, the City may wish to further assess whether these are appropriate within each of its departments.

**4.5.1.2 Internal and External Stakeholder Feedback**

The following feedback was provided by internal stakeholders across all departments within the scope of this review.

- In addition, feedback from management levels indicated that there may be opportunities to improve the organizational structure of the departments in scope. Roles and responsibilities are not always clear; both internally and for customers (e.g. with regard to enforcement). This may be due to the concept that departments may not be organized in a way that supports consistency
- Complaints / inquiries may be incorrectly rerouted both internally and externally because people do not understand who should be addressing the issue; there is confusion around which department performs which function.

- Inspections & Licensing is where many of the development services / processes occur; however, they are located in the Planning Services division. When customers call with inquiries / looking for further information on development, they often call the Development Services division instead.

External stakeholders provided the following feedback:

- Requirements identified by staff are not always consistent with those identified by other staff
- There is a lack of coordination between departments in the plan review process, resulting in conflicting comments and delays.
- There is no integration across different services (in terms of applications, paying fees, separate folders, etc).

#### 4.5.1.3 Jurisdictional Review

Available organizational structure and staffing information from comparable municipalities is summarized in the jurisdictional review in Appendix 3.

Smaller municipality's structure planning and development within the same department, and some contract out specific services, such as planning, safety code related activities, or inspections. However, several municipalities were noted to have moved away from contracted services, similar to what the City did with its Planning Services several years ago.

Larger municipalities may also structure planning and development within the same 'division' or 'department', and then creating functional and sub-functional units based on the activities provided. For example, the City of Edmonton's Sustainable Development department includes planning services, a planning service center, and development and zoning services branches. Within development and zoning, there is an engineering group, a development permit approvals group, a safety codes group, business licensing, customer service advisors, and an analytics team.

## 4.6 How do fees relate to the service provided?

The comparisons of fees for in-scope services identified that variation in the fees for similar services across comparable municipalities. While some municipalities have kept their fees more broad for ease of application, some have gone into further detail, to allow municipalities to better reflect the time and effort put into service delivery.

### 4.6.1.1 Data & Information Analysis

In reviewing the financial information for each of the in-scope departments, it was identified that none of the departments are cost-recovering for the services provided. The Emergency Services department has not been included, as most of the activities in the financial information are outside of the scope of this review.

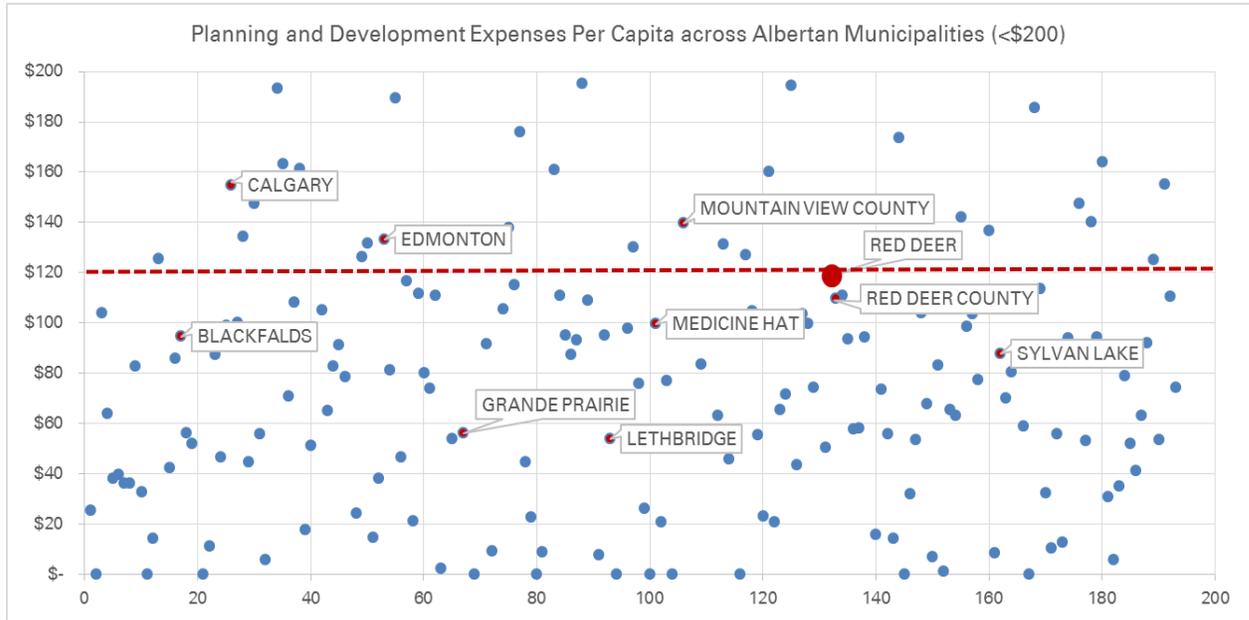
In addition, Emergency Services does not charge for the services provided related to Building and Development processes. The financial information for the Inspections & Licensing, Planning, and Engineering departments have been included, although this may include information on out of scope services as this information could not be separated from the in-scope information.

The table on the following page depicts the financial information for the department generally; however, the Planning department financial information has excluded the retail land sales / rent revenues, as this activity is within the Land and Economic Development group.

Inspections & Licensing					
	2010	2011	2012	2013	2014
Revenues	\$2,349,687	\$2,647,196	\$3,324,112	\$3,541,951	\$3,690,014
Expenses	\$9,956,956	\$10,816,455	\$10,501,006	\$11,215,572	\$12,326,372
Net	\$(7,607,269)	\$(8,169,259)	\$(7,176,894)	\$(7,673,621)	\$(8,636,358)
Planning					
	2010	2011	2012	2013	2014
Revenues	\$51,952	\$145,174	\$198,915	\$285,035	\$162,100
Expenses	\$1,352,101	\$1,616,445	\$1,558,784	\$1,661,773	\$1,663,675
Net	\$(1,300,149)	\$(1,471,271)	\$(1,359,869)	\$(1,376,738)	\$(1,501,575)
Engineering					
	2010	2011	2012	2013	2014
Revenues	\$23,061	\$75,491	\$83,587	\$95,104	\$69,680
Expenses	\$4,675,211	\$7,144,404	\$6,161,827	\$9,734,309	\$6,642,414
Net	\$(4,652,150)	\$(7,068,913)	\$(6,078,240)	\$(9,639,205)	\$(6,572,734)

The graph below compares the planning and development per capita expenditures for Alberta's municipalities, with each dot representing a different municipality. The City and Red Deer County have similar expenditures per capita, likely due to their close geographic vicinity and similar business costs.

The majority of other municipalities assessed in this review were below the City's per capita expenditures; however, the City of Edmonton is slightly above, while the City of Calgary has the highest of all comparable municipalities. It is interesting to note that while Mountain View County has a small population, they have a higher per capita expenditure than most other municipalities, following only Calgary.



Based on the above assessment, the expenditures per capita spent are generally higher than other comparable municipalities.

**4.6.1.2 Internal and External Stakeholder Feedback**

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- The fees attached to services are outdated, disproportionate to service value, and / or perceived by staff as being too low.
- Lack of enforcement / proportionate penalty fees in various service areas does not encourage due diligence from customers.
- There is confusion on how fees and charges are determined, both internally and externally. There may also be a lack of consistency in fee application for some services.

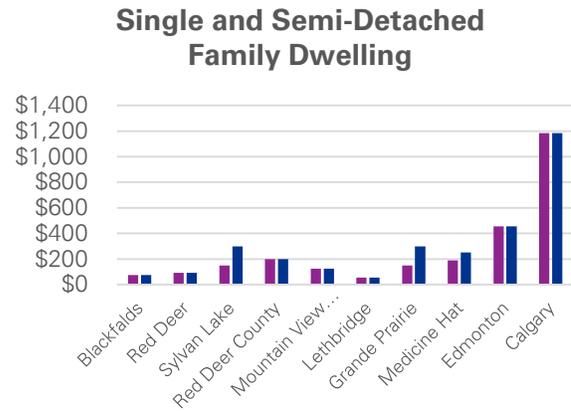
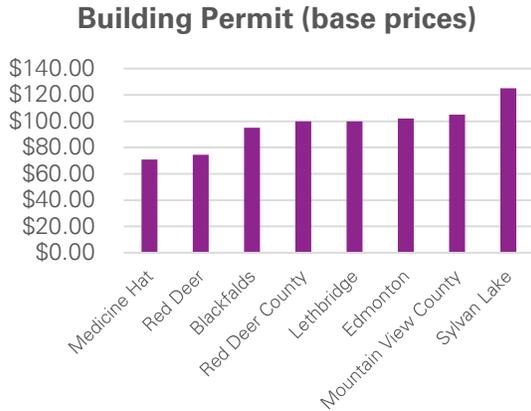
External stakeholders provided the following feedback:

- The 'cost' of doing business (including fees) in the City is higher than surrounding municipalities and the processes are more difficult to navigate.
- 33% of survey participants indicated that they were dissatisfied with the current fee structures.

**4.6.1.3 Jurisdictional Analysis**

A review of the fees by comparable municipalities identified several areas that the City may wish to adjust or add fees to. While comparisons were not always available due to differences in policies, structure, and granularity, the following observations were identified from those fees that were able to be compared:

Inspections & Licensing

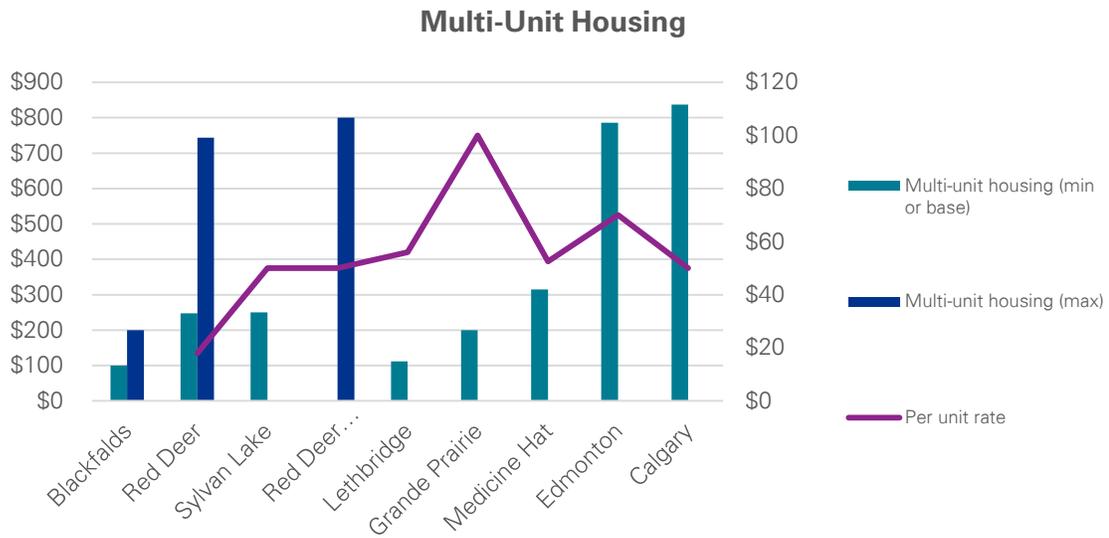


The City appears to have relatively low fees relative to comparable municipalities assessed; the base building permit fee is the second lowest across all municipalities that were assessed.

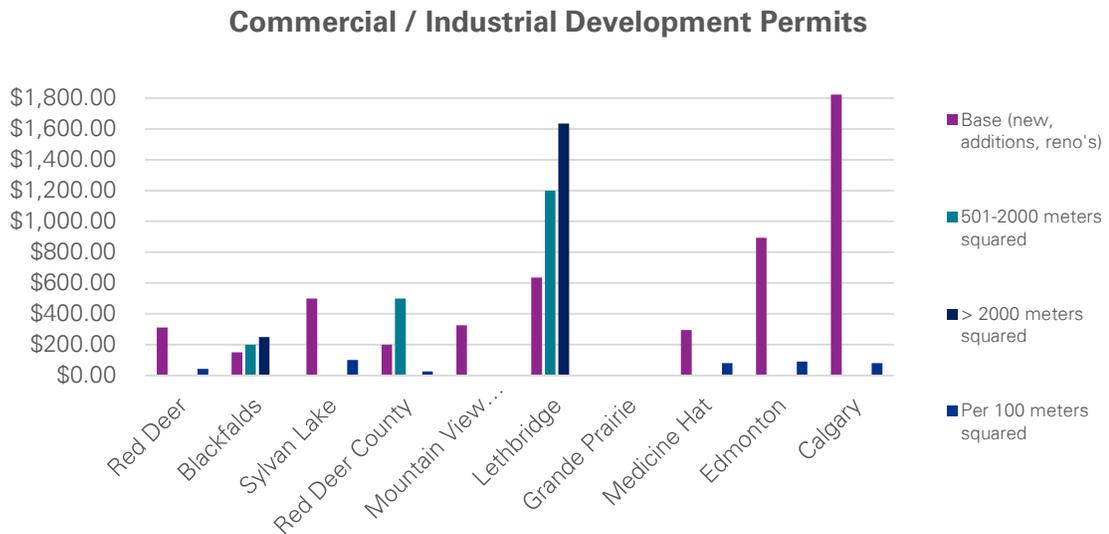
Differences in fees across various other categories of building permits are difficult to compare; some municipalities (i.e. City of Medicine Hat, Red Deer County, and Mountain View County) tend to rank pricing based on square foot for residential building permits, whereas the Town of Sylvan Lake, City of Lethbridge, and cities of Calgary and Edmonton charge based on construction value. For commercial building permits, most municipalities charge based on construction value at a formula of \$X / \$1000 of construction value. Aside from the cities of Edmonton / Calgary, Red Deer had the highest commercial Building Permit per \$1000 construction value fees.

The City does not have the same classifications for development permits that other municipalities do. Other municipalities break their residential development permits into categories such as single detached dwellings, semi-detached dwellings, multi-unit apartments, accessory buildings, accessory dwellings, and additions or renovations.

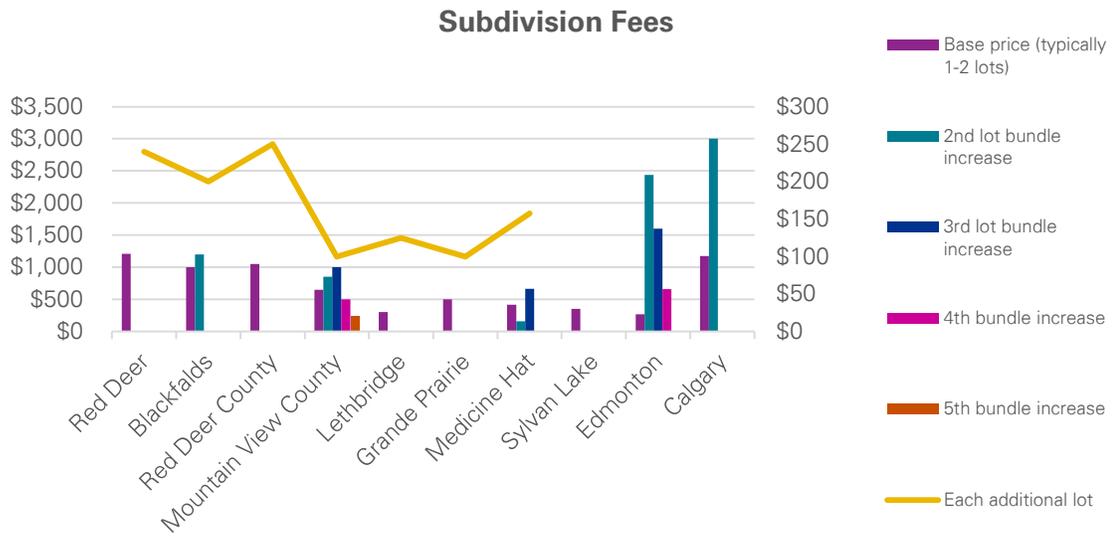
As a result, since the City has a 'basic' development permit fee that is given to residential development applications, as depicted in the graph above, the fees are relatively low when compared to other municipalities.



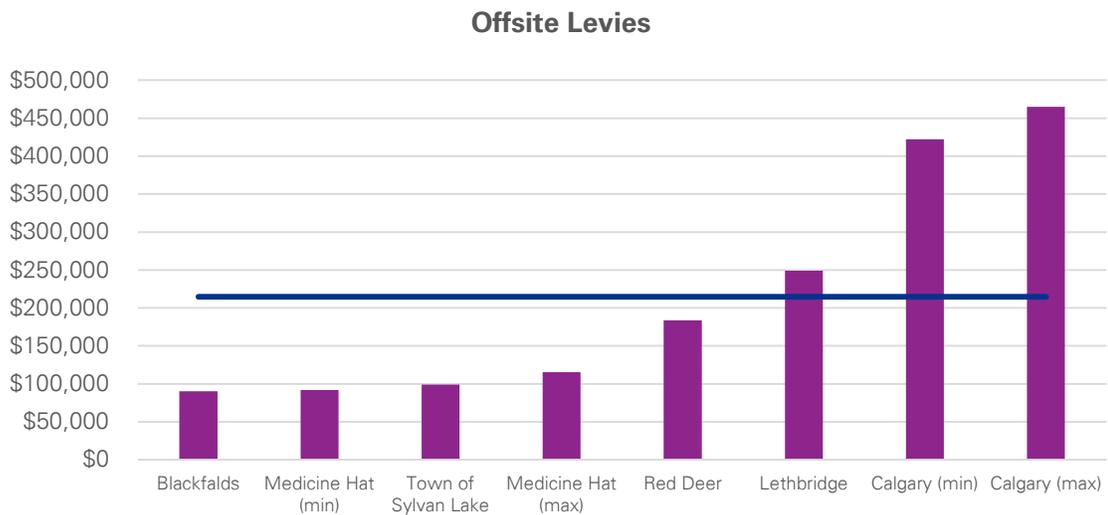
As depicted above, multi-unit fees are similar to other municipalities, but the per unit rate is lower than comparator municipalities.



Generally speaking, the City's fees for development permits for commercial / industrial appear to be lower than other municipalities, some of which use increasing rates based on square footage. The per 100 m<sup>3</sup> rates used by other municipalities is higher than the City's (with the exception of Red Deer County at \$25 per 100 m<sup>3</sup>). The City charges approximately \$43 per 100 m<sup>3</sup>, while other municipalities range from \$79 to \$100 per 100 m<sup>3</sup>.



Relative to other municipalities, the City appears to be comparatively priced for subdivisions, excluding the cities of Edmonton and Calgary, who have escalating fees based on the number of lots. One observation from reviewing the subdivision fees is that the City also used to have escalating fees with lot increases, but in 2012 the fees were changed to their current single rate form. Relative to municipal areas in closer proximity (e.g. Town of Blackfalds, Red Deer County), the City is either comparable or slightly lower in pricing when adjusting for prices by additional lot.



Relative to surrounding municipalities like the Town of Blackfalds, the City has a higher rate for offsite levies. However, for comparable cities and larger ones, like the City of Lethbridge, Red Deer has lower offsite levies.

The City charges Development Agreements on a per hectare basis (at \$3,300 in 2015). These fees rely largely on assumptions, and require developments to be built out in six or more phases to recover the upfront costs of staff investment / time, including Servicing Study reviews, TIA's, Noise Studies, etc.

A recent review of Development Agreement fees has indicated that the relative size of the development does not significantly affect the amount of staff time spent processing the application, which means that a smaller Development Agreement requires the same effort as a larger one. However, the fee charged is significantly less and reduces the ability to recover costs.

Other municipalities have different structures for charging fees relative to Development Agreements / Servicing studies and associated reviews. The below table summarizes fees that are related to the Development Agreement process.

Municipality	Fees
<b>Red Deer County</b>	Preparation of commercial, industrial, residential or multi-lot unit - \$1000 Additional Fees Associated with the agreement - \$4000 minimum Rural Development: \$500 / acre, \$2000 max Urban Development:\$1000 / acre (no max)
<b>Sylvan Lake</b>	Development Agreement Administration Type 'A' – major/subdivision - \$3000 minimum or \$350 per gross hectare Development Agreement Administration Type 'B' – minor/development - \$2500
<b>Mountain View County</b>	Development Agreements, Engineering Review (applies to high density developments where no subdivision is proposed) \$25.00/gross acre Minimum Fee \$1500.00
<b>Medicine Hat</b>	Service Agreement – City Standard Agreement \$1,879.50 Service Agreement – Use of Non-City Standard Agreement \$6,090.00 Development Agreement – City Standard Agreement \$131.25 Development Agreement – Use of a Non-City Standard Agreement \$2,835.00 Development Agreement Final Fee \$215.25
<b>Edmonton</b>	The current rate for residential developments is \$4,344/hectare (2015) with a minimum value of 3.0 hectares.

While the City includes associated services / reviews in its Development Agreement administration fee, other municipalities may not necessary have fees structured the same way. Other municipalities may break out their fees into 'service agreements', 'engineering reviews', 'servicing inspection' fees, etc.

Additionally, Legal has expressed concerns to Engineering regarding the size of their development deposit. Currently, the deposit required is only 25%, which is not enough to cover the risk in case the developer defaults. Other municipalities, such as the cities of Calgary, Lethbridge, and Grande Prairie, and Mountain View County, require higher deposits from their developers in order to manage risk, ranging from 50% to 150% as outlined below:

- Grande Prairie: 50%

- Lethbridge: 50% (minimum of \$5,000 to a maximum of 50%)
- Mountain View County: 100%
- Calgary: 150% (of outstanding deficiencies – minimum of \$3,000)

The Town of Blackfalds utilizes a base rate, with a deposit of \$1,000 for each unit to be developed.

Based on these comparisons, it is evident that the City could increase its security deposit fee to vet some of the risk in case a developer defaults.

There are also several processes that the City does not charge a formal fee for that other municipalities are charging for. An example is redesign / revision fees, which are for those applications that have a change in use throughout the project lifespan, or require significant revision likely due to incompleteness of the application. While the City of Grande Prairie only charges 50% of the regular application rate for these revisions, the City of Medicine Hat considers this a 're-application' and charges the standard fee plus 100% to review the application again. The City of Calgary charges \$234 for 'plans re-examination', and 10% of the permit fee or \$125 / hour staff time (\$120 minimum) for revisions.

Some municipalities also charge when applications require recirculation to departments, as a result of changes by the applicant throughout the process.

- The City of Medicine Hat charges 25% of the regular permit fee.
- The City of Edmonton charges \$1,020 for development permits, and 50% for residential permits.
- The City Calgary charges \$1,203 to re-circulate applications.

In addition, pre-consultations are a process that is currently utilized by the City to assist applicants in identifying what information and requirements their project will entail. However, this process is not currently formalized, and does not have a fee attached.

Other municipalities, like the cities of Edmonton and Calgary, have formalized these processes for complex and discretionary developments, with fees of \$306 and \$631 respectively.

The City may wish to charge a fee for consultations for those applications that are complex and require significant staff time for review. This fee charged does not have to cover the cost of providing the services, however, it should be substantial enough to incent applicants to undertake due diligence in preparing for the meeting. In addition, if the City charges a fee, this will encourage staff to prepare for the meeting, and ensure that the appropriate individuals with authority are present that can make decisions.

Feedback from internal stakeholders suggested that the penalty fees for certain services are not high enough to act as a deterrent for non-compliance. While the towns of Blackfalds and Sylvan Lake, Red Deer County, and the cities of Lethbridge and Medicine Hat have defined penalties for commencing development without the appropriate permits (i.e. double the original permit fee). The following municipalities have identified various fees for enforcement:

	First Offense	Second Offense	Third Offense
Red Deer	\$500	\$1,000	\$5,000
Red Deer County	\$2,500	N/A	N/A
Mountain View County	\$1,000	N/A	N/A
Edmonton	\$1,000	\$2,500	N/A
Calgary	\$1,500	\$3,000	N/A

## 5 Options for Improvement

### 5.1 Overview

More than 40 options were developed based on the findings and opportunities for improvement outlined in the previous section.

It should be noted that the City has made **significant progress** in making improvements to its building and development services in recent years. In particular, various self-service options have been – and are in the process of being – introduced for high volume, low complexity permits issued by the Inspections & Licensing permit. The department has also transitioned to using mobile technology for inspections. The City's recent EBA implementation has facilitated the development of these efficiencies, with intentions to bring the Engineering and Planning departments on board in the future.

Given the ongoing changes associated with the EBA implementation, the upcoming rewrites of the Licensing Bylaw and Land Use Bylaw, and anticipated changes to the MGA that will impact the way business is done in the departments, it should be noted that these are point-in-time options and some may change over time.

As many opportunities impact multiple departments, the following table identifies how the opportunities identified align with each of the in-scope departments that was reviewed by theme.

Option Theme		Inspections & Licensing	Engineering Services	Planning Services	Emergency Services
A	Empower Staff	5	4	4	3
B	Adjust Fees	4	4	3	0
C	Streamline Application Processing Controls	2	3	4	1
E	Bundle Services & Rationalize Inspections	5	1	1	2
F	Enhance Approach to Customer Centric Service Delivery	9	9	8	6
G	Refine Information Technology / Management	4	5	2	2
H	Performance Management	2	2	2	2
<b>Total Opportunities (out of 40) Relevant to Each Department:</b>		<b>31</b>	<b>28</b>	<b>24</b>	<b>16</b>

### 5.2 Prioritization

To provide the City with context as to which options should be prioritized for implementation immediately, each option was ranked in terms of value, as defined by the Value Framework, and the complexity of the option's implementation.

#### 5.2.1 Value

Value is the relationship between satisfying needs and expectations and the resources required to achieve them. In the context of the City's delivery of services, it is the worth of a service provided by the City as determined by the preferences of its residents and customers and the trade-offs given scarce resources such as time or taxes.

The expected value is summarized in terms of the impact the change has on any of the following areas:

- Improved economy (reduced costs to deliver the desired outputs)

- Improved efficiency (optimizing the use of resources to deliver services in a timely and high quality manner)
- Improved effectiveness (ability to meet organizational goals and stakeholder expectations)
- Improved equity (increased fairness of outcomes)
- Improved environment (increased sustainability and consideration to long-term decision making for the community)

To provide a ranking for each option based on the above lenses, the following was identified as high, medium, and low value:

<b>High</b>	The recommendation is expected to generate value in several of the areas listed above significantly.
<b>Medium</b>	The recommendation is expected to generate a significant to moderate amount of value in at least one of the areas listed above.
<b>Low</b>	The recommendation is expected to generate only a small to moderate amount of value in at least one of the areas listed above.

### 5.2.2 Complexity

The level of complexity required is summarized in terms of the people, cost and time to implement the described option. The level defined for each option on the following pages is an aggregate of these three assessments:

#### People:

<b>High</b>	The estimated impact on processes, policy, training, and role adjustment is significant.
<b>Medium</b>	The estimated impact on processes, policy, training, and role adjustment is moderate.
<b>Low</b>	The estimated impact on processes, policy, training, and role adjustment is low.

#### Cost:

<b>High</b>	The estimated cost to implement the recommendation is significant.
<b>Medium</b>	The estimated cost to implement the recommendation is moderate.
<b>Low</b>	The estimated cost to implement the recommendation is low.

#### Time:

<b>High</b>	The estimated duration to implement the recommendation is significant (> 1 year).
<b>Medium</b>	The estimated duration to implement the recommendation is moderate (within 1 year).
<b>Low</b>	The estimated cost to implement the recommendation is low (immediately).

### 5.2.3 Value vs. Complexity Matrix

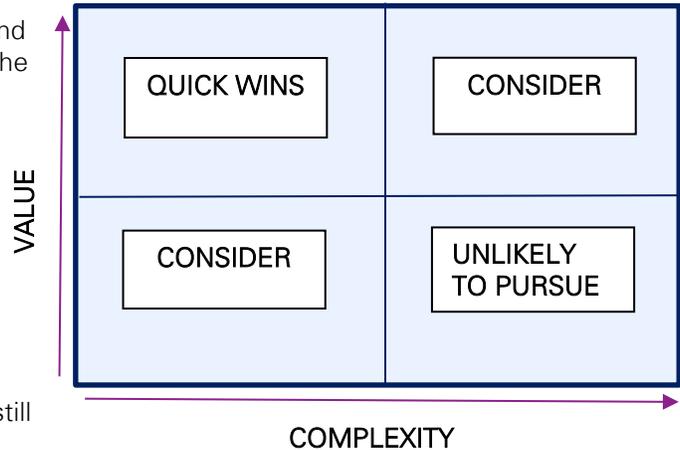
After scoring options were assembled into a matrix comparing the value and complexity of each. The City will need to take a different approach for the implementation of each options based on where they fall on the matrix, which is described below.

**Quick Wins:** Options that fall into this quadrant should be prioritized for implementation first as they will generate the highest perceived benefits for stakeholders with the lowest effort in implementation.

**Consider:** Options that are high value, but high complexity (landing in the top right quadrant) and options that are low complexity, low value (in the bottom left quadrant) should be considered for implementation next.

Options that are high value but higher complexity may require longer-term implementation effort, but since the perceived benefits received will be high, this could be a worthy investment regarding value for the City.

Additionally, if options are relatively easy to implement, even if they are lower value, they still may be considered for implementation as the associated costs are fairly low and there may be marginal benefits to value.



**Unlikely to Pursue:** Options that are low in value, but high in complexity, will land in the bottom right quadrant. These options are not recommended for implementation, as the benefits received and perceived by stakeholders will be low, and the efforts associated with implementation will be high.

### 5.3 Recommendations

Based on the prioritization, recommendations arising from this VFM review are described below:

Recommendation	Description	Drivers
<p><b>1. Enhance Quality Control Mechanisms</b></p> <p>Formalize pre-consultation sessions and triage reviews to increase the quality of applications.</p>	<p>Formalize pre-application consultations, and introduce triage reviews for complex applications (Engineering’s Development section performs a triage for Development Agreements) to assess their completeness and quality, and align with applicants on conditions and expectations.</p> <p>Attach a fee to encourage due diligence in application preparation, which can be taken off of the back-end once an application is approved; although mainly to encourage quality, these fees also attach revenues to the staff time spent in informal consultations with applicants.</p>	<p><i>Increased application quality will be driven by:</i></p> <p>Formalize pre-application consultations for complex applications to Planning, Engineering, and Inspections &amp; Licensing</p> <p>Capture the critical content of pre-consultations for later reference</p> <p>Introduce a triage review for complex Planning applications</p>

Recommendation	Description	Drivers
		Enforce “no acceptance” policy for incomplete / piecemeal applications;
<p><b>2. Streamline Engineering Referrals</b></p> <p>Eliminate the passing of folders in sequence in Engineering and redundant processes that run alongside them to increase efficiencies in referral timelines.</p>	<p>Send out Engineering referrals in parallel (through Tempest) instead of sequentially from staff to staff to reduce issues caused by applications sitting on one person’s desk for long periods of time, and to increase transparency into the referral process.</p> <p>This would involve eliminating the ‘pink-folder’ tracking process in Engineering and utilize Tempest for all referrals (between and within departments).</p>	<p><i>These increased referral efficiencies will be driven by:</i></p> <p>Granting all Engineers who do referrals access to Tempest</p> <p>Distributing applications to be reviewed in parallel alongside Tempest notifications sent directly to reviewers</p> <p>Phasing out the pink folder and Hansen notifications</p>
<p><b>3. Bundle Permits / Services</b></p> <p>Bundle services / permits together to reduce the number of distinct applications and increase customer centric service delivery.</p>	<p>Bundle services and permits where possible to improve the service levels associated with simple residential permits.</p> <p>Even when reducing the overall number of externally-facing applications does not contribute to efficiency gains, it simplifies the customer-facing experience by reducing the repetition associated with multiple applications and the inconvenience of dealing with various contacts.</p> <p>Permit bundling also can contribute to faster processing times where a reduced numbers of applications streamlines the handling of permit applications.</p>	<p><i>Permit / Service Bundling will be driven by:</i></p> <p>Reducing the amount of time an application sits idle waiting for reviews by identifying sources of queues and backlogs</p> <p>Triaging applications at intake</p> <p>De-streaming and prioritizing simple residential permits (1+2 Family Dwellings, accessory structures, and decks) from more complex projects</p>
<p><b>4. Shift to Risk Based Inspections</b></p> <p>Alter the inspections model to free up staff time that can be redirected toward high priority work, and simplify the high experience for high-performing customers.</p>	<p>Reduce inspections for high-performing contractors (perform random audits instead) to redirect resources from low risk items to high risk items.</p> <p>By deploying a risk based approach to inspections, the City can use its current inspection resources better and focus on areas of high concern rather than try and inspect everything.</p> <p>For additional efficiencies, replace site visits with “desk inspections” based on</p>	<p><i>Increased safety outcomes will be driven by:</i></p> <p>Risk scoring the services offered by the City following an analysis of the probability and consequences of failure</p> <p>Leveraging existing models used by other safety authorities</p> <p>Redirecting resources from low risk items to high risk items</p> <p>Educating the public using freed up resources to increase</p>

Recommendation	Description	Drivers
	evidence / declarations (e.g. regarding re-inspections for minor deficiencies)	compliance with existing regulations with the benefit of reducing work without permit and increasing revenue
<p><b>5. Dedicated Business Analyst Resources</b></p> <p>Dedicate resources to the analysis and optimization of current and future IT systems to bridge the gap between operations and IT systems / functions.</p>	<p>Few process metrics are utilized, tracked, or reported upon; limited ad-hoc and standard reporting abilities for management to utilize in strategic decision making.</p> <p>The addition of dedicated business analysts will assist in bridging the gap between operations and optimizing the IT systems to increase effectiveness and efficiency.</p> <p>The increased availability of reports, data and metrics will enable management to make strategic, quantitatively driven decisions.</p>	<p><i>Prioritization of analysis functions will be driven by:</i></p> <p>The dedication of business analysts to optimizing Tempest</p> <p>Generation of performance management reports and metrics</p> <p>Making this information accessible to internal and external stakeholders</p>
<p><b>6. Conduct Customer Focused Training</b></p> <p>Implement training that empowers staff to utilize judgment in service delivery to provide outcome based solutions.</p>	<p>Deliver training to staff that will allow them to balance the policies, processes, and guidelines put in place by the City with the need to provide an exceptional customer experience that is outcomes-driven rather than tactics-driven.</p> <p>Staff must understand which decisions are flexible and which are not through a comprehensive understanding of applicable bylaws and policies, but also be empowered to assess risks and exercise judgment to drive customer-oriented outcomes.</p> <p>Support from management such that staff feel safe exercising judgment is essential to driving this outcome.</p>	<p><i>Implement customer-focused training</i></p> <p>Hiring and training individuals with strong judgment capabilities</p> <p>Developing and training staff in the use of a risk assessment tool to navigate reviews in a way that offers flexibility within rules</p> <p>Driving support and encouragement from management to promote a culture of empowered, customer-oriented staff</p> <p>Pursuing training opportunities with industry so that staff understand not just the City's business, but the business of customers as well.</p>

Recommendation	Description	Drivers
<p><b>7. Addition of a Dedicated Administrative Assistant to the Planning Department</b></p> <p>The addition of a dedicated administrative resource will allow specialized staff to direct attention to core service delivery and increase capacity to meet service levels.</p>	<p>Add an administrative resource to the Planning Department to free up staff capacity by allowing them to focus on core services mandated by leadership and by council, instead of non-value added activity. The increased capacity of Planning staff will contribute to a focus on core activities, meeting service levels, and provide more time to better understand customer needs. Currently, the department relies on the divisional administrative assistant to provide support in administrative activities. Activity modelling would add to the business case for this resource.</p>	<p><i>Increased focus on core service delivery will be driven by:</i></p> <p>Increasing alignment with management / Council as to what the core activities delivered by the Planning department are</p> <p>Using an activity model to identify time spent on activities outside of staff's current job description and re-allocating tasks to administrative resource(s) where possible.</p>
<p><b>8. Enable Mobile Engineering Inspections</b></p> <p>Introduce mobile technology to the Engineering Services Development Section to support efficiencies in inspections.</p>	<p>Acquire mobile technology for Engineering inspections, which has the capability for automatic report generation and deficiency notifications sent directly to customers. This will reduce manual inputs by inspectors.</p> <p>The benefit of increased inspection efficiency is achieved through a combination of:</p> <ul style="list-style-type: none"> <li>— Inspectors increasing their productivity in the field through mobile solutions, and</li> <li>— Inspectors increasing their daily capacity in the field due to more flexible inspection scheduling and substitution.</li> </ul>	<p><i>These increases in inspection efficiencies will be driven by</i></p> <p>Mobile access to system information</p> <p>Digital copies of plans</p> <p>Inspection scheduling &amp; routing</p> <p>Standardized report templates for inspections</p> <p>The ability to substitute another inspection when a customer cancels or is not ready</p>
<p><b>9. Implement Performance Management</b></p> <p>Define and implement metrics to build performance management capabilities that will drive improvements to efficiency and effectiveness.</p>	<p>Define and implement process metrics and develop reporting abilities to enable performance management.</p> <p>Data analytics on service delivery should be used to assess whether targets are being met across different time periods, track customer wait times and complaints, and identify areas for improvement.</p> <p>Metrics underlying performance management will empower managers with the business intelligence to</p>	<p>Increased business efficiencies will be driven by:</p> <p>Designing metrics that support business outcomes</p> <p>Collecting data to support performance measures and analysis</p> <p>Generating timely reports to inform decision-makers</p> <p>Utilizing performance management metrics to find bottlenecks</p>

Recommendation	Description	Drivers
	<p>identify gaps and make data-driven decisions.</p> <p>Reducing the number of unlinked data sources and moving towards a single tracking system will increase the effectiveness of these efforts.</p>	<p>Prioritizing areas where adjustments can be made to generate efficiencies</p>
<p><b>10. Build / Utilize an Activity Model</b></p> <p>Build an Activity Model in conjunction with the data collection in implementing performance management to identify resources required by activity and inform resourcing decisions.</p>	<p>Build an Activity Model that links detailed employee hours to activities to develop an understanding of core activities and how much time is spent on them relative to other tasks.</p> <p>This model will generate significant insights into how efficiently and effectively the City applies its resources and inform future decision-making to close gaps or alter resourcing / job descriptions to align with work being done.</p> <p>The model can also capture time on individual applications to track the costs of those applications in terms of staff time, where referrals to certain parties may be unnecessary, etc.</p>	<p><i>Improved resourcing abilities will be driven by:</i></p> <p>Developing a model of activities and processes that is accessible to staff for filling out their time on each work task.</p> <p>Tracking of data that links staff time to activities at four levels: stream, process, activity, and tasks.</p> <p>Using the data to analyze staff time required per unit of work volume for the various activities (by level) they are involved in</p> <p>Utilizing the data on an ongoing basis to evaluate the best use of resources and how changes in demand may impact allocation</p>

**Other Options**

Options that were ranked as low in value, low in complexity or high in value, high in complexity are located in the 'consider' quadrants. These are options that the City could consider for implementation after the quick wins have been implemented. These are described in further detail in Appendix 6.

### 5.3.1 Value Assessment of Recommendations

Each of the recommended improvements is highlighted below in terms of how they will help to improve value for the City, based on the Value Framework defined in Appendix 4.

<b>Recommendation</b>	<b>Lever:</b>	Process
<b>1. Enhance Quality Control Mechanisms</b>  Formalize pre-consultation sessions and triage reviews to increase the quality of applications.	<b>Overall Value Improvement:</b>	<b>High</b>
	<i>Value Framework Assessment</i>	
	<b>Economy:</b>	Fees attached to the triage and pre-consultation processes not only encourage due diligence in preparation from applicants, but also assist in cost recovery.
	<b>Efficiency:</b>	High quality and complete applications result in efficient processing (i.e. less requests for requirements, waiting for additional drawings, modifications etc.).
	<b>Effectiveness:</b>	Efficient processing of applications results in an increased ability to meet pre-defined service levels.
	<b>Fairness:</b>	High quality and complete applications result in efficient processing (i.e. less requests for requirements, waiting for additional drawings, modifications etc.).
	<b>Environment:</b>	Likely will have a minimal impact on environment.

<b>Recommendation</b>	<b>Lever:</b>	Process
<b>2. Streamline Engineering Referrals</b>  Eliminate the passing of folders in sequence in Engineering and redundant processes that run alongside them to increase efficiencies in referral timelines.	<b>Overall Value Improvement:</b>	<b>Medium</b>
	<i>Value Framework Assessment</i>	
	<b>Economy:</b>	Likely will have a minimal impact on economy.
	<b>Efficiency:</b>	Optimizing the use of systems to track referrals and reducing unnecessary referral processes will eliminate non-essential steps, reducing the non-value added intermediate manual step.
	<b>Effectiveness:</b>	Increased use of systems to track referrals / applications will allow for greater transparency of application status, both internally and external and contribute to the adherence to service levels.
	<b>Fairness:</b>	Likely will have a minimal impact on fairness.
	<b>Environment:</b>	Likely will have a minimal impact on environment.

<b>Recommendation</b>	<b>Lever:</b>	Process
<b>3. Bundle Permits / Services</b>  Bundle services / permits together to reduce the number of distinct applications and increase customer centric service delivery.	<b>Overall Value Improvement:</b>	High
	<i>Value Framework Assessment</i>	
	<b>Economy:</b>	Likely will have a minimal impact on economy.
	<b>Efficiency:</b>	Impacts on efficiency may be realized (i.e. all information is collected at once and reduction of the 'points of contact' needed with applicants at submission)
	<b>Effectiveness:</b>	Bundling services is a mechanism to increase the customer experience and aim to meet stakeholder expectations regarding the ease of application.
	<b>Fairness:</b>	Bundling services greatly reduces the complexity and number of submissions required for simple residential permits; this increases the service level to those developers / homeowners who do not require detailed review of applications and desire faster processing.
	<b>Environment:</b>	Likely will have a minimal impact on environment.

<b>Recommendation</b>	<b>Lever:</b>	Process
<b>4. Shift to Risk Based Inspections</b>  Alter the inspections model to free up staff time that can be redirected toward high priority work, and simplify the high experience for high-performing customers.	<b>Overall Value Improvement:</b>	High
	<i>Value Framework Assessment</i>	
	<b>Economy:</b>	Cost aversion in the sense that resources that were previously being utilized for other inspections can now be re-allocated to other activities.
	<b>Efficiency:</b>	Utilizing a risk based inspection process will allow the City to utilize resources for high-risk inspection sites and reduce the number of staff required to conduct overall inspections, allowing them to focus on other activities. This will also reduce the current backlog in inspections.
	<b>Effectiveness:</b>	Will allow the City to conduct necessary inspections in a timelier manner, and focus on high risk sites to increase overall safety and meet identified safety outcomes.
	<b>Fairness:</b>	The reduction of non-essential inspections will increase the overall timelines for all processes (i.e. low risk can proceed with 'desk inspections' instead, high risk get inspected sooner so safety concerns can be addressed and the project can proceed etc.) Developers are obtaining the inspections when they need them, as the current backlog is mitigated and the greater community benefits as a result.
<b>Environment:</b>	Focus on high risk sites will help to identify those safety concerns and contribute to overall levels of increased safety for the greater community.	

<b>Recommendation</b>	<b>Lever:</b>	People
<b>5. Dedicated Business Analyst Resources</b>  Dedicate resources to the analysis and optimization of current and future IT systems to bridge the gap between operations and IT systems / functions.	<b>Overall Value Improvement:</b>	High
	<i>Value Framework Assessment</i>	
	<b>Economy:</b>	Relevant and timely information can lead to greater understanding of operations, including costs and could possibly lead to cost-avoidance or cost-aversion.
	<b>Efficiency:</b>	An additional resources will not add to the capacity limitations that staff currently have in taking additional work like this on.
	<b>Effectiveness:</b>	Understanding and communicating the information and data retrieved is paramount to the sustained use of data in a decision-making capacity.
	<b>Fairness:</b>	From an internal perspective, departments should have access to data and metrics that are meaningful and allow them to make informed decisions.
	<b>Environment:</b>	Likely will have a minimal impact on environment.

<b>Recommendation</b>	<b>Lever:</b>	People
<b>6. Conduct Customer Focused Training</b>  Implement training that empowers staff to utilize judgment in service delivery to provide outcome based solutions.	<b>Overall Value Improvement:</b>	High
	<i>Value Framework Assessment</i>	
	<b>Economy:</b>	Likely will have a minimal impact on economy.
	<b>Efficiency:</b>	Effectively communicating with clients could result in increased ability to communicate requirements and reduce inefficiencies in the processing stages later on.
	<b>Effectiveness:</b>	The focus on outcomes based thinking has a high potential for the increased perception of value from both the perspective of stakeholders and citizens.
	<b>Fairness:</b>	Increasing the ability of staff solve the unique problems / needs of varying stakeholder groups will increase their perception of value.
	<b>Environment:</b>	Likely will have a minimal impact on environment.

<b>Recommendation</b>	<b>Lever:</b>	People
<b>7. Addition of a Dedicated Administrative Assistant to the Planning Department</b>  The addition of a dedicated administrative resource will allow specialized staff to direct attention to core service delivery and increase capacity to meet service levels.	<b>Overall Value Improvement:</b>	High
	<i>Value Framework Assessment</i>	
	<b>Economy:</b>	It is more cost-effective to have an administrative professional handling admin activities rather than highly specialized staff.
	<b>Efficiency:</b>	Optimizing resources to focus on value-added activities reduces the time spent on other activities and increases the ability to provide services according to timelines.
	<b>Effectiveness:</b>	Increased focus on value-added activities increases the ability of staff to meet pre-defined service levels.
	<b>Fairness:</b>	From an internal perspective, departments should have access to similar levels of support as other departments so they can focus on value-added work.
	<b>Environment:</b>	Likely will have a minimal impact on environment.

<b>Recommendation</b>	<b>Lever:</b>	Information Technology
<b>8. Enable Mobile Engineering Inspections</b>  Introduce mobile technology to the Engineering Services Development Section to support efficiencies in inspections.	<b>Overall Value Improvement:</b>	High
	<i>Value Framework Assessment</i>	
	<b>Economy:</b>	Mobile technology can reduce the amount of time spent preparing, researching in the field, inspection, report writer, substituting inspections for clients not ready etc.
	<b>Efficiency:</b>	Automatic update from mobile technology into systems and sent to client's reduces the manual inputs by operators, with less time spent filling out forms or entering data into a system, which increases productivity.
	<b>Effectiveness:</b>	Information is easy and accessible for use and can be retrieved at a future date; consistency of quality in service delivery and in inspections meets overall outcomes defined by the City.
	<b>Fairness:</b>	Likely will have a minimal impact on fairness.
	<b>Environment:</b>	Likely will have a minimal impact on environment.

<b>Recommendation</b>	<b>Lever:</b>	Policy
<b>9. Implement Performance Management</b>  Define and implement metrics to build performance management capabilities that will drive improvements to efficiency and effectiveness.	<b>Overall Value Improvement:</b>	High
	<i>Value Framework Assessment</i>	
	<b>Economy:</b>	Process metrics and other reliable performance data will provide more accurate and comprehensive understanding to the current costs of delivering services and may assist with identifying cost aversion / cost cutting opportunities.
	<b>Efficiency:</b>	To optimize the various inputs utilized to deliver services, the City must understand what inputs are utilized, what outputs are delivered, and how does this compare against desired outcomes, which is done through the use of process metrics, reports on target vs. actual turnaround times, etc.
	<b>Effectiveness:</b>	Effectiveness can be easily monitored, evaluated, and improved upon when process metrics are actively tracked. Assessment or targets vs. actual processing times can directly improve effectiveness.
	<b>Fairness:</b>	Increased transparency and communication of process metrics can increase the perception of value from stakeholder's perspective; clarity of processes, timelines, requirements, etc. were all indicated as high priority by stakeholders.
	<b>Environment:</b>	Likely will have a minimal impact on environment.

<b>Recommendation</b>	<b>Lever:</b>	Policy
<b>10. Build / Utilize an Activity Model</b>  Build an Activity Model in conjunction with the data collection in implementing performance management to identify resources required by activity and inform resourcing decisions.	<b>Overall Value Improvement:</b>	High
	<i>Value Framework Assessment</i>	
	<b>Economy:</b>	Activity models will provide more accurate and comprehensive understanding to the current costs of delivering services and may assist with identifying cost aversion / cost cutting opportunities.
	<b>Efficiency:</b>	Information on the actual inputs required for service delivery will allow the City to more efficiently provide services utilizing the least amount of inputs.
	<b>Effectiveness:</b>	Increased effectiveness through the ability of the City to appropriately understand processes and resources involved in service delivery, making informed and conscious choices about trade-offs and overall implications to value.
	<b>Fairness:</b>	Likely will have a minimal impact on fairness.
	<b>Environment:</b>	Likely will have a minimal impact on environment.

# 6 Implementation Roadmap

A high level road map has been created for the City based on the recommended options for implementation. This roadmap indicates the relative timelines for each option. Please note that the timeline below depicts relative priority, but does not suggest that any option should be implemented in that order or that the steps are sequential. The City will need to determine the actual timelines for implementation due to capacity and available resources for implementation.

	Immediate Very High Priority	Short Term High Priority (> 1 Year)	Long Term Low Priority (<1 Year)
Quick Wins High Value, Low Complexity	Activity Modelling		
	Implement Performance Mgmt.		
	Customer Focused Training		
	Streamline Eng. Referrals		
	Dedicated Business Analyst		
	Mobile Eng. Inspections		
	Enhance Quality Control		
	Bundle Permits / Services		
	Shift to Risk Based Inspections		
	Pro-Active Case Management		
	Add Administrative Assistant		

	Immediate Very High Priority	Short Term High Priority (> 1 Year)	Long Term Low Priority (<1 Year)
Considerations Low Value, Low Complexity		<ul style="list-style-type: none"> <li>▶ Discounted Online Submission</li> <li>▶ Standardized Checklists</li> <li>▶ Involve Stakeholders Earlier</li> <li>▶ Process DP and Rezoning Together</li> <li>▶ Formalize "Warm Transfers"</li> <li>▶ Document Archiving Training</li> <li>▶ Add Eng. Permits in Prospero</li> <li>▶ Cross Functional Training</li> <li>▶ Front Staff Training</li> <li>▶ Reduce # of Referrals</li> <li>▶ Risk / Severity Prioritization</li> <li>▶ Utilize Online Wizards</li> <li>▶ Utilize Application Streams</li> <li>▶ Communications Materials</li> <li>▶ Update Eng. Hardware</li> <li>▶ Auto License Renewal</li> <li>▶ Review Fee Simplicity</li> <li>▶ Adjust Use of Streets Fees</li> <li>▶ Differentiate Fee Levels</li> </ul>	

	Immediate Very High Priority	Short Term High Priority (> 1 Year)	Long Term Low Priority (<1 Year)
		<ul style="list-style-type: none"> <li>Charge for Permits w/o Fees</li> <li>Adjust Security Deposit</li> </ul>	
Considerations High Value, High Complexity		<ul style="list-style-type: none"> <li>Comprehensive Fee Review</li> </ul>	<ul style="list-style-type: none"> <li>One-Stop Online Portal</li> <li>Expire Licenses on Anniversary</li> <li>Utilize Case Managers</li> <li>Implement CRM System</li> <li>Full Digitization</li> <li>BGC before Building Permit</li> <li>Homeowner Center</li> <li>Review Org Structure</li> </ul>

## Appendix 1 In-Scope Service Levels

Department	Service	Service Level
Inspections & Licensing	Development Permit	40 days
	Building Permit	3 weeks (approximate)
Planning	Subdivision	60 days
Engineering	Servicing Study	6 weeks, 4 weeks per re-submission
	Construction Drawing Review	4 weeks, 4 weeks per re-submission. 2 weeks for final drawing review and approval
	Development Agreement	3 weeks for Draft Development Agreement preparation; 3 weeks for Final Development Agreement preparation  1 week for the review of developer's insurance and security documents  1 week for the Development Agreement to be signed by the City
	TIA	2 weeks to provide comments on proposed scope, 6 weeks after receiving final TIA to review.
	Use of Streets	Typical processing time 20 minutes (1-3 days for complicated traffic plan review)
	Escarpment Studies	2 weeks
	Building Grade Certificate	2 weeks
	CCC/FAC Certificates	3 weeks

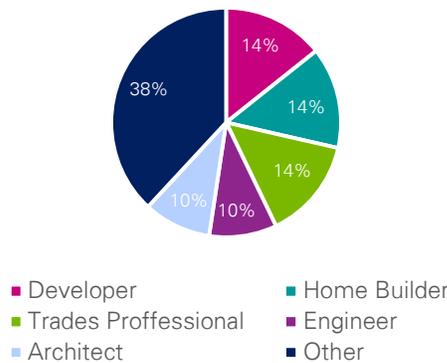
## Appendix 2 Stakeholder Engagement Summary – Public Survey

### Public Survey

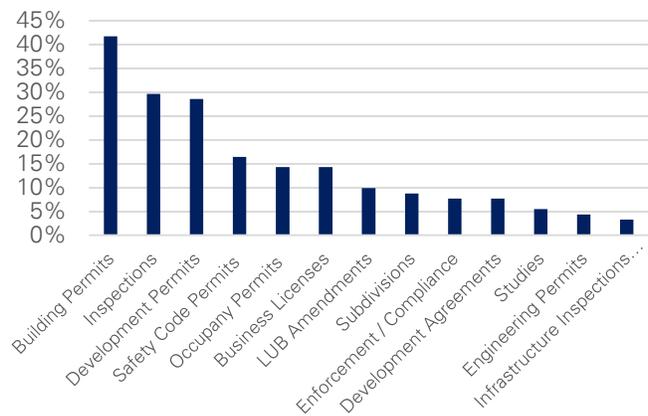
The City of Red Deer’s Public Survey had 94 participants, consisting mainly of developers, home builders, and trades professionals. Other individuals participating identified as taxpayers, business owners, and realtors, among others. 26% of respondents have been residents of the City of Red Deer for greater than 10 years, 15% for 5-10 years, 2% for 1-5 years, and 57% chose not to disclose this information.

The core services in the City’s building and development processes that participants identified as the most frequently utilized are building permits (42%), inspections (30%), and development permits (29%).

Classification of Participant



Percentage of Respondents Utilizing Key Services



The table below summarizes the satisfaction rankings obtained regarding the Building and Development processes. On a scale of 1 (very dissatisfied) to 5 (very satisfied), most people indicated that they were neither satisfied nor dissatisfied with services. While most rankings had the second highest percentage of scores given as ‘satisfied’ following the ‘neither satisfied or dissatisfied’ ranking, the ‘fees’ category has a dissatisfaction rating of 20%, following the highest ranking of ‘neither satisfied or dissatisfied’ at 44%, indicating that there may be room for improvement in the fees.

	Weighted Average Ranking	Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied
The way to access services	3.2	11%	11%	35%	33%	11%
Availability of Information	3	17%	11%	33%	30%	9%
The City Staff that were Interacted with:	3.3	7%	20%	27%	23%	23%

	Weighted Average Ranking	Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied
Fees	<b>2.8</b>	13%	20%	44%	16%	7%
Service Level Received	<b>2.9</b>	15%	22%	28%	24%	11%
Service Quality Received	<b>3</b>	17%	17%	30%	20%	15%
Overall Value	<b>2.9</b>	15%	22%	33%	20%	11%

	Weighted Average Ranking	Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied
Accessibility of Services	<b>3.4</b>	7%	12%	21%	53%	7%
Channels to Access Services	<b>3.3</b>	2%	27%	17%	46%	7%
Wait Times	<b>3.1</b>	14%	19%	23%	33%	12%
Updated on Application Status	<b>3</b>	12%	21%	26%	35%	7%
Dealt with by an appropriate # of staff	<b>3.1</b>	9%	23%	21%	37%	9%
Timely answers to questions	<b>3.3</b>	5%	23%	16%	49%	7%
Questions were answered clearly	<b>3</b>	7%	31%	19%	36%	7%
Questions answered after single inquiry	<b>3.1</b>	10%	21%	24%	40%	5%

## Appendix 3 Jurisdictional Review Results

### Organizational Structure and Staffing Information:

Municipality	Departments	Staffing Information
Red Deer County	Planning & Development: Current Planning, Long-Range Planning, and Safety Codes.	Total department is 20 people, 5 Development Officers.
Blackfalds	Planning & Development Department. Inspections are contracted out.	N/A
Mountain View County	Planning and Development Services: Planning Services, Development and Permitting Services.	2015 Budget indicates a staff of 16; 1 Director, 2 Managers, 4 admin, 2.5 DO's, 0.5 Safety Codes, 1 Bylaw Enforcement Officer, 3 Planners, 1 GIS Spatial Analyst, 1 Subdivision and Development Technologist.
Sylvan Lake	Planning and Development department: Building Services and Planning are currently contracted out.	The Development Manager oversees the DO, Assistant DO, Development Clerk, Licensing Inspector, and 2 Planners
Grande Prairie	Planning & Development Services	1 Planning and Development Manager, 4 Planners, 1 Planning tech, 1 admin, 5 Development Officers, 1 Permitting Supervisor, 1 Compliance Authority, 2 admin
Medicine Hat	Planning & Development Services department: Planning Services, Safety Codes and Development Engineering.	
Lethbridge	Planning and Development Services department: The Planning and Development Services department includes the Inter-municipal Planning, Community Planning, Downtown Revitalization, Development Services, and Building Inspection groups. .	
Edmonton	Sustainable Development Department: Incudes City Wide	Service areas within the Development and Zoning

Municipality	Departments	Staffing Information
	Planning Services, Current Planning Service Center, Development and Zoning Services branches	Services Branch: Engineering (18-20), Development Permit Approvals (80) (about 20-30 people are for enforcement), Safety Codes (100), Business Licensing, Customer Service: Service Advisors, and Analytics team (20).
Calgary	Planning & Development Department: Calgary Approvals Coordination, Calgary Building Services, Calgary Growth Strategies, and Community Planning service areas.	Calgary Approvals: centralized customer center (40), applications passed to file managers (20 in residential), passed to Development Authority for approval then Development Officers (8?) conduct the field work.

#### Service Levels – Other Municipalities (where information was available)

Municipality	Performance Targets / Defined Service Levels	Performance Actuals
Red Deer	Development Permit: 40 days Building Permit: 21 days	N/A
Medicine Hat	Development Permit — Discretionary: 30 days — Permitted: 20 days Building Permit — Major: 14 days — Minor: 7 days	Development Permit: — Discretionary: 16 days — Permitted: 8 days Building Permit — Major: 7 days — Minor: 6 days
Calgary	Development Permit — 6-8 weeks Building Permit; — 21 days	Development Permit — 6-8 weeks — Instant for Combo Permits Building Permit; — 14 days — Instant for Combo Permits
Edmonton	Development Permits: — Class A - 75% permits issued within 6 business days;	Development Permits: — Class A - 56% permits issued within 6 business days;

Municipality	Performance Targets / Defined Service Levels	Performance Actuals
	<ul style="list-style-type: none"> <li>— Class B - 75% permits issued within 15 business days;</li> <li>— Complex - 75% permits issued within 55 business days.</li> <li>— House Combo permits: 75% issued within 10 days</li> </ul> <p>Combination Permits</p> <ul style="list-style-type: none"> <li>— If a house combo application qualifies for an expedited review, the development permit can be issued within one day (or instant), and the complete combo permit (development and building) can be issued within 10 business days</li> <li>— Expedited - 75% issued within 10 business days;</li> <li>— Non-Expedited - 75% issued within 30 business days;</li> <li>— Complex - 75% issued within 85 business days.</li> </ul> <p>Building Permits</p> <ul style="list-style-type: none"> <li>— Row-housing and Semi-detached Permits: 25 business days</li> <li>— Minor Interior Alterations (residential): 24 hours</li> </ul>	<ul style="list-style-type: none"> <li>— Class B - 68% permits issued within 15 business days;</li> <li>— Complex - 75% permits issued within 55 business days.</li> </ul> <p>Combination Permits</p> <ul style="list-style-type: none"> <li>— Expedited - 20% issued within 10 business days;</li> <li>— Non-Expedited - 40% issued within 30 business days;</li> <li>— Complex - 41% issued within 85 business days.</li> </ul> <p>Building Permits:</p> <ul style="list-style-type: none"> <li>— Row-housing and Semi-detached: median processing 20 days</li> <li>— Projects up to 2 dwelling units: 72% within 25 days</li> <li>— Minor Residential Building Permit: median processing 10.5 days</li> <li>— Interior alterations: 71% within 24 hours</li> </ul>

**Development Officer Information**

	Blackfalds	Sylvan Lake	Grande Prairie	Lethbridge	Red Deer	Edmonton
Building Permit Volumes	361	385	1149	1684	1254	8,088
BP's / DO	193	193	230	421	418	162

	Red Deer (2015)	Grande Prairie (2015)	Edmonton (2015)
Development Permit	339	1226	10,080
DP's / DO	113	245	202
Building Permit	1254	1149	8,088
BP's / DO	418	229.8	162
Combination Permits (DP and BP)	N/A	N/A	8,127
Sign Permits	118	93	2657
Total	1,711	2,468	28,952
DO: Permits Ratio	570	495	579

### Self-Service Options

Red Deer	Blackfalds	Sylvan Lake	Mountain View County	Red Deer County
MyCity- track permit, book inspections, pay fees and share permit information with other contractors on a project	Building Permit Calculator: input type of construction (i.e. residential), construction cost, square meters, # of units. Cost by DP, BP, Safety Codes, etc.	BizPal helps business owners in Sylvan Lake determine which Business Permits and Licenses are required.	No self-service options available	Online maps that allow you to view property; limited interactive capability. Implementing online payment options within a year (anticipated timeline).
Medicine Hat	Lethbridge	Grande Prairie	Edmonton	Calgary
ePermits: depicts which DP's have been approved in a given timeframe. City iMap: interactive Map	eApply: Apply and pay for permits anytime with the secure online digital application system. MyCity: monitor the status of Permits and Applications, and	Inspections can be requested though an online form.	Pay online for Business Licenses, renewal of business licenses, home based business fees. Registered contractors / builders can	(Continued below)

	schedule inspections 24 hours a day, 7 days a week.		apply and pay for plumbing, gas, electrical, HVAC permits, book inspections, view inspection reports.	
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**Calgary**

**eServices:** Current services online include business registration, city qualified trades, counter wait times for development, building and licensing and development permit public notice. eServices also includes:

- *eAppointment:* allows applicant to book an appointment with a Planning Services Technician to obtain information for DP, BP, BL or Certificate of Compliance applications
- *eHouse:* allows applicants to find permit information on common home renovation projects using interactive house,
- *Land Use Amendment map:* view all Land Use Bylaw amendments in the City
- *My Property:* Applicant can view all information specific to their property.
- *Residential ePermit:* Registered business can apply for single family detached, semi-detached, detached garages and uncovered decks online.

**VISTA:** View Information Specific to your Application- online tool that allows you to track and monitor the status of applications, view deficiencies and book inspections.

**Home Improvement Hub:** This page includes bylaw and permit info, property and land designation, drawing examples and forms you need to complete any home renovation; available in project packages.

**Permit Calculators:** There is a series of forms for the different types of building permits that allow applicants to calculate their costs, as well as a Trade Permit Estimator.

**Calgary Planning Overview:** Interactive Planning Overview, complete with timelines, steps, etc. from start to finish.

**Referrals**

**Timelines**

3 Week Circulation Timeline (DP's) :

- Calgary, Red Deer, Sylvan Lake

2 Week Circulation Timeline (DP), 30 Day Subdivision:

- Mountain View County, Red Deer County, Lethbridge

Not defined:

- Edmonton has stated that most of their circulation timelines are not well defined

## Tracking / Management

Manual Tracking, by Excel Spreadsheet and Email Circulation:

– Sylvan Lake, Mountain View County, Red Deer County, Town of Blackfalds, Grande Prairie System Managed:

- Edmonton: 'Posse' Document and File Management System: Official tool to track all applications
- Calgary: 'Posse' is also used to track the referral status, but referrals are not digitized. Applicants have the option to submit a digital referral, noting that this will expedite the review process.
- Lethbridge: a 'call for service' issued in the municipal software, sometimes manual contact.

## Service Bundling

### Combination Permits

A combination permit is used by Edmonton and Calgary for those applications that require multiple types of development related permits. Instead of applying for these permits separately, the applicant can submit one application for the Development, Building, and Safety Codes permits.

Combination permits are used for (in Edmonton):

- Accessory structures
- Uncovered decks
- Signs (if a building permit is required)
- Single detached houses.

In Calgary, in new development areas applicants need only apply for Building Permits as Development Permits are rolled in for:

- Single and Semi-Detached dwellings

Calgary also utilizes Partial Permits for Commercial Building Permit processes:

- Excavation, foundation, interior none load bearing wall removal, construction of a particular portion of the project, etc.
- A Partial Permit is intended to allow a portion of the work to progress in advance of the full Building Permit.

For certain permitted Building Permits, if you apply online and have a Partial Permit issued, building may commence immediately

## Appendix 4 Value Framework

This section explores the concept of “value” in the context of the City of Red Deer’s delivery of programs and services, as informed by Value Discussions with the Mayor, Council, and Corporate Leadership Team. It offers a Value Framework with which opportunities to drive to a given Value Objective can be a) assessed through five Value Lenses, and b) linked to the four Levers of Change that can be pulled to impact service delivery and outcomes.

### Contents

#### Key Concepts

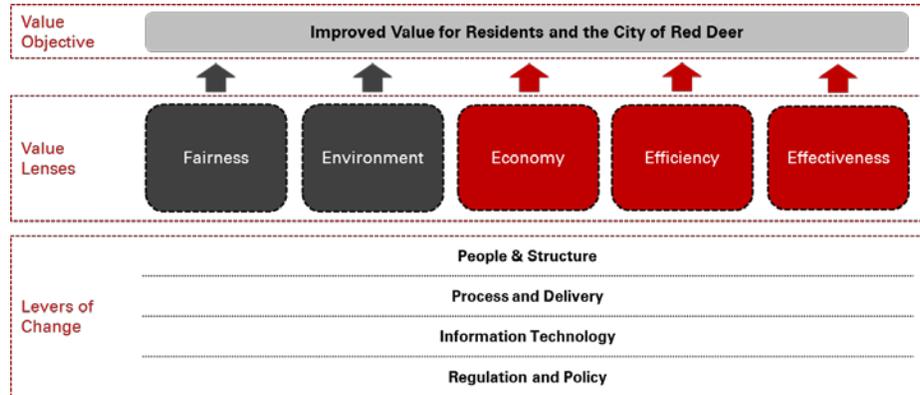
1. Definition of Value
2. Value Lenses
3. Levers of Change

#### The Framework

4. The Framework
5. Contextual View

#### Appendices

7. RISE Principles
8. Value to Stakeholders
9. Indicators of Value



#### Value Framework – The Definition of Value

In the broadest sense, value can be described as follows:

$$\text{Value} = \frac{\text{Satisfaction of a Need}}{\text{Resources}}$$

Value is the relationship between satisfying needs and expectations and the resources required to achieve them. In the context of the City of Red Deer’s delivery of services, it is the worth of a service provided by the City as determined by the preferences of constituents and services users and the tradeoffs given scarce resources such as time or taxes. In order to generate the most value, stakeholders must be engaged to determine which tradeoffs maximize desired outcomes for customers, constituents, and the City as an organization. As indicated by the Mayor, Council, and Corporate Leadership Team, the City delivers value best when expectations are developed together with the community and support is then structured to deliver on those expectations.

Value can be further broken down across two dimensions:

- Financial and Economic Value: The blending of financial and economic sense with quality and service levels to achieve optimal qualitative and quantitative outcomes relative to the dollars spent.

— Perceived Value: The worth of services in the minds of customers, which is as important as financial and economic in the creation of value. Since the recipients of services are generally not aware of the delivery costs of services, value to them may have little to do with specific outcomes tied to dollars and more to do with how well the City has communicated the services to them, what they observe in the community, and how they perceive the results of services relative to others.

\*Value for Money, by extension, is about maximizing desired outcomes for each unit of resources (money) applied. Value for Money drives continuous improvement in the business, contributing to the satisfaction of internal and external stakeholders as well as sustained financial viability. It also frees up resources that can be used to further organizational goals in the future

**Value Framework – Value Lenses**

Opportunities to generate value must be assessed through a number of contextual Value Lenses in order to select those that best align with the City’s vision and that result in optimal value creation. When decision-makers choose which levers to pull, the following five lenses are connected to contextual factors and impacts that merit consideration. Economy, Efficiency, and Effectiveness are directly linked to the inputs, outputs, and outcomes of a program or service, and Fairness and Environment are broader lenses through which to consider.

<b>Economy</b>	The cost of acquiring the service inputs that are used to generate desired outputs. This refers not just to the initial cost of procurement but the cost of inputs for the duration of their contribution to the generation of value in the system. For example, if an IT system is implemented that drastically reduces the cost of processing payments, it generates a positive Economy effect. <b>Will the decision decrease or increase costs? Will benefits outweigh a cost increase?</b>
<b>Efficiency</b>	The delivery of service outputs in a timely manner and to the level of quality desired with minimum waste. Efficiency is about using each resource optimally, delivering services in a timely manner, and “doing things right”. For example, if a building & planning department removes unnecessary steps from its permit review process to meet the same service levels with less resources, it creates Efficiency gains. <b>Will the decision make the organization more or less efficient? Will it free up resources that can be re-deployed to enhance other aspects of service delivery?</b>
<b>Effectiveness</b>	The achievement of outcomes in alignment with the City’s Strategic Plan, department objectives, and “RISE” principles (see Appendix A). Effectiveness is about achieving organizational goals, meeting stakeholder expectations, and “doing the right things”. For example, a new social outreach program intended to improve quality of life for the disadvantaged sharply reduces homelessness and improves job access for vulnerable populations, its Effectiveness creates value. <b>Will the decision improve our ability to meet service levels? Will it support our strategic outcomes?</b>
<b>Fairness</b>	The fairness of outcomes. Fairness is not about everyone having the same things – it is about everyone having what they need, when they need it. This takes into account how services are funded, acquired and distributed across the City’s geographies and demographics. For example, if a small business incentive program fails to engage vulnerable or isolated parts of the community, it is an inequitable initiative. <b>Does the decision prioritize the unique experiences of users? Does it minimize barriers to targeted groups? Have impacted stakeholders been consulted?</b>
<b>Environment</b>	The impact on the context in which the City operates – on the local community, natural surroundings, social system, economic development, etc. in terms of the short-to-medium term effects as well as long-term sustainability. For example, if a decision to lower development fees drives greater economic investment in the City and increases the tax base, it may be a positive Environment impact. <b>Will the decision support our long-term vision for the community? How will it impact economic development? Does it improve quality of life and make the City a place we want to live?</b>

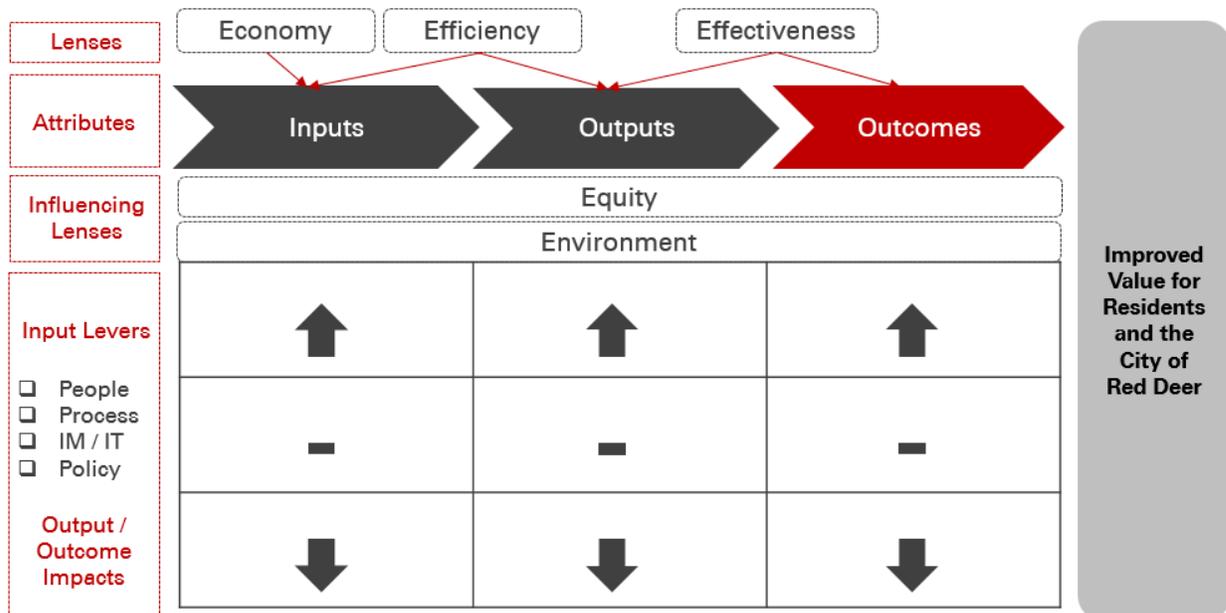
### Value Framework – Levers of Change

There are various levers with which decision-makers can effect a change in the outcomes that are assessed through the Five Value lenses. The individual mechanisms that are manipulated to impact outcomes are housed within four major Levers of Change: People & Structure, Process & Delivery, Information Technology, and Regulation and Policy. The alterations to service and program structures that are to be considered within the Value Framework are driven by the decision-maker’s interactions with these levers.

<b>Levers of Change</b>	People & Structure	The resourcing of The City as related to staffing, organizational design and structure, as well as workload capacity, training processes, and other facets of the organization’s workforce.
	Process & Delivery	The operational processes and service delivery mechanisms that facilitate the achievement of the City’s identified service delivery levels.
	Information Technology	All systems that The City utilizes to manage workloads, store and track data and information, and perform operations.
	Regulation & Policy	Formalized documentation or procedures that guide the people, processes, and technology underlying The City’s services.

### Value Framework – Contextual View

This view illustrates how the Lenses are linked to the three stages of service delivery (Inputs, Outputs, Outcomes) so that decision-makers can determine which Levers to pull at which stage to contribute to the creation of value.

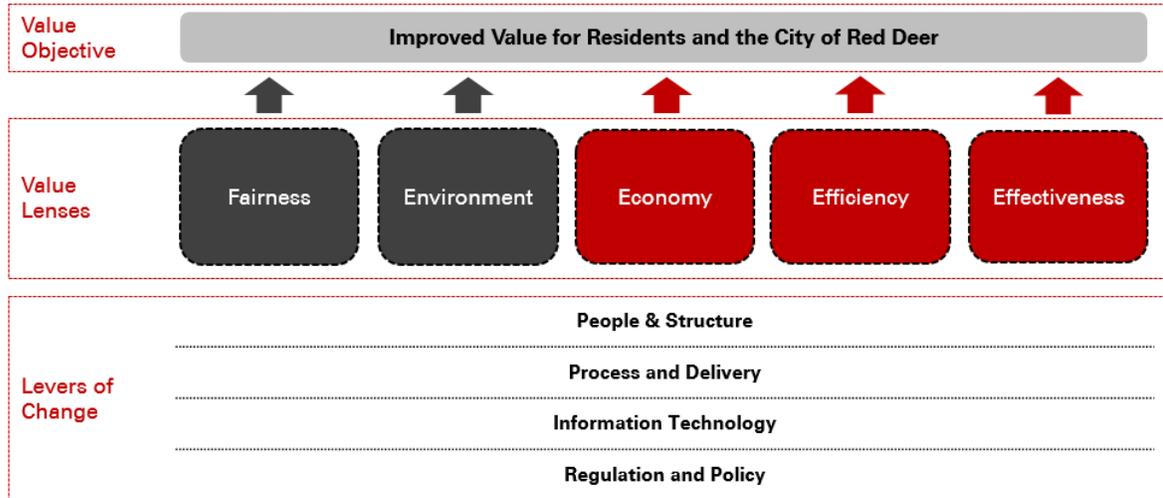


\*See Appendix B for an application of the value framework

Legend Increase: ↑ Stay the same / indeterminate effect: ■ Decrease: ↓

### Value Framework – The Framework

By utilizing the proposed framework, decision-makers can make changes to the way that the City’s program and services are designed and delivered to create Value across five different Lenses. Ultimately this will lead to improved value for resident and the City.



### Appendices:

#### Value Framework – Value to Stakeholders

The table below captures value from the perspectives of the City as an organization, residents, and customers, as Informed by the Value Discussions with the Mayor, Council, and Corporate Leadership Team.

	Fairness	Environment	Economy	Efficiency	Effectiveness
The City	<ul style="list-style-type: none"> <li>Staff are empowered and satisfied in their job roles</li> <li>Staff feel that they are providing value to the organization and the community</li> </ul>	<ul style="list-style-type: none"> <li>Work environment is safe and comfortable</li> <li>The right things are being done for the community</li> <li>Policies drive economic growth</li> </ul>	<ul style="list-style-type: none"> <li>Tax dollars are used prudently</li> <li>Inputs are procured that generate the most value possible compared to other available inputs</li> </ul>	<ul style="list-style-type: none"> <li>Staff are used efficiently</li> <li>Customers understand the services</li> <li>Rules allow for staff flexibility / judgment</li> </ul>	<ul style="list-style-type: none"> <li>Council and administration are aligned on services</li> <li>High quality, timely information is available for decision making</li> </ul>
Residents	<ul style="list-style-type: none"> <li>Services are competitive with those in other cities</li> <li>City commitments to citizens are kept</li> <li>Benefits are tailored to demographics</li> </ul>	<ul style="list-style-type: none"> <li>Good facilities are available to citizens</li> <li>A community lens is applied to important decisions</li> </ul>	<ul style="list-style-type: none"> <li>Value delivered is proportionate to the taxes paid</li> <li>Fiscal accountability drives effective decision-making on behalf of taxpayers</li> </ul>	<ul style="list-style-type: none"> <li>Services / staff are responsive</li> <li>Services are delivered in a timely manner</li> <li>Applications are approved</li> </ul>	<ul style="list-style-type: none"> <li>Use of services is a positive experience</li> <li>Communicated service levels are met</li> <li>Services delivered enhance residents' quality of life</li> </ul>
Customers	<ul style="list-style-type: none"> <li>Staff make customers aware of relevant opportunities (grants, partnerships, etc.)</li> <li>The City understands client's businesses</li> <li>Enforcement is fair and consistent</li> </ul>	<ul style="list-style-type: none"> <li>The City acts with an understanding of the economic and political implications that would impact customers</li> </ul>	<ul style="list-style-type: none"> <li>Value delivered is proportionate to the user fees paid</li> <li>Costs of services are communicated clearly upfront and applied consistently</li> </ul>	<ul style="list-style-type: none"> <li>Staff are experts in their field and can lead the process</li> <li>Service timelines are reasonable and predictable</li> <li>Cost savings are made where possible</li> </ul>	<ul style="list-style-type: none"> <li>Services are available when needed</li> <li>Services deliver what is needed</li> <li>Requirements are effectively communicated</li> <li>Quality time given to customers by staff</li> </ul>

Value Framework – Indicators of Value

	Fairness	Environment	Economy	Efficiency	Effectiveness
<b>People &amp; Structure</b>	<ul style="list-style-type: none"> <li>Degree to which staff in service areas are accessible to the targeted citizens</li> </ul>	<ul style="list-style-type: none"> <li>Degree to which staff are knowledgeable about environmental / sustainable practices</li> </ul>	<ul style="list-style-type: none"> <li>People costs per unit of measure (e.g. permits issued)</li> </ul>	<ul style="list-style-type: none"> <li>% Staff time on value-add activities</li> <li>Time spent on task types / cases</li> </ul>	<ul style="list-style-type: none"> <li>Customer service satisfaction rates</li> <li>Average days per FTE per year invested in training and development</li> </ul>
<b>Process &amp; Delivery</b>	<ul style="list-style-type: none"> <li>Degree to which service delivery is oriented to the needs of targeted citizens</li> </ul>	<ul style="list-style-type: none"> <li>Extent to which operational decisions are made with consideration to sustainability</li> <li>Extent of environmental standards that are met / exceeded</li> </ul>	<ul style="list-style-type: none"> <li>Cost recovery rate (where appropriate)</li> <li>Percentage of expenditures for which there are fully costed outputs which are measured by key performance metrics</li> </ul>	<ul style="list-style-type: none"> <li>Avg. processing time</li> <li>Avg. times a case / case type is reviewed</li> <li>% of cases for which service levels are met</li> <li>Actual backlog against targets</li> </ul>	<ul style="list-style-type: none"> <li>Applications submitted / approved</li> <li>Customer satisfaction levels</li> <li>Number of best practices adopted by the organization</li> </ul>
<b>Information Technology</b>	<ul style="list-style-type: none"> <li>Degree to which available channels for a service area are accessible to the targeted citizens</li> </ul>	<ul style="list-style-type: none"> <li>Extent to which innovation is utilized to improve sustainability practices at the organization</li> </ul>	<ul style="list-style-type: none"> <li>Cost of the ICT function as a percentage of expenditure</li> <li>Investment in ICT infrastructure and hardware</li> </ul>	<ul style="list-style-type: none"> <li>% improvement in processing times due to IT implementation</li> </ul>	<ul style="list-style-type: none"> <li>% of services available online</li> <li>Utilization levels of online channels</li> <li>Number of best practices adopted by the organization</li> </ul>
<b>Regulation &amp; Policy</b>	<ul style="list-style-type: none"> <li>Degree to which policy drives fairness of outcomes across demographics</li> <li>Proportionality of taxes to services delivered</li> </ul>	<ul style="list-style-type: none"> <li>Degree to which policy supports sustainability (e.g. # of new developments in settlement areas)</li> </ul>	<ul style="list-style-type: none"> <li>Fee structures support desired outcomes</li> <li>Policy enables effective procurement</li> </ul>	<ul style="list-style-type: none"> <li>Degree to which data analytics are utilized to inform policy / regulation creation</li> </ul>	<ul style="list-style-type: none"> <li>Degree to which council priorities align with actual work performed by staff</li> <li>% of services for which strategies have been developed or reviewed</li> </ul>

Appendix A: The City of Red Deer “RISE” Principles

The City’s Strategic Direction is informed by its Vision, Mission, and “RISE” – a set of Cornerstone Values and Guiding Principles that were developed by City staff in the mid-nineties and remain relevant today. The RISE principles reflect City staff’s promises to each other and to citizens, and are fundamental pillars supporting each department’s approach to service delivery.

Respect	Integrity	Service	Excellence
<p>Because we <b>respect</b>...</p> <ul style="list-style-type: none"> <li>We treat others as we want to be treated.</li> <li>We value ideas and contributions.</li> <li>We are good stewards of our environmental, financial, human, and community resources.</li> <li>We meet present needs without compromising the ability of future generations to meet their needs.</li> <li>We work together to ensure our safety and well-being.</li> </ul>	<p>Because <b>integrity</b> is fundamental...</p> <ul style="list-style-type: none"> <li>We earn trust.</li> <li>We behave ethically.</li> <li>We are honest in all our dealings.</li> <li>We take responsibility for our own actions.</li> <li>We follow through on our promises.</li> </ul>	<p>Because we take pride in our <b>service</b>...</p> <ul style="list-style-type: none"> <li>We strive to serve all in the community equitably.</li> <li>We have a positive outlook and work enthusiastically.</li> <li>We commit to deliver quality service.</li> <li>We communicate timely, relevant information with clarity and accuracy.</li> <li>We strive to overcome citizens’ barriers to service and participation.</li> <li>We volunteer and support volunteerism to enhance our community</li> </ul>	<p>Because we strive for <b>excellence</b>...</p> <ul style="list-style-type: none"> <li>We plan effectively for the future.</li> <li>We build on our strengths.</li> <li>We are prepared to lead.</li> <li>We explore the potential of partnerships and collaboration.</li> <li>We carefully manage risk.</li> <li>We learn continuously from our experiences and development, training and educational opportunities</li> </ul>

Source: City of Red Deer 2009-2011 Strategic Plan

## Appendix 5 VFM Evaluation Framework

Review Question	Sub-Questions	Evaluation Approach	Data Source
<p><b>Does the existing process achieve the highest level of efficiency and effectiveness in meeting the City's objectives, service delivery model and the strategic direction of Council?</b></p>	<p>What are the key services delivered by Planning and Development?</p>	<ul style="list-style-type: none"> <li>— Define and categorize the key services provided using the Municipal Reference Model</li> </ul>	<ul style="list-style-type: none"> <li>— Interviews and workshop with City Department staff</li> </ul>
	<p>What is 'effectiveness'?</p> <p>How effective are the City's services in meeting its objectives, service delivery model and the strategic direction of Council?</p>	<ul style="list-style-type: none"> <li>— Define effectiveness</li> <li>— Define the City's objectives for the services, the City's service delivery model, and the strategic direction of Council</li> <li>— Determine service levels and historical performance against these levels</li> <li>— Assess ability of City to meet specified service level targets</li> <li>— Analyze level of maturity of:               <ul style="list-style-type: none"> <li>– Organization and people</li> <li>– Systems and technology</li> <li>– Processes</li> <li>– Information</li> </ul> </li> <li>— Compare the City's performance to comparable municipalities, where information is available</li> <li>— Assess effectiveness of services against objectives, service delivery model and strategic direction of Council</li> <li>— Assess overall effectiveness of services and potential improvements</li> </ul>	<ul style="list-style-type: none"> <li>— Workshop with City leadership</li> <li>— Workshop with Department heads</li> <li>— Interviews with Department staff</li> <li>— City of Red Deer Strategic Plan</li> <li>— Council minutes</li> <li>— Service level standards</li> <li>— Historical (i.e. 5 years) service level metrics (e.g. number of transactions per 1,000 residents, average processing times, etc.)</li> <li>— Service / process walkthroughs</li> <li>— Organizational charts</li> <li>— Technology walkthroughs</li> <li>— Example reporting</li> <li>— Cross jurisdictional review</li> </ul>
	<p>What is 'efficiency'?</p> <p>How efficient are the City's services in</p>	<ul style="list-style-type: none"> <li>— Define efficiency</li> <li>— Define the City's objectives for the services, the City's service delivery</li> </ul>	<ul style="list-style-type: none"> <li>— Workshop with City leadership</li> <li>— Workshop with Department heads</li> </ul>

Review Question	Sub-Questions	Evaluation Approach	Data Source
	meeting its objectives, service delivery model and the strategic direction of Council?	<ul style="list-style-type: none"> <li>model, and the strategic direction of Council</li> <li>— Determine historical costs (people vs. non-people) of service</li> <li>— Analyze efficiency of:                             <ul style="list-style-type: none"> <li>– Organization and people</li> <li>– Systems and technology</li> <li>– Processes</li> <li>– Information</li> </ul> </li> <li>— Compare the City’s performance to comparable municipalities, where information is available</li> <li>— Assess efficiency of services against objectives, service delivery model and strategic direction of Council</li> <li>— Assess overall efficiency of services and potential improvements</li> </ul>	<ul style="list-style-type: none"> <li>— Interviews with Department staff</li> <li>— City of Red Deer Strategic Plan</li> <li>— Council minutes</li> <li>— Historical (i.e. 5 years) service costing / financial data for department and / or division</li> <li>— Service / process walkthroughs</li> <li>— Organizational charts</li> <li>— Technology walkthroughs</li> <li>— Example reporting</li> <li>— Cross jurisdictional review</li> </ul>
<b>What process improvement is desirable?</b>	Where are the ‘pain points’ in the current services delivered?	<ul style="list-style-type: none"> <li>— Review findings from assessment of effectiveness and efficiency to determine ‘pain points’</li> <li>— Solicit feedback from industry and residents on the current challenges with services</li> </ul>	<ul style="list-style-type: none"> <li>— Interviews / workshops with Department staff</li> <li>— Consultation with industry representatives</li> <li>— Consultation with residents</li> </ul>
	What improvements could be made? Which improvements are desirable?	<ul style="list-style-type: none"> <li>— Determine what improvements could be made based on ‘pain points’ identified</li> <li>— Assess and refine list of improvements based on leading practices and information on comparable municipalities</li> <li>— Solicit feedback from industry and residents on potential improvements to services</li> <li>— Create short list of improvements</li> </ul>	<ul style="list-style-type: none"> <li>— Interviews / workshops with Department staff and heads</li> <li>— Cross jurisdictional review</li> <li>— Consultation with industry representatives</li> <li>— Consultation with residents</li> </ul>

Review Question	Sub-Questions	Evaluation Approach	Data Source
		<ul style="list-style-type: none"> <li>— Define benefit and complexity criteria</li> <li>— Assess each improvement against criteria to prioritize</li> </ul>	
<p><b>Who needs to be involved in each process and when?</b></p>	<p>What are the current roles, responsibilities and accountabilities for the City's services?</p>	<ul style="list-style-type: none"> <li>— Review and analyses job descriptions to identify key skills required and activities performed</li> <li>— Define a RACI Matrix (Responsible, Accountable, Consulted, Informed) for each of the services</li> </ul>	<ul style="list-style-type: none"> <li>— Department job descriptions</li> <li>— Interviews / workshops with Department staff and heads</li> </ul>
	<p>Are the roles, responsibilities and accountabilities for the City's services clear and understood? Are the roles, responsibilities and accountabilities for the City's services optimal?</p>	<ul style="list-style-type: none"> <li>— Review findings from assessment of effectiveness and efficiency to determine roles / responsibility issues</li> <li>— Solicit feedback from industry and residents on understanding of City's roles and responsibilities</li> <li>— Compare roles / responsibilities to leading practices and comparable municipalities, where information is available</li> <li>— Assess whether roles / responsibilities are clear and understood</li> <li>— Assess whether roles / responsibilities are optimal</li> <li>— Identify roles / responsibility improvements</li> </ul>	<ul style="list-style-type: none"> <li>— Consultation with industry representatives</li> <li>— Consultation with residents</li> <li>— Cross jurisdictional review</li> <li>— Interviews / workshops with Department staff and heads</li> </ul>
<p><b>What are the current perspectives of our customers on our services, against which improvements can be measured?</b></p>	<p>What is the current level of satisfaction with the City's services? What is the current level of satisfaction with the City's service fees? What is the current level of satisfaction with the City's service levels?</p>	<ul style="list-style-type: none"> <li>— Solicit feedback from industry and residents on their satisfaction with:                             <ul style="list-style-type: none"> <li>– Services provided</li> <li>– Service fees</li> <li>– Service levels</li> </ul> </li> <li>— Review complaints received and develop key themes</li> <li>— Define the current satisfaction baseline for services</li> <li>— Compare the City's satisfaction rates to comparable municipalities, where information is available</li> </ul>	<ul style="list-style-type: none"> <li>— Interviews / workshops with Department staff and heads</li> <li>— Consultation with industry representatives</li> <li>— Consultation with residents</li> <li>— Complaint tracking</li> <li>— Cross jurisdictional review</li> </ul>

Review Question	Sub-Questions	Evaluation Approach	Data Source
<b>How should the City determine the resources necessary to do the work?</b>	How were the current staffing levels in the Departments determined?	<ul style="list-style-type: none"> <li>— Compare historical headcount data with service level information</li> <li>— Determine past / current staffing strategy for Departments</li> <li>— Determine staffing decision making process</li> </ul>	<ul style="list-style-type: none"> <li>— Headcount data</li> <li>— Service level volumes (i.e. number of transactions)</li> <li>— Interviews with Department heads</li> </ul>
	Are the current staffing levels in the Departments appropriate?	<ul style="list-style-type: none"> <li>— Develop activity model to quantify required supply (i.e. current staff levels) based on current and future demand (i.e. units of service)</li> <li>— Solicit feedback from industry and residents on service expectations (e.g. waiting periods, etc.)</li> <li>— Compare staffing levels to comparable municipalities, where information is available</li> <li>— Assess whether current staffing levels are appropriate given the demands and customer expectations</li> <li>— Identify staffing level improvements</li> </ul>	<ul style="list-style-type: none"> <li>— Headcount data</li> <li>— Service level volumes (i.e. number of transactions)</li> <li>— Interviews / workshops with Department staff and heads</li> <li>— Consultation with industry representatives</li> <li>— Consultation with residents</li> <li>— Cross jurisdictional review</li> </ul>
<b>How should the City be organized to effectively do the work?</b>	How are Departments organized to deliver services?	<ul style="list-style-type: none"> <li>— Determine how each of the City's Departments are structured to deliver services consider: <ul style="list-style-type: none"> <li>– Layers and spans of control</li> <li>– Reporting relationships</li> <li>– Organizational approach (e.g. matrix, function, etc.)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>— Organizational charts</li> <li>— Interviews / workshops with Department heads</li> </ul>
	Is the organization 'fit for purpose'?	<ul style="list-style-type: none"> <li>— Determine how the City's organizational structure compares to other municipalities for similar services</li> <li>— Define the design principles / criteria for the organization</li> <li>— Assess the degree to which the current structure aligns with these design principles / criteria</li> </ul>	<ul style="list-style-type: none"> <li>— Cross jurisdictional review</li> <li>— Interviews / workshops with Department heads</li> </ul>

Review Question	Sub-Questions	Evaluation Approach	Data Source
		<ul style="list-style-type: none"> <li>— Identify organizational structure improvements to be made</li> </ul>	
<p><b>How do the fees relate to the service provided?</b></p>	<p>What fee does the City charge for each service?</p>	<ul style="list-style-type: none"> <li>— Review the fees charged for each City service and historical changes (i.e. past 5 years)</li> <li>— Determine how fees were set and are adjusted, based on the City’s Fees &amp; Charges Policy</li> </ul>	<ul style="list-style-type: none"> <li>— Service / fee list</li> <li>— Interviews / workshops with Department heads</li> </ul>
	<p>Are fees appropriate to the service delivered?</p>	<ul style="list-style-type: none"> <li>— Assess whether the fees are sufficient to cover the base costs of delivering the service, and whether the fee structure supports revenue expectations for the Department</li> <li>— Solicit feedback from industry and residents on the fees charged in terms of:                             <ul style="list-style-type: none"> <li>– Value received</li> <li>– Appropriateness of fee relative to the service provided</li> </ul> </li> <li>— Compare fees to comparable municipalities, where information is available</li> </ul>	<ul style="list-style-type: none"> <li>— Service costing studies undertaken and / or financial data for Department</li> <li>— Consultation with industry representatives</li> <li>— Consultation with residents</li> <li>— Cross jurisdictional review</li> </ul>
<p><b>How do the City’s processes, procedures, fees, and delivery structure compare to similar sized cities?</b></p>	<p>See previous questions</p>	<ul style="list-style-type: none"> <li>— See above</li> </ul>	<ul style="list-style-type: none"> <li>— Cross jurisdictional review</li> </ul>

## Appendix 6 Additional Options for Consideration

### High Value, High Complexity Options

Options that have been either ranked as low in value, low in complexity or high in value, high in complexity are located in the 'consider' quadrants. These are options that the City should consider for implementation after the Quick Wins have been implemented / assessed for implementation. The High Value, High Complexity Options are described below:

#	Option	Rationale	Department
11	<p><b>Review roles / functions / org structure</b></p> <ul style="list-style-type: none"> <li>— Further examine internal roles and responsibilities (not all staff are properly oriented to their jobs).</li> <li>— Review departmental names / organization to ensure that the structure makes sense from a service delivery perspective as well as a customer perspective</li> <li>— Revise job descriptions to include the roles of staff as connectors and advocates of economic development</li> </ul>	<p>Issues such as the lack of enforcement by Development Officers and the time spent on admin activities by Planning staff suggest that not all staff are oriented to their roles. Along with activity modelling to identify where time is spent, further examination of roles and responsibilities will help to optimize the application of resources to tasks. Also, the organization of the division itself is confusing to customers (e.g. I&amp;L is in Planning Services but the public calls Development Services with development permit questions).</p>	<p>I&amp;L PLN ENG ES</p>
12	<p><b>Engage in a Comprehensive Fee Review</b></p> <ul style="list-style-type: none"> <li>— Further examine the current fee structure the City utilizes to assess cost recovery, value, and comparability to other municipalities</li> <li>— Assess trade-offs of changes in fees for development / growth purposes, vs. the internal costs of providing these services</li> </ul>	<p>The options discussed further in the "Low Value, Low Complexity" section discuss the need for a comprehensive fee review. While each fee adjustment itself may rank lower on the priority scale, the need for a review of fees overall is considered a high priority option. For further detail, please refer to options B1-B6 in the next section.</p>	<p>I&amp;L PLN ENG</p>
13	<p><b>Introduce a Building Grade Certificate inspection before building permits are issued</b></p>	<p>Engineering has expressed the need for a formalized Building Grade Certificate inspection to be put in place before a Building Permit is issued, as there have been many instances where Development Permit conditions are not met, causing issues that affect neighboring properties. The lack of an inspection negatively affects the City, the homeowner, and residents neighboring the property.</p>	<p>I&amp;L ENG</p>

<p>14</p>	<p><b>Incorporate the range of services into a one-stop online self-service portal (in progress for Inspections &amp; Licensing)</b></p> <ul style="list-style-type: none"> <li>— Enable customers to make full submissions, payments, and track the status of their applications / permits / licenses online (in progress for Inspections &amp; Licensing; not started for Engineering or Planning services)</li> <li>— Accept all applications and submissions electronically (including engineering drawings)</li> </ul>	<p>While the City is currently moving towards a more robust set of self-service options – in particular in the I&amp;L department – staff acknowledged the desire to firm up plans to bring Engineering, Planning, and Emergency Services online with self-service options. This would further reduce manual processing of applications while increasing transparency and consistency. External stakeholders commented that the functionality of self-service options should include the ability to apply for all permits and inspections online, to attach all required documentation directly to the online application package, and to increase tracking capabilities for the status of applications as well as enable the viewing of outstanding conditions. Considerable dissatisfaction was expressed with the current MyCity set-up and it was requested that consultation with users be a priority for future updates.</p> <p><b>Progress Note:</b> Due to the point-in-time nature of this Money for Value Review, it is important to note that substantial progress has been made regarding this option. The T4 testing sessions have been completed and significant improvements in MyCity and self-service options have been noted.</p>	<p>I&amp;L PLN ENG ES</p>
<p>15</p>	<p><b>Implement a Customer Relationship Management (CRM) system that effectively captures customer interactions.</b></p> <ul style="list-style-type: none"> <li>— Enter all customer inquiries and interactions into a system to manage information on customer interactions</li> </ul>	<p>There is presently no Customer Relationship Management (CRM) system / processes in place to consistently track and manage inquiries, questions, etc. from applicants. Utilizing a CRM system would increase the consistency of responses to inquiries, as well as inform staff of the nature and contents of prior interactions with customers. While a cheap solution could be achieved via spreadsheets, proper CRM systems can be relatively inexpensive to implement and easy to utilize.</p>	<p>I&amp;L PLN ENG ES</p>

16	<p><b>Assign Case Managers to guide customers through project stages as a single point of contact</b></p> <ul style="list-style-type: none"> <li>— Assign Case Managers (CM) to guide applicants through each stage of a project as a single point of contact, with a formalized 'hand-off' of the project from one CM to the next</li> <li>— Leverage the role of Case Managers to create more accountability between and within departments for reviews and referrals</li> </ul>	<p>Consulted members of industry reported that it would streamline the customer experience to have a Case Manager to shepherd projects through the system. These shepherds would be experienced in project management, understand the customer's obligations, and keep departments accountable to timelines. Staff noted that it would be valuable to have conversations with developers to identify steps and milestones that would contribute to structuring appropriate hand-off points and accountabilities.</p>	I&L PLN ENG ES
17	<p><b>Create a distinct "homeowner center" to address specific inquiries for inexperienced applicants</b></p>	<p>Vancouver has a separate "homeowner center" where service provisions are targeted directly at homeowners. This is a way of managing different levels of service and effort that are required to provide support to these applicants without contributing to delays for knowledgeable, experienced developers.</p>	I&L PLN ENG
18	<p><b>Move towards full digitalization of processes by enforcing the use of digital copies</b></p> <ul style="list-style-type: none"> <li>— Discard paper copies after they have been scanned into the system.</li> <li>— Store a single, electronic master copy of all plans in a centralized location that is able to be viewed / updated cross-functionally.</li> </ul>	<p>Staff have identified that the majority of processes are performed manually, rather than through a standardized, "global" information system. While full digitization has been identified as a desired future state, this process has been slow and uneven across departments, mainly due to budget differences. Also, many staff prefer paper and resist these changes.</p>	I&L PLN ENG ES
19	<p><b>Have all City-issued licenses expire on their anniversary date instead of all at the same time of year</b></p>	<p>Many large municipalities do this, including Edmonton, Calgary, Medicine Hat, and Grande Prairie. The City also did this prior to the Tempest implementation, when the system was altered such that all licenses will expire on January 1<sup>st</sup>. Staggering the expiration dates prevents large spikes of work at a single point in the year.</p>	I&L

### Low Value, Low Complexity Options

The Low Value, Low Complexity Options are described below:

#	Option	Rationale	Department
20	<p><b>Development Officer Resource Adjustment</b></p> <ul style="list-style-type: none"> <li>Adjust resourcing regarding Development Officers to increase capacity to focus on core service delivery and enforcement to increase service quality and adherence to service levels.</li> </ul>	<p>Add a Development Officer (DO), hire a dedicated Enforcement Officer or contractor to take over the enforcement component of the DO role that they do not have capacity to perform, or re-allocate enforcement duties from DOs to other staff with available capacity. Activity modelling will grant further insight into this issue and potential pockets of capacity among other staff.</p> <p><b>Progress Note:</b> After the implementation of T4, it was noted that the capacity of Development Officers has increased. This option has been decreased in value as a result and should be considered in the future, depending on the state of the economy and city growth.</p>	I&L
21	<p><b>Formalize Cross-Functional Training</b></p> <ul style="list-style-type: none"> <li>Implement cross-functional training across departments for increased process efficiency and less risk of knowledge loss due to turnover.</li> <li>Formalize process documentation to facilitate cross-functional training (e.g. Heritage Manual)</li> </ul>	<p>One theme that arose throughout internal stakeholder engagement was that the departments operate in silos. Cross-functional training / sharing of knowledge will empower staff, diffuse specialized knowledge across multiple people, and build end-to-end understanding of processes as they move through departments.</p>	I&L PLN ENG ES
22	<p><b>Formalize Training for Front-Desk Staff</b></p> <ul style="list-style-type: none"> <li>Develop a comprehensive training sequence that utilizes a combination of classroom learning, job shadowing and field experience</li> <li>Supplement front desk staff with specialized staff (e.g. rotating SCOs).</li> </ul>	<p>Customers reported that while front-desk staff are friendly and courteous, they often do not have the knowledge to answer inquiries. By comparison, Calgary has a rigorous 3 month training program with 7 weeks in school, and 5 weeks doing job shadowing.</p>	I&L ENG
23	<p><b>Charge for Permits / Services Without Fees</b></p> <p>Such permits / services include:</p> <ul style="list-style-type: none"> <li>Excavation Permits</li> </ul>	<p>Other municipalities include excavation permit fees in the development permit or have a separate fee (e.g. Grande Prairie charges \$100, while Calgary ties it with stripping and grading for about \$1200). Municipalities such as Grande</p>	I&L PLN ENG

#	Option	Rationale	Department
	<ul style="list-style-type: none"> <li>— Redesign / Revision Fees: for applications that require significant revisions to the original.</li> <li>— Re-circulation Fees: for applications that require re-circulation to stakeholders</li> </ul>	Prairie, Calgary, and Medicine Hat charge fees (typically 50% of the application fee) for applications that change substantially or require significant revisions Other municipalities also charge for applications that require re-circulation to stakeholders; Medicine Hat charges 25% of the regular permit fee; Edmonton charges \$1020 for development permits and 50% for residential permits, and Calgary charges \$1203 for re-circulating applications.	
24	<p><b>Adjust Security Deposits for Developments</b></p> <ul style="list-style-type: none"> <li>— Adjust security deposit levels to better reflect the level of risk The City takes on with regard to the possibility of a developer defaulting</li> </ul>	Legal has expressed concerns regarding the size of Engineering's development deposit (currently just 25%), which places considerable liability on the City if a developer defaults. Other municipalities such as Calgary, Lethbridge, Grande Prairie, and Mountain View County, require higher deposits (50-150%).	ENG
25	<p><b>Adjust Use of Streets Permit Fees</b></p> <ul style="list-style-type: none"> <li>— Review the rationale behind the application of the one-day base fee (\$50) versus the long term fee (\$7.50 or \$15 per unit month)</li> </ul>	Staff indicated that what is happening with the Use of Streets permit is that instead of paying the daily rate, applicants are paying the 'long-term' use per unit rate for longer periods at a lower cost	ENG
26	<p><b>Differentiate Fee Levels for Homeowners vs. Developers (Level of Sophistication)</b></p> <ul style="list-style-type: none"> <li>— Charge fees that reflect the level of time / effort required by staff for applicants based on experience / sophistication of knowledge (or at least track time spent with each segment to understand cost drivers)</li> </ul>	Staff have identified that large amounts of time are spent with customers who have limited experience / knowledge (i.e. homeowners). Charging a fee to reflect higher levels of service that are required may assist in providing further services to educate / inform these applicants, such as educational or communications materials.	I&L PLN ENG
27	<p><b>Assess Whether Simplicity of Fee Structure Appropriately Reflects the Tiers of Service Delivery</b></p> <ul style="list-style-type: none"> <li>— Review the granularity of Development Permit and Subdivision Fees</li> <li>— Review Residential Development Permit fees</li> </ul>	Red Deer does not differentiate fees for residential development permits by single detached, semi-detached, multi-unit apartments, accessory buildings, additions, etc. Other municipalities do. Also, Subdivision fees have a flat base rate with additional charges per lot (note: this was simplified a few years ago) compared to other municipalities which have base fees that increase incrementally as well as additional	I&L PLN

#	Option	Rationale	Department
		charges per lot. Generally speaking, Development Permit fees in Red Deer appeared to be lower than comparators.	
28	<b>Offer Fee Discount for Online Applications to Encourage Channel Use</b>	To increase the utilization of online channels for application submissions (and thereby incentivize the provision of digital documents, facilitating the transition to digitization), The City can provide a small fee reduction for applicants who submit their applications electronically.	I&L
29	<b>Use Standardized Checklists to Assess Application Completeness</b>	All municipalities compared are utilizing standardized checklists for applications to ensure completeness, either attached to the form or through their IT system.	I&L PLN ENG
30	<b>Reduce the Number of Referrals</b> <ul style="list-style-type: none"> <li>— Remove unnecessary referral circulation steps (i.e. small, permitted use applications).</li> <li>— Only send referrals to necessary stakeholders.</li> <li>— Activity modelling (Option G2) will assist in identifying who provides value added comments on which applications, which referrals do not log time and may not be needed for certain types of applications or certain customer segments, etc.</li> </ul>	Currently, there is no effective tracking of referral timelines to assess the efficiency of these processes. Some municipalities, such as Edmonton, only circulate complex commercial, discretionary use Development Permits; pieces that require public consultation and engineering drawings. External stakeholders indicated that issues with large numbers of referrals are compounded by a lack of coordination between departments in the review process resulting in conflicting comments and delays, that staff / departments are not held accountable to project timelines, and that there are insufficient staffing levels to meet process demands.	I&L PLN ENG ES
31	<b>Involve Legal and City Manager earlier in complex application reviews to align expectations</b>	<p>Planning staff indicated that the Legal department and the City Manager often provide comments on applications late in the review process that trigger significant re-work on the part of Planners. Involve these stakeholders earlier in the process to align expectations and decrease chances of late-in-process barriers.</p> <p><b>Progress Note:</b> Due to the point-in-time nature of this Money for Value Review, this option has been completed in July of 2016.</p>	PLN

#	Option	Rationale	Department
32	<b>Formalize the Processing of Development Permits and Re-Zoning Permits in Parallel</b>	There is an opportunity to generate some efficiencies by pushing the processing of Development Permits and Re-zoning applications in parallel where possible, since the information required overlaps significantly. This another bundling opportunity where wherein applicants requiring both services could submit a single application, cutting down the number of documents to be processed and moving from multiple points of contact to a single point of contact.	I&L PLN
33	<b>Formalize prioritization of requests for service or complaints based on emergency and severity</b>	Similar to the risk based approach to inspections (Option D3), those service requests that are deemed to be the highest priority in terms of safety and risk should be identified and tended to through the use of a formalized risk matrix – both moving forward and with respect to backlogs.	I&L ES
34	<b>Introduce online “wizards” which provide direction to the right bylaw / requirements and other self-service tools to customers</b>	Other municipalities have a variety of unique and value-adding self-service tools: interactive permit application fee calculators, interactive plans / guides demonstrating process flow and the associated timelines, online payment and / or status tracking of permits, etc.	I&L PLN ENG
35	<b>Formalize “warm transfers” for inquiries to that staff understand customer needs before transfers</b>	Staff have identified that large numbers of inquiries / complaints are incorrectly routed; if staff take the time to understand a customer’s needs before passing the call to another department it would reduce the number of these calls that consume significant portions of staff time (particularly in I&L). A formalized policy for staff to pinpoint the nature of the inquiry, and decision criteria for where a call should be routed would contribute to the effectiveness of warm transfers.	I&L PLN ENG ES
36	<b>Provide Pro-Active Case Management</b>	Feedback from external stakeholders suggests that The City could improve processes by increasing transparency. ThinkTank participants identified that process requirements are often not identified or communicated to applicants early enough in the process, including	

#	Option	Rationale	Department
		outstanding information. In addition, participants reported that there is limited clarity around process timelines and no proactive notifications around process status or delay.	
37	<p><b>For more complicated applications, push applications through a different service stream</b></p> <p>Utilize self-service kiosks to mitigate the volume of work that reaches the front desk</p> <p>Create a separate customer service line for less experienced individuals who will require more staff time than frequent customers</p>	Best practices include differentiated service for customers with varying levels of experience; this could include 'self-service' kiosks targeted at homeowners, contractors, etc. A 'banking model', with a separate line at the front counter for homeowners (or expedited service for permits that can be approved instantly) would help staff to provide appropriate levels of assistance to different customers.	I&L ENG
38	<p><b>Enhance available communications materials / campaigns and direct customers towards them</b></p>	Noting that many homebuilders may only use the system once, it is likely that finding ways to channel homeowners to utilize information resources (the website, information packets, etc.) is a more effective means of education than acute alternatives such as targeted home owner, contractor / consultant, realtor, etc. campaigns. Many current materials are out-of-date or inconsistent, with different versions of applications causing confusing for customers. The development of professionally-made, consistent materials such as quick-start manuals may reduce inquiries. I&L is now working with Communications to improve some of the website material.	I&L PLN ENG ES
39	<p><b>Evaluate hardware in Engineering that inhibits staff productivity and update that which will generate the largest efficiency gains</b></p>	Engineering staff indicated that the archaic hardware they are currently using has a negative impact on efficiency and effectiveness.	ENG
40	<p><b>Provide additional staff training on saving and categorizing documents electronically in eDocs</b></p> <p>— Formalize a policy outlining document naming conventions, archiving and disposal improve the ease of finding information.</p>	Staff reported that information on the data management system is difficult to access. Implementing formalized protocol will create consistency in how documents are archived and will allow for the easy identification and accessibility of documentation.	I&L PLN ENG ES

#	Option	Rationale	Department
41	<b>Add excavation and stripping &amp; grading etc. permits into Prospero so that I&amp;L can assist in compliance activities</b>	Excavation permits, delivered through Engineering, are not always obtained and un-permitted work occurs as a result. While in the field, Inspections & Licensing inspectors could flag this – and other –unpermitted work to Engineering via Prospero to close the loop on these instances and support enforcement.	I&L ENG
42	<b>Automatically initiate the expiration, renewal and extension processes for licenses</b>	Automation will reduce the need for staff to initiate these processes, saving time and increasing consistency.	I&L

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Council Decision – January 7, 2019

**DATE:** January 10, 2019  
**TO:** Erin Stuart, Inspections & Licensing Manager  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Amendments to the Safety Codes Permit Bylaw and Development Permit Fee Bylaw

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**Reference Report:**

Administrative Report, dated December 21, 2018

**Bylaw Reading:**

At the Monday, January 7, 2019 Regular Council Meeting, Council gave first and second reading to the following Bylaws:

**Bylaw 3551/B-2018** (an amendment to the Safety Codes Permit Bylaw to add new fees for services and remove references to occupancy permits)

**Bylaw 3555/B-2018** (an amendment to the Development Permit Fee Bylaw to add new fees for services)

**Report back to Council:**

Yes.

**Comments/Further Action:**

These bylaws will come back for third reading during the 2019 Operating Budget Meeting.

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

Frieda McDougall  
Manager

- c. Director of Planning Services  
Corporate Meeting Administrator



December 28, 2018

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

Legislative Services

### **Report Summary & Recommendation:**

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#### **Summary:**

The attached report is being brought forward from the Monday, December 10, 2018 Regular Council Meeting.

#### **Recommendation:**

That Council consider third reading of Bylaw 3609/A-2018.

#### **Background:**

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At the Monday, December 10, 2018 Regular Council Meeting, Council gave first and second reading to Bylaw 3609/A-2018, an amendment to the Business Licence Bylaw to include Permanent Supervised Consumption Services and to resolve administrative errors.

#### **Proposed Resolution:**

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That Bylaw 3609/A-2018 be read a third time.



Originally Submitted to  
the December 10, 2018  
Council Agenda

November 6, 2018

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

Administrative Report

### Report Summary

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

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

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

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

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

### City Manager Comments

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I support the recommendation of Administration.

Craig Curtis  
City Manager

### Proposed Resolution

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

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

## Rationale for Recommendations

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

## Discussion

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### Background

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

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

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

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

### Business Licence Conditions

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

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

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

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

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

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

#### Definition of Permanent Supervised Consumption Services

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

#### Next Steps

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

## **Appendices**

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

Appendix A:

*Business Licence Bylaw Amendment No. 3609/A-2018*

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

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

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

1. Section 2 is amended by adding the following:

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

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

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

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

READ FIRST TIME IN OPEN COUNCIL this day of 2018.

READ SECOND TIME IN OPEN COUNCIL this day of 2019.

READ THIRD TIME IN OPEN COUNCIL this day of 2019.

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

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CITY CLERK

**Schedule "B"**  
**Pawn Shops and Pawnbrokers**

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

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

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

**Schedule "C"**  
**Second Hand Dealers**

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

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

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

**Schedule "E"**  
**Direct Sellers**

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

**Schedule "G"**  
**Mobile and Permanent Supervised Consumption Services**

**Application Requirements**

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

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

#### **General Licence Conditions**

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

#### **Mobile Supervised Consumption Services Unit Licence Conditions**

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

#### **Permanent Supervised Consumption Services Licence Conditions**

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

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

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

**Schedule "J"**  
**Specified Penalties**

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

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

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

Appendix B:

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

**BYLAW NO. 3609/2018**

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

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

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

~~(a)~~ **“Business”** means:

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

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

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

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

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

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

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

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

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

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

recover post-consumption;

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

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

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

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

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

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

### City Manager

3. The City Manager is authorized to:

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

**Directory**

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

**Requirement for a Business Licence**

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

**Exclusions from the Requirement for a Business Licence**

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

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

**Application for a Business Licence**

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

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

### **Considering the Application**

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

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

#### **Business Licence Fee**

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

#### **Effect of and Limitations on a Business Licence**

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

**Term of Business Licence**

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

**Obligations of Business Licence Holder**

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

**Cancellation of Business Licence by a Licence Holder**

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

**Revocation or Suspension of Business Licence by City Manager**

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

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

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

**Appeals**

48. If the City Manager:

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

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

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

50. The Red Deer Appeal and Review Board may:

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

**Inspection of Lands and Buildings**

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

**Business Licence is not a Representation of Compliance with other Bylaws**

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

**Enforcement**

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

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

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

### **Fines and Penalties**

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

### **Municipal Violation Tag**

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

### **Violation Ticket**

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

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

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

**Effective Date**

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

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

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

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

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

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

“Tara Veer”  
\_\_\_\_\_  
MAYOR  
CLERK

“Frieda McDougall”  
\_\_\_\_\_  
CITY

**Schedule "A"**  
**Fee Schedule**

GST EXEMPT

1. The fees for licences are:
 

(a) Resident Business	\$108.00
(b) Non Resident Business	\$420.00
(c) Resident Short Term	\$50.00
(d) Non-Resident Short Term	\$175.00
(e) Change Fee	\$25.00
(f) Late Fee	\$25.00
  
2. Resident Business and Non Resident Business licence fees under this bylaw may be pro-rated on a monthly basis for each month from the date the licence is first issued until December 31 of that year, for any Business that was not operated or Carried On prior to the licence being issued. In no case will the pro-rated fee be less than \$35.00.
  
3. Business licence fees to be reviewed each year, prior to the renewal process, based on the Consumer Price Index (CPI) of Alberta. Fees will be rounded to the nearest \$0.05.

**Schedule "B"**  
**Pawn Shops and Pawnbrokers**

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

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

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

**Schedule "C"**  
**Second Hand Dealers**

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

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

**Schedule "D"**  
**Mobile Business Units**

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

**Schedule "E"**  
**Direct Sellers**

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

**Schedule "F"**  
**Drinking Establishments**

**Mandatory Requirements**

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

**Conditions Attached to Licence**

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

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

### **Inspection of Premises and Facilities**

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

**Schedule "G"**  
**Mobile and Permanent Supervised Consumption Services Units**

**Application Requirements**

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

**(a) Mobile Supervised Consumption Services Units**

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

**(b) Permanent Supervised Consumption Services**

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

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

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

#### **General Licence Conditions**

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

#### **Mobile Supervised Consumption Services Unit Licence Conditions**

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

#### **Permanent Supervised Consumption Services Licence Conditions**

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

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

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

**Application Requirements**

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

**Licence Conditions for Cannabis Retail Sales**

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

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

**Licence Conditions for Cannabis Production Facility**

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

**Schedule "I"**  
**Late Night Clubs**

**Application for a Licence**

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

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

#### **Inspection Of Premises And Facilities**

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

#### **Duty to Assist Inspector**

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

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

**Schedule “J”  
Specified Penalties**

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

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

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



Council Decision – January 7, 2019

**DATE:** January 10, 2019  
**TO:** Erin Stuart, Inspections & Licensing Manager  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Business License Bylaw Amendment No. 3609/A-2018 Related to Permanent Supervised Consumption Services

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**Reference Report:**

Legislative Services, dated December 28, 2018

**Bylaw Reading:**

At the Monday, January 7, 2019 Regular Council Meeting, Council gave third reading to the following Bylaw:

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

**Report back to Council:**

No.

**Comments/Further Action:**

This office will update the bylaw and distribute in due course.

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

Frieda McDougall  
Manager

- c. Director of Planning Services  
Corporate Meeting Support



December 28, 2018

Site Exception for a Freestanding Sign

Bylaw 3357/BB-2018

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

Legislative Services

**Report Summary & Recommendation:**

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**Summary:**

The attached report is being brought forward from the Monday, December 10, 2018 Regular Council Meeting.

**Recommendation:**

That Council consider first reading of Bylaw 3357/B-2018.

**Background:**

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At the Monday, December 10, 2018 Regular Council Meeting, Council agreed to table consideration of Bylaw 3357/BB-2018 for up to six weeks.

**Proposed Resolution:**

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Resolved that Council of The City of Red Deer hereby agrees to lift from the table consideration of Bylaw 3357/BB-2018.

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



November 22, 2018

Originally Submitted to the  
December 10, 2018 Council  
Agenda

## Site Exception for a Freestanding Sign

Bylaw 3357/BB-2018

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

Planning Department

### **Report Summary and Recommendation**

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

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

### **City Manager comments**

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I support the recommendation of Administration. If first reading of Bylaw 3357/BB-2018 is given, a Public Hearing would then be held on Monday, February 4, 2019 at 6:00 p.m. during Council's regular meeting.

Craig Curtis  
City Manager

### **Proposed Resolution**

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

### **Rationale for Recommendation**

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

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

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

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

**3. A freestanding sign is compatible with surrounding developments.**

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

**Discussion**

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

The proposed amendment would allow a freestanding sign up to 9.0 metres high, which is the maximum height allowed under most commercial districts, and up to 7.0 m<sup>2</sup> in sign area as per the applicant's request. Most commercial districts allow sign areas up to 12.0 m<sup>2</sup>.

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

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

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

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

**Dialogue**

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

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

## **Appendices**

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Appendix A – Location of Subject Site

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

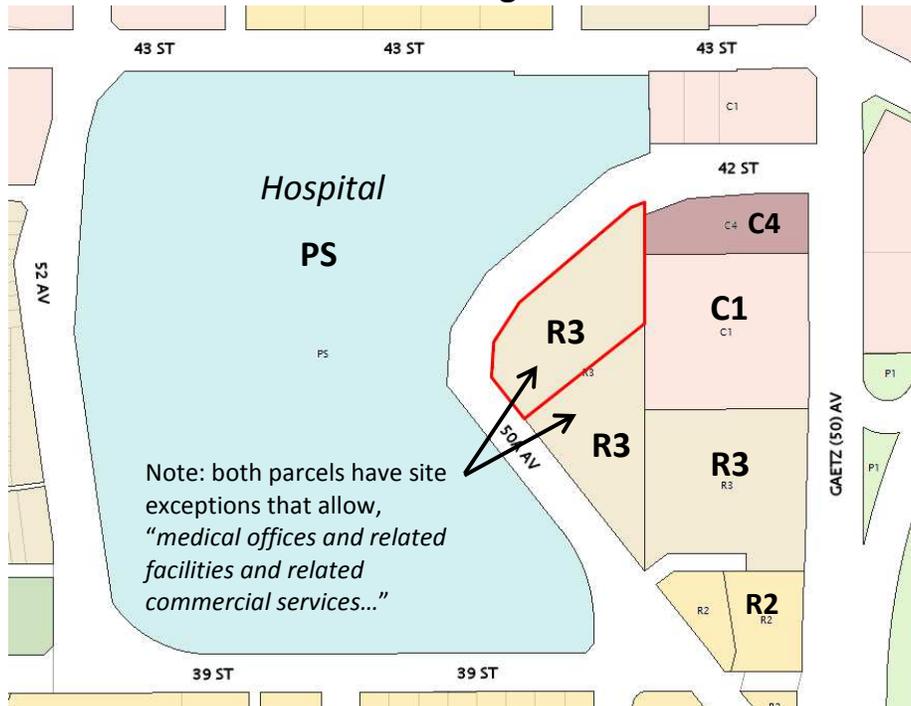
Appendix C – Land Use Bylaw 3357/BB-2018

**Appendix A**  
**Location and Zoning of Subject Site**

### 3947 – 50A Avenue Location



### Zoning



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

## 8.22 Exceptions Respecting Land Use

### 1. Areas Specifically Designated for a Particular Use

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

**Appendix C**  
**Land Use Bylaw 3357/BB-2018**





Council Decision – January 7, 2019

**DATE:** January 10, 2019  
**TO:** Orlando Toews, Senior Planner  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Site Exception for a Freestanding Sign – Bylaw 3357/BB-2018  
3947-50A Avenue (Lot 2, Block J, Plan 3999RS)

---

**Reference Report:**

Legislative Services, dated December 28, 2018

**Bylaw Reading:**

At the Monday, January 7, 2019 Regular Council Meeting, Council gave first reading to the following Bylaw:

**Bylaw 3357/BB-2018** (an amendment to the Land Use Bylaw to amend an existing site exception to allow for one freestanding sign as a discretionary use on a parcel that is designated R3 – Residential (Multiple Family) District)

**Report back to Council:**

Yes.

**Comments/Further Action:**

Administration will advertise for two consecutive weeks for a Public Hearing to be held on Monday, February 4, 2019 at 6:00 p.m. during Council's regular meeting.

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

Frieda McDougall  
Manager

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



December 28, 2018

Municipal Planning Commission Request – Cannabis  
Retail Sales Separation Distance Variance Guidance  
Land Use Bylaw Amendment 3357/UU-2018

Legislative Services

**Report Summary & Recommendation:**

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**Summary:**

The attached report is being brought forward from the Monday, December 10, 2018 Regular Council Meeting.

**Recommendation:**

That Council considers second and third reading of Bylaw 3357/UU-2018.

**Background:**

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At the Monday, December 10, 2018 Regular Council Meeting, Council gave first reading to Bylaw 3357/UU-2018, an amendment to the Land Use Bylaw to preclude the Development Authority from granting variances to the separation distances in the Land Use Bylaw for Cannabis Retail Sales.

**Proposed Resolution:**

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That Bylaw 3357/UU-2018 be read a second and third time.



Originally Submitted to  
the December 10, 2018  
Council Agenda

December 10, 2018

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

### Land Use Bylaw Amendment 3357/UU-2018

Administrative Report

#### **Report Summary and Recommendation**

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On December 10, 2018 City Council considered a request from the Municipal Planning Commission on how to best consider variances to the separation distances related to Cannabis Retail Sales (CRS), including between CRS and identified sensitive uses.

At the meeting, Council gave first reading to Bylaw 3357/UU-2018 (see Appendix A) which precludes the Development Authority from granting variances to the separation distances for Cannabis Retail Sales.

The City Manager is recommending that Council grant second and third reading Bylaw 3357/UU-2018.

#### **City Manager Comments**

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I support the recommendation of Administration.

Craig Curtis  
City Manager

#### **Proposed Resolution**

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That Bylaw 3357/UU-2018 be given second and third reading.

## Discussion

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### *Background*

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

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

At the December 10, 2018 Council considered MPC's request and contemplated the four following options:

- 1) Keep the status-quo.
  - MPC will continue to use their judgement.
- 2) Amend the bylaw to prohibit variances to separation distances.
  - A variation on this option would be adding a specific amount not to vary over, such as not varying more than 10%.
- 3) Request Administration to develop guidelines to evaluate separation distance variances, similar to what is in place for Secondary Suites.
- 4) Remove the MPC from making decisions on variances, and Council becomes the Development Authority.

Following Council's discussion on the matter, Council voted on option two which would prohibit variances to separation distances. By prohibiting variances, applications that require a variance will be refused by the Development Authority.

Additionally, Council determined that when considering variance applications, the following rationale for refusal is to be considered by MPC. A separation distance is a balance of providing opportunities for the use itself, separating sensitive uses, managing potential cumulative impacts, and ensuring an opportunity for a variety of uses.

### *Dialogue*

Notices of the public hearing have been sent to the City's cannabis contact list.

## List of Appendices

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- A. Bylaw 3357/UU-2018

## Appendix A

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Bylaw 3357/UU-2018





**Municipal Planning Commission Decision  
December 19, 2018**

**DATE:** December 19, 2018  
**TO:** City Council  
**FROM:** Mayor Tara Veer, Chair, Municipal Planning Commission  
**SUBJECT:** Land Use Bylaw Amendment 3357/UU-2018

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**Decision:**

At the December 19, 2018 meeting of the Municipal Planning Commission, the following motion was introduced and passed:

Resolved that the Municipal Planning Commission, having considered the report presented by Administration re Land Use Bylaw Amendment 3357/UU-2018, hereby endorses Land Use Bylaw Amendment 3357/UU-2018, which precludes the Development Authority from granting variances to the separation distances for Cannabis Retail Sales, and forwards this to Council for consideration.

The above is submitted for Council's consideration.

Respectfully submitted,

A handwritten signature in blue ink, appearing to be 'Tara Veer', written over a large, stylized blue scribble.

Mayor Tara Veer  
Chair, Municipal Planning Commission

c: Tara Lodewyk, Director of Planning  
Erin Stuart, Inspections & Licensing Manager  
Debbie Hill, Development Officer  
Beth McLachlan, Development Officer



Council Decision – January 7, 2019

**DATE:** January 10, 2019  
**TO:** Christi Fidek, Senior Planner  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Municipal Planning Commission Request – Cannabis Retail Sales  
Separation Distance Variance Guide  
Land Use Bylaw 3357/UU-2018

---

**Reference Report:**

Legislative Services, dated December 28, 2018

**Bylaw Reading:**

At the Monday, January 7, 2019 Regular Council Meeting, Council gave second and third reading to the following Bylaw:

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

**Report back to Council:**

No.

**Comments/Further Action:**

This office will update the bylaw and provide copies in due course.

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

Frieda McDougall  
Manager

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



Council Decision – January 7, 2019

**DATE:** January 10, 2019  
**TO:** Lesley Kendall, HR Team Leader – Consulting & Labour Relations  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** In Camera Item 1.1

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**Resolution:**

At the Monday, January 7, 2019 Regular Council Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer having considered Item 1.1. Human Resources Matter In Camera on January 7, 2019 hereby endorses the revised recommendation and agrees that the contents of the report will remain confidential as protected by the Freedom of Information and Protection of Privacy Act, Section 24(1)(b)(i).

**Report back to Council:**

No.

**Comments/Further Action:**

None.

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

Frieda McDougall  
Manager

c. Director of Human Resources

FILE COPY



Council Decision – January 7, 2019

**DATE:** January 10, 2019  
**TO:** Tara Lodewyk, Director of Planning Services  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** In Camera Item 1.2

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**Resolution:**

At the Monday, January 9, 2019 Regular Council Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer having considered Item 1.2. Financial Matter In Camera on January 7, 2019 hereby endorses the revised recommendation and agrees that the contents of the report will remain confidential as protected by the Freedom of Information and Protection of Privacy Act, Section 25(1)(c).

**Report back to Council:**

No.

**Comments/Further Action:**

None.

A handwritten signature in blue ink, appearing to read 'M. Dougall'.

Frieda McDougall  
Manager

c. Planning Manager