



CITY COUNCIL

AGENDA

Monday, July 10, 2017 – Council Chambers, City Hall

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

I. IN CAMERA

- I.1. Motion to In Camera - Financial Matter (FOIP 24(1)(a))
- I.2. Motion to Revert to Open Meeting

2. MINUTES

- 2.1. Confirmation of the Minutes of the June 12, 2017 Regular Council Meeting
(Agenda Pages 1 – 7)
 - 2.1.a. Motion to Lift from the Table
- 2.2. Confirmation of the Minutes of the June 21, 2017 Special Council Meeting
(Agenda Pages 8 – 11)
- 2.3. Confirmation of the Minutes of the June 26, 2017 Regular Council Meeting
(Agenda Pages 12 – 29)

3. POINTS OF INTEREST

4. REPORTS

- 4.1. Moving Red Deer Forward: Multimodal Transportation
(Agenda Pages 30 – 33)
- 4.2. Warming Centre Development Permit Approval
(Agenda Pages 34 – 61)
- 4.3. Request for Council Resolution
Direct Control District No. 27 (Clearview Market)
(Agenda Pages 62 – 71)
- 4.4. Planning and Development Services Value for Money Review
(Agenda Pages 72 – 178)
- 4.5. Turning Point Society of Central Alberta's Request for Letter of Opinion
(Agenda Pages 179 – 184)

5. BYLAWS

- 5.1. North of 11A Major Area Structure Plan – Hazlett Lake Environmental Reserve
Amendment
Bylaw 3554/A-2017
(Agenda Pages 185 – 199)
 - 5.1.a. Consideration of First Reading of the Bylaw
- 5.2. Bylaw 3357/V-2017 Omnibus
(Agenda Pages 200 – 211)
 - 5.2.a. Consideration of First Reading of the Bylaw

6. PUBLIC HEARINGS

- 6.1. Land Use Bylaw Amendment 3357/X-2017
Rezoning of 4718 19 Street
(Agenda Pages 212 – 227)
 - 6.1.a. Consideration of Second Reading of the Bylaw
 - 6.1.b. Consideration of Third Reading of the Bylaw

7. NOTICES OF MOTION

- 7.1. Notice of Motion Submitted by Councillor Ken Johnston re: Need for Hospital Expansion

(Agenda Pages 228 – 231)

8. ADJOURNMENT



UNAPPROVED - M I N U T E S

of the Red Deer City Council Regular Meeting held on, Monday, June 12, 2017 commenced at 2:30 P.M.

PRESENT: Mayor Tara Veer
Councillor Buck Buchanan
Councillor Paul Harris
Councillor Ken Johnston
Councillor Lawrence Lee
Councillor Lynne Mulder
Councillor Frank Wong
Councillor Dianne Wyntjes

City Manager, Craig Curtis
Director of Communications & Strategic Planning, Julia Harvie-Shemko
Director of Community Services, Sarah Cockerill
Director of Corporate Transformation, Lisa Perkins
Director of Corporate Services, Paul Goranson
Director of Human Resources, Kristy Svoboda
Director of Planning Services, Tara Lodewyk
Director of Development Services, Kelly Kloss
City Clerk, Frieda McDougall
Corporate Meeting Administrator, Amber Senuk
Corporate Meeting Support, Jackie Kurylo
Inspections & Licensing Manager, Erin Stuart
Senior Planner, David Girardin
Senior Planner, Orlando Toews

ABSENT: Councillor Tanya Handley



I. MINUTES

I.1. Confirmation of the Minutes of the May 29, 2017 Regular Council Meeting

Moved by Councillor Lawrence Lee, seconded by Councillor Lynne Mulder

Resolved that Council of The City of Red Deer hereby approves the Minutes of the May 29, 2017 Council Meeting with the following amendments:

- Page 6 Item 5.1 delete Councillor Dianne Wyntjes from the list of those In Favour as she was absent from the meeting at that time.

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

MOTION CARRIED

2. PRESENTATION

2.1. Canada 150 Update

Lorna Johnson, Executive Director for the Red Deer Museum and Art Gallery provided an overview to Council of some of the Canada 150 events planned for Red Deer.

Following the presentation, the following motion was introduced:

Moved by Councillor Lawrence Lee, seconded by Councillor Dianne Wyntjes

Whereas Canada 150 celebrations marking the 150th anniversary of Confederation are a historic moment for communities across the country; and

Whereas through the leadership of the Red Deer Museum & Art Gallery, Red Deer is commemorating this 150th anniversary through a variety of community celebrations; and



Whereas The City of Red Deer is partner and participant in these events to celebrate our history including participation in Canada Day celebrations on July 1, 2017, Red Deer Lights the Night in November, and through the grand reopening of Discovery Canyon which is Red Deer's official Canada 150 Legacy project in July;

Therefore be it Resolved that the Council of The City of Red Deer join other Federation of Canadian Municipalities communities in encouraging citizen participation in Canada 150 activities throughout our community and joins all Canadians in celebrating 150 years of confederation.

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

MOTION CARRIED

3. **ADDITIONAL AGENDA**

3.1. **Volunteer Central Community Initiatives Program (CIP) Grant**

Moved by Councillor Dianne Wyntjes, seconded by Councillor Lynne Mulder

Resolved that Council of The City of Red Deer having considered the report from the Community Services Directorate, dated June 5, 2017 re: Volunteer Central Community Initiatives Program (CIP) Program hereby agrees to match up to \$75,000 to be funded from Operating Reserve – Tax Supported, if Volunteer Central is successful in their CIP grant application in order to ensure continued operations until September 2019.

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

MOTION CARRIED



4. REPORTS

4.1. Growth - Executive Limitation Policy

Moved by Councillor Buck Buchanan, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer having considered the report from the Planning Services Division, dated May 2, 2017 re: Growth Executive Limitation Policy, hereby adopts the Growth – Executive Limitation Policy (EL-B-2.4).

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

MOTION CARRIED

4.2. Emergency Services Operational Review

Moved by Councillor Paul Harris, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer having considered the report from Emergency Services, dated May 31, 2017 re: Emergency Services Operational Review hereby adopts the High Intensity Residential Fires (HIRF) standards for Emergency Services response times and receives the 2017 Emergency Services Operational Recommendations as information.

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

MOTION CARRIED

4.3. Financial Leadership Framework

Councillor Wyntjes left Council Chambers at 4:04 p.m. and returned at 4:06 p.m.



Moved by Councillor Lawrence Lee, seconded by Councillor Lynne Mulder

Resolved that Council of The City of Red Deer having considered the report from the Financial Leadership Charter Team, dated June 1, 2017 re: Financial Leadership Framework, hereby approves the following policies:

1. PS-A-2.8 Financial Sustainability; and
2. EL-D-2.0 Financial Sustainability.

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

MOTION CARRIED

5. BYLAWS

5.1. Firearms Bylaw Amendment No. 3409/A-2017

Moved by Councillor Lawrence Lee, seconded by Councillor Frank Wong

FIRST READING: That Bylaw 3409/A-2017 (an amendment to the Firearms Bylaw to transfer the responsibility for administering and enforcing the bylaw from the Inspections & Licensing Department to the Municipal Policing Services Department) be read a first time.

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

MOTION CARRIED

5.2. Land Use Bylaw Amendment 3357/X-2017 Rezoning of 4718 19 Street



Moved by Councillor Frank Wong, seconded by Councillor Lawrence Lee

FIRST READING: That Bylaw 3357/X-2017 (an amendment to the Land Use Bylaw to redistrict 4718-19 Street from A1 Future Urban Development District to C4 Commercial (Major Arterial) District and A2 Environmental Preservation District) be read a first time.

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

MOTION CARRIED

Council recessed at 4:58 p.m. and reconvened at 6:00 p.m.

6. PUBLIC HEARINGS

6.1. Bylaw 3357/Y-2017

Site Exception - Bare Land Condominium Parking Stalls Lots 77 & 78, Block 7, Plan I32 3870 (155 Vanier Drive)

Mayor Tara Veer declared open the Public Hearing for Land Use Bylaw Amendment 3357/Y-2017. Mr. Larry Horsman, Langara Properties Corporation and Ms. Erin Miller, resident in the area spoke to this item. As no one else was present to speak to the bylaw, Mayor Tara Veer declared the Public Hearing closed.

Moved by Councillor Ken Johnston, seconded by Councillor Dianne Wyntjes

SECOND READING: That Bylaw 3357/Y-2017 (a Land Use Bylaw Amendment to allow for the creation of bare land condominium parking stalls on a site designated R3 – Residential (Multiple Family) District in Vanier Woods) be read a second time.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lynne Mulder,



Councillor Frank Wong, Councillor Dianne Wyntjes

OPPOSED: Councillor Lawrence Lee

MOTION CARRIED

Moved by Councillor Ken Johnston, seconded by Councillor Dianne Wyntjes

THIRD READING: That Bylaw 3357/Y-2017 be read a third time.

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

OPPOSED: Councillor Lawrence Lee

MOTION CARRIED

7. ADJOURNMENT

Moved by Councillor Buck Buchanan, seconded by Councillor Paul Harris

Resolved that Council of The City of Red Deer hereby agrees to adjourn the Monday, June 12, 2017 Regular Council Meeting of Red Deer City Council at 6:35 p.m.

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

MOTION CARRIED

MAYOR

CITY CLERK



UNAPPROVED - M I N U T E S

**of the Red Deer City Council Special Meeting
held on Wednesday, June 21, 2017
commenced at 9:34 A.M.**

PRESENT: Mayor Tara Veer
Councillor Buck Buchanan
Councillor Tanya Handley
Councillor Paul Harris
Councillor Ken Johnston
Councillor Lawrence Lee
Councillor Lynne Mulder
Councillor Frank Wong
Councillor Dianne Wyntjes

City Manager, Craig Curtis
Director of Communications & Strategic Planning, Julia Harvie-Shemko
Director of Community Services, Sarah Cockerill
Director of Corporate Transformation, Lisa Perkins
City Clerk, Frieda McDougall
Deputy City Clerk, Samantha Rodwell
Corporate Meeting Support, Jackie Kurylo

I. Protocol Agreement between the Red Deer Urban Aboriginal Voices Society and The City of Red Deer

I.I. Motion to enter into Protocol Agreement.

Moved by Councillor Lynne Mulder, seconded by Councillor Ken Johnston

This protocol represents the shared commitment between the voices of the Aboriginal community in Red Deer under the governance structure called Red Deer Urban Aboriginal Voices Society and The City of Red Deer.



Whereas, the federally established Urban Partnerships program brings together governments, Aboriginal communities and the private and not-for-profit sectors in partnership to support projects that recognize and remove barriers for urban Aboriginal people; and

Whereas, the cultures and contributions of Aboriginal Peoples - Inuit, Metis and First Nations – are an integral part of Canada's history that lie at the heart of Canadian identity; and

Whereas, the Aboriginal people of Canada are recognized for their special status granted under federal authority; and

Whereas, before the Red Deer was a City this area was home to many indigenous peoples; and

Whereas, The City of Red Deer and Red Deer Urban Aboriginal Voices Society wish to acknowledge Treaty 6 & 7 Territories (that the Red Deer River is the border of) and this agreement does not supersede these agreements or any other constitutionally recognized Aboriginal group such as Métis Nation; and

Whereas, Red Deer Urban Aboriginal Voices Society, formerly known as Common Ground, was a partnership established in 2007 between Common Ground and Alberta Urban Municipalities Association (AUMA) to facilitate understanding, cooperation and the development of relationship agreements between Aboriginal and non-Aboriginal Albertans and resulted in a 2010 local agreement between The City of Red Deer and Red Deer Native Friendship Society; and

Whereas, the Red Deer Urban Aboriginal Voices Society exists to act as the united voice of the urban Aboriginal community that works collaboratively and cooperatively amongst themselves, with governments and other organizations on issues and priorities affecting Aboriginal Peoples in Red Deer; and

Whereas, the purpose of a municipality is to provide good government, to provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or a part of the municipality, to develop and



maintain safe and viable communities and to foster the well-being of the environment; and

Whereas, the spirit and intent of Red Deer Urban Aboriginal Voices Society objectives is in the form of an indigenous way of knowing; and

Whereas, the Red Deer Urban Aboriginal Voices Society and The City of Red Deer share in the vision to create a strong, engaged community that embraces its diversity, improves well-being, and maintains a good quality of life; and

Whereas our combined visions work together collaboratively with each other and the broader community in understanding and defining roles and responsibilities on matters that relate to Red Deer's urban Aboriginal Peoples;

Therefore, The Red Deer Urban Aboriginal Voices Society and The City of Red Deer will be guided by the following principles when making decisions, developing plans and implementing actions:

EQUITY: Working together with integrity to ensure fair and just treatment and access to opportunity for all people and organizations;

LEADERSHIP: Effective leadership with and among others is guided by the wisdom of the Elders and City Council which is essential to adopt and sustain excellent practices;

COLLABORATIVE ACTION: Collaboration is necessary and is most effective when organizations build from their strengths, and jurisdiction while practicing transparency, and working towards consensus;

PARTICIPATION AND DIVERSITY: Genuine public participation is inclusive, informed and welcoming of diverse perspectives; we honor and respect each other's voices, speak and act with honesty, and value the unique needs and traditional teachings of Red Deer's Aboriginal People's.



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

MOTION CARRIED

2. ADJOURNMENT

Moved by Councillor Dianne Wyntjes, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer hereby agrees to adjourn the Monday, May 15, 2017 Regular Council Meeting of Red Deer City Council at 10:06 a.m.

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

MOTION CARRIED

MAYOR

CITY CLERK



UNAPPROVED - M I N U T E S

**of the Red Deer City Council Regular Meeting
held on, Monday, June 26, 2017
commenced at 2:32 P.M.**

PRESENT: Mayor Tara Veer
Councillor Buck Buchanan
Councillor Tanya Handley
Councillor Paul Harris
Councillor Ken Johnston
Councillor Lawrence Lee
Councillor Lynne Mulder
Councillor Frank Wong

City Manager, Craig Curtis
Director of Communications & Strategic Planning, Julia Harvie-Shemko
Director of Community Services, Sarah Cockerill
Acting Director of Corporate Services, Dean Krejci
Director of Development Services, Kelly Kloss
Director of Human Resources, Kristy Svoboda
Director of Planning Services, Tara Lodewyk
Acting City Clerk, Samantha Rodwell
Corporate Meeting Administrator, Amber Senuk
Council Administrative Assistant, Carlee Mulder
Senior Planner, Orlando Toews
Senior Planner, Christi Fidek

ABSENT: Councillor Dianne Wyntjes



I. IN CAMERA

I.1. Motion to In Camera - Human Resources Matter (FOIP 24(1)(a))

Moved by Councillor Buck Buchanan, seconded by Councillor Lynne Mulder

Resolved that Council of The City of Red Deer hereby agrees to enter into an In-Camera meeting of Council on Monday, June 26, 2017 at 2:33 p.m. and hereby agrees to exclude the following:

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

to discuss a Human Resource 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 Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong

MOTION CARRIED

I.2. Motion to Revert to Open Meeting

Moved by Councillor Ken Johnston, seconded by Councillor Lynne Mulder

Resolved that Council of The City of Red Deer hereby agrees to enter into an open meeting of Council on Monday, June 26, 2017 at 3:14 p.m.

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

MOTION CARRIED



2. PRESENTATION

2.1. Welcoming and Inclusive Communities (WIC) Network - 2016 WIC Needs Assessment Report and 2017 - 2018 Action Plan

Ms. Pamela Taylor and Ms. Andrea Lacoursier, Co-Chairs of the Welcoming and Inclusive Communities Network, provided an update to Council.

3. REPORTS

3.1. AUMA Resolutions

Moved by Councillor Buck Buchanan, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer having considered the report from Legislative Services dated May 29, 2017 re: AUMA Resolutions hereby agrees that Council forward to the Alberta Urban Municipalities Association (AUMA) 2017 Conference the following resolutions:

1. Provincial Funding of 211
2. Combative Sports
3. Support to Medical Equipment Lending Initiatives across Alberta

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

MOTION CARRIED

3.2. IDP Joint City and Red Deer County Meeting

Moved by Councillor Lawrence Lee, seconded by Councillor Tanya Handley

Resolved that Council of The City of Red Deer having considered the report from the Planning Department dated June 9, 2017 re: IDP Joint City and Red Deer County Meeting hereby agrees to defer the submission of a Notice of Intent to annex for a



period of one year.

IN FAVOUR:

Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong

MOTION CARRIED

3.3. 2016/2017 Citizen Representative Appointments to Committees

Moved by Councillor Tanya Handley, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer having considered the report from Legislative Services dated June 19, 2017 re: 2016/2017 – Citizen Representative Appointments to Committees hereby appoints the following to serve on the Library Board and the Community Engagement Group – Environmental Master Plan Review and Update to expire as follows:

Library Board

Stephen Underhay

Citizen Representative (1 two year term to fill an unexpired term)

Community Engagement Group – Environmental Master Plan Review and Update

Frank Bauer

Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update)

Evan Bedford

Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update)



Lisa Cocker	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update)
Pat Davis-Fuller	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update)
Cinzia Gaudelli	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update)
Danielle Gettis	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update)
Pedro Gonzalez	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update)
Sharina Kennedy	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update)
Anna Lewis	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update)
Garfield Marks	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update)
Todd Nivens	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update)



Dustin Quirk	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update)
Alan Smith	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update)
Don Wales	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update)
Don Wielinga	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update)

IN FAVOUR:

Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong

MOTION CARRIED

4. BYLAWS**4.1. Canada Winter Games Loan Bylaw 3593/2017**

Moved by Councillor Lynne Mulder, seconded by Councillor Paul Harris

FIRST READING: That Bylaw 3593/2017 (a bylaw to authorize a loan of \$4,607,027 to the 2019 Canada Winter Games Host Society to be repaid to The City on or before April 1, 2019 at a zero percent interest rate) be read a first time.

IN FAVOUR:

Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston,



Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong

MOTION CARRIED

4.2. Intermediate School

Bylaw 3592/2017 to Designate Intermediate School, 5205 48 Avenue, a Municipal Historic Resource under the Alberta Historical Resources Act, and

Land Use Bylaw 3357/W-2017 to Designate Intermediate School, 5205 48 Avenue, within the HP – Historical Preservation Overlay District

Moved by Councillor Paul Harris, seconded by Councillor Lynne Mulder

FIRST READING: That Bylaw 3592/2017 (a Bylaw to designate Intermediate School, at 5205-48 Avenue, as a Municipal Historic Resource under the Alberta Historical Resources Act) be read a first time.

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

MOTION CARRIED

Moved by Councillor Ken Johnston, seconded by Councillor Buck Buchanan

FIRST READING: That Bylaw 3357/W-2017 (a Land Use Bylaw Amendment to reflect the change in incorporating the site into the HP-Historical Preservation Overlay District) be read a first time.

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



MOTION CARRIED

4.3. Firearms Bylaw Amendment No. 3409/A-2017

Moved by Councillor Lawrence Lee, seconded by Councillor Frank Wong

SECOND READING: That Bylaw 3409/A-2017 (an amendment to the Firearms Bylaw to transfer the responsibility for administering and enforcing the bylaw from the Inspections & Licensing Department to the Municipal Policing Services Department) be read a second time.

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

MOTION CARRIED

Moved by Councillor Lawrence Lee, seconded by Councillor Frank Wong

THIRD READING: That Bylaw 3409/A-2017 be read a third time.

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

MOTION CARRIED

5. NOTICE OF MOTION

5.1. Notice of Motion Submitted by Councillor Ken Johnston Re: Need for Hospital Expansion

The following Notice of Motion was introduced by Councillor Ken Johnston:



Whereas the Municipal Government Act charges municipalities to provide and sustain a good quality of life for all citizens; and

Whereas health care is an essential quality of life marker for citizens; and

Whereas the Red Deer Regional Hospital plays an essential role within Alberta Health Services and the Central Alberta zone as a primary health service provider for our citizens and regional population; and

Whereas Red Deer Regional Hospital is the fourth most referred-to facility within the Alberta Health Services; and

Whereas in a December 2015 Needs Assessment¹ of the Red Deer Regional Hospital, Alberta Health Services stated that:

“Programs which are operating either at or beyond capacity within the Central Zone have been targeted, analyzed and described in this Needs Assessment. These programs are as follows:

- | | |
|--|--|
| * Interventional and Procedural Services | * Ambulatory Care Services |
| * Emergency Services | * Addiction and Mental Health Services |
| * Cardiac Science Services | * Clinical Support Services |
| * Maternal Child Services | * Non-clinical Support Services”; |

and

Whereas Red Deer Regional Hospital was previously identified in Government of Alberta infrastructure priorities as the 4th in a list of 17 priorities²; and

Whereas in the 2016 Alberta Health Services Multi-Year Facility Infrastructure Capital Submission³, the Red Deer Regional Hospital is no longer identified in the list of priorities and was excluded from capital funding; and

Whereas strong community, physician and Red Deer Regional Hospital Foundation support for capital hospital expansion in the Central Zone has been identified; and



Whereas municipalities within the Central Zone have an advocacy role to play on behalf of citizens;

Therefore be it resolved that Council of The City of Red Deer advocate to the Province of Alberta and specifically the Ministry of Health regarding the urgent infrastructure needs of the Red Deer Regional Hospital; and

Further be it resolved that the Government of Alberta be urged to consider reinstating the Red Deer Regional Hospital to the capital priorities list as identified in the 2015 Capital Submission for the purpose of ensuring timely and accessible health service equity for the citizens of the Central Zone.

¹ Alberta Health Services Needs Assessment: Red Deer Regional Hospital Centre Service & Program Expansion, December 2015

² Alberta Health Services 2015 Multi-Year Facility Infrastructure Capital Submission, July 13, 2015

³ 2016 Multi-Year Facility Infrastructure Capital Submission, December 2016

This Notice of Motion will be considered at the Monday, July 10, 2017 Regular Council Meeting.

Council recessed at 4:29 p.m. and reconvened at 6:01 p.m. Councillor Paul Harris returned to Chambers at 6:02 p.m.

The following Motion to Reconsider was introduced.

Moved by Councillor Lawrence Lee, seconded by Councillor Tanya Handley

Resolved that Council of The City of Red Deer having considered 2016/2017 Citizen Representative Appointments to Committees hereby agrees to reconsider this item to correct the terms of appointments of the members.

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

MOTION TO RECONSIDER CARRIED



The original motion with a correction to the terms of appointment of the Community Engagement Group was then on the floor.

Moved by Councillor Tanya Handley, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer having considered the report from Legislative Services dated June 19, 2017 re: 2016/2017 – Citizen Representative Appointments to Committees hereby appoints the following to serve on the Library Board and the Community Engagement Group – Environmental Master Plan Review and Update to expire as follows:

Library Board

Stephen Underhay

Citizen Representative (1 two year term to fill an unexpired term)

Community Engagement Group – Environmental Master Plan Review and Update

Frank Bauer

Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update public participation process)

Evan Bedford

Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update public participation process)

Lisa Cocker

Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update public participation process)

Pat Davis-Fuller

Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update public participation process)

Cinzia Gaudelli

Citizen Representative (Appointed until the



	conclusion of the Environmental Master Plan Update public participation process)
Danielle Gettis	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update public participation process)
Pedro Gonzalez	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update public participation process)
Sharina Kennedy	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update public participation process)
Anna Lewis	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update public participation process)
Garfield Marks	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update public participation process)
Todd Nivens	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update public participation process)
Dustin Quirk	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update public participation process)
Alan Smith	Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update public participation process)
Don Wales	Citizen Representative (Appointed until the



Don Wielinga

conclusion of the Environmental Master Plan Update public participation process)

Citizen Representative (Appointed until the conclusion of the Environmental Master Plan Update public participation process)

IN FAVOUR:

Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong

MOTION CARRIED

6. PUBLIC HEARINGS

**6.1. Proposed Road Closure Bylaw 3587/2017 and Land Use Bylaw Amendment 3357/P-2017
Road and Lots 1 & 2, Plan 892 3245 in NE 1/4 Sec. 22; 38-27-W4M**

Mayor Tara Veer declared open the joint Public Hearing for Road Closure Bylaw 3587/2017 and Land Use Bylaw Amendment 3357/P-2017. Mr. Jason Volk, Owner of Safari Spa; Mr. Guy Pelletier, Developer of Clearview Market Square; Ms. Livia Larin Young, Owner of Chopped Leaf; Ms. Jodie Jamieson, Owner of Pink Paire Boutique; Mr. Shea Volk, Owner of Dog and Cat Hospital; and Dr. Nar Gill, Clearview Market Dental Care spoke to this item. As no one else was present to speak to the bylaws, Mayor Tara Veer declared the Public Hearing closed.

Councillor Buck Buchanan left Council Chambers at 7:09 p.m. and returned at 7:10 p.m.

Moved by Councillor Ken Johnston, seconded by Councillor Buck Buchanan

SECOND READING: That Bylaw 3587/2017 (a proposed Road Closure for a city-owned area southwest of the intersection of 30 Avenue and 67 Street adjacent to Clearview Market) be read a second time.

IN FAVOUR:

Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya



Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong

MOTION CARRIED

Moved by Councillor Ken Johnston, seconded by Councillor Buck Buchanan

THIRD READING: That Bylaw 3587/2017 be read a third time.

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

MOTION CARRIED

Moved by Councillor Buck Buchanan, seconded by Councillor Tanya Handley

SECOND READING: That Bylaw 3357/P-2017 (an amendment to the Land Use Bylaw to redesignate 4.26 hectares from Road and AI – Future Urban Development District to Direct Control District (DCD) No. 27) be read a second time.

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

MOTION CARRIED

Moved by Councillor Buck Buchanan, seconded by Councillor Tanya Handley

THIRD READING: That Bylaw 3357/P-2017 be read a third time.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya



Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong

MOTION CARRIED

The following motion was then introduced.

Moved by Councillor Lawrence Lee, seconded by Councillor Tanya Handley

Resolved that Council of The City of Red Deer having considered Road Closure Bylaw 3587/2017 and Land Use Bylaw Amendment 3357/P-2017 hereby directs administration to prepare an amendment to Land Use Bylaw section 8.20.7 Direct Control District No. 27 Neighborhood Centre DC (27) setting City Council to be the Approving Authority, to come back to open Council on July 10, 2017.

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

MOTION CARRIED

**6.2. Land Use Bylaw Amendment 3357-U-2017
Carriage Home on 5334-43 Avenue (Woodlea)**

Mayor Tara Veer declared open the Public Hearing for Land Use Bylaw Amendment 3357/U-2017. Mr. Bruce Buckely, Woodlea Community Association; Mr. Zef Ordman, Neighbour of the Applicant; Mr. Keith Mosier, Neighbour of the Applicant; Ms. Caitlin Ledrew, Parkvale Community Association; Mr. Ken Duhamel, Applicant; Mr. Peter Slate, Resident in Woodlea and Founding Board Member of the Woodlea Community Association; spoke to this item. As no one else was present to speak to this bylaw, Mayor Tara Veer declared the Public Hearing closed.

Councillor Buck Buchanan left Council Chambers at 8:15 p.m. and returned at 8:17 p.m.

Councillor Frank Wong left Council Chambers at 8:43 p.m. and returned at 8:44 p.m.

Councillor Buck Buchanan left Council Chambers at 8:48 p.m. and returned at 8:49 p.m.



Moved by Councillor Tanya Handley, seconded by Councillor Frank Wong

SECOND READING: That Bylaw 3357/U-2017 (an amendment to the Land Use Bylaw for a site exception for 5334-54 Avenue in the Woodlea Neighbourhood) be read a second time.

Prior to consideration of Third Reading of the bylaw, the following tabling motion was introduced.

Moved by Councillor Frank Wong

Resolved that Council of The City of Red Deer hereby agrees to table consideration of Land Use Bylaw 3357/U-2017 until a review of carriage homes in established neighbourhoods has been complete.

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

The following motion to amend was then introduced.

Moved by Councillor Lawrence Lee, seconded by Councillor Lynne Mulder

Resolved that Council of The City of Red Deer having considered the report from the Planning Department dated May 16, 2017 re: Proposed Land Use Bylaw Amendment to Allow for a Carriage Home on 5334-43 Avenue in Woodlea – Bylaw 3357/U-2017 hereby amends the bylaw to reduce the building height maximum from 10.0m to 8.7m.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Lawrence Lee, Councillor Lynne Mulder

OPPOSED: Councillor Frank Wong, Councillor Ken Johnston

MOTION TO AMEND CARRIED

A subsequent tabling motion was then introduced.



Moved by Councillor Tanya Handley, seconded by Councillor Frank Wong

Resolved that Council of The City of Red Deer hereby agrees to table consideration of Land Use Bylaw 3357/U-2017 until further review of Carriage Homes in mature neighbourhoods has been completed.

IN FAVOUR: Councillor Tanya Handley, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong

OPPOSED: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Lynne Mulder

MOTION TO TABLE DEFEATED

The motion to approve second reading of Land Use Bylaw 3357/U-2017 as amended was then on the floor.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Paul Harris, Councillor Lynne Mulder

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

MOTION DEFEATED

7. MINUTES

7.1. Confirmation of the Minutes of the June 12, 2017 Regular Council Meeting

Moved by Councillor Lawrence Lee, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer hereby agrees to table consideration of the Monday, June 12, 2017 Council Minutes to the Monday, July 10, 2017 Council Meeting to allow Administration time to review the Unapproved Minutes.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya



Handley, Councillor Paul Harris, Councillor Ken Johnston,
Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor
Frank Wong

MOTION TO TABLE CARRIED

8. ADJOURNMENT

Moved by Councillor Ken Johnston, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer hereby agrees to adjourn the Monday,
June 26, 2017 Regular Council Meeting of Red Deer City Council at 9:51 p.m.

IN FAVOUR:

Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya
Handley, Councillor Paul Harris, Councillor Ken Johnston,
Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor
Frank Wong

MOTION CARRIED

MAYOR

CITY CLERK

DATE: July 12, 2017
TO: Sarah Cockerill, Director of Community Services
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: In Camera Agenda Items 1.1 & 1.2

Reference Report:

Item 1.1, dated July 10, 2017.
Item 1.2 dated June 30, 2017.

Resolution:

At the Monday, July 10, 2017 Regular Council Meeting, Council passed the following Resolutions:

Resolved that Council of The City of Red Deer having considered the In Camera report re: Item 1.1 - Financial Matters hereby endorses the recommendation as submitted to the In Camera meeting on July 10, 2017 and agrees that the contents of the report will remain confidential as protected by the Freedom of Information and Protection of Privacy Act Section 24(1)(a).

-and-

Resolved that Council of The City of Red Deer having considered the In Camera report re: Item 1.2 - Financial Matters hereby endorses the recommendation as submitted to the In Camera meeting on July 10, 2017 and agrees that the contents of the report will remain confidential as protected by the Freedom of Information and Protection of Privacy Act Section 24(1)(a).

Report back to Council:

No.

Comments/Further Action:

None.



Frieda McDougall
Manager

c. Recreation, Parks & Culture Manager



July 10th, 2017

Moving Red Deer Forward: Multimodal Transportation Plan

Planning Services Directorate

Report Summary and Recommendation:

This report brings forward the *Moving Red Deer Forward: Multimodal Transportation Plan*, which will form the basis for future planning and budget deliberations. The plan accounts for driving, walking, cycling, and transit, with a goal of improving quality and creating appealing options for moving throughout the city.

Administration recommends that *Moving Red Deer Forward: Multimodal Transportation Plan*, provided as an attachment to this agenda, is accepted as an implementation plan to guide future planning and budget recommendations.

City Manager Comments

I support the recommendation of Administration.

Craig Curtis
City Manager

Proposed Resolution

Resolved that Council of The City of Red Deer having considered the report from the Planning Services Directorate dated July 10, 2017 re: Moving Red Deer Forward: Multimodal Transportation Plan hereby approves the Moving Red Deer Forward: Multimodal Transportation Plan as an implementation plan to guide future planning and budget recommendations.

Rationale for recommendation

The Benefits of the Plan

The *Multimodal Transportation Plan* is an implementation plan for Administration and will provide many benefits to the city:

- a) **Data-based, methodical approach to measure quality:** All modes must be safe, accessible and enjoyable for people. Quality encourages the use and enjoyment of a given mode of travel. The plan defines criteria for safety, connection, quality, and comfort for each mode. It applies these criteria to measure each mode and evaluate how well it is working.
- b) **An overall view of how we move in the city:** The plan provides the overall view of where The City is going with multimodal transportation, and considers each mode in future planning of the network.
- c) **Consideration for land use in transportation planning:** The *Mobility Playbook* recognized the need to “tie mobility and land use together.” The type of land use must be considered in mode connection and quality criteria, as particular land uses will generate the number of users for the given modes of travel.
- d) **Multimodal direction for operational implementation:** The vision has been translated into quantifiable quality criteria and has guided the identification of priority routes for each mode. Administration will use this direction to implement this vision through policies, procedures, design standards and budget recommendations.
- e) **Flexibility in speed and degree of implementation:** The plan provides Council the flexibility to determine the speed of implementation and the level of quality desired to achieve a particular transportation system improvement through the budget process.
- f) **Ensures public participation process occurs at the appropriate time:** Based on the scope and scale of the project, and the degree of improvement, an appropriate public participation process will occur. As an example, filling gaps in sidewalks will have a much simpler communication process than building a new overpass.

Discussion

Background

Effective and efficient transportation planning that meets the current and future needs of Red Deer has been at the forefront for The City. A few examples include the development of the Waskasoo Trails Network, building Taylor Drive when rail relocation occurred, and setting out a broad transportation concept within the *Municipal Development Plan*.

In recent years, a stronger focus on multimodal transportation has emerged. As a result, Council reflected this in many key municipal documents.

1. **Municipal Development Plan:** Encourage the use of alternative means of transportation to the private automobile;
2. **Mobility Playbook:** Established six top priorities including: Put Pedestrians First; Create a Balanced Network; Tie Land-Use and Mobility Together; Make Transit Part of the Journey; Connect the Trails; and Nurture a Culture of Change;
3. **Council Strategic Direction:** Create viable alternatives to single occupant vehicle travel in our transportation network that encourages healthy active lifestyles, environmental stewardship, supports safety for people of all ages, increases use of our public and green spaces, and integrates our sidewalks, trails, bike lanes, transit service, and roads with our built environment.
4. **Council Mandate Statements:**

Motor Vehicle

“Drivers in Red Deer will drive on quality roads. Trips will be efficient and unimpeded by frequent stops, blind spots, and other mode users. The driving experience will be safe and convenient.”

Active Transportation – Pedestrians and Cyclists

“Pedestrians in Red Deer will have high quality footpaths that are well maintained, continuous, and connected to all destinations; pathways will be designed for safety and comfort, and accessible to all ages and abilities.”

“Cyclists in Red Deer will be able to move through the city on separated or designated pathways that are free of barriers, well lit, clear of snow and debris, and connected to key destinations and amenities. Pathways will be safe, comfortable, enjoyable & understood by Red Deerians.”

Transit

“Transit Riders will have access to a frequent, connected and friendly transit service. Transit stops will provide a comfortable and safe waiting experience protected from the elements and provide current information that is easily attainable by riders.”

Using the Plan

Moving Red Deer Forward aligns with the vision and mandates. The plan defines safety, connection, quality and comfort for each of the modes. We score the current system with a made-in-Red Deer tool called the Multimodal Transportation Index (MTI), which applies these criteria to routes in the system. The scores tell us something about where we are now, which will help us measure as we progress. This data-based approach provides consistency and objectivity in determining improvements to the overall system for each mode.

This data will then help Administration to plan and prioritize multimodal transportation projects as we prepare our annual capital budget submission. Next, Council will review these

budget submissions and, if approved, projects will be implemented. Throughout this process, there will be opportunities for community engagement to ensure the needs of the community are reflected in the decisions.

Next Steps

Administration will build the project lists and detailed maps, and bring forward budget recommendations that begin to implement the MTP, starting in 2018.

DATE: July 12, 2017
TO: Tara Lodewyk, Director of Planning Services
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Moving Red Deer Forward: Multimodal Transportation

Reference Report:

Planning Services Directorate, dated July 10, 2017.

Resolution:

At the Monday, July 10, 2017 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer having considered the report from the Planning Directorate dated July 10, 2017 re: Moving Red Deer Forward: Multimodal Transportation Plan hereby approves the Moving Red Deer Forward: Multimodal Transportation Plan, including the amended map on Page 15 and as amended at the Council meeting, as an implementation plan to guide future planning and budget recommendations; future projects will be subject to public participation using the Dialogue Toolkit.

Report back to Council:

No.

Comments/Further Action:

None.



Frieda McDougall
Manager

c. Director of Development Services



INSPECTIONS & LICENSING DEPARTMENT

June 28, 2017

Warming Centre Development Permit Approval DP076918

Administrative Report

Report Summary & Recommendation:

Central Alberta Safe Harbour Society (SHS) applied for a Development Permit to continue use of the existing warming centre.

The site is zoned DC(19) Direct Control District, which allows for a Temporary Care Facility as a Discretionary Use. As indicated by Land Use Bylaw 3357/2006, Council is the Development Authority for the subject lands.

Administration recommends Council approve Development Permit 076918.

City Manager Comments

I support the recommendation of Administration.

Craig Curtis
City Manager

Proposed Resolution

Resolved that Council of the City of Red Deer having considered the report from Inspections and Licensing, dated June 13, 2017 re: Warming Centre Development Permit Approval hereby approves the application submitted by Central Alberta Safe Harbour Society (the "Applicant") for a Development Permit for a Temporary Care Facility for a daytime warming centre until April 30, 2020, with two 9.0 m² shipping containers (Accessory Buildings), as shown on the plans filed with Inspections & Licensing (collectively referred to as the "Approved Plans"), on the lands zoned DC(19) Direct Control District, to be located at 5256 53 Avenue (Lot 2A, Block 4, 762 2029), 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 further revisions to the Approved Plans must be approved by the Development Authority.



INSPECTIONS & LICENSING DEPARTMENT

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.

Rationale for Recommendation

1. The Development satisfies the regulations of the Land Use Bylaw.

2. The Development is temporary until a permanent facility is constructed.

The development would adequately accommodate the temporary use until the anticipated purpose-built facility is completed.

3. Administration is satisfied with the conditions and the Applicant's ability to meet them.

This recommendation includes other City Department recommendations.

4. The Development is supported by City policy.

The Municipal Development Plan supports the provision of social service initiatives.

Discussion

Background

On September 21, 2015, City Council approved Development Permit 1150336 for a temporary winter warming centre, as follows:

“Resolved that Council of The City of Red Deer approve the development of a Temporary Care Facility for a temporary winter daytime warming centre operational from November 2015 – April 2016, and from November 2016 – April 2017, to be located at 5256 – 53rd Avenue (Lot 2A, Block 4, Plan 762 2029), located in the DC(19) District of the Land Use Bylaw.

Approval is subject to the following conditions:

1. The Applicant is required to provide site drawings satisfactory to the Development Officer which must include the following items:

a. Utilities Plan: The Utilities Plan must identify the proposed and existing water, sanitary, stormwater and shallow utilities for the site and adjacent roadways.

b. Drainage Plan: The Drainage Plan must display the existing elevations of the site, adjacent boulevard, and adjacent roadways. The plan should also display the elevation of the modular and any site grading modifications.



INSPECTIONS & LICENSING DEPARTMENT

c. Based on the revised site drawings, the Applicant is required to implement any further changes to meet Crime Prevention Through Environmental Design (CPTED) principles, prior to issuance of a Building Permit.

d. Landscaping: A landscaping plan showing plantings and a grassed area between the proposed parking lot and public roadways.”

Proposal

The proposal consists of continuation of the existing Temporary Care Facility use until April 2020 within the existing single-storey, 100 m², triple-wide ATCO structure. The site also contains two existing 33.2 m³ shipping containers (2.0 m W x 4.5 m L x 3.69 m H). The existing shipping containers are being used for storage of supplies associated with the warming centre and SHS operations. These structures are also temporary, and would be removed once the principal use has ceased.

The facility would primarily operate during autumn and winter months; however, the Applicant is also seeking to have the availability to operate during inclement weather conditions during spring and summer months. The existing ATCO structure currently has the windows boarded due to not being in use. If the Development is approved, the window boarding would be removed, as the facility would operate and be staffed year-round. Additional Development details are provided in the Applicant's attached Letter of Intent (Appendix B).

Additional tree plantings are to be provided along 54 Street, while grass seeding and repair would occur on the existing boulevards (Appendix D).

Neighbourhood

The 1539 m² site is located within the Downtown's Railyards area, and is zoned DC(19) District, which allows for those uses listed within the CIA Commercial (City Centre West) District. The majority of the Railyards is developed and zoned DC(28) District, which allows for a variety of commercial uses.

Land Use Bylaw

All DC(19) District development standards are at the discretion of the Development Officer. The Development meets the general purpose and development standards of the District.

Policy Framework

The Municipal Development Plan (MDP) identifies the important role the downtown serves, including the opportunity to accommodate a variety of social services and facilities that serve the needs of the community (s.11.1). The MDP also promotes social and support services within the downtown, including the provision of preventative social services, to meet the community's needs (s.15.7). Appendix E expands on the referenced MDP sections.

The Everyone's Home; Red Deer's Five-Year Plan to End Homelessness 2014 to 2018, by the Red Deer & District Community Foundation, dated March 2014, determined a community need, outside of overnight shelter hours, for persons experiencing homelessness to receive basic support, to stay dry and warm up, and to train staff to help clients navigate the system of housing and supports and find more permanent housing.



INSPECTIONS & LICENSING DEPARTMENT

Consultation

Administration mailed out 22 letters to all landowners within 100 metres of the site. Additionally, 28 letters were hand-delivered to all tenants within the same area. Concerns are described in Appendix F and received letters are attached.

Administration referred the application to internal City departments, and any City department concerns are reflected in the staff recommendation.

Appendices

- A - Letter of Intent
- B - Mapping & Photos
- C - Site Plans
- D - Municipal Development Plan Excerpts
- E - Citizen Comment Summary and Letters

Appendix A

Letter of Intent



March 14, 2017

Mayor Veer and City Council

Please find enclosed the Development Permit Application from Central Alberta's Safe Harbour Society for Health & Housing for the Winter Warming Centre (WWC) that is positioned on our existing site at 5256-53 Avenue.

Background

In September 2015, SHS made a similar application to council in order for us to be able to operate the Winter Warming Centre. We all agreed that this was a necessary, yet temporary step needed in our community to care for our most vulnerable citizens during the day time hours of Alberta's winter months. It was considered temporary as SHS works with Administration around the need for a purpose built, 24 hour shelter that is so desperately needed in Red Deer. As such, the Development Permit that was approved by council was for operations on site from 0800 – 1700 hours daily from November 1 to April 30th in each of the 2016 and 2017 seasonal operations.

Update

The City of Red Deer was successful in advocating to the province for the Government of Alberta (GOA) to take over the operating expenses of the Winter Warming Centre. The only change in funding from the City of Red Deer to GOA is the "season" of operation clause has been dropped. No longer does the warming centre strictly have to be open from November to April, the funding can be used anytime throughout the year.

Request

As the expiration of the current Development Permit is upcoming (April 30, 2017), Safe Harbour Society is asking that Red Deer City Council approve the attached development permit application for the period of three years. A permit expiration of April 30, 2020 should allow for this essential service to operate until the time that 24 hour service space for this vulnerable population is built and operable within our community.

Thank you in advance for your consideration,

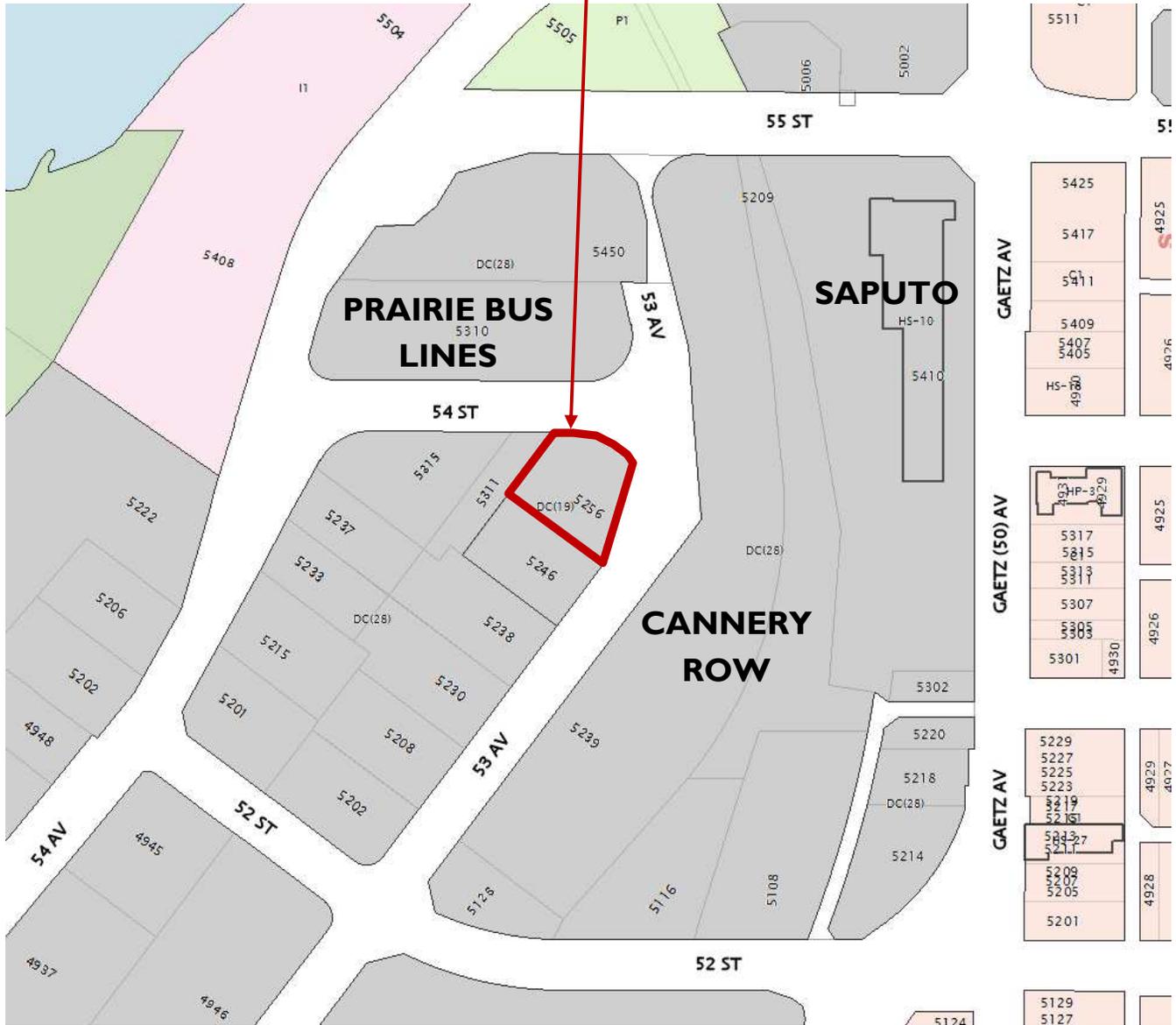
Sincerely,

Kath Hoffman
Executive Director/Captain
Safe Harbour Society

Appendix B

Mapping and Photos

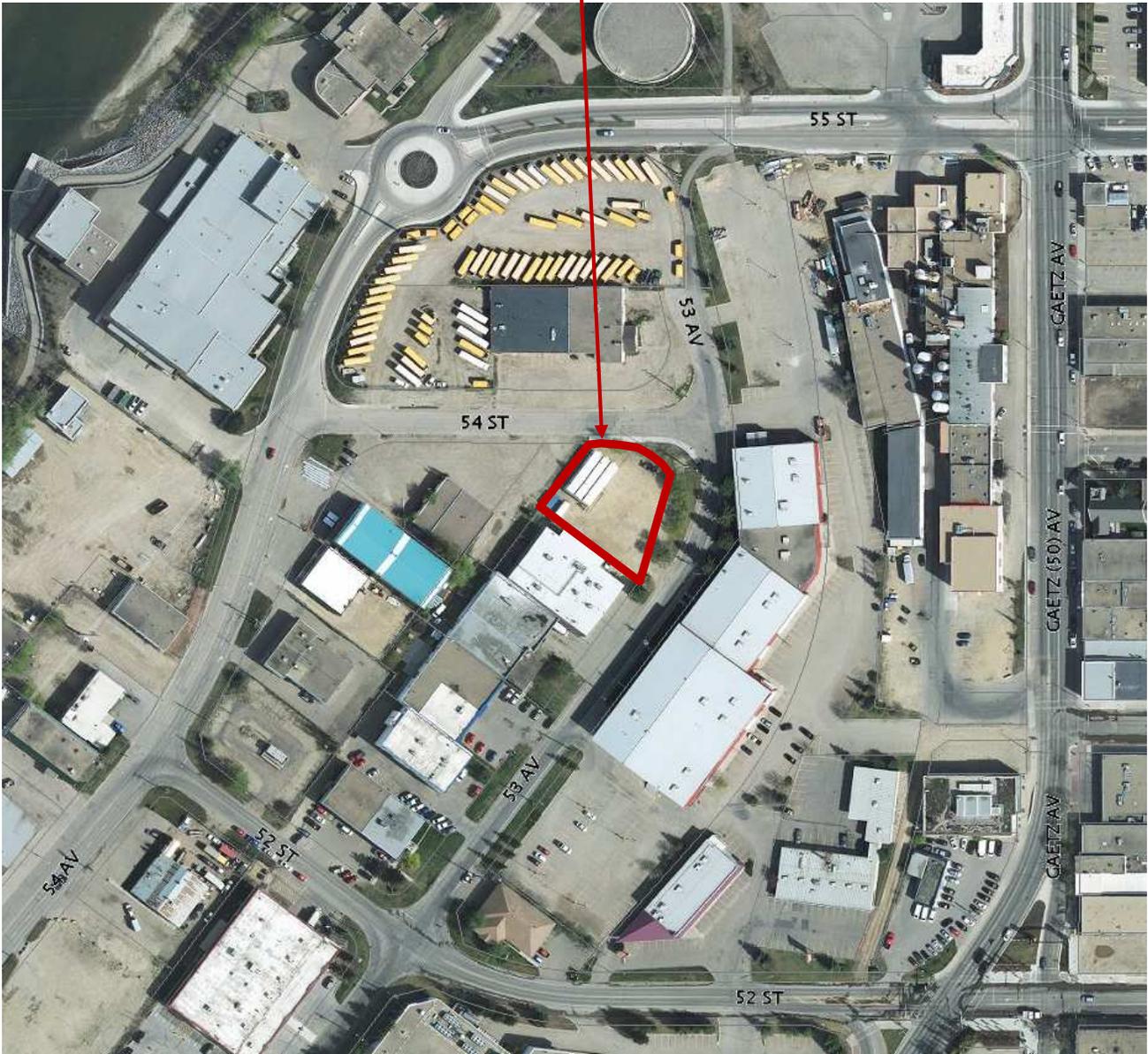
SUBJECT SITE



DP076918
5256 53 Avenue
Railyards



SUBJECT SITE



DP076918
5256 53 Avenue
Railyards



EXISTING CONDITIONS



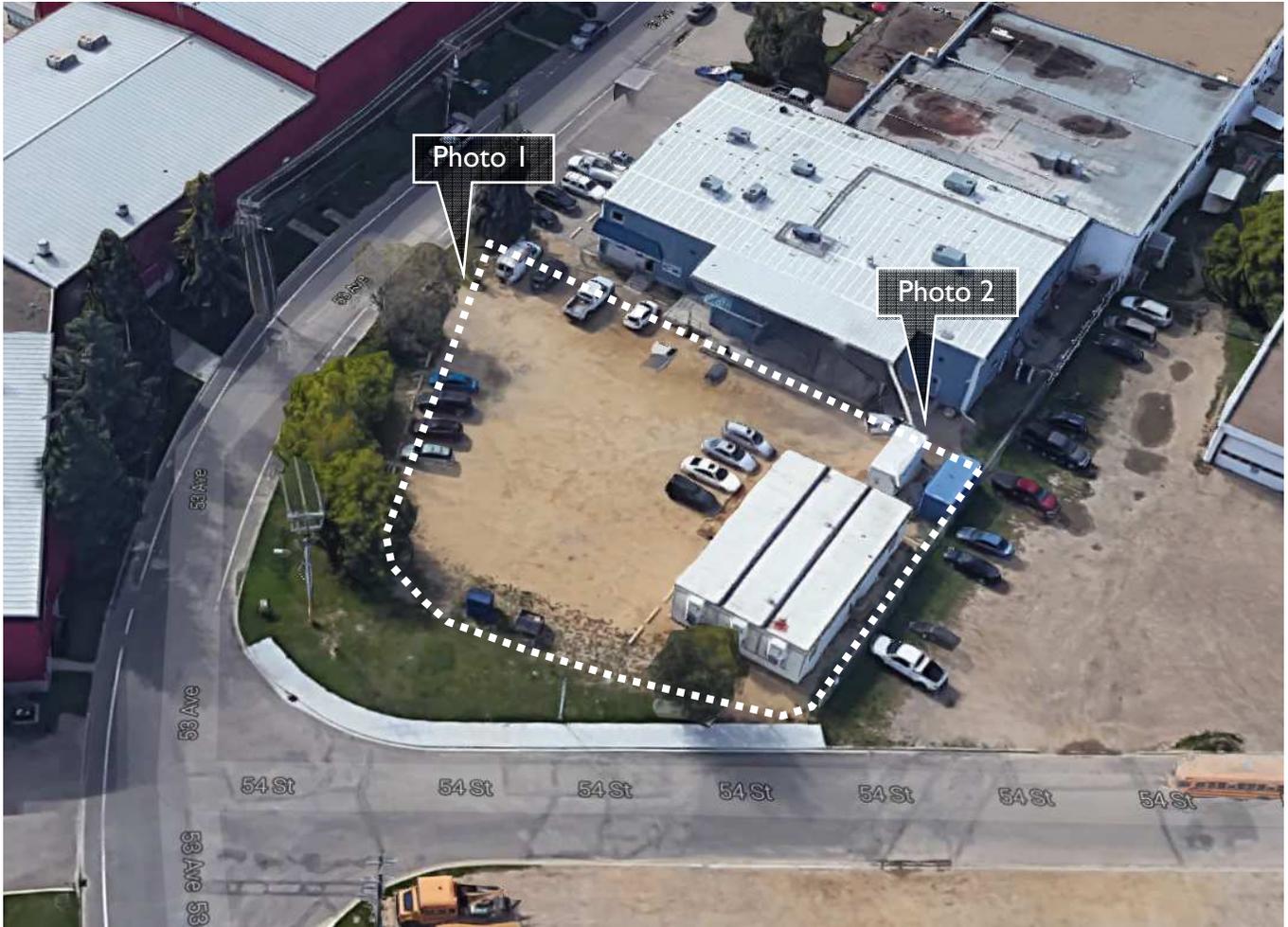
DP076918

5256 53 Avenue

Railyards



SITE INSPECTION
May 23, 2017



DP076918
5256 53 Avenue
Railyards

SITE INSPECTION

May 23, 2017



PHOTO 1 - VIEW FROM 53 AVENUE ACCESS



PHOTO 2 - EXISTING STORAGE CONTAINERS

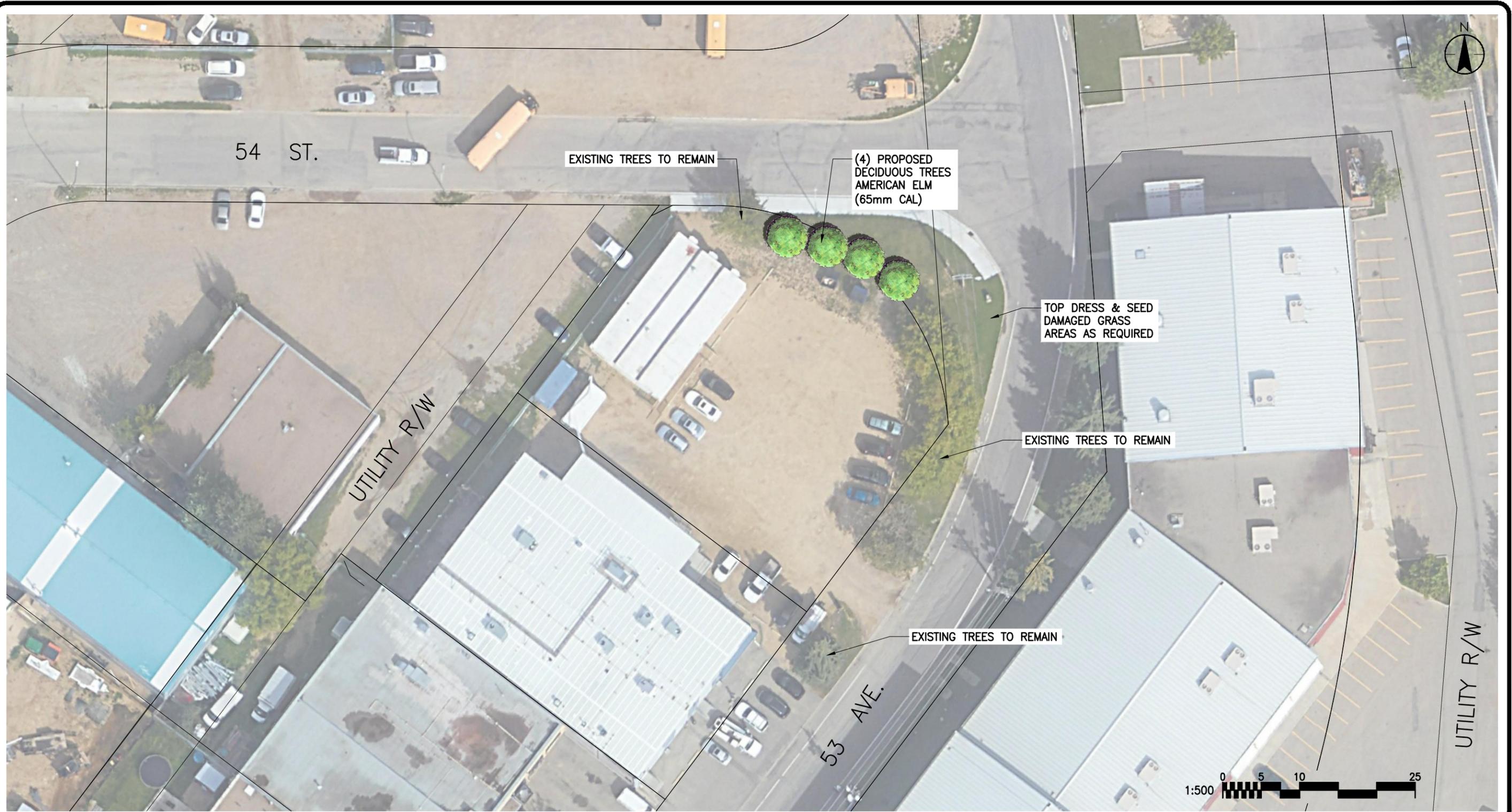
DP076918

5256 53 Avenue

Railyards

Appendix C

Site Plans



Development Permit Plan

Prepared for:
 Safe Harbour Society
 5256 53 Avenue
 Red Deer, AB



DRAWN BY: SAE
 CHECKED BY: MF
 SCALE: 1:500

L01

Appendix D

Municipal Development Plan Excerpts

- | | | |
|------|---|--|
| 11.1 | Role of Downtown | <p>The City shall support the ongoing redevelopment and revitalization of the Greater Downtown as the centre and heart of the city and region and as a unique mixed use area for administrative, civic, retail, office, residential, institutional, and cultural and entertainment facilities. In acting on this policy, The City acknowledges that Greater Downtown provides opportunities to accommodate a variety of social and cultural services and facilities that can serve the needs of the community and provision should be made to accommodate such activities in suitable locations.</p> |
| 15.7 | Inclusive Community – Programs and Initiatives | <p>The City shall continue to work with community agencies in the provision of social and support services to Red Deer residents. This includes coordinating and facilitating the provision of preventative social services to meet the community's needs.</p> |

Appendix E

Citizen Comments Summary and Letters

Appendix E – Citizen Comments Summary

Comment	Administration Response
Not opposed to intent of development; however, concerns with associated theft, vandalism, littering, and loitering	The Applicant has indicated that installed camera system has helped considerably with theft and on-site drug dealing. The Applicant has requested RCMP for spontaneous site visits.
Appearance of warming centre not aesthetically appealing; Development should be held to similar standards as other Railyards developments	The current structures and Site Development are temporary and were considered under DPI I50336. As required by any new Development within the Railyards, associated sidewalk construction has been completed.
A clean-up schedule is requested to collect associated biological and non-biological waste	The Applicant has indicated that it has employed a patron to collect waste on the subject site and the adjacent Cannery Row site.
No objection to the proposed development	No response

COMMENTS ON BACK



April 24, 2017

Dear Landowner and/or Tenant:

**RE: Public Feedback Requested by May 12, 2017
Development Permit Application DP076918
5253 53 Avenue (Lot 2A, Block 4, Plan 762 2029)**

Safe Harbour Society has a permit to operate a Warming Centre at 5256 53 Avenue from November 2015 to April 2016 and November 2016 to April 2017. The current two year permit expires April 30, 2017.

The Province has granted funding to Safe Harbour to continue operation of its warming centre/day support services. Safe Harbour Society has applied to The City for a Development Permit to continue operation until April 30, 2020. At this time, the goal is to have a permanent housing shelter in place.

The proposed use is Discretionary in the *Land Use Bylaw* meaning the development authority may deny the use or approve and impose conditions on the use.

Safe Harbour Society is proposing the following, as per the application:

Term and Use: Continue the operation of a warming centre and day support services for people experiencing homelessness until April 30, 2020. People can escape the elements to stay dry and warm up, have a coffee or connect with training staff to help clients navigate the system of housing and supports to find more permanent housing.

Months of Use: The centre will be open November to April but may temporarily open its doors to respond to inclement weather such as periods of rain, cooler temperatures and snow in order for persons experiencing homelessness to keep dry and warm.

Hours of Use: The hours of operation will remain the same daytime hours it currently keeps, from 8:00 a.m. to 5:00 p.m.

As a landowner and/or tenant within 100 metres of the site, this is your opportunity to provide feedback on the proposed permit application.

Your feedback will be considered by Administration in the analysis of the application, development of conditions and in a recommendation to Council. Your feedback is also provided to Council who is the development authority for this application. The application will be considered by Council at a regular council meeting.

The application will be considered by Council at a regular council meeting, possibly expected for June 12, 2017.

Please use the attached comment sheet to submit your comments in writing regarding the proposal prior to Friday, May 12, 2017 at 4:30 p.m.

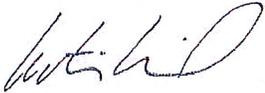
DP076918 – Safe Harbour Society Warming Centre

Page 2

If you provide your email contact information, either at the time of delivery of this information package or to the email address below, administration can respond to any questions or comments prior to those comments going to Council.

If you require further information, please contact our office below between 8:00 a.m. and 4:30 p.m. Monday to Friday at 403-342-8190. You also have the option of setting up a meeting with administration to discuss the proposal.

Sincerely,



Martin Kvapil, CPT
Senior Development Officer



Enc.

We support our neighbours completely and look forward to them helping people in need by operating the warming center

Reinhard Timmermann
RT



2

Public Comments
Municipal Planning Commission

Public Comment
Sheet Due Date:

Friday, May 12, 2017



Notification of:

Safe Harbour Society Daytime Warming Centre
5256 53 Avenue

Meeting:

Municipal Planning Commission

Please Print

Contact Information:

Name (required):

GLEN N. CHAMBERS

Mailing Address & Postal Code (optional: will allow administration to respond to you if necessary):

Phone #:

Your contact information allows administration to respond if needed. When disclosing public comments, The City will endeavour to disclose on the author's name, unless there is a legislative, privacy or public reason to disclose more or less information.

Comments:

AS A LAND BUSINESS OWNER AFFECTED BY THE PRESENCE AND OPERATIONS OF SAFE HARBOUR, I WISH COUNCIL WOULD CONSIDER A DEDICATED BUDGET OF CLEAN UP OF SURROUNDING AREAS, MOSTLY SOUTH AND EAST. THE ACCUMULATION OF TRASH AND IN PARTICULAR UNDER VEHICLES DRUG USE PARADISE WOULD NOT BE TOLERATED WHERE IT IS HAPPENING AROUND CITY HALL. I SUGGEST:

[Handwritten signature]

Your comments are important!

over

Martin Kvapil

From: Development 3
Sent: May 10, 2017 1:50 PM
To: Martin Kvapil
Subject: FW: Warming Centre - Safe Harbour Society
Attachments: Red Deer - May 10-17.jpg; Red Deer2 - May 10-17.jpg; Red Deer3 - May 10-17.jpg; Red Deer4- May 10-17.jpg



From: Chelsea Harding
Sent: May 10, 2017 1:20 PM
To: Development
Subject: Warming Centre - Safe Harbour Society

Dear Planning Department,

I am writing in regard to your letter of April 21, 2017 with respect to the continued operation of the Safe Harbour warming center.

We are the owners of the property located at 5239 53rd Ave also known as Cannery Row, located directly across the street to the east of the warming centre. We are not favour of any extension of services at the Safe Harbour Society.

While we understand that the services of this centre is to assist homeless, as neighbors we have been dealing with a significant increase in garbage and litter across our property, needles, dumpster diving, graffiti and vandalism since the increase in services has been offered at Safe Harbour.

Our site experiences significant increased costs to deal with the increased maintenance from the vagrants and loiterers that hang out at the east side of our site directly across from the warming centre.

The users of Safe Harbour travel across our parking lot to access the facility to access the rest of downtown. With this we see drug dealers on their bicycles and intoxicated individuals continuously roaming the parking lot. This is extremely intimidating to the mostly female and older clientele that shop at Fabricland and families at the Liquidation Centre.

Saputo has leased the former bingo hall space at our site for the past three years while they have undertaken the renovations to their plant. Due to the extreme number of broken windows and doors, they have simply boarded up the south doors where the groups from Safe Harbour loiter as the cost to continually repair the doors is cost prohibitive.

This is a financial detriment to both our company as stakeholders in the community but also our tenants and their customers.

We are not unsympathetic to the challenges of the homeless in the cold winter months but the fact that the services offered at Safe Harbour attracts property damage and illegal activities is undeniable.

As such, we are not in support of continued operations of the warming centre.

Please see photos taken this morning at 7:45am . We have site litter pickup 4 days per week and security patrols 7 days per week. This is the result of having Safe Harbour located directly across the street.

Chelsea Harding,

Asset Manager

3

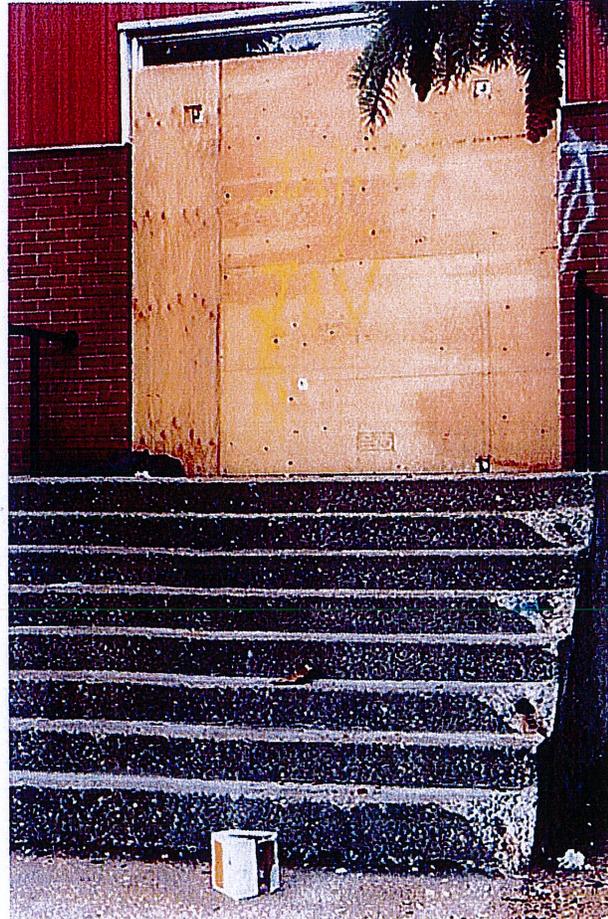
Steiner Properties Ltd.
Suite 822 - 470 Granville Street
Vancouver, BC V6C 1V5

tel 604.688.8103
fax 604.688.6302





RECEIVED
MAY 10 2017
CITY OF RED DE



Martin Kvapil

From: VandenBrink, Dirk
Sent: May 11, 2017 1:53 PM
To: Development
Subject: DP Application DP076918- Safe Harbour Warming Centre



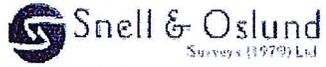
To whom it may concern,

This e-mail is in response to your letter of April 24, 2017 requesting feedback on the above referenced Development Permit application. Our business is located at 5128 – 52 Street which is approximately 1 block south of the existing temporary warming shelter location, and I would like to express the following as feedback and concerns.

1. Since the opening of the temporary warming shelter 2 years ago we have noticed a substantial increase in vandalism on our property. We have a locked storage shed that gets broken into regularly even though there is nothing of value in the shed other than some field supplies for our business. We have discontinued the use of our outdoor garbage bin since it was always rummaged through and emptied on the ground. Initially we had a loitering problem during daylight hours also, but that has been minimized with a posting of signs and the help of law enforcement. Following the weekends during the summer months we regularly find garbage, discarded clothes, and empty needles around the building and in our landscaping. A quick phone call to the City and this gets cleaned up but it is evidence of illegal activity happening around our building during non-work hours. Related to this is the noticeable increase in loitering in our neighborhood. While we have taken steps to address this on our own property, we just have to look out of our office windows to see, on a regular basis, public drinking, public intoxication, public urination (or worse), fighting, yelling, etc. along 53rd Avenue and on neighboring private property. Some of our staff are intimidated by these gatherings and there have been a couple of confrontations. In fairness .. whether these things are directly related to the warming shelter or not, I don't know, especially since the warming shelter is closed in summer, but it seems that the location is now an attractant to the criminal portion of the homeless population. If the DP is granted for a further 2 years we would ask for increased law enforcement in our neighborhood.
2. The second comment is to the temporary shelter itself. The structure is a detriment to the aesthetics of our area, and if a neighboring property owner were to propose this for a business purpose, I would say that there would be no chance that the City would approve it. It is my understanding that the City has a vision for our area (Railyards) and this type of structure does nothing to enhance or support that. Temporary approval for the existing structure was given for 2 years, now there is an application for another 2 years .. 'temporary' seems to be progressing towards 'permanent'. I would suggest that there needs to be more urgency placed on a permanent building and location.
3. Lastly, and this is more of a general comment (and personal opinion) and maybe not even relevant to the DP application. We have been at this location since 1995, and have always viewed this as a positive location for our business. We have good corporate neighbors and it is a good base location for our field staff. The proximity to downtown Red Deer has always been an important part of our business location. Recent happenings are starting to erode our positive view of this location to a point where we have considered moving out of the downtown. A while ago, the City introduced a bike lane that is almost never used along 53rd Avenue, and in the process eliminated a substantial amount of parking for the businesses in our vicinity. Now (and this is not related to the bike lane), we are experiencing a very noticeable increase in vagrancy/criminal behavior around our building, especially in the last couple of years. Safe Harbour Society can be commended for their support to those experiencing homelessness and it is agreed that we have a responsibility (both personally and corporately) to help those less fortunate. However, in my opinion, this support should not be to the extent where criminal activity is being enabled, or attracted.

Thank you the opportunity to comment, and I trust that comments such as these are also seen by Council sometime during the DP process.

Respectfully submitted,



Dirk VandenBrink A.L.S., P.Eng

#1, 5128 - 52 Street, Red Deer, AB

phone: 403 342 1255

fax: 403 343 7025

www.snellandoslund.com



Martin Kvapil

From: Hyshka, Kevin
Sent: May 12, 2017 9:55 AM
To: Development
Subject: Safe Harbour Society warming centre



I am not in support of the permit extension for the Warming Centre located at 5256 53 Avenue.

I do sympathize with the individuals requiring a location to get out of the elements.

However, the last few years we have seen an increase in the number of individuals who hang around our building, which has caused concern regarding property theft and the overall safety of our Employees.

We have had numerous vehicles broken into and have had a large number of doors and windows smashed. The building we rent at 5239 – 53rd Ave has been a hang-out for homeless people on the west and north entrances. Recently the doors were smashed along the west entrance and individuals broke into our building.

Our property has been littered with used needles.

The area around the warming centre lacks security. The overall area lacks security.

Kevin Hyshka
Plant Manager
Red Deer Operations
Saputo

Saputo Dairy Products Canada G.P.
5410 Gaetz Avenue
Red Deer, Alberta, Canada
T4N 4B5

Tel: 403-357-3861 ext.2021 / Fax: 403-357-3854

www.saputo.com

DATE: July 12, 2017
TO: Martin Kvapil, Senior Development Officer
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Warming Centre Development Approval – DP076918

Reference Report:

Administrative Report, dated June 28, 2017.

Resolution:

At the Monday, July 10, 2017 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of the City of Red Deer having considered the report from Inspections and Licensing, dated June 28, 2017 re: Warming Centre Development Permit Approval hereby approves the application submitted by Central Alberta Safe Harbour Society (the "Applicant") for a Development Permit for a Temporary Care Facility for a daytime warming centre to operate between November and April each year until April 30, 2019, with two 9.0 m² shipping containers (Accessory Buildings), as shown on the plans filed with Inspections & Licensing (collectively referred to as the "Approved Plans"), on the lands zoned DC(19) Direct Control District, to be located at 5256 53 Avenue (Lot 2A, Block 4, 762 2029), 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 further 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.

Council then passed the following additional resolution:

Resolved that Council of The City of Red Deer having considered the report from Inspections and Licensing Department dated June 28, 2017 hereby directs:

1. That The City of Red Deer reaffirm its advocacy position to the province with respect to shelter, mental health and addictions; and
2. Requests that administration work with the Central Alberta Safe Harbour Society, social agencies, the RCMP and the community partners, as it relates to the Railyards district, to develop a plan to respond to community concerns with respect to crime, vandalism, cleanliness and safety and bring back semi-annual updates as to progress.

Report back to Council:

No.

Comments/Further Action:

As per resolution.



Frieda McDougall
Manager

- c. Director of Planning Services
Director of Community Services
Director of Communications
Intergovernmental Strategist
Inspections & Licensing Manager
Municipal Policing Services Manager



June 30, 2017

Site Plan and Design Package re Direct Control District No. 27 (Clearview Market)

Request for Council Resolution

Planning Department

Report Summary & Recommendation

Following the June 26, 2017 adoption of Road Closure Bylaw 3587/2017 and Land Use Bylaw 3357/P-2017 Council directed Administration to prepare a Land Use Bylaw amendment to make Council the Development Authority (DA) in the area affected by the road closure and rezoning, described as Phase 2 of Clearview Market.

Direct Control District No.27 (DC27) states that, “all development within this district shall comply with the Site Plan and Design Package approved by Council...” (see Appendix A). A Site Plan and Design Package was approved by Council in 2010 covering both Phase 1 and Phase 2. Council has broad control over development via the Site Plan and Design Package; if there is no Site Plan and Design Package there can be no development in the affected areas. Therefore this report recommends that Council rescind all or part of the existing Site Plan and Design Package and require a new Site Plan and Design Package that addresses concerns Council has with the future development of Phase 2 of Clearview Market.

An LUB amendment is not required with this recommendation. Implementation can be accomplished using the DC27 district’s current division of development authority between Council and the Development Officers / MPC.

Administration recommends Council pass a resolution to rescind that portion of the Site Plan and Design Package that was adopted by resolution on September 20, 2010 that pertains to Phase 2 (i.e. those lands that were the subject of Bylaw 3357/P-2017) of Clearview Market (see Appendices B and C).

City Manager comments

I support the recommendation of Administration.

Craig Curtis
City Manager

Proposed Resolution

Resolved that the Council of the City of Red Deer having considered the report from Administration, dated June 30, 2017, re Site Plan and Design Package re Direct Control District No. 27 (Clearview Market), hereby rescinds that portion of the Site Plan and Design Package that was adopted by resolution of Council on September 20, 2010 that applies to Phase 2, being the area affected by Bylaw 3357/P-2017 (adopted June 26, 2017).

Rationale for Recommendation

1. Council has the ability to guide the overall design and development of Phase 2 of Clearview Market through the adoption of a Site Plan and Design Package

Through the adoption of the Site Plan and Design Package Council sets the overall direction for Clearview Market, which is then implemented through decisions by the Development Authority.

2. A new Site Plan and Design Package can address concerns that have arisen since 2010.

A new Site Plan and Design Package can address the northeast corner of the site now that the 67 Street / 30 Avenue intersection roundabout has been completed, and can review such things as the relationship between building locations, access, parking, landscaping and pedestrian areas, as well as how Phase 2 will interface with the built areas of Phase 1.

3. The proposed rescinding resolution does not affect who the Development Authority is and therefore allows for consistency in Phase 1 and Phase 2.

It is reasonable to have a revised Site Plan and Design Package for Phase 2 of Clearview Market. At the same time keeping the division of development authority as it currently is in DC27 provides continuity and consistency in how DP applications are processed and frees up Council from dealing with small scale and routine DP applications. Applicants also have the benefit of typically shorter processing times for DPs.

Discussion

Consistency in Approach

A new Site Plan and Design Guideline for Phase 2 can address the issues that have arisen since 2010 while maintaining the DC27 district's current structure regarding the Development Authority (DA), Council would remain the DA for large and more complex development proposals and the development officers and MPC would remain the DA for smaller more routine DP applications, such as DP applications for temporary signs or changes of use within existing buildings.

Efficiency in Processing DP Applications

Requiring a new Site Plan and Design Package for Phase 2 should make the processing of future development permit applications quicker as the Site Plan and Design Package will reflect an up-to-date view of what council wants in the Phase 2 area.

Flexibility

Council can modify the Site Plan and Design Package by resolution if / when it chooses.

Next Steps

If Council passes the recommended resolution any future development of the subject site cannot be approved until Council has approved a new Site Plan and Design Package. Under the DC 27 district the developer of Phase 2 would not be able to apply for any DP approvals prior to Council adopting a new Phase 2 Site Plan and Design Package. Administration would require consultation be carried out as part of the Phase 2 Site Plan and Design Package process prior to bringing it to Council for consideration.

Attachments

Appendix A - Excerpt from Direct Control District No. 27

Appendix B - Excerpt from Council Minutes - September 20, 2010

Appendix C - Illustration of Phases 1 and 2 - September 20, 2010

Appendix A

Excerpt from Direct Control District No. 27

Excerpt from Direct Control District No. 27

2. ³Approving Authority

The approving authority for applications for development approval in this district shall be as follows:

- (a) ⁴the Development Authority, in the case of:
 - (i) Applications for a Permitted Use up to 50,000 square feet (4,645 m²) which are compliant with the provisions of this district and the Site Plan and Design Package;
 - (ii) an application for a Discretionary Use in an existing approved building; and

- (b) ⁵City Council in the case of:
 - (i) an application for a Permitted Use over 50,000 square feet (4,645 m²);
 - (ii) an application for a Permitted Use which does not comply with the provisions of this district; and
 - (iii) applications for Discretionary Use except as noted in subsection (a) (ii).

- (c) The Development Authority may permit deviation from the Site Plan and Design Package as described in this bylaw, where the proposed changes are deemed by the Development Authority to be minor in scale or are changes that will result in an equal or greater standard of development than that outlined in the Site Plan and Design Package;
- (d) Where the Development Authority deems that the proposed deviation from the Site Plan and Design Package is major in scale or will result in a lower standard of development than that outlined in the Site Plan and Design Package as described in this bylaw, these changes must be approved by City Council.”

3. Concept Design

- (a) All development within this district shall comply with:
 - (i) the Site Plan and Design Package approved by Council, which shall comply with the provisions of this district and which shall describe in details the following aspects of development:
 - (A) buildings;
 - (B) landscaping;
 - (C) architecture;
 - (D) public spaces;
 - (E) parking;
 - (F) pathways and roadways; and
 - (G) signage;

Appendix B

Excerpt from Council Minutes - September 20, 2010

**ADDITIONAL AGENDA ITEM****Clearview Market Square (Direct Control 27) Site Plan and Design Package**

Division: Planning Services

Department: Parkland Community Planning Services

After this item was presented by Jesse Rudge and Guy Pelletier of Melcor Developments the following resolution was introduced and passed

Moved by Councillor Lynne Mulder, seconded by Councillor Buck Buchanan

“Resolved that Council of the City of Red Deer having considered the report from Parkland Community Planning Services, dated September 13, 2010, re: Direct Control 27 Site Plan and Design Package hereby adopts the Site Plan and Design Package as submitted by Melcor for Clearview Market Square, as specified in Direct Control District 27 subject to the following condition:

- The residential portion of the development in the southwest corner is to feature a continuous pedestrian corridor through the site. The detailed design of this site is to be submitted to Council for review prior to final approval.”

IN FAVOUR:

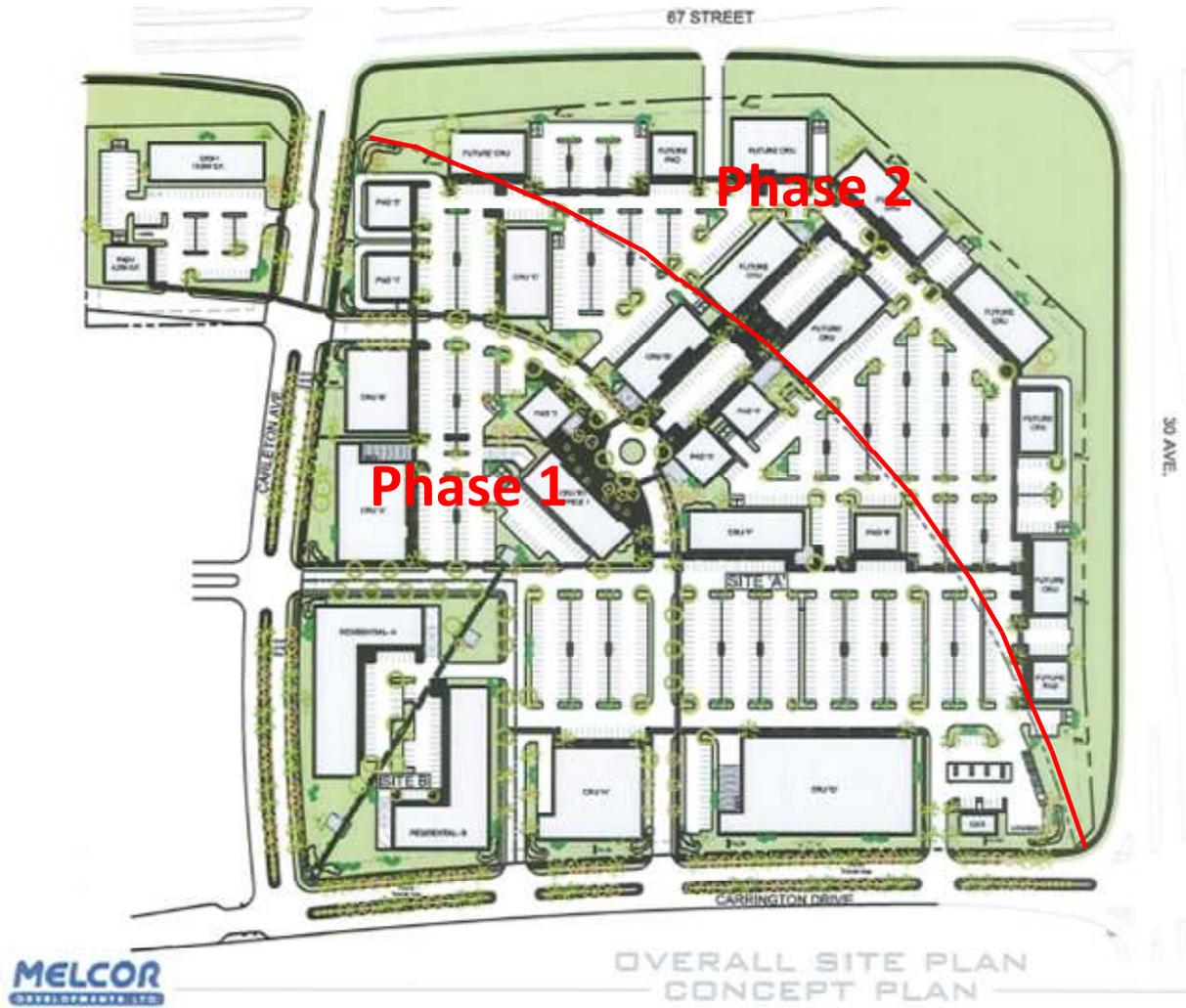
Mayor Morris Flewwelling, Councillor Buck Buchanan, Councillor Cindy Jefferies, Councillor Lynne Mulder, Councillor Gail Parks Councillor Larry Pimm, Councillor Lorna Watkinson-Zimmer, Councillor Frank Wong, Councillor Tara Veer

MOTION CARRIED

Appendix C

Illustration of Phases 1 and 2 September 20, 2010

Phases 1 and 2 of Clearview Market



DATE: July 12, 2017
TO: Orlando Toews, Senior Planner
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Site Plan and Design Package re: Direct Control District No. 27 (Phase 2 Clearview Market)

Reference Report:

Legislative Services, dated June 30, 2017.

Resolution:

At the Monday, July 10, 2017 Regular Council Meeting, Council passed the following Resolution:

Resolved that the Council of the City of Red Deer having considered the report from the Planning Department, dated June 30, 2017, re: Site Plan and Design Package re Direct Control District No. 27 (Clearview Market), hereby rescinds that portion of the Site Plan and Design Package that was adopted by resolution of Council on September 20, 2010 that applies to Phase 2, being the area affected by Bylaw 3357/P-2017 (adopted June 26, 2017).

Report back to Council:

No.

Comments/Further Action:

None.



Frieda McDougall
Manager

c. Director of Planning Services
Manager of Planning



June 2017

Value for Money: Administration Response and Implementation Plan

Director of Corporate Services

Report summary and recommendation:

The following report was prepared by administration for the audit committee in response to the Value for Money audit prepared and conducted by KPMG for the building and development services area.

The report from KPMG and the proposed approach to implementing the results respects the values framework that was approved by Council in November 2016 and the proposed process for VFMs as approved by Council and reflected in the committees bylaw.

These reports were approved by the Audit Committee and are now presented to Council for their information.

City Manager Comments:

That Council receives the report for information.

Craig Curtis
City Manager

Proposed Resolution:

That the report be received as information.

Background:

A value for money (VFM) review provides government with a third party evaluation of the performance, efficiency, economy and effectiveness of a particular service or program. A VFM is a useful instrument to affect change, to inform decision making and instill public confidence



The Value for Money Review of The City's building and development services was conducted by KPMG, and presented and received by the Audit Committee in March 2017. The reviews scope and mandate were approved by the Audit Committee and many of the recommendations identified in the report have been part of changes made in these departments or the results achieved as part of introducing the Tempest software as part of My City.

The attached is a summary of Administration's proposed response to the proposed recommendations and the implementation approach.

Recommendations and Implementation:

The consultants concluded that "the City is receiving value for money in its delivery of Building and Development Services", identifying areas where The City could enhance that value, as defined by The City of Red Deer's adopted values framework.

The value for money review, conducted by KPMG, reflects a snapshot or a point in time. As noted by the consultants many process improvements were in the development while the audit was being conducted. New ways of building relationships and partnerships internally, to provide value to the customers and citizens being served, have been explored by the Planning Services and Development Services Directorates in support of this review. Additionally, Administration has been working on fostering relationships with the building and development industry through regular meetings, open houses, and information sessions.

Administration has reviewed the prioritized recommendations, presented by KPMG as part of chapter five, and the table below summarizes Administrations proposed response to the recommendations and their status. Given the current resource constraints and economic climate, we have focused on ways to implement the spirit or outcomes of a recommendation using existing resources, where possible. If a recommendation requires additional capital or operating dollars, these would be evaluated as part of the departments' EBP (budget) submissions and brought forward to Council through the regular budget processes for approval. This approach also allows Administration to consider these requests in context of the priorities for The City of Red Deer, and in light of any resource or budget constraints.

Using a strategic approach based on the adopted City of Red Deer Values Framework, KPMG identified priorities that had the most impact on increasing value to citizens and customers as outlined by the framework (economy, efficiency, effectiveness, fairness, environment). Additional information on each recommendation is found in the attached appendix.



Title	Administration Response	Status
Enhance Quality Control Mechanisms	Support	Actioned and ongoing
Streamline Engineering Referrals	Support	Actioned
Bundle Permits/Services	Support	Actioned and ongoing
Shift to Risk Based Inspections	Do not support	Based on advice from municipal affairs, this option is not being explored at this time however other processes have or are being improved to gain efficiency and effectiveness.
Dedicated Business Analyst Resources	Do not support at this time	Other opportunities to use existing resources differently are being explored
Conduct Customer Focused Training	Support	Actioned and ongoing
Dedicated Administrative Support for Planning	Do not support at this time	Other opportunities to use existing resources differently are being explored
Enable mobile engineering inspections	Support	Being explored as part of the department's submissions in EBP (budget) 2018
Implement Performance Management	Support	Actioned and ongoing
Build and utilize an activity model	Support	Actioned and ongoing

Additional recommendations were made by KPMG in their report and will inform the work plans and decisions of the departments, however the focus will be on the areas that have been determined by KPMG to have the most impact on value.

Ongoing reporting and next steps

Administration will continue to work through the recommendations proposed in this report, to add further value to the services provided. As summarized above, many of these improvements are complete, underway or being explored. The



departments involved in this review have been using this report in preparing their service plans for submission to EBP as part of budget 2018.

Through the proposed implementation plan, Administration believes that the public and businesses will continue to see increased value in the services provided, and future surveys would note that improvement.

Administration recommends that the Audit Committee forward the KPMG report and Administration's response to Council. A communications plan is being developed so that the public who participated in the survey will also be aware of the results of the study and the actions being taken.



Appendix A Detailed response on recommendations

Enhance Quality Control Mechanisms

Formalize pre-consultation sessions and triage reviews to increase the quality of applications.

Administration supports this recommendation and already takes this approach when dealing with complex cross departmental matters, such as large Development Permit applications. Administration is in the process of reviewing the opportunity of formalizing this process, and introducing an appropriate fee, similar to the approach taken in other municipalities. This will incentivize developers/customers to take advantage of these meetings, while recovering costs associated with holding the meetings. The fee will be explored using the Council approved fees and charges framework.

Timeline: An informal process has been developed and implemented. Many developers/customers take advantage of the opportunity to have a pre-development meeting, reducing the time required for Development Permit reviews and reducing the number of changes that are required during the formal submission phase.

The budget submission for 2018 will consider formalizing this process with the inclusion of a fee attached to the process.

Streamline Engineering Referrals

Eliminate the passing of folders in sequence in Engineering and redundant processes that run alongside them to increase efficiencies in referral timelines.

Administration supports this recommendation. Prospero (Tempest) is now being used to more effectively circulate Development Permit applications for review, with appropriate accountability. This process allows for readily available, up-to-date information for anyone who may require the information, and has eliminated the need for hard copy memos.

Timeline: Complete



Bundle Permits/Services

Bundle services/permits together to reduce the number of distinct applications and increase customer centric service delivery

Administration supports this recommendation, ensuring more effective delivery to citizens and businesses being served. The following improvements have been made:

- a. Removing requirements for multiple applications.
- b. Removing the need for permits, such as Occupancy or Foundation.
- c. Streamlining permit processes significantly, where unable to bundle.
- d. Reducing the timelines for Engineering referrals.
- e. Streamlining the process for applying for subsidiary permits through the online e-apply process.
- f. Reconfiguring the Tempest system to provide simpler, more efficient processes, and relaunching MyCity, which the online customer service tool.
- g. Reducing wait times for simple Development Permit projects, such as decks, garage and single family dwellings, by empowering Customer Service staff to process those applications.
- h. Redesigning all permit applications, as well as the permit section on The City's website.

Timeline: Ongoing efficiencies are continually explored, and implemented where reasonable and where legislative requirements are not impacted.

Administration continues to include customers/contractors in consultation of many of these changes. This has proven highly effective, and has provided Administration with a number of changes that would have otherwise not been identified.

Shift to Risk Based Inspections

Alter the inspections model to free up staff time that can be redirected toward high priority work, and simplify the high experience for high-performing customers.

Administration does not support this recommendation. Altering The City's approach has been explored as part of the revision to the Quality Management Plan (QMP), which legislates our required safety codes inspections. Alberta Municipal Affairs does not recommend a risk based approach, based on the recent experience from the City of Edmonton. The liability to The City increases significantly and based on the feedback from municipal affairs based on Edmonton's experience, Administration does not recommend the risk associated with this option.



The timing of the VFM review coincided with Inspections & Licensing staff working through a backlog of 10,000 unclosed safety codes permits. This was accomplished within extremely aggressive timelines, and attributed to a significant increase in workload for the safety codes officers during that time. With that project now complete, and a process in place to prevent it from occurring again, staffing levels are considered sufficient to meet service levels.

Further, there is a process in place to provide what the VFM review calls “desk inspections”. Verifications of Compliance (VOCs) are a tool, used for years by safety codes officers, to replace additional site visits with a document that the permit applicant signs off on, indicating that the required changes/fixes have been made. These VOCs are used in circumstances where there are so significant safety concerns, and place the onus on the permit applicant to complete the necessary work.

Timeline: The QMP for Building and subsidiary permits has been reviewed and updated. Inspections & Licensing and Emergency Services have collaborated to consolidate their two respective QMPs into one City of Red Deer QMP. It is anticipated to be considered by Council in September 2017.

Dedicated Business Analyst Resources

Dedicate resources to the analysis and optimization of current and future IT systems to bridge the gap between operations and IT systems/functions.

Administration does support this recommendation of adding a staff member. Good business analysis is an important component of increasing value through innovation and efficiency, and is a resource that could provide highly valuable to the Directorate. The addition of this position would assist in bridging the gap that’s been identified between operations and optimizing IT systems to increase effectiveness and efficiency.

Timeline: Administration will work to identify ways to provide this service through existing staffing levels.

Conduct Customer Focused Training

Implement training that empowers staff to utilize judgement in service delivery to provide outcome based solutions.

Administration supports this recommendation. The Risk Management Framework which encourages all employees to alter the perception of risk as a barrier to one



that should be intelligently and appropriately managed. Administration continues to develop policies and procedures, involving staff in that process, to provide staff with the tools to feel confident doing their job, as well as to provide for consistency and clarity, while empowering them to make those decisions that are within their capacity.

Regular meetings have been scheduled to provide for a forum for staff to relay process changes, to ask questions of each other and management, to problem solve collaboratively, and to update them on amendments to bylaws that they work with on a day to day basis. This has been very effective at increasing staff's confidence.

Staff in Inspections & Licensing are encouraged to make those decisions that are within their job scope and to feel confident in doing so. They are encouraged to reach out to their colleagues first to problem solve, and then management, if they need additional support.

The Planning Services Directorate has held two divisional training days to provide training on the accountability culture, as well as specific writing skills training. These sessions also provide a mechanism for team building and problem solving. Out of the writing sessions, templates for reports and letters are being developed by staff, focused specifically on the customer. The Directorate will continue to identify specific training to continue to support the ongoing training and align with policies, such as risk management.

Timeline: Ongoing.

Dedicated Administrative Support for Planning

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.

Administration does not support this recommendation at this time. By locating the Directorate within the Inspections and Licensing and Planning departments will allow them to share administrative resources. Some of the administrative tasks identified such as news releases and mail outs are often supported by other department such as Communications and Legislative Services and that may not have been taken into consideration when this recommendation was made.

Timeline: no further action at this time.



Enable Mobile Engineering Inspections

Introduce mobile technology to the Engineering Services Development Section to support efficiencies in inspections

Administration supports this recommendation and is exploring the opportunity through the new Tempest system and costing. If additional resources are required this would be part of the department's EBP (budget) submission.

Timeline: Q3 2017

Implement Performance Management

Define and implement metrics to build performance management capabilities that will drive improvements to efficiency and effectiveness

Administration supports this recommendation and have started activity based tracking and all departments report on activity in the quarterly report. It is important to identify metrics that promote informed decision making and process improvements.

Timeline: ongoing

Build and utilize an activity model

Build an activity model in conjunction with the data collection in implementing performance management to identify resources required by activity and inform resourcing decisions.

Administration supports this recommendation which is linked to the recommendation above. The new EBP (budget) software and HRIS system will also assist the departments in the collection of financial and workforce data to support this analysis.

Timeline: ongoing.



AUDIT COMMITTEE

DATE: June 19, 2017
TO: Dean Krejci, Chief Financial Officer
FROM: Audit Committee
SUBJECT: Management Response on the Value for Money Report

At the June 19, 2017 meeting of the Audit Committee, the following motion was introduced and passed:

Resolved that the Audit Committee, having considered the management response on the Value for Money Report, hereby receives the report and summary for information, and forwards this to open Council for information.

The above is submitted to Council for information.

Sincerely,

A handwritten signature in cursive script that reads 'Lynne Mulder'.

Councillor Lynne Mulder
Chair, Audit Committee

c: Michelle Andrew, Corporate Controller
Tara Lodewyk, Director of Planning Services



City of Red Deer

Value for Money Review

Planning and Development Services

Presentation to Council

July 10, 2017



Overview

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.

The Value for Money Review included:

Divisions	Departments
Planning Services	<ul style="list-style-type: none"> • Planning • Inspections & Licensing
Development Services	<ul style="list-style-type: none"> • Emergency Services • Engineering Services

It is important to note that the review was conducted at a point in time. Our work was undertaken between January and July 2016.

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 in the Final Report.

Approach

APPROACH

The review examined:

- **Processes**
- **Procedures**
- **Fees**
- **Delivery structures**

STAKEHOLDER ENGAGEMENT

Included:

- **4 workshops** and **16 interviews** with City staff
- An **online survey**
- A **Think-Tank** online collaboration session
- A **focus session** with industry participants

OPTIONS

A **VFM Evaluation Framework** was used to determine the overall value for money

More than **40 potential options** for improvement were identified

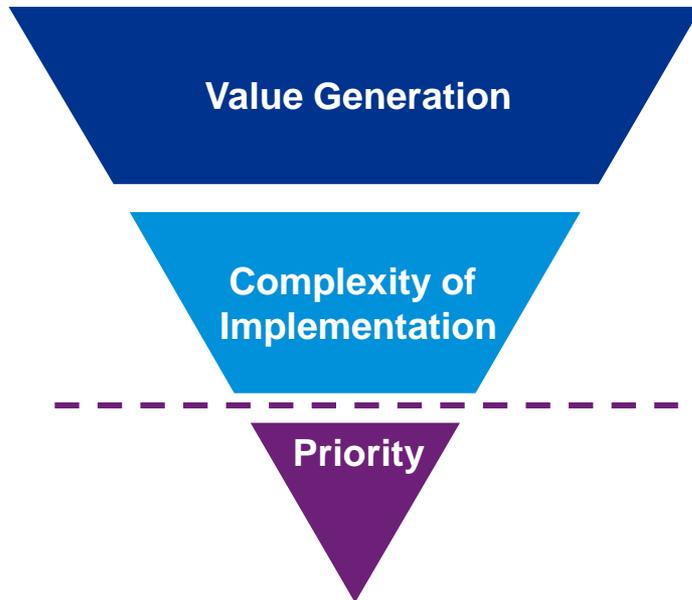
VALUE FRAMEWORK

The options were vetted through the **Value Framework**, and assessed against the **complexity of implementation** to provide a list of prioritized options

Value Framework Application

Based on the analysis performed, The City is **receiving value for money in its delivery of building and development services.**

However, KPMG identified several opportunities to improve the value for money of its building and development services.



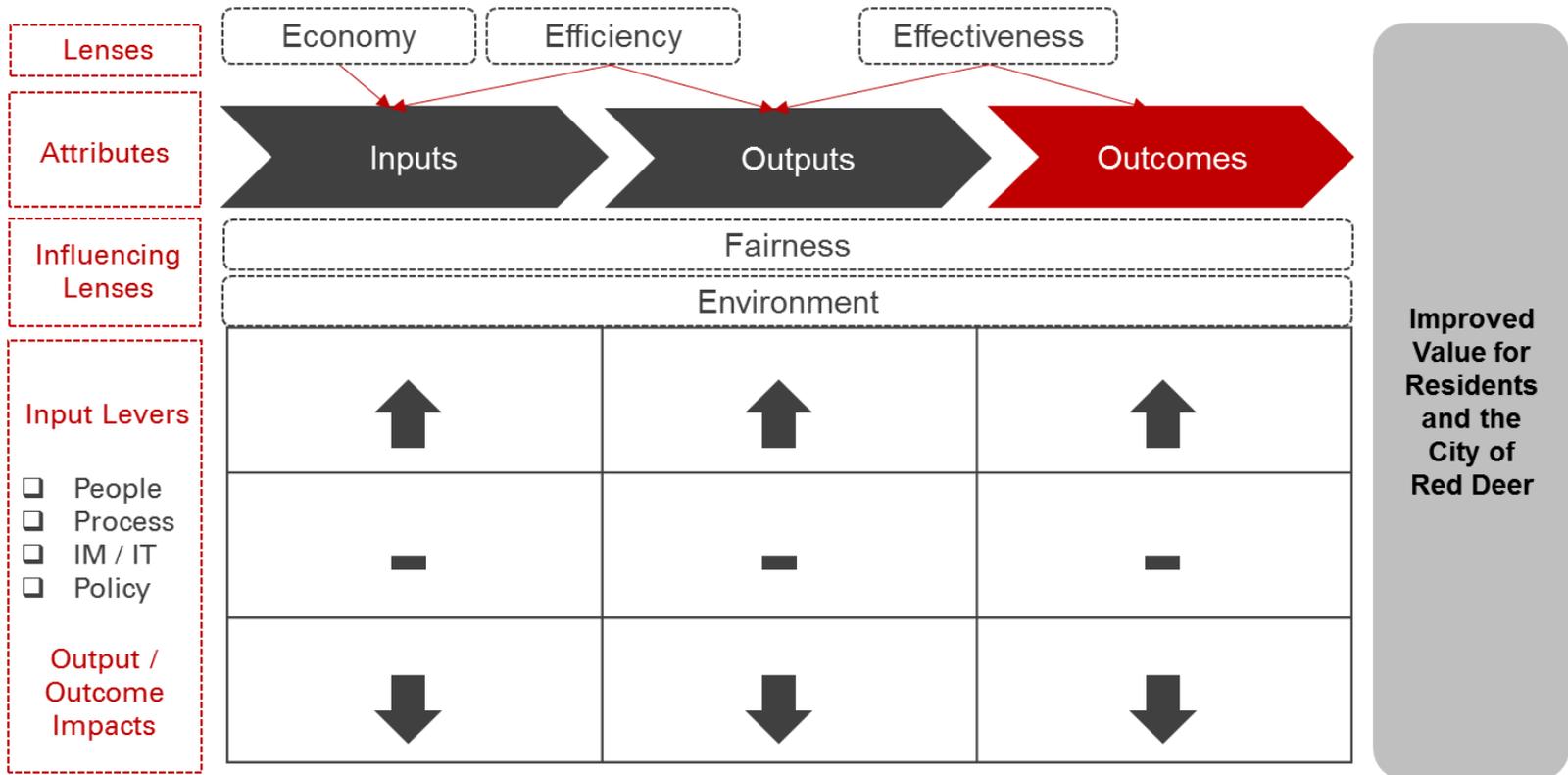
Recommendations

In order to help The City prioritize the options for implementation, all **40 of the identified potential opportunities** were vetted through the **Value Framework**.

These recommendations were assessed for the **complexity of their implementation**. This led to an overall prioritization of options.

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: ↓

Key Findings

Based on our assessment of value for money of The City's building and development services the following key themes arose:

- The City appears to be providing **services effectively, but efficiency could be improved**
- Benchmarking data suggests that The City is relatively **comparable with other municipalities in Alberta**, however, there are opportunities to adopt leading practices that are utilized by other jurisdictions.
- Staff are **appropriately involved and skilled** to deliver the services, but improvements can be made

Findings & Recommendations

What we found...

The City may not be utilizing the most appropriate controls at critical points to assist in managing the processing of applications



Our recommendation...

Enhance Quality Control Mechanisms

Formalize pre-consultation sessions and triage reviews to increase the quality of applications

The potential increase to value...

High

Several processes could be improved through the streamlining of process steps and the reduction of activities which are not essential to the process



Streamline Engineering Referrals

Eliminate the passing of folders in sequence in Engineering and redundant processes that run alongside them to increase efficiencies in referral timelines

Medium

The City has made progress in bundling some services (e.g. consolidated application), however, this is not yet a widely utilized approach



Bundle Permits / Services

Bundle services / permits together to reduce the number of distinct applications and increase customer centric service delivery

High

Findings & Recommendations

What we found...

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 efficiency



Our recommendation...

Enable Mobile Engineering Inspections

Introduce mobile technology to the Engineering Services Development Section to support efficiencies in inspections

The potential increase to value...

High

There is insufficient tracking of performance indicators



Implement Performance Management

Define and implement metrics to build performance management capabilities that will drive improvements to efficiency and effectiveness

High

Reporting and business analysis in large municipalities is a critical aspect of processes, with dedicated business analyst groups



Add Dedicated Business Analyst Resources

Dedicate resources to the analysis and optimization of current and future IT systems to bridge the gap between operations and IT systems / functions

High

Findings & Recommendations

What we found...

Moving to risk-based inspections has resulted in efficiencies and cost-avoidance for other jurisdictions, as well as increased safety outcomes

Several processes could be improved through the streamlining of process steps and the reduction of activities which are not essential to the process

Relative to population growth, staffing levels have not changed over the past five years



Our recommendation...

Shift to Risk Based Inspections

Alter the inspections model to free up staff time that can be redirected toward high priority work, and simplify the experience for high-performing customers

Build / Utilize an Activity Model

Build an Activity Model in conjunction with the data collection in implementing performance management to identify resources required by activity and inform resourcing decisions

The potential increase to value...

High

High

Findings & Recommendations

What we found...

There are few formalized training processes within this business line and limited cross-functional training

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

Relative to population growth, staffing levels have not changed over the past five years

There is a lack of administrative support in Planning Services

Our recommendation...

Conduct Customer Focused Training

Implement training that empowers staff to utilize judgment in service delivery to provide outcome based solutions

Add a Dedicated Administrative Assistant to the Planning Department

This will allow specialized staff to direct attention to core service delivery and increase capacity to meet service levels

The potential increase to value...

High

High



Thank you

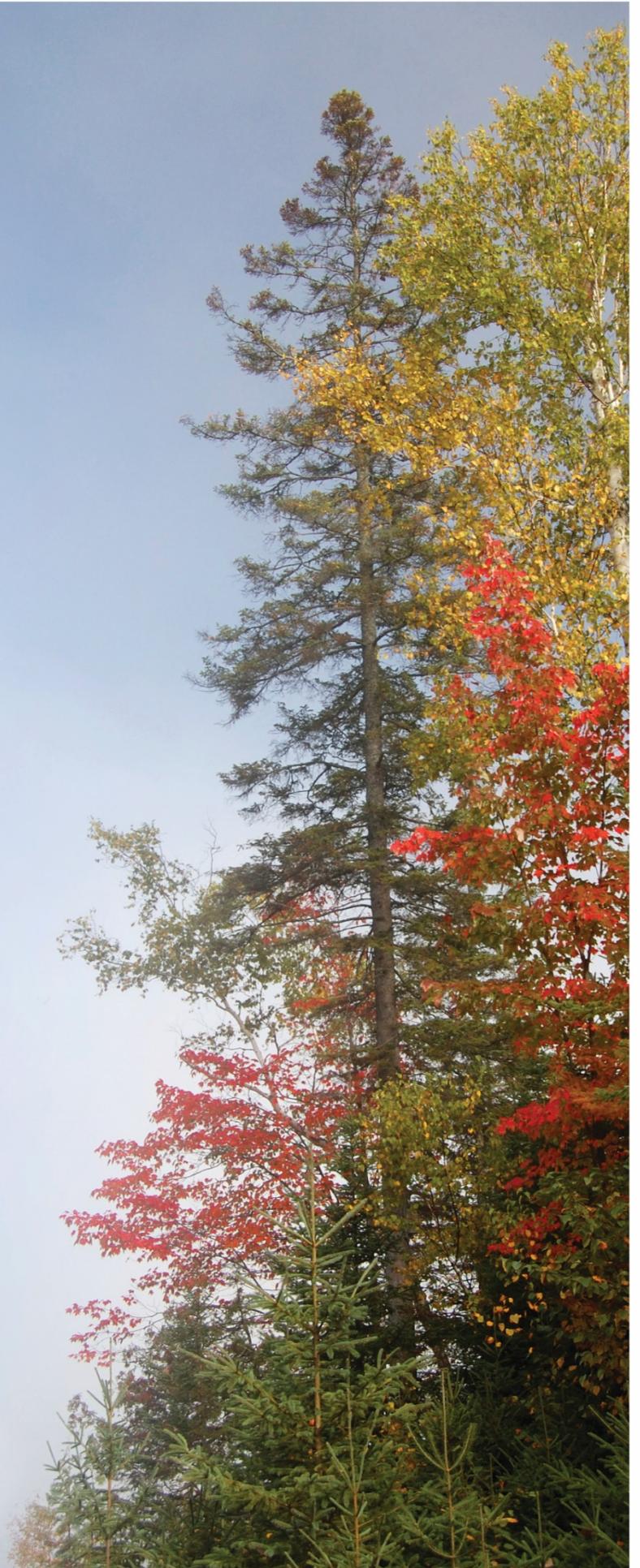


Planning and Development Services Value for Money Review

City of Red Deer

Final Report

November 2016



Glossary & Abbreviations

Economy: the extent to which ongoing costs of acquiring service inputs are optimized to deliver the desired outputs.

Effectiveness: the degree to which services are delivered and contribute to the achievement of the City's long-term goals and other key measures, and create value for the organization. This also includes the ability of a service (or set of services) to meet defined targets or service levels.

Efficiency: the degree to which services are being delivered in a way that optimizes the resources (e.g. budget, people, etc.) used to deliver them. This also includes understanding whether process improvement opportunities exist.

ES: Emergency Services, a department in the Development Division.

I&L: Inspections & Licensing, a department in the Planning Services Division.

Value: the relationship between satisfying needs and expectations, and the resources required to achieve them. It is the worth of a service provided by the City as determined by the preferences of constituents and services users and the trade-offs given scarce resources.

Value for Money (VFM) Review: an independent, objective and systematic review of a program, activity or function designed to assess the extent to which the pre-determined goals of the program, activity or function are being achieved and the economy, efficiency, and effectiveness of the processes and activities through which the organization attempts to achieve these goals.

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DISCLAIMER

This report has been prepared by KPMG LLP (“KPMG”) for the City of Red Deer (“Client”) pursuant to the terms of our engagement agreement with Client dated December 23, 2015 (the “Engagement Agreement”). KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than Client in connection with their use of this report.

1 Executive Summary

Introduction

As part of an ongoing process of continuous improvement, the City of Red Deer (the City) engaged KPMG to conduct an end-to-end value for money (VFM) review of its building and development services, currently provided through four (4) departments and two (2) divisions.

The review examined existing processes, procedures, fees and delivery structures in the City, compared practices with other similar sized municipalities; identified leading practices and recommendations for service delivery, and established appropriate baselines to enable the City to create performance indicators for use on an ongoing basis.

The scope of the VFM review, which was undertaken from January to July 2016, included the review of two divisions (Planning Services and Development Services) and four departments (Planning, Engineering, Inspections & Licensing and Emergency Services). Within each of these departments, a set of specific services related to Planning and Development were reviewed.

This VFM Review identifies recommendations specific to the scope agreed upon with the City; it is the responsibility of the City to balance these recommendations with priorities throughout the organization. In addition, it is important to note that the review was conducted at a point in time. As such, some of the recommendations may already have been addressed by the City; known progress on these, as of July 2016, has been noted.

Key Findings

Overall, based on the analysis of data and documentation provided by the City, engagement of internal and external stakeholders, and comparison to other jurisdictions, **the City is receiving value for money in its delivery of Building and Development Services**. However, there are several areas where the City could realize additional value.

The VFM review was guided by eight evaluation questions that were developed (see Appendix 5). A high level summary of the findings and opportunities for improvement identified for each question is captured below.

Evaluation Question: Does the existing process achieve the highest level of efficiency and effectiveness in meeting the City's objectives, service delivery model and the strategic direction of Council?

Findings: Overall, the City appears to be providing services effectively; processes are designed to achieve the desired results, and are consistent with processes utilized by similar municipalities. Stated service delivery timelines also appear to be similar to other municipalities.

The City has made some progress in providing online services for customers, which can redirect volumes normally processed by front-desk staff. However, there are several areas where processes could be improved to provide greater value, specifically in regards to efficiency, these include: use of performance indicators, removal of unnecessary steps in processing, enhanced quality control mechanisms, and improved use of technology.

Detailed Findings:

Performance Management: There is insufficient tracking of performance indicators, and as such limited information available to verify that goals and / or service levels are being met. Information and data from performance management is not currently being utilized widely in decision making due to a lack of available information.

Customer Centric Service Delivery: The City has not fully integrated the concept of 'customer centered delivery' and gains in effectiveness could be obtained by adopting processes that elevate the customer's experience.

Service Bundling: Service bundling is the process of combining multiple services or applications into one single, consolidated application where possible. Other municipalities, such as Edmonton, Calgary, and Lethbridge consolidate permits so that an applicant can make a single application for all the required development and safety code permits. While the City has made progress in bundling some services, this is not yet a widely utilized approach.

Streamline Process / Remove Unnecessary Steps: Several processes were identified where efficiency could be increased through the streamlining of process steps and the reduction of activities which are not essential to the process.

Quality Control Mechanisms: The City may not be utilizing the most appropriate controls at critical points to assist in managing the processing of applications. For example, the completeness and quality of applications from customers is an ongoing issue that the City faces.

Information Technology / Management: The implementation of the EBA system has improved the functionality of the information systems utilized at the City. However, there are several areas where further exploration of the use of technology could be undertaken to provide real time, updated data and to increase process efficiencies.

Evaluation Question: Who needs to be involved in each process, and when?

Findings: Generally the City has the appropriate staff involved in the delivery of the planning and development services reviewed. Staff are skilled in their roles and able to provide the desired service level to customers. However, there are opportunities to increase value by increasing the clarity of roles, responsibilities, and accountabilities and enhancing training opportunities for staff to allow for better customer service and more effective service delivery.

Detailed Findings:

Roles, Responsibilities and Accountabilities: There is a lack of clarity by internal and external stakeholders who should be involved in each process, and who the appropriate contact is.

Training Procedures: While informal training processes occurs, there are few formalized training processes at the City. There is also limited cross-functional training.

Customer Service: While external stakeholders were generally satisfied with the City's services, they did note several areas for improvement, specifically around the customer service abilities of staff.

Evaluation Question: How should The City determine the resources necessary to do the work?

Findings: The City has not adjusted its staffing levels according to population growth over the past five years. While this may not be a direct indicator of the way the City determines its required staffing levels, there may be opportunities to better understand the required staffing levels to assist with future planning and decision making.

Detailed Findings:

Resource Levels: The City's resourcing for Planning Services and Development Services does not address the rate of growth it has experienced. It appears that the City's growth, and corresponding demand for planning and development services, has had a minimal to moderate impact on staffing levels.

Support Staff: There is a lack of administrative support in Planning Services.

Evaluation Question: How should The City be organized effectively to do the work?

Findings: Generally, the organization and structure of Planning and Development provides value. The City uses the same organizational functions as other municipalities; however, there are some differences in the way these are organized in the City, as compared to other municipalities. Confusion exists regarding the authority and responsibilities and there are opportunities to improve value by providing clarity, both internally and externally.

Detailed Findings:

Organization structure: Confusion exists both internally and externally regarding building and development services, resulting in incorrectly routed complaints, inquiries, applications, etc. Departments within the City tend to operate in silos, resulting in delayed timelines, inconsistent messaging to applicants, and increased confusion.

Evaluation Question: How do fees relate to the services provided?

Findings: The fees for services generally appear to be consistent with other municipalities (exact comparisons are unable to be determined due to cost structure differences and economic factors). However, there were several areas where the jurisdictional review identified opportunities, e.g. charging for services without fees.

Detailed Findings:

Fee Review: Fees for similar services vary across comparator municipalities. It was generally noted that fees for the City's services were not cost-recovered and that fees did not reflect the effort provided by staff in service delivery.

Options

As indicated in the key findings section above, there are a number of areas where the City can make improvements to improve the value from its planning and development services.

Each of the recommended improvements is highlighted below in terms of how they will help to improve value for the City, based on the Value Framework defined in Appendix 4. Detailed value framework assessments for each are included in Section 5.3.1.

Lever	Recommendation	Value Assessment					Overall Value Improvement
		Economy	Efficiency	Effectiveness	Fairness	Environment	
Process	Enhance Quality Control Mechanisms Formalize pre-consultation sessions and triage reviews to increase the quality of applications.	+	+	+	+		High
	Streamline Engineering Referrals Eliminate the passing of folders in sequence in Engineering and redundant processes that run alongside them to increase efficiencies in referral timelines.		+	+			Medium
	Bundle Permits / Services Bundle services / permits together to reduce the number of distinct applications and increase customer centric service delivery.		+	+	+		High
	Shift to Risk Based Inspections Alter the inspections model to free up staff time that can be redirected toward high priority work, and simplify the high experience for high-performing customers.	+	+	+	+	+	High
People	Dedicated Business Analyst Resources Dedicate resources to the analysis and optimization of current and future IT systems to bridge the gap between operations and IT systems / functions.	+	+	+	+		High

Lever	Recommendation	Value Assessment					
		Economy	Efficiency	Effectiveness	Fairness	Environment	Overall Value Improvement
	Conduct Customer Focused Training Implement training that empowers staff to utilize judgment in service delivery to provide outcome based solutions.		+	+	+		High
	Addition of a Dedicated Administrative Assistant to the Planning Department The addition of a dedicated administrative resource will allow specialized staff to direct attention to core service delivery and increase capacity to meet service levels.	+	+	+	+		High
Information Technology	Enable Mobile Engineering Inspections Introduce mobile technology to the Engineering Services Development Section to support efficiencies in inspections.	+	+	+			High
Policy	Implement Performance Management Define and implement metrics to build performance management capabilities that will drive improvements to efficiency and effectiveness.	+	+	+	+		High
	Build / Utilize an Activity Model Build an Activity Model in conjunction with the data collection in implementing performance management to identify resources required by activity and inform resourcing decisions.	+	+	+			High

2 Introduction

2.1 Background

As part of an ongoing process of continuous improvement, the City of Red Deer (City) engaged KPMG to conduct an end-to-end value for money (VFM) review of its building and development services, currently provided through four (4) departments and two (2) divisions.

Planning Services and Development Services departments deliver and manage the City's permits, and deliver processes related to a range of activities from developing raw land to the eventual habitation of buildings on property. These departments deal with a range of other City departments and play a key role in dealing with residents and customers across the City.

Several key statistics provide additional context as to opportunities and challenges for the City's building and development services:

- In 2015, the number of Building Permits issued by the City declined by 14%, following a growth of approximately 10% per year in the three years prior.
- The number of Development Permits issued in 2015 decreased 21% from the year prior, resulting in reduced revenue of approximately \$51,000.
- In 2014, there was a 73% reduction in the revenue obtained from development agreement administrative fees, associated with a reduction in the number of approved Development Agreements. In 2015, administrative revenues decreased 7% from the year prior.
- Subdivision revenues decreased by 52% in 2014 from the year prior, with a 59% reduction in approved subdivision lots since Q3 2013. The number of residential subdivision lots approved decreased by 2.3% in 2015 as compared to 2014 numbers.
- The number of reviews performed for statutory plans (NASP, MASP, IASP, etc.) increased from 2 in 2014 to 5 in 2015.

The review examined existing processes, procedures, fees and delivery structures in the City, compared practices with other similar sized cities; identified leading practices and recommendations for service delivery, and established appropriate baselines to enable the City to create performance indicators for use on an ongoing basis.

2.2 Scope

The scope of KPMG's VFM Review, undertaken from January to July 2016 included the review of two divisions (Planning Services and Development Services) and four departments (Planning, Engineering, Inspections & Licensing and Emergency Services). Within each of these departments, specific services / permits related to Planning and Development processes were reviewed; Section 3 includes a detailed listing of the services examined during the review.

As part of the review a series of stakeholder engagement activities were conducted to obtain an understanding of the varying perspectives of industry groups, customers, residents, staff and Council. Internal stakeholders were engaged through a series of workshops and interviews while external stakeholders were engaged through a public survey, an online engagement session, and a focus session.

The scope of the review also included the comparison of the City's existing services and processes to the following jurisdictions: Town of Blackfalds, County of Red Deer, Town of Sylvan Lake, Mountain View

County, City of Lethbridge, City of Medicine Hat, City of Grand Prairie, City of Calgary, and the City of Edmonton.

2.3 Approach

To conduct the review, eight evaluation questions were agreed upon by the City to assess the efficiency and effectiveness of the City's building and development services.



These eight questions were used to create an evaluation framework, which identified which information, data, and analysis utilized in the review. Appendix 5 includes the detailed framework. Question #2 is answered in Section 5 and question #8 is answered throughout the report with a summary provided in Appendix 3.

To answer the review questions, a four phased approach, as depicted below was undertaken:



2.3.1 Value Framework

One of the key outputs from the review was the development of a framework that the City could use to continuously assess value across all of its departments and services.

Value is the relationship between satisfying needs and expectations and the resources required to achieve them. In the context of the City's delivery of services, it is the worth of a service provided by the City as determined by the preferences of its residents, customers and service users and the trade-offs given scarce resources such as time or taxes.

Value was defined for the City as informed by the definitions and descriptions of 'value' from the Value Management Institute, feedback provided through engagement of external stakeholders and staff, and engagement of Council, the Corporate Leadership Team, and the Mayor.

Opportunities to generate value must be assessed through a number of contextual lenses in order to select those that best align with the City's vision and that result in optimal value creation. When decision-makers choose which levers to pull, the following lenses are connected to contextual factors and impacts that merit consideration. Economy, Efficiency, and Effectiveness are directly related to the inputs, outputs, and outcomes of a program or service, and Equity and Environment are broader lenses through which to consider.

The Value Framework that was developed as part of this review and was applied to the potential options identified by the review is included in Appendix 4.

3 Overview of Planning and Development

3.1 Key Divisions

The following provides an overview of the work completed by the two divisions which were reviewed through the VFM – Planning Services and Development Services.

3.1.1 Planning Services

The Planning Services division includes the following departments:

- The Inspections & Licensing department ensures the proper construction of residential and non-residential buildings through permits and building inspections, issues business (and other) licenses, and enforces the Land Use and Community Standards Bylaw.
- The Planning department utilizes Council’s approved policy documents and Provincial and Federal regulations to provide leadership for developing Red Deer as a safe, vibrant, and attractive community.

Services reviewed during the VFM for this division included:

Category	Services
Inspections and Licensing	<ul style="list-style-type: none"> — Development Permits — Safety Code Permits — Enforcement (Land Use Bylaw, etc.) — Demolition Permits — Occupancy Permits — Quality Management Plan — Enforcement of Development Permits — Review of Statutory Plans, Land Use Bylaw proposals
Planning Services	<ul style="list-style-type: none"> — Land Use Bylaw Amendment — Statutory and non-statutory Plans — Studies — Subdivision — Heritage Plans — Oil and Gas Proposals/Proposals near oil and gas sites — Review of Development Permits

3.1.2 Development Services

The Development Services division includes the following departments:

- The Engineering department performs the administration of customer requests for City services related to property access, sanitary, storm and water connections, easement agreements, building grade certificates, encroachment agreements, development agreements, and use of streets to ensure services delivered are socially and environmentally responsible and meet the long-term need of the growing community.
- The Emergency Services department provides services relative to inspections and verifications that building and development conditions and requirements related to fire and occupation safety have been met and continually adhered to.

Services reviewed during the VFM for this division included:

Category	Services
Emergency Services	<ul style="list-style-type: none"> — Review of Development Permits — Review of Safety Code Permits — Enforcement (Land Use Bylaw, etc.) — Review of Demolition Permits — Inspection for Occupancy Permits — Enforcement of Development Permits — Review of Land Use Bylaw proposals
Engineering	<ul style="list-style-type: none"> — Development Agreements — Determine need for and acceptability of special studies such as Traffic Impact Assessments, Escarpment Studies, Servicing Studies — Lot grading permits — Review of Statutory Plans, Land Use Bylaw proposals, Development Permits — Infrastructure Inspections and acceptance — Use of Streets Permits

4 Key Findings

Overall, it appears that the City is receiving value for money from its delivery of building and development services. However, there are several areas of opportunity that were identified, which can further increase the value the City receives.

Over the course of the VFM review, eight evaluation questions were developed to guide the assessment of VFM (please see Appendix 5). The following section describes the key findings for each of the review questions.

4.1 Does the existing process achieve the highest level of efficiency and effectiveness in meeting the City's objectives, service delivery model and the strategic direction of Council?

From the perspective of external stakeholders, effectiveness is achieved when the desired outcome is delivered to the satisfaction of all parties involved. Efficiency is described as being achieved when the task consumes the least amount of resources possible to achieve the desired outcome.

The City's strategic direction is informed by its Vision, Mission and RISE guiding principles. The RISE principles reflect each staff's promise to each other and to citizens, and are fundamental pillars supporting each department's approach to service delivery. A description of RISE principles is included Appendix 4.

With these principles in mind, based on the analysis undertaken and comparison to relative municipalities, it appears that the City is effective and efficient in their service delivery.

The City acts as stewards on behalf of its citizens to undertake sustainable development, work to provide a quality service, and balance the needs of varying stakeholders. However, stakeholder feedback and analysis completed indicates that there are several areas where effectiveness and efficiency could be improved to assist the City to better meet its strategic direction.

4.1.1 Performance Management

To analyze whether the City is effective and efficient, performance metrics can be utilized to ensure that service levels are being adhered to, and that processes are optimized to deliver a service.

Based on the analysis completed, it appears that there is insufficient tracking of performance metrics, with limited information available to verify that defined goals and /or service levels are being met.

Other comparable municipalities are increasing their transparency around process timelines by tracking the target versus actual completion times.

4.1.1.1 Data & Information Analysis

The table in Appendix 1 summarizes the current service levels provided by the City for various activities. However, the City does not track metrics to validate whether the City is meeting its defined service levels.

While departments are able to provide approximate processing timelines (e.g. Building Permits take approximately three weeks), metrics on the actual processing timelines (versus the target or defined timelines) for most services are not currently tracked.

The Engineering department has begun to monitor / track staff time by activity type to measure the cost of development agreements and whether or not fees are set at cost recovery.

4.1.1.2 Feedback from Internal and External stakeholders

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Some service levels are defined, but they are not consistently met or reported upon, which can make it difficult to communicate adherence of service levels both internally and to customers.
- Few process metrics are utilized, tracked, or reported upon; there are limited ad-hoc and standard reporting abilities for management to utilize in strategic decision making.
- The lack of available data puts major limitations on the ability of the City to make evidence-based resourcing decisions.
- Referral / circulation timelines may be too long, but given they are not tracked it is difficult to determine what an appropriate timeline is

External Stakeholders provided the following feedback:

- Turnaround times are too long, which may be the result of defined / quoted service levels not being adhered to.
- There is a need for increased transparency in processes; if defined / quoted timelines cannot be adhered to, it would be helpful for applicants to receive this information as soon as possible.

4.1.1.3 Jurisdictional Review

Under the Municipal Government Act (MGA), municipalities are required to process Development Permits and Subdivision Approvals within 40 and 60 days, respectively.

While most municipalities have similar defined service levels for permits / applications defined, some municipalities have identified additional specific service levels; further details are included in Appendix 3. For example the City of Edmonton provides detailed estimates of approval timelines, as well as target and actual processing times. The City of Edmonton releases a quarterly report to the public, which informs residents of the target versus actual timelines for that period, as well as permit volumes.

4.1.2 Customer Centered Service Delivery

The City's RISE principles reflect the need to incorporate customer centered approaches further into its operations and processes. Based on the feedback received from internal and external stakeholders, it appears that the City has not fully integrated the concept of customer centered service delivery and work is needed to elevate the overall experience from the customer's perspective.

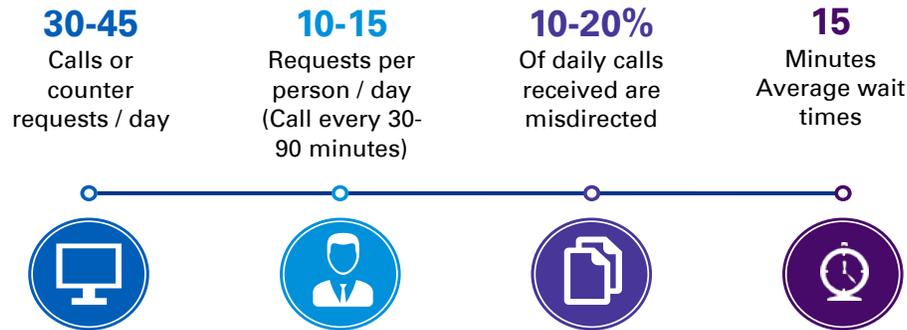
4.1.2.1 Data & Information Analysis

Inquiries

Misdirected calls are a critical pain-point identified by internal stakeholders that can impair the ability of staff to focus on core service delivery. Misdirected calls appeared to be a present issue across all departments within the scope of this review. In addition, it was noted that misdirected inquiries have the potential to negatively influence customer service levels and create confusion for applicants.

The point of passing an applicant to another source to assist with their complaint / inquiry is the point where customer centered service has the potential to significantly improve the customer experience as well as indirectly impact the efficiency for staff.

This step is where the potential for inefficiencies to occur, such as applicants to be passed from department to department before they finally are transferred to the appropriate contact.



In addition, customer inquiries are not tracked by or between departments, which can result in inconsistencies between inquiries and potential 'shopping for answers' by applicants. The data above was obtained from the Engineering department. Other departments within the scope of this review could not provide metrics due to a lack of available information; this was noted as a common problem across all departments.

Push Notifications

Currently, the City does not utilize automatic 'push' notifications to proactively manage applications and communicate case progress, status, and delays to customers. As a result, departments can receive a high volume of phone inquiries requesting updates on their project's status. The City's Tempest system could be configured to provide automatic notifications to better manage processes, both internally and externally.

4.1.2.2 Feedback from Internal and External Stakeholders

The following feedback provided was provided by internal stakeholders across all departments within the scope of this review:

- Staff at the operational and leadership levels identified that there is a culture at the City of strict adherence to rules; a culture that supports flexibility in thinking and problem solving may provide a higher level of customer service.
- High volumes of questions are received from applicants inquiring about the status of their project and the required next steps. Following up on numerous inquiries distracts staff from the processing of applications and further strains the ability of the City's resources to meet service levels.

External stakeholders provided the following feedback:

- Customers view the City as a barrier to their aims rather than a partner with whom to collaborate towards a solution.
- External stakeholders cited an "inflexible adherence to the City's rules and regulations regardless of practicality" in recent years and noted that a shift to a more practical approach was needed.
- It was indicated that adopting a 'team' mentality would help to build relationships with developers; attempting to understand the implications that decisions, delays, additional study requests etc. have on projects and overall costs is vital.

- There are limited self-service options available; improvements could include the ability to apply for permits and inspections online, to attach all required documentation directly to the file, to increase tracking capabilities for the status of applications, and to view outstanding conditions.
- Process requirements are often not identified or communicated to applicants early enough in the process, including outstanding information.
- There is limited clarity around process timelines and no proactive notifications around process status or delay.
- 58% of survey participants indicated that they were either dissatisfied or very dissatisfied with the status communications they received during their project.

Progress Note: Due to the point in time nature of this VFM review, it is important to note that substantial progress has been made regarding the self service capabilities of the City. The T4 testing sessions have been completed and significant improvements in MyCity and self-service options have been noted.

4.1.2.3 Jurisdictional Review

While most municipalities utilize phone calls or email to communicate next steps to the customer, the City of Lethbridge has systems that utilize digital workflow and automated notifications, allowing for proactive, push based notifications.

Additionally, the City of Calgary's VISTA (View Information Specific To My Application) allows applicants to log on, assess project status, and view any outstanding items that need to be completed / provided.

4.1.3 Service Bundling

Service bundling is the process of consolidating several applications into one, which reduces the number of separate applications that applicants must submit, as well as the number of applicants received / processed / tracked within the system.

External stakeholders believe that the application process should be streamlined and made easier / more efficient. The greatest benefit from service bundling is the enhanced customer service that is provided and the ease of the experience for the applicant; some internal processing efficiencies may be realized as well.

4.1.3.1 Data and Information Analysis

Many applicants are requesting that services / permits be consolidated for ease of application, whether it be through application channels, payment channels, or through a development coordinator.

Other municipalities consolidate high volume, low complexity permits such as accessory structure, uncovered decks, signs, and single detached houses. If these permits were bundled at the City, 42% of building permit applications could be converted into 'bundled applications', which include the corresponding development and sub-trade permits. This could improve the customer experience for just under half of all building permit applications submitted.

4.1.3.2 Feedback from Internal and External Stakeholders

Internal stakeholders (from the Inspections & Licensing and Planning departments) provided the following feedback:

- There are potential opportunities to bundle applications / services; for example, the processing of the Development Permit and the rezoning application together where possible.

- There have been steps taken to move towards bundling certain permits; for example, it was identified that there is a 'project permit' that now includes a building permit and the required subsidiary permits. In addition, the foundation permit and occupancy permits are being removed from the process.

External stakeholders provided the following feedback:

- Having a 'one-stop shop' for building and development processes would increase the ease of applications, including a single point of contact across departments and / or consolidated channels for submitting and paying for permits and services.
- Reducing the complexity of the application process, including increased clarity around requirements, increased channels for application, and ease of application, will further improve the customer experience.

4.1.3.3 Jurisdictional Review

The cities of Edmonton, Calgary and Lethbridge consolidate permits so that an applicant can make a single application for all the required development, building and safety code permits.

In the City of Edmonton, combination permits are used for accessory structures, uncovered decks, signs, and single detached houses. Due in part to consolidated, streamlined permit applications, the City of Edmonton is able to issue 30% of all permits instantly at the front counter.

The City of Calgary also bundles sub-trade permits into their development and building permits; and once a partial permit is issued, with the foundation permit, it expedites the approval of the building permit.

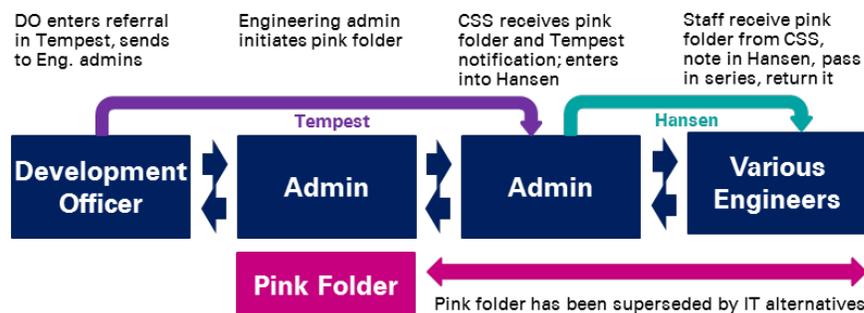
Progress Note: Since the completion of the VFM review, it was indicated that steps to bundle certain processes have been undertaken such as the building permit and the required subsidiary permits. For ease of application the foundation and occupancy permits are being removed from the application process as well.

4.1.4 Streamline Processes / Remove Unnecessary Steps

To improve efficiency, the City should look to optimize resources utilized to provide services by assessing which steps are value-add and those that may not be necessary. Several processes were identified during the review where efficiency can be increased by streamlining process steps and reducing non-essential activities.

4.1.4.1 Data & Information Analysis

Currently, the Engineering department utilizes three mechanisms of tracking referrals: "the pink folder", which is a manual folder with a tracking sheet and the application to be reviewed, a notification in Hansen, and a notification in Tempest (for Development Permits).



The pink folder’s purpose is undermined by the City’s technology, and could be eliminated by leveraging the tracking capability of Tempest. Eliminating the pink folder could also remove the need for reviews to be done sequentially. Instead, copies could be distributed in parallel; any staff could log onto Tempest at any time and perform their review instead of waiting for the pink folder.

Staff reported that reviewing sequentially can result in applications sitting on one desk and having to be reviewed by multiple staff on its due date. Approximately 100 development permits are referred to the Engineering department each year; a significant volume that could be streamlined. The use of Hansen could also be eliminated and referrals managed entirely through Tempest.

4.1.4.2 Feedback from Internal and External Stakeholders

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Highly manual referral processes reduces visibility for staff and customers and contributes to process delays (e.g. Tempest only reaches the “gates” of departments). Although departments are making progress in utilizing Tempest for different types of applications, some departments are still utilizing manual tracking mechanisms for referrals.
- Multiple tracking systems are used within departments for referral follow-ups.
- There is a perception that there are too many referrals / reviews for some processes (e.g. development permits).
- There are backlogs when it comes to inspections and / or responding to complaints and inquiries.

4.1.4.3 Jurisdictional Review

Inspections are another area where process efficiencies could be addressed. Leading practice suggests that an inspection level of approximately 20% is required for qualified contractors / professionals and 100% for unqualified contractors / professionals.

Other municipalities and safety authorities only go physically to a site to do 10 to 20% of inspections. These municipalities found that they are able to reduce more hazards this way than they were in the past because they are able to spend more time on higher risk sites.

The diagram below estimates the potential City staff that could be freed up and redirected to higher priority tasks by shifting to a risk-based inspections model.



Assumptions to develop this estimate include:

- It is assumed that 70% would be high risk work based on KPMG’s work with safety authorities.
- Current FTE’s for Inspections was calculated utilizing information from the City’s job descriptions. Safety Code Officers from I&L were estimated to utilize 60% of their role conducting inspections, while ES Safety Code Officers were estimated at 50%. The number of Safety Code Officers were approximated using these figures.

4.1.5 Quality Control Mechanisms

Utilizing the appropriate controls at critical points of a process can assist in managing applications in a way that allows service levels to be more easily adhered to. When discussing the largest problems related to the timely processing of applications across municipalities, one of the largest influencing factors is the completeness and quality of applications. Controls that directly impact the reduction in the acceptance of incomplete applications will reduce rework or workarounds later in the process.

4.1.5.1 Data & Information Analysis

There are several critical points where the potential for incomplete / low quality applications could occur; these are points where process controls should be implemented to prevent additional work by City staff or process delays due to the requesting of additional information.



The appropriate controls at each stage of the process could reduce the number of incomplete applications received.

Currently, pre-consultation processes are utilized, but they are not formalized, meaning there are no requirements that pre-consultations are performed for complex projects, or fees associated with the pre-consultations.

Triage reviews are another informal step used by Engineering, but could be formalized across other departments as well. Triage reviews involve the review of an applicant by a specialized / qualified staff with expertise to identify whether or not the application is complete; this is in addition to the review of the application by front desk staff.

Often, requests for additional information, particularly when a project's scope is changed by an applicant, can result in significant delays. An example is in infill development. When detailed drawings are required for a development permit, a back and forth process can occur if the applicant does not provide the drawings to the required specifications. If the applicant does not understand what detail is required and

does not provide the required information, Engineering cannot proceed with the processing of the application.

4.1.5.2 Internal and External Stakeholder Feedback

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Incomplete / piecemeal applications add complexity and workarounds to the processing of applications, adding to overall process timelines. Large numbers of incomplete applications are received.
- Additional comprehensive training programs for front desk staff and staff receiving applications is needed to increase general knowledge on all bylaws, processes, etc.
- Resource heavy pre-application consultations are not formalized (there is no fee attached); customers do not perform due diligence in preparation for pre-consultation meetings which utilizes staff time inefficiently.
- There is a lack of clarity around process requirements for customers; application requirement information may not be clear or easily accessible, and further educational tactics are required.
- Customers often change the nature of their project throughout the lifespan, which requires additional processing and work but they do not understand that this adds to processing timelines.

External stakeholders noted:

- Project conditions and requirements are not effectively defined or communicated by the City for distinct processes and are not understood by applicants, or are not identified early enough in the application process.
- Requirements identified by staff are not always consistent with those identified by other staff.
- Pre-consultations would be more beneficial to applicants if staff exercised authority in decisions and the information communicated was binding and relevant.
- There is a general trend in increasing requirements for detail, which incur significant costs and add to timelines for developers, and the reasoning behind these requirements are unclear.
- Increased opportunities for applicants to clarify process requirements, particularly with things like engineering drawings and other technical requirements, could better help applicants to understand deficiencies and provide high quality and complete applications.

4.1.5.3 Jurisdictional Review

While other municipalities conduct informal pre-consultation meetings some have begun to formalize their processes.

The City of Calgary has formalized a pre-application fee for those applications that are performed at \$631. Pre-applications are attended by a Planner and representatives from Parks, Transportation and Development Engineering.

The City of Edmonton also has a formalized pre-application meeting. The current planning provides a pre-application meeting for development proposals that require a major development permit. These development proposals relate only to commercial, industrial, and multi-dwelling residential projects. Applicants pay a pre-application fee (set at \$306) prior to the meeting occurring. A 'meeting record' is provided to the applicant as well as filed internally, so that the City can review all comments / notes when the development permit application is submitted for approval and ensure all relevant considerations have been undertaken.

4.1.6 Information Technology / Management

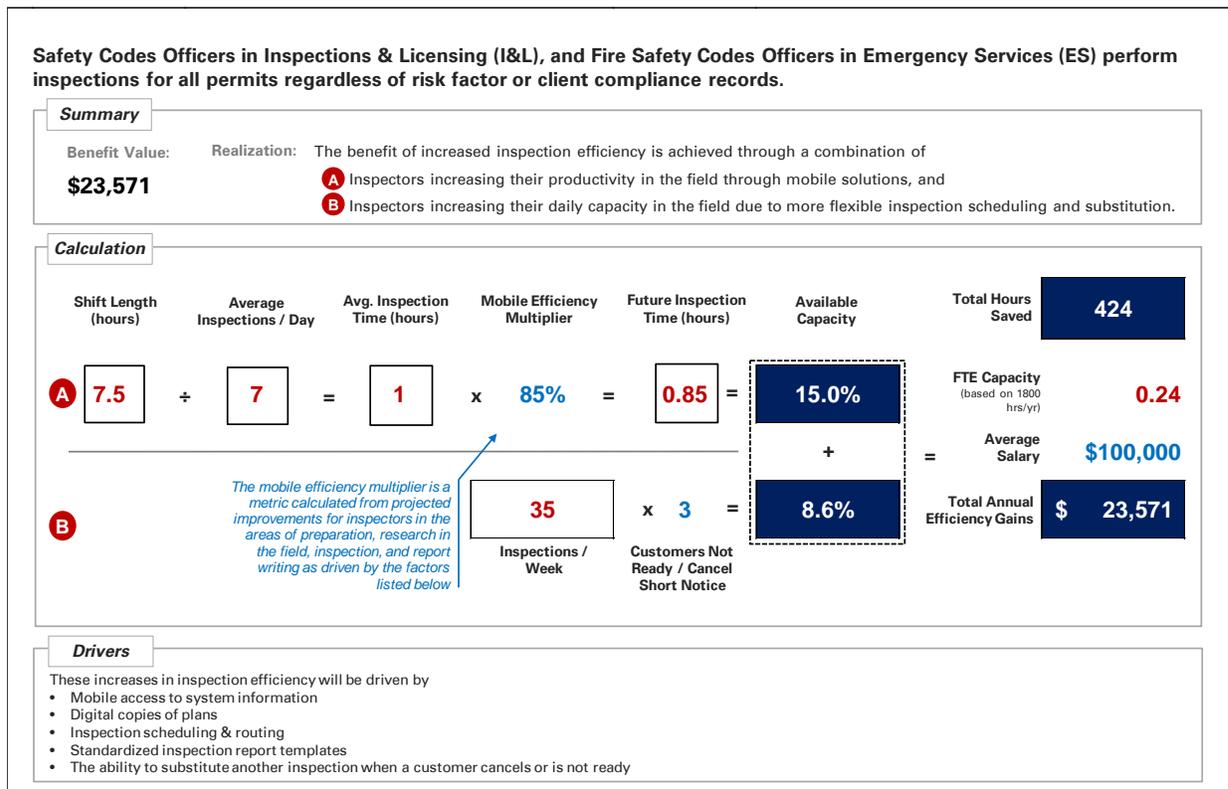
The implementation of the EBA system has greatly increased the functionality of the information systems utilized at the City. The system is enabling the move towards digitized processes, increased collaboration and the use of real time information. However, while noting that some of the stakeholder feedback was obtained prior / during the transition to EBA, there are still opportunities for improvement that the City can undertake to improve its use of technology.

4.1.6.1 Data & Information Analysis

Mobile Inspections

Engineering does not have the access to the same technology that other departments are currently using. Mobile technology is cheap and a major efficiency lever; Engineering should follow the lead of I&L and acquire mobile technology to assist in inspection process efficiency.

Below is an estimate of a Development Inspector’s annual time saved by using mobile tech has been created; key assumptions are noted in blue text.



In addition to the estimated savings due to increased efficiency as noted above, leveraging mobile technology also provides the following benefits:

- Real time information: On-site Inspectors can view updated information on projects, and the system is updated in real time as Inspectors make comments / note deficiencies or approvals.
- Searchable files: all information stored digitally makes retrieval of information easy and accessible for future use

- Increased productivity: less time is spent filling out forms / entering into a system when back at the office
- Integration with existing systems: if relayed to Tempest, all information on projects can be stored and leveraged by other staff (cross-functionally) who have access.

Tempest

During a workshop with staff it was noted that the City is making strides toward implementing Tempest in referrals. The goal is that all comments will be captured in Tempest and can be viewed / retrieved in the system. However, it appears that there is still work to be done to fully integrate Tempest; departments are still utilizing multiple methods of tracking referrals and Tempest has not been fully optimized to be utilized for aspects such as push notifications or activity tracking / modelling.

Tempest could be utilized for tracking referrals in parallel within departments. This would eliminate manual tracking and reviewing applications sequentially. It was reported that the Planning and Engineering departments should be brought onboard in 1 to 2 years. Presently the Planning and Engineering departments only interact with Tempest to comment on development permits.

Business License Renewal

During the EBA transition, the licensing bylaw was rewritten to require business licenses all to expire at the end of the year, requiring staff to process all renewals at one period of time. Staff noted that this requirement could cause inefficiencies in processing the renewals, as renewals would need to occur once a year (as opposed to the anniversary of the license) within Tempest.

With approximately 2,500 business licenses in the City, this could create a large volume of renewal work that was previously spread throughout the year, and could result in processing backlogs and overtime expenses.

4.1.6.2 Internal and External Stakeholder Feedback:

Internal stakeholders provided the following feedback:

- IT systems exist in siloes between departments, and there is limited enterprise wide IT integration which would allow departments to see the 'global picture' of a customer / project / site, and reduce the duplication of activities. It was noted that once Tempest is fully integrated by all departments and services, this should be alleviated.
- IT is not effectively integrated into processes; there is a lack of capacity for full-digital capability and a continued reliance on paper / manual processes, which are not easy to track or to use for future reference.
- Tempest referrals only reach the "gate" of a Department, and are then disseminated into a variety of formats. The integration of Tempest into existing processes is limited.
- There is a lack of centralized, accessible information management within departments. Information is hard to find within the system, and naming conventions are not formalized to easily identify different types of files.
- For inspections, following up on unpermitted work is a highly manual process and there is no official process or system for recording and tracking unpermitted work.
- There is limited education for customers on the need to book inspections and no automated follow-up mechanisms.

- There is insufficient hardware / software to drive efficiency in the Engineering department. IT hardware in Engineering does not support the complex activities that are performed by the department. For example, it was reported that dated computers with limited memory impact staff's ability to use software effectively. At the same time, Engineering does not utilize mobile technology for inspections.
- Presently, the renewal process for business licenses is set up such that they are set to expire all at the same time, once a year.

4.1.6.3 Jurisdictional Review

While the majority of municipalities assessed indicated that they are still utilizing manual processes and are only in the beginning stages of moving to full digitization, some municipalities have made great strides.

In the City of Lethbridge, residential building permits are all completed online, and document routing and plan reviews are performed digitally. The City of Lethbridge also uses Tempest, which allows each application to be stored in its own 'folder' and is attached to the project address, enabling access by anyone with the appropriate permissions. This allows users to view the full history of the full by searching the address.

The City of Grande Prairie utilizes 'CityView' which gives the capability of marking up the plot plans online and emailing these documents to the customer along with the permit.

The City of Calgary is transitioning to full digitization. They have provided applicants with a voluntary option to provide their applications 'digitally'.

The City of Edmonton uses 'Posse' as a centralized tracking system, which allows all relevant staff to log in and see the complete history of a file.

In terms of mobile technology, smaller municipalities are not utilizing mobile technology for their inspectors, but the cities of Edmonton, Lethbridge, and Calgary are utilizing either phones or iPads to conduct inspections.

4.2 Who needs to be involved in each process, and when?

In order to assess who should be involved in which processes, and at what stage, it is important to first assess who is currently involved in each process and identify any conflicting or overlapping responsibilities or accountabilities. In addition, it is important that staff involved in the process also have the appropriate skills or resources to perform the role.

4.2.1 Roles, Responsibilities, and Accountabilities

Based on the assessment of the involvement of departments and staff across a variety of building and development processes identified a lack of clarity by both internal and external stakeholders as to who should be involved in each process, and who the appropriate contact was. While there are numerous staff that applicants or residents can contact to provide services, there may be improvements required in how applicants determine who to contact.

4.2.1.1 Data & Information Analysis

A RACI matrix assists in the identification of roles and assigning cross-functional responsibilities to an activity. RACI charts utilize four classifications:

- Responsible = person or role responsible for ensuring that an activity is completed.
- Accountable = person or role responsible for actually doing or completing an activity.

- Consulted = person or role whose subject matter expertise is required in order to complete an activity.
- Informed = person or role that needs to be kept informed of the status of an activity’s completion.

Stakeholder Group Project Deliverable (or Activity)	In-Scope Departments				Other Internal Stakeholders						External Stakeholders				
	Inspections and Licensing	Planning	Engineering	Emergency Services	MPC	Council	City Manager	Legal	Communications	Others: Public Works, EL&P, Parks, etc.	Applicant	Public	Various Stakeholder Groups		
Building Permits	A/R			C							R				
Development Permits	A/R	C/R	C/R	C/R	C	I	I	I	R	C	R	C	C		
Licensing	A/R			A/R							R				
Inspections	A/R		A/R	A/R							R				
Enforcement / Compliance	A/R	I		A/R				I		I/R	I	I			
Statutory / Non-Statutory Plans	C	A/R	C	C		C/R				C	R	C			
Land Use Bylaw Amendments / Rezoning	C	A/R	C	C		C/R		C		C	R				
Subdivision	C	A/R	C	C	C/R					C	R				
Development Agreements		C	A/R							C	R				
Engineering Permits		C	A/R		C						R				
Engineering Studies / Reviews	I		A/C/R							C	R				

As indicated above, there are several overlapping areas of responsibility and accountability between departments. For example, for development permits the Inspections and Licensing, Engineering, Planning, and Emergency Services departments are each responsible for the delivery of the service. This can create confusion both internally and externally as to whom is responsible for which portions of the process.

4.2.1.2 Internal and External Stakeholder Feedback:

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Roles and responsibilities are not always clear, both internally and for customers. Staff may not understand where authority is delegated from certain bylaws / policies and customers may not understand who the appropriate source to contact is.
- Complaints and inquiries are often incorrectly routed, either by customers who contact the incorrect staff with their complaints / inquiries, or those that are incorrectly routed by staff.
- There are numerous bodies of enforcement throughout the City; it can be difficult for residents / applicants to understand who to contact, specifically for development related complaints.
- Staff are constrained with regard to workload capacity, increasing process timelines.
- Some permits / applications may not require circulation to all of the departments that are currently sent referrals to review.

External stakeholders provided the following feedback:

- There is no single point of contact to guide applicants through the building and development process. Having a single staff who is accountable to a project and can answer inquiries could increase process transparency and the ease of obtaining information.
- Requirements identified by multiple staff may be inconsistent.

4.2.1.3 Jurisdictional Review

Both internal and external stakeholders indicated that they felt that Development Officers were experiencing high volumes of applications, and that without additional resources, backlogs would occur. In particular, Development Officers have capacity constraints and are unable to properly address enforcement.

Some municipalities, such as Mountain View County and the City of Grande Prairie, have Enforcement Officers in addition to Development Officers, whose primary role is to conduct enforcement related activities. The cities of Edmonton and Calgary have designated functional areas that primarily deal with enforcement. The City of Edmonton has 20 to 30 individuals in their Development and Zoning Section that perform enforcements.

Regarding the number of stakeholders that are included in referral processes, other municipalities tend to circulate less application reviews for referral; the cities of Edmonton, Calgary, and Grande Prairie only circulate complex commercial, and discretionary use Development Permits. Typically, smaller applications are only circulated if public consultation is required.

4.2.2 Training Procedures

While informal training occurs within various departments and across roles, there are few formalized training opportunities at the City. As such, there are:

- Limited cross-functional training session undertaken to facilitate shared knowledge
- Limited comprehensive training regarding varying bylaws, policies, etc. for customer facing staff, and
- A lack of development of skills that promote flexible problem solving to provide better customer service.

4.2.2.1 Internal and External Stakeholder Feedback

The following feedback provided was provided by internal stakeholders across all departments within the scope of this review:

- Staff at operational and leadership levels identified that there are opportunities to create a culture that emphasizes flexible, proactive thinking, to encourage problem solving capabilities and improve customer service.
- To better assist an applicant in identifying what deficiencies might exist within an application, there are opportunities to formalize training which includes cross-functional training, classroom learning, and job-shadowing.
- The transition of knowledge for specialized services, such as Heritage Planning, is minimal. Currently, there is one individual who performs the Heritage Planning procedures, with no one to perform these activities if the single staff members is away / unavailable.

External stakeholders provided the following feedback:

- Additional training for staff to obtain further knowledge on bylaws, policies, and services provided by other departments, etc. would result in better service, with regards to timeliness, overall knowledge, and understanding customer needs.
- Requirements are often not identified or communicated to applicants early enough in the process.
- 57% of respondents were dissatisfied or very dissatisfied in their interactions with staff.

4.2.2.2 Jurisdictional Review

Formalized training is often provided by municipalities to support front counter staff assess quality and completeness of applications. Alternatively (or in addition to training), front desk staff are also supported by those who have specialized knowledge, i.e. rotating shifts for Safety Code Officers at the front desk. In addition to providing higher levels of customer service, municipalities reported that these approaches have resulted in higher quality applications and faster processing / approval timelines.

The City of Calgary has a rigorous 3 month training program with 7 weeks spent in classroom style training, which includes assignments, projects, and exams, and the remaining 5 weeks spent in job shadowing.

The City of Edmonton utilizes rotating Safety Codes Officers to provide assistance in inquiries as well as assist in reviewing / approving permits at its front counters. This has contributed to its ability to instantly approve 30% of permits at the front counter.

4.3 What are the current perspectives of our customers on our services, against which improvements can be measured?

To determine a baseline of customer satisfaction for building and development services, external stakeholder engagement was undertaken. This included a focus session and an online engagement session with industry participants, and a public survey.

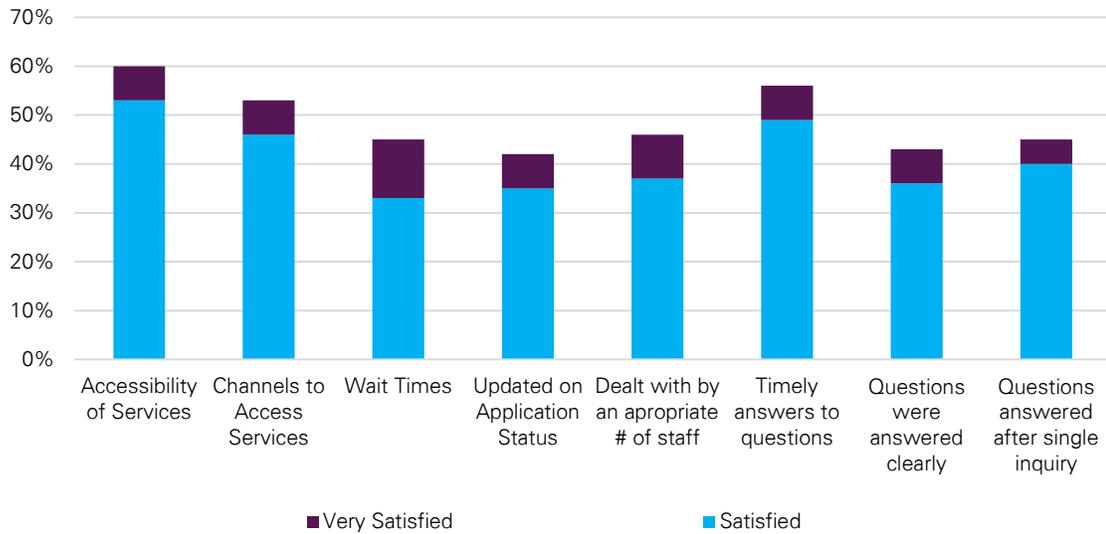
The survey provided quantifiable satisfaction levels from which the City can measure improvements made as a result of this review. Overall, satisfaction levels appeared to demonstrate general satisfaction with services, however, there is room for improvement in several areas.

4.3.1.1 External Stakeholder Feedback

A web-based survey was conducted to obtain feedback from residents, industry representatives and prior customers of building and development services. Responses from 94 participants were received. A summary of the key satisfaction ratings is outlined in the graphs below. A detailed summary of the public survey is included in Appendix 2.



Satisfaction Rankings



4.3.1.2 Jurisdictional Review

The City of Calgary conducts a satisfaction survey for their Planning and Development departments every two years. The summary below reflects the most recent survey results from June 2015.

Question	Ranking
Overall Satisfaction with the level and quality of services	83%
Overall Satisfaction with the level and quality of customer service	85%
Overall Satisfaction with the level and quality of services provided online	77%
Satisfaction with experience at the P&D front counter	92%
Satisfaction with experience contacting P&D over the phone	92%

4.4 How should the City determine the resources necessary to do the work?

To properly identify the optimal number of staff that should be performing the work, the City would need to identify whether the current staffing levels enable departments to meet its objectives and defined service levels. The challenge encountered during the review was that the City does not capture and / or track specific metrics and service levels that would help to inform this assessment.

Additionally, feedback from internal and external stakeholders suggests that the departments are currently constrained in regards to their staff capacity; this may create challenges with providing customer service and / or meeting service levels.

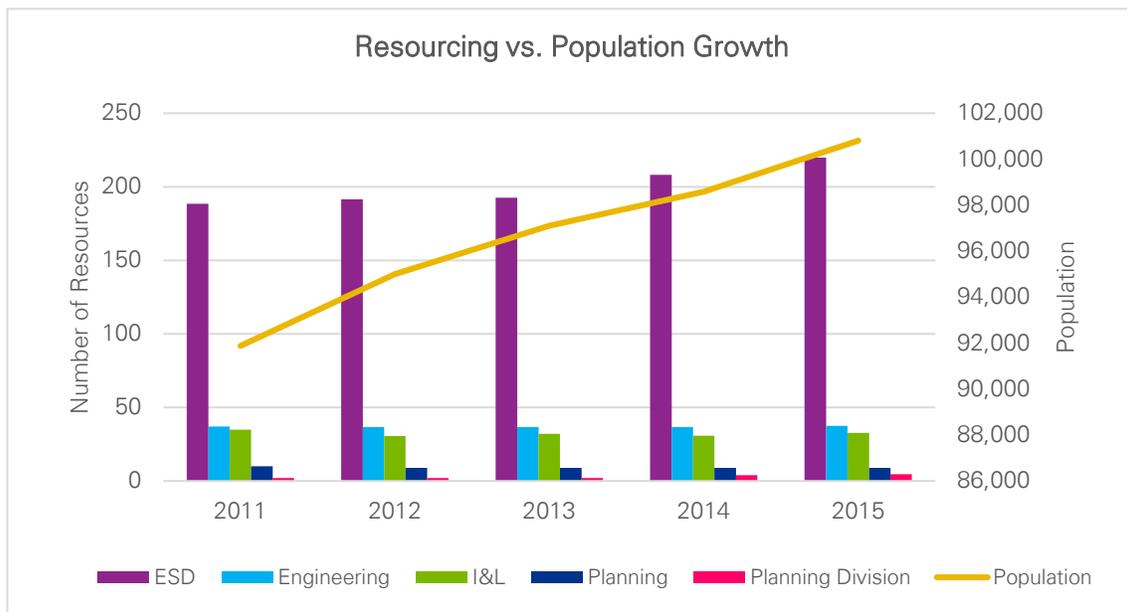
Although the City’s population has grown by approximately 27,000 over the past ten years (or 11%), it has not significantly adjusted its staffing levels for its building and development services.

4.4.1 Resourcing Adjustments Influenced by Growth

In recent years, the City has seen significant growth in its population and the number of developments. However, it appears that this growth has had a minimal to moderate impact on staffing decisions for building and development services.

4.4.1.1 Data Analysis

The overall change in the level of resourcing over the past five years has been low or remained the same in most in-scope departments, although the City’s population continues to climb.



The above graph compares the increases of staffing resources by department to the overall population growth rate over the past five years.

The population of the City has steadily increased over the past five years; however, with the exception of the Emergency services department, the headcount at the City has not increased to reflect this municipal growth. In fact, Planning and Inspections & Licensing have reduced headcount.

4.4.1.2 Internal and External Stakeholder Feedback

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Staff resources are constrained regarding their workload and this contributes to the inability to adhere to defined service levels or provide high levels of customer service.
- The City has not increased the number of staff to support the increase in its growth in previous years.

4.4.2 Administrative Support in Planning

Based on the analysis completed, the City's building and development services do not appear to be appropriately resourced in terms of administrative assistants.

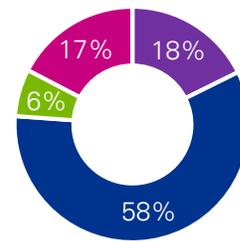
4.4.2.1 Data & Information Analysis

Currently, the Planning department relies on a Divisional Administrative Assistant to provide support to approximately 13.5 staff, with 9.5 staff in planning and 4 staff at the divisional level.

Recognizing the limitations of the available data, it was determined through the review of trial timesheets that were collected by the department in 2014 and 2015. Based on timesheets that were analyzed, up to 21% of staff time was spent on administrative activities in 2014, and up to 23% in 2015. It is important to note that activities such as data entry were not captured in the administrative time breakdown.

In addition, the Planning department indicated that they perform their own communications and public consultation work, whereas other departments utilize the City's Communications department for these activities. It was estimated that these activities may make up approximately 10% of the work for a project, although there was no data available to validate this estimate.

**Allocation of Planning Staff Time
(Average)**



■ Admin ■ Projects ■ Communications ■ Other

Consistent tracking of the time spent on various building and development activities would help to identify where time is spent on core tasks, and where time is spent on administrative activities that could be resourced differently.

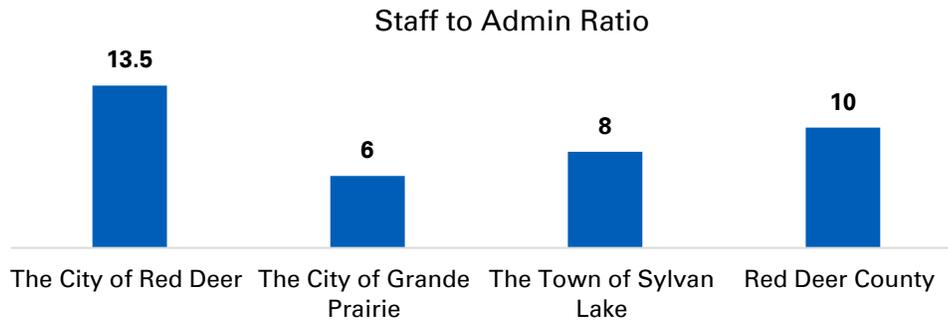
4.4.2.2 Internal and External Stakeholder Feedback:

Staff from the Planning department provided the following feedback:

- Processes are impacted by the lack of an administrative assistant supporting the Planning department in a full-time capacity; as an example a staff member spent 2 weeks filing documents after the completion of a project approval.
- Significant time is spent on non-value added activities by specialized staff, which limits their ability to focus on core service delivery.
- Activities related to communications and public consultation can take up to 10% of overall time spent on projects. It was also noted that the City's Communications department plays a more active role for other departments than it does for the Planning department.

4.4.2.3 Jurisdictional Review

Out of the six comparable jurisdictions, the City's administrative staff are expected to support a larger proportion of staff than all but one other municipality that was reviewed.



*Note: the City of Red Deer's and the City of Grande Prairie's ratios are for the Planning departments only; whereas smaller municipalities are structured to include both Planning and Development staff.

4.4.3 Development Officer Capacity

Based on the analysis completed, the City's building and development services do not appear to be appropriately resourced in terms of Development Officers.

4.4.3.1 Internal and External Stakeholder Feedback

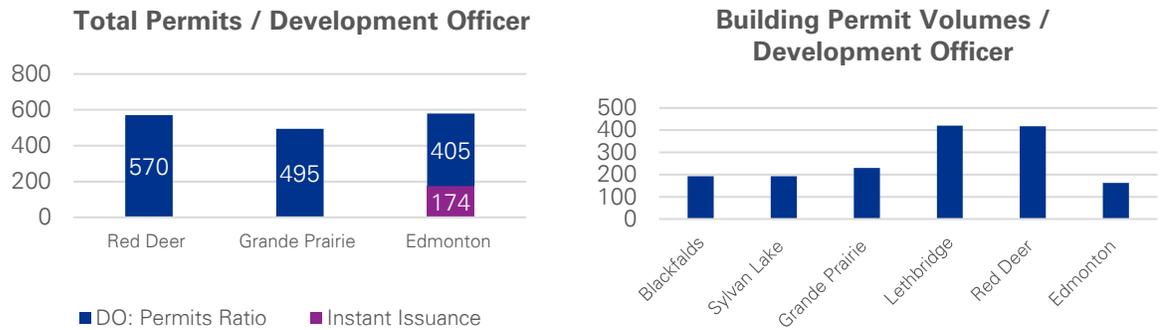
Staff from the Inspections & Licensing department provided the following feedback:

- Staff resources are constrained with regard to workload capacity, increasing process timelines.
- Staff capacity is not available to focus on new priorities.
- Development Officer resourcing for enforcement is not sufficient; Development Officers cannot maintain their traditional roles with the increased mandate from management regarding the prioritization of enforcement.
- External Stakeholders noted:
 - Staff may not have sufficient experience and technical understanding that is required to provide a high level of customer service; the relationships that existed with previous Development Officers no longer exist.
 - Inspections & Licensing is under staffed, which can contribute to process delays and lower quality of customer service.

4.4.3.2 Jurisdictional Review

The City of Red Deer issues a higher number of building permits per Development Officer than all but one of the six comparable municipalities.

While total permits (i.e. development, building, and combination) per Development Officer appears to be comparable for the cities of Red Deer and Edmonton, it is important to note that 30% of the City of Edmonton's permits are issued instantly at the front counter (as noted in blue) and do not require Development Officer review.



Progress Note: Staff indicated that prior to Tempest when KPMG was conducting stakeholder interviews Development Officers were operating at a higher capacity. However since the implementation of Tempest it has been noted that this issue of constrained capacity has been reduced.

As part of the feedback received, it was noted that in addition to not having enough time / resources to conduct enforcement activities, staff may not have felt comfortable conducting these activities. To mitigate this, enforcement training is being conducted regularly to provide staff with the appropriate skills.

4.4.4 Dedicated Business Analyst Resource

Due to the lack of performance management / metrics utilized at the City, and the opportunity to leverage current technology fully to optimize processes, the City could consider dedicating resources to business analysis.

4.4.4.1 Internal and External Stakeholder Feedback

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Few process metrics are utilized, tracked, or reported upon; there are limited ad-hoc and standard reporting abilities for management to utilize in strategic decision making.
- Inconsistent availability of data puts major limitations on the ability of the City to make evidence-based resourcing decisions.
- Technology is available at the City, but a dedicated resource is needed to proactively monitor and review systems to identify / assess how it functions, or can better function.
- Staff are knowledgeable and familiar with business and operational aspects but there are gaps in IT knowledge.

4.4.4.2 Jurisdictional Review

Other jurisdictions have begun to prioritize dedicated resources for business analysis. The City of Edmonton's development area has an analytics team who look at various process metrics to provide insight around processing times, permit volumes, customer wait times, etc. This information is published and available publicly on a quarterly basis. Additionally, the City of Lethbridge has a resource who is dedicated to optimizing the use of the Tempest system.

Progress Note: In discussing potential options / opportunities with IT it was identified that the City does have Business Analyst resources that are designated for this purpose. However they are not specific to any one function and can be utilized by numerous departments / groups.

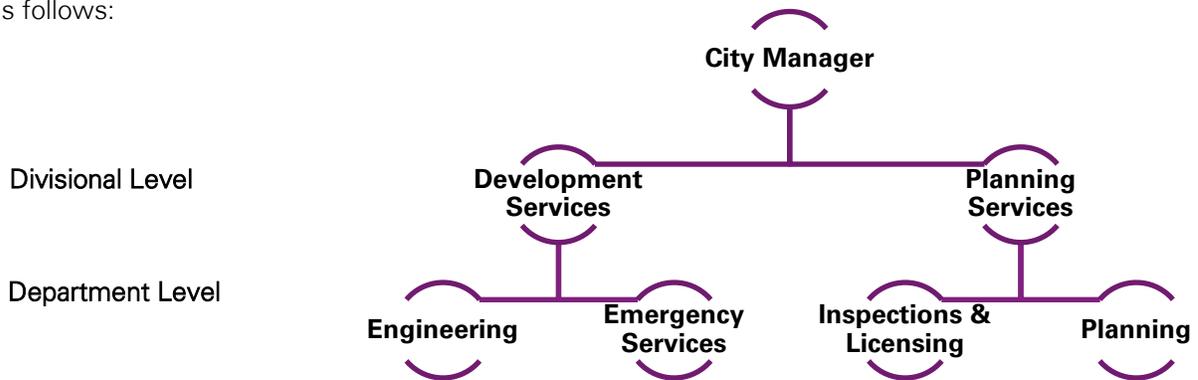
It was noted that there are BA/BRM (business analyst / business relationship management) in the form of business consultants. It was also noted that there is a Tempest Systems Coordinator working at the City as well.

4.5 How should the City be organized to effectively do the work?

Confusion exists both internally and externally regarding building and development services, resulting in incorrectly routed complaints, inquiries, applications, etc. Additionally, stakeholders noted that departments tend to operate in silos, resulting in delayed timelines, inconsistent messaging to applicants / residents, and increased confusion in overall processing.

4.5.1.1 Data & Information Analysis

Currently, the organizational structure of the areas that carry out building and development activities are as follows:



The above visual depicts how external customers / residents may become confused as to whom they should be calling with their inquiries and questions. While 'Development Services' suggests that this may be the appropriate division to contact with development related questions, most development activities that applicants are calling in regards to (i.e. building permits, development permits, etc.) are provided by the Inspections & Licensing department, which exists in the Planning Services division.

In addition, having the I&L and Engineering departments in different divisions may be influencing the perception that staff have, where departments are said to operate in silos, and that collaboration across departments is necessary.

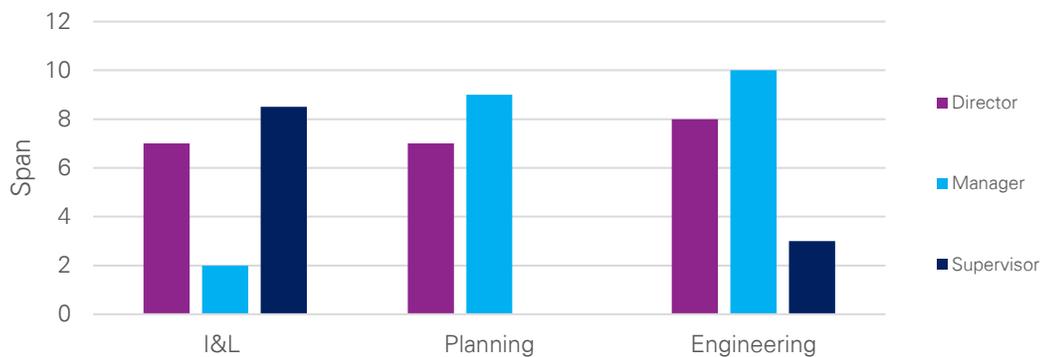
When assessing the layers and spans of control within a department, it is important to assess the appropriate spans of control for the specific function of the organization. Some considerations are outlined in the table on the following page.

Larger Span of Control is Useful When:	Narrow Span of Control is Useful When:
--	--

- Less day to day involvement, allows easier decision making, less chiefs, clearer identification of responsibilities
- Work is stable and routine, process are clearly defined
- Expectations are clear, fewer 'unexpected events'
- Processes may be relatively simple
- People are highly trained and autonomous
- Management are good at delegating
- Good reporting, visual management and tracking

- When the manager wants (or needs) to have close direct and regular contact with the team members,
- Where we need close attention paid to what is happening day to day
- Complex work and high variety within the work
- Less skilled or experienced front line people
- Harder to communicate – poor reporting, visual management
- Lack of trust or higher risk inherent in the work

Spans of Control by Layer



Note: the 'Director' level for I&L and Planning are the same individuals.

Given the current span of control by level, the City may wish to further assess whether these are appropriate within each of its departments.

4.5.1.2 Internal and External Stakeholder Feedback

The following feedback was provided by internal stakeholders across all departments within the scope of this review.

- In addition, feedback from management levels indicated that there may be opportunities to improve the organizational structure of the departments in scope. Roles and responsibilities are not always clear; both internally and for customers (e.g. with regard to enforcement). This may be due to the concept that departments may not be organized in a way that supports consistency
- Complaints / inquiries may be incorrectly rerouted both internally and externally because people do not understand who should be addressing the issue; there is confusion around which department performs which function.

- Inspections & Licensing is where many of the development services / processes occur; however, they are located in the Planning Services division. When customers call with inquiries / looking for further information on development, they often call the Development Services division instead.

External stakeholders provided the following feedback:

- Requirements identified by staff are not always consistent with those identified by other staff
- There is a lack of coordination between departments in the plan review process, resulting in conflicting comments and delays.
- There is no integration across different services (in terms of applications, paying fees, separate folders, etc).

4.5.1.3 Jurisdictional Review

Available organizational structure and staffing information from comparable municipalities is summarized in the jurisdictional review in Appendix 3.

Smaller municipality's structure planning and development within the same department, and some contract out specific services, such as planning, safety code related activities, or inspections. However, several municipalities were noted to have moved away from contracted services, similar to what the City did with its Planning Services several years ago.

Larger municipalities may also structure planning and development within the same 'division' or 'department', and then creating functional and sub-functional units based on the activities provided. For example, the City of Edmonton's Sustainable Development department includes planning services, a planning service center, and development and zoning services branches. Within development and zoning, there is an engineering group, a development permit approvals group, a safety codes group, business licensing, customer service advisors, and an analytics team.

4.6 How do fees relate to the service provided?

The comparisons of fees for in-scope services identified that variation in the fees for similar services across comparable municipalities. While some municipalities have kept their fees more broad for ease of application, some have gone into further detail, to allow municipalities to better reflect the time and effort put into service delivery.

4.6.1.1 Data & Information Analysis

In reviewing the financial information for each of the in-scope departments, it was identified that none of the departments are cost-recovering for the services provided. The Emergency Services department has not been included, as most of the activities in the financial information are outside of the scope of this review.

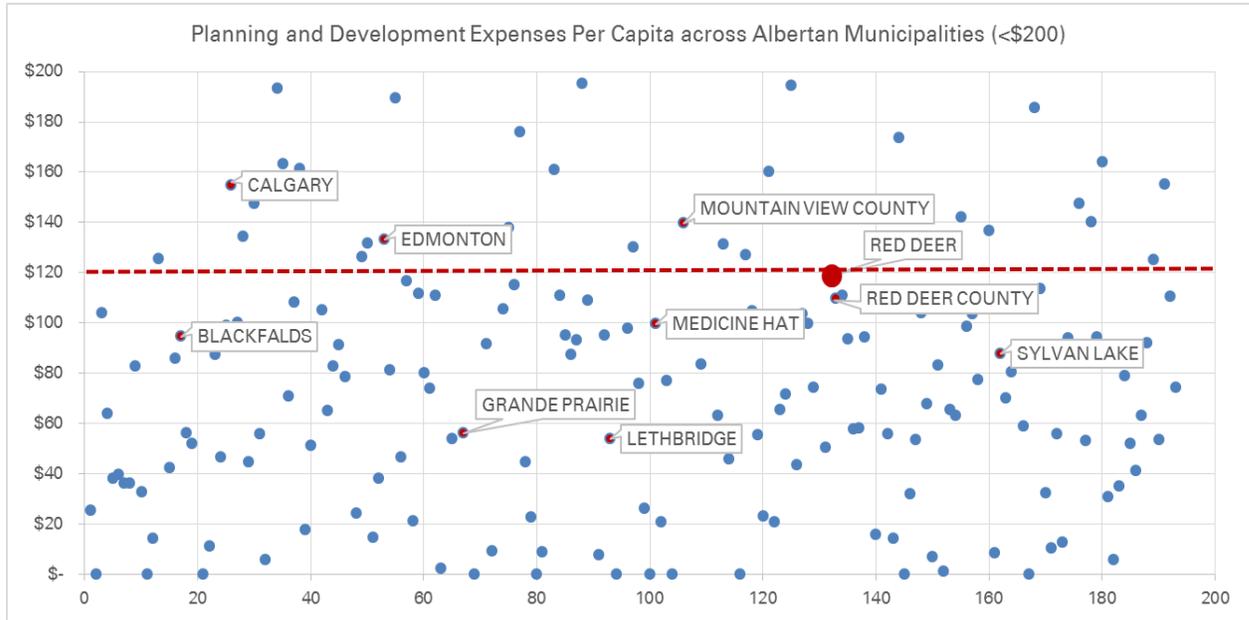
In addition, Emergency Services does not charge for the services provided related to Building and Development processes. The financial information for the Inspections & Licensing, Planning, and Engineering departments have been included, although this may include information on out of scope services as this information could not be separated from the in-scope information.

The table on the following page depicts the financial information for the department generally; however, the Planning department financial information has excluded the retail land sales / rent revenues, as this activity is within the Land and Economic Development group.

Inspections & Licensing					
	2010	2011	2012	2013	2014
Revenues	\$2,349,687	\$2,647,196	\$3,324,112	\$3,541,951	\$3,690,014
Expenses	\$9,956,956	\$10,816,455	\$10,501,006	\$11,215,572	\$12,326,372
Net	\$(7,607,269)	\$(8,169,259)	\$(7,176,894)	\$(7,673,621)	\$(8,636,358)
Planning					
	2010	2011	2012	2013	2014
Revenues	\$51,952	\$145,174	\$198,915	\$285,035	\$162,100
Expenses	\$1,352,101	\$1,616,445	\$1,558,784	\$1,661,773	\$1,663,675
Net	\$(1,300,149)	\$(1,471,271)	\$(1,359,869)	\$(1,376,738)	\$(1,501,575)
Engineering					
	2010	2011	2012	2013	2014
Revenues	\$23,061	\$75,491	\$83,587	\$95,104	\$69,680
Expenses	\$4,675,211	\$7,144,404	\$6,161,827	\$9,734,309	\$6,642,414
Net	\$(4,652,150)	\$(7,068,913)	\$(6,078,240)	\$(9,639,205)	\$(6,572,734)

The graph below compares the planning and development per capita expenditures for Alberta's municipalities, with each dot representing a different municipality. The City and Red Deer County have similar expenditures per capita, likely due to their close geographic vicinity and similar business costs.

The majority of other municipalities assessed in this review were below the City's per capita expenditures; however, the City of Edmonton is slightly above, while the City of Calgary has the highest of all comparable municipalities. It is interesting to note that while Mountain View County has a small population, they have a higher per capita expenditure than most other municipalities, following only Calgary.



Based on the above assessment, the expenditures per capita spent are generally higher than other comparable municipalities.

4.6.1.2 Internal and External Stakeholder Feedback

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- The fees attached to services are outdated, disproportionate to service value, and / or perceived by staff as being too low.
- Lack of enforcement / proportionate penalty fees in various service areas does not encourage due diligence from customers.
- There is confusion on how fees and charges are determined, both internally and externally. There may also be a lack of consistency in fee application for some services.

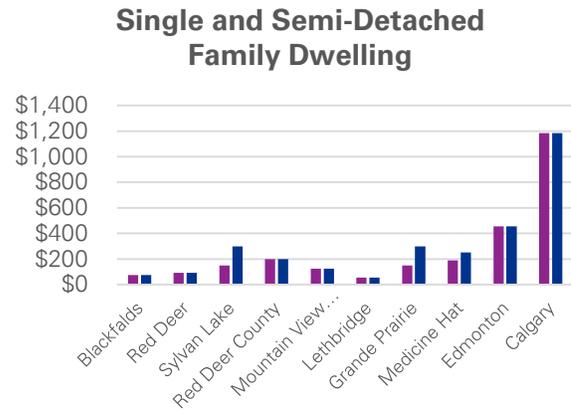
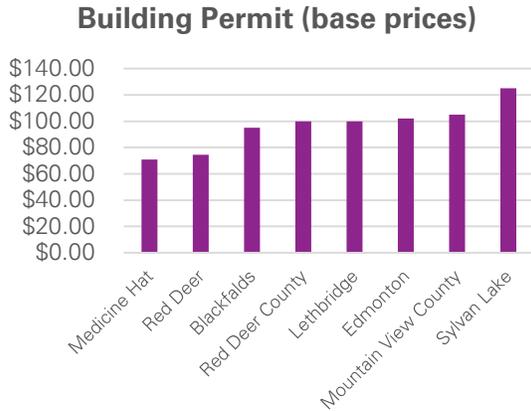
External stakeholders provided the following feedback:

- The 'cost' of doing business (including fees) in the City is higher than surrounding municipalities and the processes are more difficult to navigate.
- 33% of survey participants indicated that they were dissatisfied with the current fee structures.

4.6.1.3 Jurisdictional Analysis

A review of the fees by comparable municipalities identified several areas that the City may wish to adjust or add fees to. While comparisons were not always available due to differences in policies, structure, and granularity, the following observations were identified from those fees that were able to be compared:

Inspections & Licensing

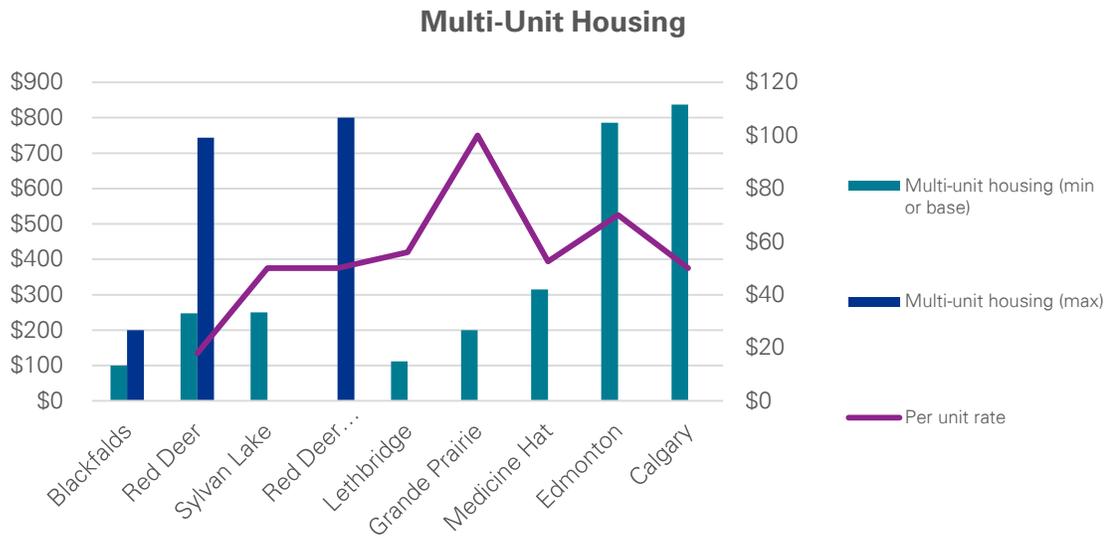


The City appears to have relatively low fees relative to comparable municipalities assessed; the base building permit fee is the second lowest across all municipalities that were assessed.

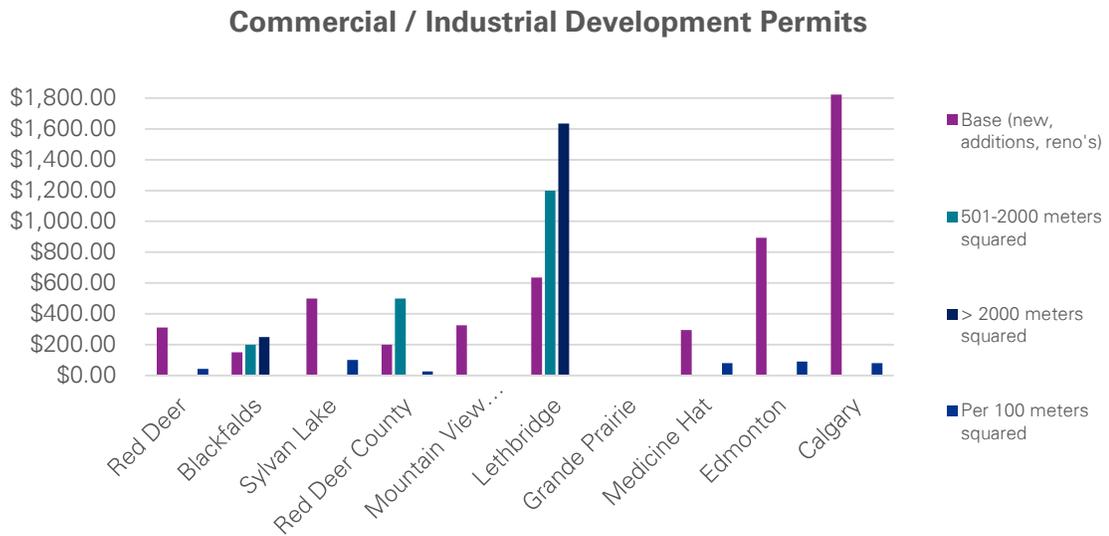
Differences in fees across various other categories of building permits are difficult to compare; some municipalities (i.e. City of Medicine Hat, Red Deer County, and Mountain View County) tend to rank pricing based on square foot for residential building permits, whereas the Town of Sylvan Lake, City of Lethbridge, and cities of Calgary and Edmonton charge based on construction value. For commercial building permits, most municipalities charge based on construction value at a formula of \$X / \$1000 of construction value. Aside from the cities of Edmonton / Calgary, Red Deer had the highest commercial Building Permit per \$1000 construction value fees.

The City does not have the same classifications for development permits that other municipalities do. Other municipalities break their residential development permits into categories such as single detached dwellings, semi-detached dwellings, multi-unit apartments, accessory buildings, accessory dwellings, and additions or renovations.

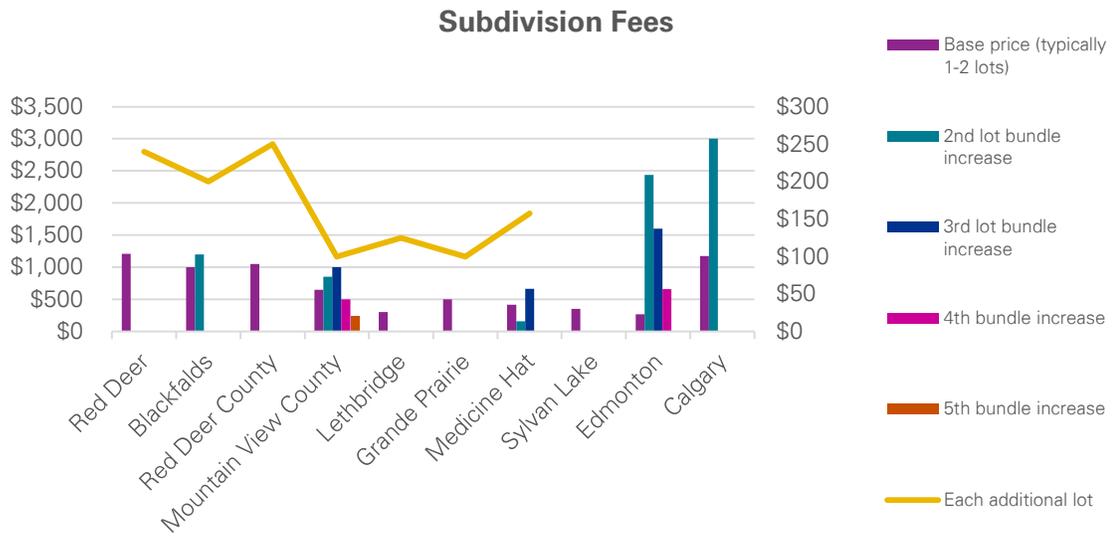
As a result, since the City has a 'basic' development permit fee that is given to residential development applications, as depicted in the graph above, the fees are relatively low when compared to other municipalities.



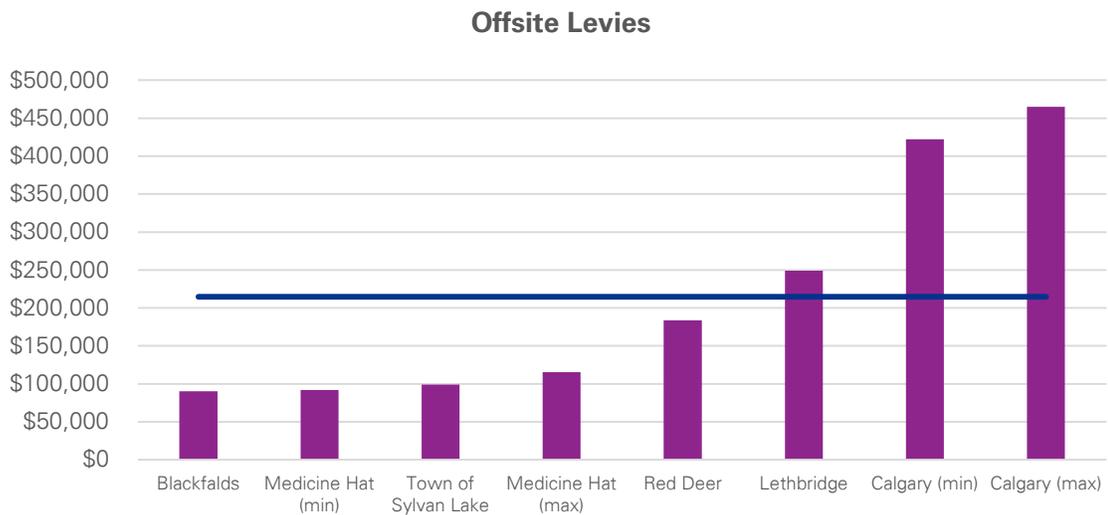
As depicted above, multi-unit fees are similar to other municipalities, but the per unit rate is lower than comparator municipalities.



Generally speaking, the City's fees for development permits for commercial / industrial appear to be lower than other municipalities, some of which use increasing rates based on square footage. The per 100 m³ rates used by other municipalities is higher than the City's (with the exception of Red Deer County at \$25 per 100 m³). The City charges approximately \$43 per 100 m³, while other municipalities range from \$79 to \$100 per 100 m³.



Relative to other municipalities, the City appears to be comparatively priced for subdivisions, excluding the cities of Edmonton and Calgary, who have escalating fees based on the number of lots. One observation from reviewing the subdivision fees is that the City also used to have escalating fees with lot increases, but in 2012 the fees were changed to their current single rate form. Relative to municipal areas in closer proximity (e.g. Town of Blackfalds, Red Deer County), the City is either comparable or slightly lower in pricing when adjusting for prices by additional lot.



Relative to surrounding municipalities like the Town of Blackfalds, the City has a higher rate for offsite levies. However, for comparable cities and larger ones, like the City of Lethbridge, Red Deer has lower offsite levies.

The City charges Development Agreements on a per hectare basis (at \$3,300 in 2015). These fees rely largely on assumptions, and require developments to be built out in six or more phases to recover the upfront costs of staff investment / time, including Servicing Study reviews, TIA's, Noise Studies, etc.

A recent review of Development Agreement fees has indicated that the relative size of the development does not significantly affect the amount of staff time spent processing the application, which means that a smaller Development Agreement requires the same effort as a larger one. However, the fee charged is significantly less and reduces the ability to recover costs.

Other municipalities have different structures for charging fees relative to Development Agreements / Servicing studies and associated reviews. The below table summarizes fees that are related to the Development Agreement process.

Municipality	Fees
Red Deer County	Preparation of commercial, industrial, residential or multi-lot unit - \$1000 Additional Fees Associated with the agreement - \$4000 minimum Rural Development: \$500 / acre, \$2000 max Urban Development:\$1000 / acre (no max)
Sylvan Lake	Development Agreement Administration Type 'A' – major/subdivision - \$3000 minimum or \$350 per gross hectare Development Agreement Administration Type 'B' – minor/development - \$2500
Mountain View County	Development Agreements, Engineering Review (applies to high density developments where no subdivision is proposed) \$25.00/gross acre Minimum Fee \$1500.00
Medicine Hat	Service Agreement – City Standard Agreement \$1,879.50 Service Agreement – Use of Non-City Standard Agreement \$6,090.00 Development Agreement – City Standard Agreement \$131.25 Development Agreement – Use of a Non-City Standard Agreement \$2,835.00 Development Agreement Final Fee \$215.25
Edmonton	The current rate for residential developments is \$4,344/hectare (2015) with a minimum value of 3.0 hectares.

While the City includes associated services / reviews in its Development Agreement administration fee, other municipalities may not necessary have fees structured the same way. Other municipalities may break out their fees into 'service agreements', 'engineering reviews', 'servicing inspection' fees, etc.

Additionally, Legal has expressed concerns to Engineering regarding the size of their development deposit. Currently, the deposit required is only 25%, which is not enough to cover the risk in case the developer defaults. Other municipalities, such as the cities of Calgary, Lethbridge, and Grande Prairie, and Mountain View County, require higher deposits from their developers in order to manage risk, ranging from 50% to 150% as outlined below:

— Grande Prairie: 50%

- Lethbridge: 50% (minimum of \$5,000 to a maximum of 50%)
- Mountain View County: 100%
- Calgary: 150% (of outstanding deficiencies – minimum of \$3,000)

The Town of Blackfalds utilizes a base rate, with a deposit of \$1,000 for each unit to be developed.

Based on these comparisons, it is evident that the City could increase its security deposit fee to vet some of the risk in case a developer defaults.

There are also several processes that the City does not charge a formal fee for that other municipalities are charging for. An example is redesign / revision fees, which are for those applications that have a change in use throughout the project lifespan, or require significant revision likely due to incompleteness of the application. While the City of Grande Prairie only charges 50% of the regular application rate for these revisions, the City of Medicine Hat considers this a 're-application' and charges the standard fee plus 100% to review the application again. The City of Calgary charges \$234 for 'plans re-examination', and 10% of the permit fee or \$125 / hour staff time (\$120 minimum) for revisions.

Some municipalities also charge when applications require recirculation to departments, as a result of changes by the applicant throughout the process.

- The City of Medicine Hat charges 25% of the regular permit fee.
- The City of Edmonton charges \$1,020 for development permits, and 50% for residential permits.
- The City of Calgary charges \$1,203 to re-circulate applications.

In addition, pre-consultations are a process that is currently utilized by the City to assist applicants in identifying what information and requirements their project will entail. However, this process is not currently formalized, and does not have a fee attached.

Other municipalities, like the cities of Edmonton and Calgary, have formalized these processes for complex and discretionary developments, with fees of \$306 and \$631 respectively.

The City may wish to charge a fee for consultations for those applications that are complex and require significant staff time for review. This fee charged does not have to cover the cost of providing the services, however, it should be substantial enough to incent applicants to undertake due diligence in preparing for the meeting. In addition, if the City charges a fee, this will encourage staff to prepare for the meeting, and ensure that the appropriate individuals with authority are present that can make decisions.

Feedback from internal stakeholders suggested that the penalty fees for certain services are not high enough to act as a deterrent for non-compliance. While the towns of Blackfalds and Sylvan Lake, Red Deer County, and the cities of Lethbridge and Medicine Hat have defined penalties for commencing development without the appropriate permits (i.e. double the original permit fee). The following municipalities have identified various fees for enforcement:

	First Offense	Second Offense	Third Offense
Red Deer	\$500	\$1,000	\$5,000
Red Deer County	\$2,500	N/A	N/A
Mountain View County	\$1,000	N/A	N/A
Edmonton	\$1,000	\$2,500	N/A
Calgary	\$1,500	\$3,000	N/A

5 Options for Improvement

5.1 Overview

More than 40 options were developed based on the findings and opportunities for improvement outlined in the previous section.

It should be noted that the City has made **significant progress** in making improvements to its building and development services in recent years. In particular, various self-service options have been – and are in the process of being – introduced for high volume, low complexity permits issued by the Inspections & Licensing permit. The department has also transitioned to using mobile technology for inspections. The City's recent EBA implementation has facilitated the development of these efficiencies, with intentions to bring the Engineering and Planning departments on board in the future.

Given the ongoing changes associated with the EBA implementation, the upcoming rewrites of the Licensing Bylaw and Land Use Bylaw, and anticipated changes to the MGA that will impact the way business is done in the departments, it should be noted that these are point-in-time options and some may change over time.

As many opportunities impact multiple departments, the following table identifies how the opportunities identified align with each of the in-scope departments that was reviewed by theme.

Option Theme		Inspections & Licensing	Engineering Services	Planning Services	Emergency Services
A	Empower Staff	5	4	4	3
B	Adjust Fees	4	4	3	0
C	Streamline Application Processing Controls	2	3	4	1
E	Bundle Services & Rationalize Inspections	5	1	1	2
F	Enhance Approach to Customer Centric Service Delivery	9	9	8	6
G	Refine Information Technology / Management	4	5	2	2
H	Performance Management	2	2	2	2
Total Opportunities (out of 40) Relevant to Each Department:		31	28	24	16

5.2 Prioritization

To provide the City with context as to which options should be prioritized for implementation immediately, each option was ranked in terms of value, as defined by the Value Framework, and the complexity of the option's implementation.

5.2.1 Value

Value is the relationship between satisfying needs and expectations and the resources required to achieve them. In the context of the City's delivery of services, it is the worth of a service provided by the City as determined by the preferences of its residents and customers and the trade-offs given scarce resources such as time or taxes.

The expected value is summarized in terms of the impact the change has on any of the following areas:

- Improved economy (reduced costs to deliver the desired outputs)

- Improved efficiency (optimizing the use of resources to deliver services in a timely and high quality manner)
- Improved effectiveness (ability to meet organizational goals and stakeholder expectations)
- Improved equity (increased fairness of outcomes)
- Improved environment (increased sustainability and consideration to long-term decision making for the community)

To provide a ranking for each option based on the above lenses, the following was identified as high, medium, and low value:

High	The recommendation is expected to generate value in several of the areas listed above significantly.
Medium	The recommendation is expected to generate a significant to moderate amount of value in at least one of the areas listed above.
Low	The recommendation is expected to generate only a small to moderate amount of value in at least one of the areas listed above.

5.2.2 Complexity

The level of complexity required is summarized in terms of the people, cost and time to implement the described option. The level defined for each option on the following pages is an aggregate of these three assessments:

People:

High	The estimated impact on processes, policy, training, and role adjustment is significant.
Medium	The estimated impact on processes, policy, training, and role adjustment is moderate.
Low	The estimated impact on processes, policy, training, and role adjustment is low.

Cost:

High	The estimated cost to implement the recommendation is significant.
Medium	The estimated cost to implement the recommendation is moderate.
Low	The estimated cost to implement the recommendation is low.

Time:

High	The estimated duration to implement the recommendation is significant (> 1 year).
Medium	The estimated duration to implement the recommendation is moderate (within 1 year).
Low	The estimated cost to implement the recommendation is low (immediately).

5.2.3 Value vs. Complexity Matrix

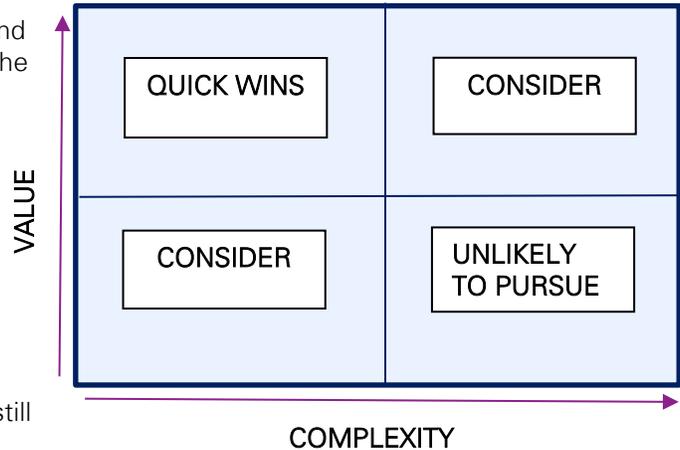
After scoring options were assembled into a matrix comparing the value and complexity of each. The City will need to take a different approach for the implementation of each options based on where they fall on the matrix, which is described below.

Quick Wins: Options that fall into this quadrant should be prioritized for implementation first as they will generate the highest perceived benefits for stakeholders with the lowest effort in implementation.

Consider: Options that are high value, but high complexity (landing in the top right quadrant) and options that are low complexity, low value (in the bottom left quadrant) should be considered for implementation next.

Options that are high value but higher complexity may require longer-term implementation effort, but since the perceived benefits received will be high, this could be a worthy investment regarding value for the City.

Additionally, if options are relatively easy to implement, even if they are lower value, they still may be considered for implementation as the associated costs are fairly low and there may be marginal benefits to value.



Unlikely to Pursue: Options that are low in value, but high in complexity, will land in the bottom right quadrant. These options are not recommended for implementation, as the benefits received and perceived by stakeholders will be low, and the efforts associated with implementation will be high.

5.3 Recommendations

Based on the prioritization, recommendations arising from this VFM review are described below:

Recommendation	Description	Drivers
<p>1. Enhance Quality Control Mechanisms</p> <p>Formalize pre-consultation sessions and triage reviews to increase the quality of applications.</p>	<p>Formalize pre-application consultations, and introduce triage reviews for complex applications (Engineering’s Development section performs a triage for Development Agreements) to assess their completeness and quality, and align with applicants on conditions and expectations.</p> <p>Attach a fee to encourage due diligence in application preparation, which can be taken off of the back-end once an application is approved; although mainly to encourage quality, these fees also attach revenues to the staff time spent in informal consultations with applicants.</p>	<p><i>Increased application quality will be driven by:</i></p> <p>Formalize pre-application consultations for complex applications to Planning, Engineering, and Inspections & Licensing</p> <p>Capture the critical content of pre-consultations for later reference</p> <p>Introduce a triage review for complex Planning applications</p>

Recommendation	Description	Drivers
		Enforce “no acceptance” policy for incomplete / piecemeal applications;
<p>2. Streamline Engineering Referrals</p> <p>Eliminate the passing of folders in sequence in Engineering and redundant processes that run alongside them to increase efficiencies in referral timelines.</p>	<p>Send out Engineering referrals in parallel (through Tempest) instead of sequentially from staff to staff to reduce issues caused by applications sitting on one person’s desk for long periods of time, and to increase transparency into the referral process.</p> <p>This would involve eliminating the ‘pink-folder’ tracking process in Engineering and utilize Tempest for all referrals (between and within departments).</p>	<p><i>These increased referral efficiencies will be driven by:</i></p> <p>Granting all Engineers who do referrals access to Tempest</p> <p>Distributing applications to be reviewed in parallel alongside Tempest notifications sent directly to reviewers</p> <p>Phasing out the pink folder and Hansen notifications</p>
<p>3. Bundle Permits / Services</p> <p>Bundle services / permits together to reduce the number of distinct applications and increase customer centric service delivery.</p>	<p>Bundle services and permits where possible to improve the service levels associated with simple residential permits.</p> <p>Even when reducing the overall number of externally-facing applications does not contribute to efficiency gains, it simplifies the customer-facing experience by reducing the repetition associated with multiple applications and the inconvenience of dealing with various contacts.</p> <p>Permit bundling also can contribute to faster processing times where a reduced numbers of applications streamlines the handling of permit applications.</p>	<p><i>Permit / Service Bundling will be driven by:</i></p> <p>Reducing the amount of time an application sits idle waiting for reviews by identifying sources of queues and backlogs</p> <p>Triaging applications at intake</p> <p>De-streaming and prioritizing simple residential permits (1+2 Family Dwellings, accessory structures, and decks) from more complex projects</p>
<p>4. Shift to Risk Based Inspections</p> <p>Alter the inspections model to free up staff time that can be redirected toward high priority work, and simplify the high experience for high-performing customers.</p>	<p>Reduce inspections for high-performing contractors (perform random audits instead) to redirect resources from low risk items to high risk items.</p> <p>By deploying a risk based approach to inspections, the City can use its current inspection resources better and focus on areas of high concern rather than try and inspect everything.</p> <p>For additional efficiencies, replace site visits with “desk inspections” based on</p>	<p><i>Increased safety outcomes will be driven by:</i></p> <p>Risk scoring the services offered by the City following an analysis of the probability and consequences of failure</p> <p>Leveraging existing models used by other safety authorities</p> <p>Redirecting resources from low risk items to high risk items</p> <p>Educating the public using freed up resources to increase</p>

Recommendation	Description	Drivers
	evidence / declarations (e.g. regarding re-inspections for minor deficiencies)	compliance with existing regulations with the benefit of reducing work without permit and increasing revenue
<p>5. Dedicated Business Analyst Resources</p> <p>Dedicate resources to the analysis and optimization of current and future IT systems to bridge the gap between operations and IT systems / functions.</p>	<p>Few process metrics are utilized, tracked, or reported upon; limited ad-hoc and standard reporting abilities for management to utilize in strategic decision making.</p> <p>The addition of dedicated business analysts will assist in bridging the gap between operations and optimizing the IT systems to increase effectiveness and efficiency.</p> <p>The increased availability of reports, data and metrics will enable management to make strategic, quantitatively driven decisions.</p>	<p><i>Prioritization of analysis functions will be driven by:</i></p> <p>The dedication of business analysts to optimizing Tempest</p> <p>Generation of performance management reports and metrics</p> <p>Making this information accessible to internal and external stakeholders</p>
<p>6. Conduct Customer Focused Training</p> <p>Implement training that empowers staff to utilize judgment in service delivery to provide outcome based solutions.</p>	<p>Deliver training to staff that will allow them to balance the policies, processes, and guidelines put in place by the City with the need to provide an exceptional customer experience that is outcomes-driven rather than tactics-driven.</p> <p>Staff must understand which decisions are flexible and which are not through a comprehensive understanding of applicable bylaws and policies, but also be empowered to assess risks and exercise judgment to drive customer-oriented outcomes.</p> <p>Support from management such that staff feel safe exercising judgment is essential to driving this outcome.</p>	<p><i>Implement customer-focused training</i></p> <p>Hiring and training individuals with strong judgment capabilities</p> <p>Developing and training staff in the use of a risk assessment tool to navigate reviews in a way that offers flexibility within rules</p> <p>Driving support and encouragement from management to promote a culture of empowered, customer-oriented staff</p> <p>Pursuing training opportunities with industry so that staff understand not just the City's business, but the business of customers as well.</p>

Recommendation	Description	Drivers
<p>7. Addition of a Dedicated Administrative Assistant to the Planning Department</p> <p>The addition of a dedicated administrative resource will allow specialized staff to direct attention to core service delivery and increase capacity to meet service levels.</p>	<p>Add an administrative resource to the Planning Department to free up staff capacity by allowing them to focus on core services mandated by leadership and by council, instead of non-value added activity. The increased capacity of Planning staff will contribute to a focus on core activities, meeting service levels, and provide more time to better understand customer needs. Currently, the department relies on the divisional administrative assistant to provide support in administrative activities. Activity modelling would add to the business case for this resource.</p>	<p><i>Increased focus on core service delivery will be driven by:</i></p> <p>Increasing alignment with management / Council as to what the core activities delivered by the Planning department are</p> <p>Using an activity model to identify time spent on activities outside of staff's current job description and re-allocating tasks to administrative resource(s) where possible.</p>
<p>8. Enable Mobile Engineering Inspections</p> <p>Introduce mobile technology to the Engineering Services Development Section to support efficiencies in inspections.</p>	<p>Acquire mobile technology for Engineering inspections, which has the capability for automatic report generation and deficiency notifications sent directly to customers. This will reduce manual inputs by inspectors.</p> <p>The benefit of increased inspection efficiency is achieved through a combination of:</p> <ul style="list-style-type: none"> — Inspectors increasing their productivity in the field through mobile solutions, and — Inspectors increasing their daily capacity in the field due to more flexible inspection scheduling and substitution. 	<p><i>These increases in inspection efficiencies will be driven by</i></p> <p>Mobile access to system information</p> <p>Digital copies of plans</p> <p>Inspection scheduling & routing</p> <p>Standardized report templates for inspections</p> <p>The ability to substitute another inspection when a customer cancels or is not ready</p>
<p>9. Implement Performance Management</p> <p>Define and implement metrics to build performance management capabilities that will drive improvements to efficiency and effectiveness.</p>	<p>Define and implement process metrics and develop reporting abilities to enable performance management.</p> <p>Data analytics on service delivery should be used to assess whether targets are being met across different time periods, track customer wait times and complaints, and identify areas for improvement.</p> <p>Metrics underlying performance management will empower managers with the business intelligence to</p>	<p>Increased business efficiencies will be driven by:</p> <p>Designing metrics that support business outcomes</p> <p>Collecting data to support performance measures and analysis</p> <p>Generating timely reports to inform decision-makers</p> <p>Utilizing performance management metrics to find bottlenecks</p>

Recommendation	Description	Drivers
	<p>identify gaps and make data-driven decisions.</p> <p>Reducing the number of unlinked data sources and moving towards a single tracking system will increase the effectiveness of these efforts.</p>	<p>Prioritizing areas where adjustments can be made to generate efficiencies</p>
<p>10. Build / Utilize an Activity Model</p> <p>Build an Activity Model in conjunction with the data collection in implementing performance management to identify resources required by activity and inform resourcing decisions.</p>	<p>Build an Activity Model that links detailed employee hours to activities to develop an understanding of core activities and how much time is spent on them relative to other tasks.</p> <p>This model will generate significant insights into how efficiently and effectively the City applies its resources and inform future decision-making to close gaps or alter resourcing / job descriptions to align with work being done.</p> <p>The model can also capture time on individual applications to track the costs of those applications in terms of staff time, where referrals to certain parties may be unnecessary, etc.</p>	<p><i>Improved resourcing abilities will be driven by:</i></p> <p>Developing a model of activities and processes that is accessible to staff for filling out their time on each work task.</p> <p>Tracking of data that links staff time to activities at four levels: stream, process, activity, and tasks.</p> <p>Using the data to analyze staff time required per unit of work volume for the various activities (by level) they are involved in</p> <p>Utilizing the data on an ongoing basis to evaluate the best use of resources and how changes in demand may impact allocation</p>

Other Options

Options that were ranked as low in value, low in complexity or high in value, high in complexity are located in the 'consider' quadrants. These are options that the City could consider for implementation after the quick wins have been implemented. These are described in further detail in Appendix 6.

5.3.1 Value Assessment of Recommendations

Each of the recommended improvements is highlighted below in terms of how they will help to improve value for the City, based on the Value Framework defined in Appendix 4.

Recommendation	Lever:	Process
1. Enhance Quality Control Mechanisms Formalize pre-consultation sessions and triage reviews to increase the quality of applications.	Overall Value Improvement:	High
	<i>Value Framework Assessment</i>	
	Economy:	Fees attached to the triage and pre-consultation processes not only encourage due diligence in preparation from applicants, but also assist in cost recovery.
	Efficiency:	High quality and complete applications result in efficient processing (i.e. less requests for requirements, waiting for additional drawings, modifications etc.).
	Effectiveness:	Efficient processing of applications results in an increased ability to meet pre-defined service levels.
	Fairness:	High quality and complete applications result in efficient processing (i.e. less requests for requirements, waiting for additional drawings, modifications etc.).
	Environment:	Likely will have a minimal impact on environment.

Recommendation	Lever:	Process
2. Streamline Engineering Referrals Eliminate the passing of folders in sequence in Engineering and redundant processes that run alongside them to increase efficiencies in referral timelines.	Overall Value Improvement:	Medium
	<i>Value Framework Assessment</i>	
	Economy:	Likely will have a minimal impact on economy.
	Efficiency:	Optimizing the use of systems to track referrals and reducing unnecessary referral processes will eliminate non-essential steps, reducing the non-value added intermediate manual step.
	Effectiveness:	Increased use of systems to track referrals / applications will allow for greater transparency of application status, both internally and external and contribute to the adherence to service levels.
	Fairness:	Likely will have a minimal impact on fairness.
	Environment:	Likely will have a minimal impact on environment.

Recommendation	Lever:	Process
3. Bundle Permits / Services Bundle services / permits together to reduce the number of distinct applications and increase customer centric service delivery.	Overall Value Improvement:	High
	<i>Value Framework Assessment</i>	
	Economy:	Likely will have a minimal impact on economy.
	Efficiency:	Impacts on efficiency may be realized (i.e. all information is collected at once and reduction of the 'points of contact' needed with applicants at submission)
	Effectiveness:	Bundling services is a mechanism to increase the customer experience and aim to meet stakeholder expectations regarding the ease of application.
	Fairness:	Bundling services greatly reduces the complexity and number of submissions required for simple residential permits; this increases the service level to those developers / homeowners who do not require detailed review of applications and desire faster processing.
	Environment:	Likely will have a minimal impact on environment.

Recommendation	Lever:	Process
4. Shift to Risk Based Inspections Alter the inspections model to free up staff time that can be redirected toward high priority work, and simplify the high experience for high-performing customers.	Overall Value Improvement:	High
	<i>Value Framework Assessment</i>	
	Economy:	Cost aversion in the sense that resources that were previously being utilized for other inspections can now be re-allocated to other activities.
	Efficiency:	Utilizing a risk based inspection process will allow the City to utilize resources for high-risk inspection sites and reduce the number of staff required to conduct overall inspections, allowing them to focus on other activities. This will also reduce the current backlog in inspections.
	Effectiveness:	Will allow the City to conduct necessary inspections in a timelier manner, and focus on high risk sites to increase overall safety and meet identified safety outcomes.
	Fairness:	The reduction of non-essential inspections will increase the overall timelines for all processes (i.e. low risk can proceed with 'desk inspections' instead, high risk get inspected sooner so safety concerns can be addressed and the project can proceed etc.) Developers are obtaining the inspections when they need them, as the current backlog is mitigated and the greater community benefits as a result.
	Environment:	Focus on high risk sites will help to identify those safety concerns and contribute to overall levels of increased safety for the greater community.

Recommendation	Lever:	People
5. Dedicated Business Analyst Resources Dedicate resources to the analysis and optimization of current and future IT systems to bridge the gap between operations and IT systems / functions.	Overall Value Improvement:	High
	<i>Value Framework Assessment</i>	
	Economy:	Relevant and timely information can lead to greater understanding of operations, including costs and could possibly lead to cost-avoidance or cost-aversion.
	Efficiency:	An additional resources will not add to the capacity limitations that staff currently have in taking additional work like this on.
	Effectiveness:	Understanding and communicating the information and data retrieved is paramount to the sustained use of data in a decision-making capacity.
	Fairness:	From an internal perspective, departments should have access to data and metrics that are meaningful and allow them to make informed decisions.
	Environment:	Likely will have a minimal impact on environment.

Recommendation	Lever:	People
6. Conduct Customer Focused Training Implement training that empowers staff to utilize judgment in service delivery to provide outcome based solutions.	Overall Value Improvement:	High
	<i>Value Framework Assessment</i>	
	Economy:	Likely will have a minimal impact on economy.
	Efficiency:	Effectively communicating with clients could result in increased ability to communicate requirements and reduce inefficiencies in the processing stages later on.
	Effectiveness:	The focus on outcomes based thinking has a high potential for the increased perception of value from both the perspective of stakeholders and citizens.
	Fairness:	Increasing the ability of staff solve the unique problems / needs of varying stakeholder groups will increase their perception of value.
	Environment:	Likely will have a minimal impact on environment.

Recommendation	Lever:	People
7. Addition of a Dedicated Administrative Assistant to the Planning Department The addition of a dedicated administrative resource will allow specialized staff to direct attention to core service delivery and increase capacity to meet service levels.	Overall Value Improvement:	High
	<i>Value Framework Assessment</i>	
	Economy:	It is more cost-effective to have an administrative professional handling admin activities rather than highly specialized staff.
	Efficiency:	Optimizing resources to focus on value-added activities reduces the time spent on other activities and increases the ability to provide services according to timelines.
	Effectiveness:	Increased focus on value-added activities increases the ability of staff to meet pre-defined service levels.
	Fairness:	From an internal perspective, departments should have access to similar levels of support as other departments so they can focus on value-added work.
	Environment:	Likely will have a minimal impact on environment.

Recommendation	Lever:	Information Technology
8. Enable Mobile Engineering Inspections Introduce mobile technology to the Engineering Services Development Section to support efficiencies in inspections.	Overall Value Improvement:	High
	<i>Value Framework Assessment</i>	
	Economy:	Mobile technology can reduce the amount of time spent preparing, researching in the field, inspection, report writer, substituting inspections for clients not ready etc.
	Efficiency:	Automatic update from mobile technology into systems and sent to client's reduces the manual inputs by operators, with less time spent filling out forms or entering data into a system, which increases productivity.
	Effectiveness:	Information is easy and accessible for use and can be retrieved at a future date; consistency of quality in service delivery and in inspections meets overall outcomes defined by the City.
	Fairness:	Likely will have a minimal impact on fairness.
	Environment:	Likely will have a minimal impact on environment.

Recommendation	Lever:	Policy
9. Implement Performance Management Define and implement metrics to build performance management capabilities that will drive improvements to efficiency and effectiveness.	Overall Value Improvement:	High
	<i>Value Framework Assessment</i>	
	Economy:	Process metrics and other reliable performance data will provide more accurate and comprehensive understanding to the current costs of delivering services and may assist with identifying cost aversion / cost cutting opportunities.
	Efficiency:	To optimize the various inputs utilized to deliver services, the City must understand what inputs are utilized, what outputs are delivered, and how does this compare against desired outcomes, which is done through the use of process metrics, reports on target vs. actual turnaround times, etc.
	Effectiveness:	Effectiveness can be easily monitored, evaluated, and improved upon when process metrics are actively tracked. Assessment or targets vs. actual processing times can directly improve effectiveness.
	Fairness:	Increased transparency and communication of process metrics can increase the perception of value from stakeholder's perspective; clarity of processes, timelines, requirements, etc. were all indicated as high priority by stakeholders.
	Environment:	Likely will have a minimal impact on environment.

Recommendation	Lever:	Policy
10. Build / Utilize an Activity Model Build an Activity Model in conjunction with the data collection in implementing performance management to identify resources required by activity and inform resourcing decisions.	Overall Value Improvement:	High
	<i>Value Framework Assessment</i>	
	Economy:	Activity models will provide more accurate and comprehensive understanding to the current costs of delivering services and may assist with identifying cost aversion / cost cutting opportunities.
	Efficiency:	Information on the actual inputs required for service delivery will allow the City to more efficiently provide services utilizing the least amount of inputs.
	Effectiveness:	Increased effectiveness through the ability of the City to appropriately understand processes and resources involved in service delivery, making informed and conscious choices about trade-offs and overall implications to value.
	Fairness:	Likely will have a minimal impact on fairness.
	Environment:	Likely will have a minimal impact on environment.

6 Implementation Roadmap

A high level road map has been created for the City based on the recommended options for implementation. This roadmap indicates the relative timelines for each option. Please note that the timeline below depicts relative priority, but does not suggest that any option should be implemented in that order or that the steps are sequential. The City will need to determine the actual timelines for implementation due to capacity and available resources for implementation.

	Immediate Very High Priority	Short Term High Priority (> 1 Year)	Long Term Low Priority (<1 Year)
Quick Wins High Value, Low Complexity	Activity Modelling		
	Implement Performance Mgmt.		
	Customer Focused Training		
	Streamline Eng. Referrals		
	Dedicated Business Analyst		
	Mobile Eng. Inspections		
	Enhance Quality Control		
	Bundle Permits / Services		
	Shift to Risk Based Inspections		
	Pro-Active Case Management		
	Add Administrative Assistant		

	Immediate Very High Priority	Short Term High Priority (> 1 Year)	Long Term Low Priority (<1 Year)
Considerations Low Value, Low Complexity		<ul style="list-style-type: none"> ▶ Discounted Online Submission ▶ Standardized Checklists ▶ Involve Stakeholders Earlier ▶ Process DP and Rezoning Together ▶ Formalize "Warm Transfers" ▶ Document Archiving Training ▶ Add Eng. Permits in Prospero ▶ Cross Functional Training ▶ Front Staff Training ▶ Reduce # of Referrals ▶ Risk / Severity Prioritization ▶ Utilize Online Wizards ▶ Utilize Application Streams ▶ Communications Materials ▶ Update Eng. Hardware ▶ Auto License Renewal ▶ Review Fee Simplicity ▶ Adjust Use of Streets Fees ▶ Differentiate Fee Levels 	

	Immediate Very High Priority	Short Term High Priority (> 1 Year)	Long Term Low Priority (<1 Year)
		<ul style="list-style-type: none"> Charge for Permits w/o Fees Adjust Security Deposit 	
Considerations High Value, High Complexity		<ul style="list-style-type: none"> Comprehensive Fee Review 	<ul style="list-style-type: none"> One-Stop Online Portal Expire Licenses on Anniversary Utilize Case Managers Implement CRM System Full Digitization BGC before Building Permit Homeowner Center Review Org Structure

Appendix 1 In-Scope Service Levels

Department	Service	Service Level
Inspections & Licensing	Development Permit	40 days
	Building Permit	3 weeks (approximate)
Planning	Subdivision	60 days
Engineering	Servicing Study	6 weeks, 4 weeks per re-submission
	Construction Drawing Review	4 weeks, 4 weeks per re-submission. 2 weeks for final drawing review and approval
	Development Agreement	3 weeks for Draft Development Agreement preparation; 3 weeks for Final Development Agreement preparation 1 week for the review of developer's insurance and security documents 1 week for the Development Agreement to be signed by the City
	TIA	2 weeks to provide comments on proposed scope, 6 weeks after receiving final TIA to review.
	Use of Streets	Typical processing time 20 minutes (1-3 days for complicated traffic plan review)
	Escarpment Studies	2 weeks
	Building Grade Certificate	2 weeks
	CCC/FAC Certificates	3 weeks

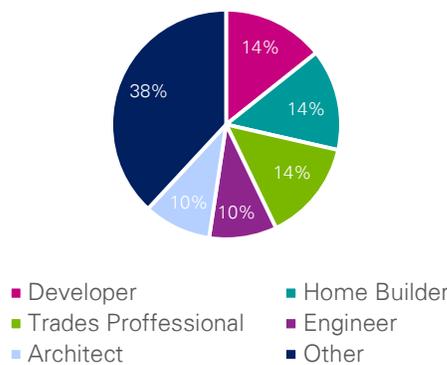
Appendix 2 Stakeholder Engagement Summary – Public Survey

Public Survey

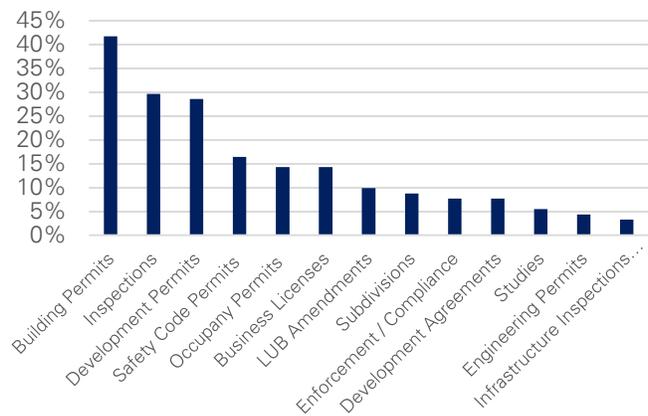
The City of Red Deer’s Public Survey had 94 participants, consisting mainly of developers, home builders, and trades professionals. Other individuals participating identified as taxpayers, business owners, and realtors, among others. 26% of respondents have been residents of the City of Red Deer for greater than 10 years, 15% for 5-10 years, 2% for 1-5 years, and 57% chose not to disclose this information.

The core services in the City’s building and development processes that participants identified as the most frequently utilized are building permits (42%), inspections (30%), and development permits (29%).

Classification of Participant



Percentage of Respondents Utilizing Key Services



The table below summarizes the satisfaction rankings obtained regarding the Building and Development processes. On a scale of 1 (very dissatisfied) to 5 (very satisfied), most people indicated that they were neither satisfied nor dissatisfied with services. While most rankings had the second highest percentage of scores given as ‘satisfied’ following the ‘neither satisfied or dissatisfied’ ranking, the ‘fees’ category has a dissatisfaction rating of 20%, following the highest ranking of ‘neither satisfied or dissatisfied’ at 44%, indicating that there may be room for improvement in the fees.

	Weighted Average Ranking	Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied
The way to access services	3.2	11%	11%	35%	33%	11%
Availability of Information	3	17%	11%	33%	30%	9%
The City Staff that were Interacted with:	3.3	7%	20%	27%	23%	23%

	Weighted Average Ranking	Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied
Fees	2.8	13%	20%	44%	16%	7%
Service Level Received	2.9	15%	22%	28%	24%	11%
Service Quality Received	3	17%	17%	30%	20%	15%
Overall Value	2.9	15%	22%	33%	20%	11%

	Weighted Average Ranking	Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied
Accessibility of Services	3.4	7%	12%	21%	53%	7%
Channels to Access Services	3.3	2%	27%	17%	46%	7%
Wait Times	3.1	14%	19%	23%	33%	12%
Updated on Application Status	3	12%	21%	26%	35%	7%
Dealt with by an appropriate # of staff	3.1	9%	23%	21%	37%	9%
Timely answers to questions	3.3	5%	23%	16%	49%	7%
Questions were answered clearly	3	7%	31%	19%	36%	7%
Questions answered after single inquiry	3.1	10%	21%	24%	40%	5%

Appendix 3 Jurisdictional Review Results

Organizational Structure and Staffing Information:

Municipality	Departments	Staffing Information
Red Deer County	Planning & Development: Current Planning, Long-Range Planning, and Safety Codes.	Total department is 20 people, 5 Development Officers.
Blackfalds	Planning & Development Department. Inspections are contracted out.	N/A
Mountain View County	Planning and Development Services: Planning Services, Development and Permitting Services.	2015 Budget indicates a staff of 16; 1 Director, 2 Managers, 4 admin, 2.5 DO's, 0.5 Safety Codes, 1 Bylaw Enforcement Officer, 3 Planners, 1 GIS Spatial Analyst, 1 Subdivision and Development Technologist.
Sylvan Lake	Planning and Development department: Building Services and Planning are currently contracted out.	The Development Manager oversees the DO, Assistant DO, Development Clerk, Licensing Inspector, and 2 Planners
Grande Prairie	Planning & Development Services	1 Planning and Development Manager, 4 Planners, 1 Planning tech, 1 admin, 5 Development Officers, 1 Permitting Supervisor, 1 Compliance Authority, 2 admin
Medicine Hat	Planning & Development Services department: Planning Services, Safety Codes and Development Engineering.	
Lethbridge	Planning and Development Services department: The Planning and Development Services department includes the Inter-municipal Planning, Community Planning, Downtown Revitalization, Development Services, and Building Inspection groups. .	
Edmonton	Sustainable Development Department: Incudes City Wide	Service areas within the Development and Zoning

Municipality	Departments	Staffing Information
	Planning Services, Current Planning Service Center, Development and Zoning Services branches	Services Branch: Engineering (18-20), Development Permit Approvals (80) (about 20-30 people are for enforcement), Safety Codes (100), Business Licensing, Customer Service: Service Advisors, and Analytics team (20).
Calgary	Planning & Development Department: Calgary Approvals Coordination, Calgary Building Services, Calgary Growth Strategies, and Community Planning service areas.	Calgary Approvals: centralized customer center (40), applications passed to file managers (20 in residential), passed to Development Authority for approval then Development Officers (8?) conduct the field work.

Service Levels – Other Municipalities (where information was available)

Municipality	Performance Targets / Defined Service Levels	Performance Actuals
Red Deer	Development Permit: 40 days Building Permit: 21 days	N/A
Medicine Hat	Development Permit — Discretionary: 30 days — Permitted: 20 days Building Permit — Major: 14 days — Minor: 7 days	Development Permit: — Discretionary: 16 days — Permitted: 8 days Building Permit — Major: 7 days — Minor: 6 days
Calgary	Development Permit — 6-8 weeks Building Permit; — 21 days	Development Permit — 6-8 weeks — Instant for Combo Permits Building Permit; — 14 days — Instant for Combo Permits
Edmonton	Development Permits: — Class A - 75% permits issued within 6 business days;	Development Permits: — Class A - 56% permits issued within 6 business days;

Municipality	Performance Targets / Defined Service Levels	Performance Actuals
	<ul style="list-style-type: none"> — Class B - 75% permits issued within 15 business days; — Complex - 75% permits issued within 55 business days. — House Combo permits: 75% issued within 10 days <p>Combination Permits</p> <ul style="list-style-type: none"> — If a house combo application qualifies for an expedited review, the development permit can be issued within one day (or instant), and the complete combo permit (development and building) can be issued within 10 business days — Expedited - 75% issued within 10 business days; — Non-Expedited - 75% issued within 30 business days; — Complex - 75% issued within 85 business days. <p>Building Permits</p> <ul style="list-style-type: none"> — Row-housing and Semi-detached Permits: 25 business days — Minor Interior Alterations (residential): 24 hours 	<ul style="list-style-type: none"> — Class B - 68% permits issued within 15 business days; — Complex - 75% permits issued within 55 business days. <p>Combination Permits</p> <ul style="list-style-type: none"> — Expedited - 20% issued within 10 business days; — Non-Expedited - 40% issued within 30 business days; — Complex - 41% issued within 85 business days. <p>Building Permits:</p> <ul style="list-style-type: none"> — Row-housing and Semi-detached: median processing 20 days — Projects up to 2 dwelling units: 72% within 25 days — Minor Residential Building Permit: median processing 10.5 days — Interior alterations: 71% within 24 hours

Development Officer Information

	Blackfalds	Sylvan Lake	Grande Prairie	Lethbridge	Red Deer	Edmonton
Building Permit Volumes	361	385	1149	1684	1254	8,088
BP's / DO	193	193	230	421	418	162

	Red Deer (2015)	Grande Prairie (2015)	Edmonton (2015)
Development Permit	339	1226	10,080
DP's / DO	113	245	202
Building Permit	1254	1149	8,088
BP's / DO	418	229.8	162
Combination Permits (DP and BP)	N/A	N/A	8,127
Sign Permits	118	93	2657
Total	1,711	2,468	28,952
DO: Permits Ratio	570	495	579

Self-Service Options

Red Deer	Blackfalds	Sylvan Lake	Mountain View County	Red Deer County
MyCity- track permit, book inspections, pay fees and share permit information with other contractors on a project	Building Permit Calculator: input type of construction (i.e. residential), construction cost, square meters, # of units. Cost by DP, BP, Safety Codes, etc.	BizPal helps business owners in Sylvan Lake determine which Business Permits and Licenses are required.	No self-service options available	Online maps that allow you to view property; limited interactive capability. Implementing online payment options within a year (anticipated timeline).
Medicine Hat	Lethbridge	Grande Prairie	Edmonton	Calgary
ePermits: depicts which DP's have been approved in a given timeframe. City iMap: interactive Map	eApply: Apply and pay for permits anytime with the secure online digital application system. MyCity: monitor the status of Permits and Applications, and	Inspections can be requested though an online form.	Pay online for Business Licenses, renewal of business licenses, home based business fees. Registered contractors / builders can	(Continued below)

	schedule inspections 24 hours a day, 7 days a week.		apply and pay for plumbing, gas, electrical, HVAC permits, book inspections, view inspection reports.	
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Calgary

eServices: Current services online include business registration, city qualified trades, counter wait times for development, building and licensing and development permit public notice. eServices also includes:

- *eAppointment:* allows applicant to book an appointment with a Planning Services Technician to obtain information for DP, BP, BL or Certificate of Compliance applications
- *eHouse:* allows applicants to find permit information on common home renovation projects using interactive house,
- *Land Use Amendment map:* view all Land Use Bylaw amendments in the City
- *My Property:* Applicant can view all information specific to their property.
- *Residential ePermit:* Registered business can apply for single family detached, semi-detached, detached garages and uncovered decks online.

VISTA: View Information Specific to your Application- online tool that allows you to track and monitor the status of applications, view deficiencies and book inspections.

Home Improvement Hub: This page includes bylaw and permit info, property and land designation, drawing examples and forms you need to complete any home renovation; available in project packages.

Permit Calculators: There is a series of forms for the different types of building permits that allow applicants to calculate their costs, as well as a Trade Permit Estimator.

Calgary Planning Overview: Interactive Planning Overview, complete with timelines, steps, etc. from start to finish.

Referrals

Timelines

3 Week Circulation Timeline (DP's) :

- Calgary, Red Deer, Sylvan Lake

2 Week Circulation Timeline (DP), 30 Day Subdivision:

- Mountain View County, Red Deer County, Lethbridge

Not defined:

- Edmonton has stated that most of their circulation timelines are not well defined

Tracking / Management

Manual Tracking, by Excel Spreadsheet and Email Circulation:

– Sylvan Lake, Mountain View County, Red Deer County, Town of Blackfalds, Grande Prairie System Managed:

- Edmonton: 'Posse' Document and File Management System: Official tool to track all applications
- Calgary: 'Posse' is also used to track the referral status, but referrals are not digitized. Applicants have the option to submit a digital referral, noting that this will expedite the review process.
- Lethbridge: a 'call for service' issued in the municipal software, sometimes manual contact.

Service Bundling

Combination Permits

A combination permit is used by Edmonton and Calgary for those applications that require multiple types of development related permits. Instead of applying for these permits separately, the applicant can submit one application for the Development, Building, and Safety Codes permits.

Combination permits are used for (in Edmonton):

- Accessory structures
- Uncovered decks
- Signs (if a building permit is required)
- Single detached houses.

In Calgary, in new development areas applicants need only apply for Building Permits as Development Permits are rolled in for:

- Single and Semi-Detached dwellings

Calgary also utilizes Partial Permits for Commercial Building Permit processes:

- Excavation, foundation, interior none load bearing wall removal, construction of a particular portion of the project, etc.
- A Partial Permit is intended to allow a portion of the work to progress in advance of the full Building Permit.

For certain permitted Building Permits, if you apply online and have a Partial Permit issued, building may commence immediately

Appendix 4 Value Framework

This section explores the concept of “value” in the context of the City of Red Deer’s delivery of programs and services, as informed by Value Discussions with the Mayor, Council, and Corporate Leadership Team. It offers a Value Framework with which opportunities to drive to a given Value Objective can be a) assessed through five Value Lenses, and b) linked to the four Levers of Change that can be pulled to impact service delivery and outcomes.

Contents

Key Concepts

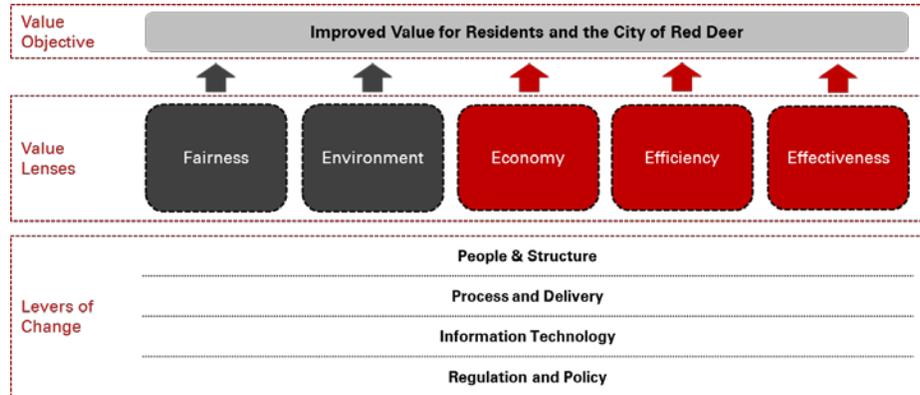
1. Definition of Value
2. Value Lenses
3. Levers of Change

The Framework

4. The Framework
5. Contextual View

Appendices

7. RISE Principles
8. Value to Stakeholders
9. Indicators of Value



Value Framework – The Definition of Value

In the broadest sense, value can be described as follows:

$$\text{Value} = \frac{\text{Satisfaction of a Need}}{\text{Resources}}$$

Value is the relationship between satisfying needs and expectations and the resources required to achieve them. In the context of the City of Red Deer’s delivery of services, it is the worth of a service provided by the City as determined by the preferences of constituents and services users and the tradeoffs given scarce resources such as time or taxes. In order to generate the most value, stakeholders must be engaged to determine which tradeoffs maximize desired outcomes for customers, constituents, and the City as an organization. As indicated by the Mayor, Council, and Corporate Leadership Team, the City delivers value best when expectations are developed together with the community and support is then structured to deliver on those expectations.

Value can be further broken down across two dimensions:

- Financial and Economic Value: The blending of financial and economic sense with quality and service levels to achieve optimal qualitative and quantitative outcomes relative to the dollars spent.

— Perceived Value: The worth of services in the minds of customers, which is as important as financial and economic in the creation of value. Since the recipients of services are generally not aware of the delivery costs of services, value to them may have little to do with specific outcomes tied to dollars and more to do with how well the City has communicated the services to them, what they observe in the community, and how they perceive the results of services relative to others.

*Value for Money, by extension, is about maximizing desired outcomes for each unit of resources (money) applied. Value for Money drives continuous improvement in the business, contributing to the satisfaction of internal and external stakeholders as well as sustained financial viability. It also frees up resources that can be used to further organizational goals in the future

Value Framework – Value Lenses

Opportunities to generate value must be assessed through a number of contextual Value Lenses in order to select those that best align with the City’s vision and that result in optimal value creation. When decision-makers choose which levers to pull, the following five lenses are connected to contextual factors and impacts that merit consideration. Economy, Efficiency, and Effectiveness are directly linked to the inputs, outputs, and outcomes of a program or service, and Fairness and Environment are broader lenses through which to consider.

Economy	The cost of acquiring the service inputs that are used to generate desired outputs. This refers not just to the initial cost of procurement but the cost of inputs for the duration of their contribution to the generation of value in the system. For example, if an IT system is implemented that drastically reduces the cost of processing payments, it generates a positive Economy effect. Will the decision decrease or increase costs? Will benefits outweigh a cost increase?
Efficiency	The delivery of service outputs in a timely manner and to the level of quality desired with minimum waste. Efficiency is about using each resource optimally, delivering services in a timely manner, and “doing things right”. For example, if a building & planning department removes unnecessary steps from its permit review process to meet the same service levels with less resources, it creates Efficiency gains. Will the decision make the organization more or less efficient? Will it free up resources that can be re-deployed to enhance other aspects of service delivery?
Effectiveness	The achievement of outcomes in alignment with the City’s Strategic Plan, department objectives, and “RISE” principles (see Appendix A). Effectiveness is about achieving organizational goals, meeting stakeholder expectations, and “doing the right things”. For example, a new social outreach program intended to improve quality of life for the disadvantaged sharply reduces homelessness and improves job access for vulnerable populations, its Effectiveness creates value. Will the decision improve our ability to meet service levels? Will it support our strategic outcomes?
Fairness	The fairness of outcomes. Fairness is not about everyone having the same things – it is about everyone having what they need, when they need it. This takes into account how services are funded, acquired and distributed across the City’s geographies and demographics. For example, if a small business incentive program fails to engage vulnerable or isolated parts of the community, it is an inequitable initiative. Does the decision prioritize the unique experiences of users? Does it minimize barriers to targeted groups? Have impacted stakeholders been consulted?
Environment	The impact on the context in which the City operates – on the local community, natural surroundings, social system, economic development, etc. in terms of the short-to-medium term effects as well as long-term sustainability. For example, if a decision to lower development fees drives greater economic investment in the City and increases the tax base, it may be a positive Environment impact. Will the decision support our long-term vision for the community? How will it impact economic development? Does it improve quality of life and make the City a place we want to live?

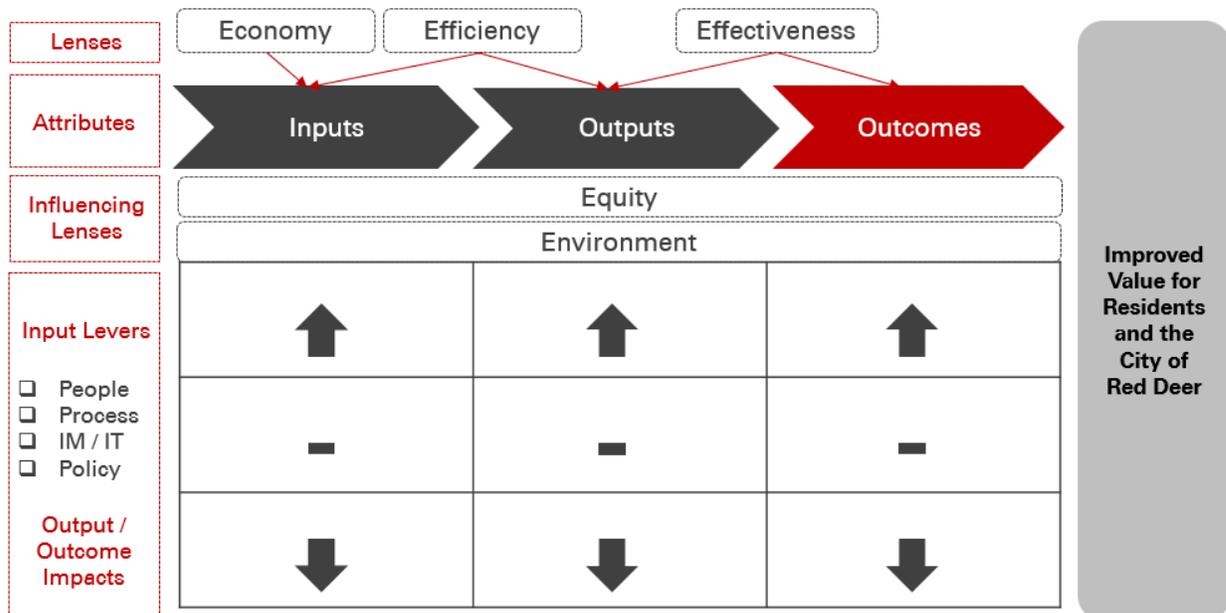
Value Framework – Levers of Change

There are various levers with which decision-makers can effect a change in the outcomes that are assessed through the Five Value lenses. The individual mechanisms that are manipulated to impact outcomes are housed within four major Levers of Change: People & Structure, Process & Delivery, Information Technology, and Regulation and Policy. The alterations to service and program structures that are to be considered within the Value Framework are driven by the decision-maker’s interactions with these levers.

Levers of Change	People & Structure	The resourcing of The City as related to staffing, organizational design and structure, as well as workload capacity, training processes, and other facets of the organization’s workforce.
	Process & Delivery	The operational processes and service delivery mechanisms that facilitate the achievement of the City’s identified service delivery levels.
	Information Technology	All systems that The City utilizes to manage workloads, store and track data and information, and perform operations.
	Regulation & Policy	Formalized documentation or procedures that guide the people, processes, and technology underlying The City’s services.

Value Framework – Contextual View

This view illustrates how the Lenses are linked to the three stages of service delivery (Inputs, Outputs, Outcomes) so that decision-makers can determine which Levers to pull at which stage to contribute to the creation of value.

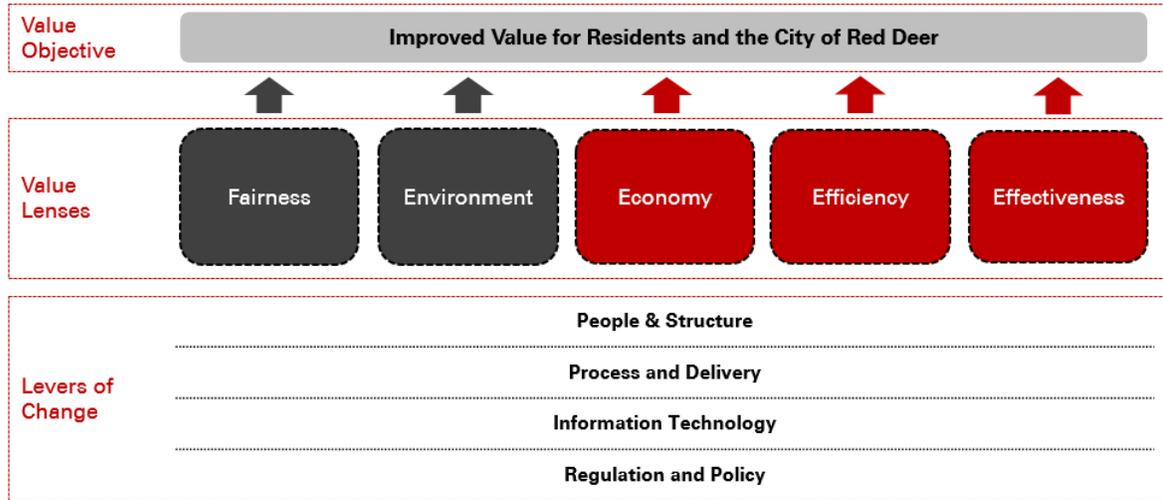


*See Appendix B for an application of the value framework

Legend Increase: ↑ Stay the same / indeterminate effect: - Decrease: ↓

Value Framework – The Framework

By utilizing the proposed framework, decision-makers can make changes to the way that the City’s program and services are designed and delivered to create Value across five different Lenses. Ultimately this will lead to improved value for resident and the City.



Appendices:

Value Framework – Value to Stakeholders

The table below captures value from the perspectives of the City as an organization, residents, and customers, as Informed by the Value Discussions with the Mayor, Council, and Corporate Leadership Team.

	Fairness	Environment	Economy	Efficiency	Effectiveness
The City	<ul style="list-style-type: none"> Staff are empowered and satisfied in their job roles Staff feel that they are providing value to the organization and the community 	<ul style="list-style-type: none"> Work environment is safe and comfortable The right things are being done for the community Policies drive economic growth 	<ul style="list-style-type: none"> Tax dollars are used prudently Inputs are procured that generate the most value possible compared to other available inputs 	<ul style="list-style-type: none"> Staff are used efficiently Customers understand the services Rules allow for staff flexibility / judgment 	<ul style="list-style-type: none"> Council and administration are aligned on services High quality, timely information is available for decision making
Residents	<ul style="list-style-type: none"> Services are competitive with those in other cities City commitments to citizens are kept Benefits are tailored to demographics 	<ul style="list-style-type: none"> Good facilities are available to citizens A community lens is applied to important decisions 	<ul style="list-style-type: none"> Value delivered is proportionate to the taxes paid Fiscal accountability drives effective decision-making on behalf of taxpayers 	<ul style="list-style-type: none"> Services / staff are responsive Services are delivered in a timely manner Applications are approved 	<ul style="list-style-type: none"> Use of services is a positive experience Communicated service levels are met Services delivered enhance residents' quality of life
Customers	<ul style="list-style-type: none"> Staff make customers aware of relevant opportunities (grants, partnerships, etc.) The City understands client's businesses Enforcement is fair and consistent 	<ul style="list-style-type: none"> The City acts with an understanding of the economic and political implications that would impact customers 	<ul style="list-style-type: none"> Value delivered is proportionate to the user fees paid Costs of services are communicated clearly upfront and applied consistently 	<ul style="list-style-type: none"> Staff are experts in their field and can lead the process Service timelines are reasonable and predictable Cost savings are made where possible 	<ul style="list-style-type: none"> Services are available when needed Services deliver what is needed Requirements are effectively communicated Quality time given to customers by staff

Value Framework – Indicators of Value

	Fairness	Environment	Economy	Efficiency	Effectiveness
People & Structure	<ul style="list-style-type: none"> Degree to which staff in service areas are accessible to the targeted citizens 	<ul style="list-style-type: none"> Degree to which staff are knowledgeable about environmental / sustainable practices 	<ul style="list-style-type: none"> People costs per unit of measure (e.g. permits issued) 	<ul style="list-style-type: none"> % Staff time on value-add activities Time spent on task types / cases 	<ul style="list-style-type: none"> Customer service satisfaction rates Average days per FTE per year invested in training and development
Process & Delivery	<ul style="list-style-type: none"> Degree to which service delivery is oriented to the needs of targeted citizens 	<ul style="list-style-type: none"> Extent to which operational decisions are made with consideration to sustainability Extent of environmental standards that are met / exceeded 	<ul style="list-style-type: none"> Cost recovery rate (where appropriate) Percentage of expenditures for which there are fully costed outputs which are measured by key performance metrics 	<ul style="list-style-type: none"> Avg. processing time Avg. times a case / case type is reviewed % of cases for which service levels are met Actual backlog against targets 	<ul style="list-style-type: none"> Applications submitted / approved Customer satisfaction levels Number of best practices adopted by the organization
Information Technology	<ul style="list-style-type: none"> Degree to which available channels for a service area are accessible to the targeted citizens 	<ul style="list-style-type: none"> Extent to which innovation is utilized to improve sustainability practices at the organization 	<ul style="list-style-type: none"> Cost of the ICT function as a percentage of expenditure Investment in ICT infrastructure and hardware 	<ul style="list-style-type: none"> % improvement in processing times due to IT implementation 	<ul style="list-style-type: none"> % of services available online Utilization levels of online channels Number of best practices adopted by the organization
Regulation & Policy	<ul style="list-style-type: none"> Degree to which policy drives fairness of outcomes across demographics Proportionality of taxes to services delivered 	<ul style="list-style-type: none"> Degree to which policy supports sustainability (e.g. # of new developments in settlement areas) 	<ul style="list-style-type: none"> Fee structures support desired outcomes Policy enables effective procurement 	<ul style="list-style-type: none"> Degree to which data analytics are utilized to inform policy / regulation creation 	<ul style="list-style-type: none"> Degree to which council priorities align with actual work performed by staff % of services for which strategies have been developed or reviewed

Appendix A: The City of Red Deer “RISE” Principles

The City’s Strategic Direction is informed by its Vision, Mission, and “RISE” – a set of Cornerstone Values and Guiding Principles that were developed by City staff in the mid-nineties and remain relevant today. The RISE principles reflect City staff’s promises to each other and to citizens, and are fundamental pillars supporting each department’s approach to service delivery.

Respect	Integrity	Service	Excellence
<p>Because we respect...</p> <ul style="list-style-type: none"> We treat others as we want to be treated. We value ideas and contributions. We are good stewards of our environmental, financial, human, and community resources. We meet present needs without compromising the ability of future generations to meet their needs. We work together to ensure our safety and well-being. 	<p>Because integrity is fundamental...</p> <ul style="list-style-type: none"> We earn trust. We behave ethically. We are honest in all our dealings. We take responsibility for our own actions. We follow through on our promises. 	<p>Because we take pride in our service...</p> <ul style="list-style-type: none"> We strive to serve all in the community equitably. We have a positive outlook and work enthusiastically. We commit to deliver quality service. We communicate timely, relevant information with clarity and accuracy. We strive to overcome citizens’ barriers to service and participation. We volunteer and support volunteerism to enhance our community 	<p>Because we strive for excellence...</p> <ul style="list-style-type: none"> We plan effectively for the future. We build on our strengths. We are prepared to lead. We explore the potential of partnerships and collaboration. We carefully manage risk. We learn continuously from our experiences and development, training and educational opportunities

Source: City of Red Deer 2009-2011 Strategic Plan

Appendix 5 VFM Evaluation Framework

Review Question	Sub-Questions	Evaluation Approach	Data Source
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?	What are the key services delivered by Planning and Development?	<ul style="list-style-type: none"> — Define and categorize the key services provided using the Municipal Reference Model 	<ul style="list-style-type: none"> — Interviews and workshop with City Department staff
	What is 'effectiveness'? How effective are the City's services in meeting its objectives, service delivery model and the strategic direction of Council?	<ul style="list-style-type: none"> — Define effectiveness — Define the City's objectives for the services, the City's service delivery model, and the strategic direction of Council — Determine service levels and historical performance against these levels — Assess ability of City to meet specified service level targets — Analyze level of maturity of: <ul style="list-style-type: none"> - Organization and people - Systems and technology - Processes - Information — Compare the City's performance to comparable municipalities, where information is available — Assess effectiveness of services against objectives, service delivery model and strategic direction of Council — Assess overall effectiveness of services and potential improvements 	<ul style="list-style-type: none"> — Workshop with City leadership — Workshop with Department heads — Interviews with Department staff — City of Red Deer Strategic Plan — Council minutes — Service level standards — Historical (i.e. 5 years) service level metrics (e.g. number of transactions per 1,000 residents, average processing times, etc.) — Service / process walkthroughs — Organizational charts — Technology walkthroughs — Example reporting — Cross jurisdictional review
	What is 'efficiency'? How efficient are the City's services in	<ul style="list-style-type: none"> — Define efficiency — Define the City's objectives for the services, the City's service delivery 	<ul style="list-style-type: none"> — Workshop with City leadership — Workshop with Department heads

Review Question	Sub-Questions	Evaluation Approach	Data Source
	meeting its objectives, service delivery model and the strategic direction of Council?	<ul style="list-style-type: none"> model, and the strategic direction of Council — Determine historical costs (people vs. non-people) of service — Analyze efficiency of: <ul style="list-style-type: none"> – Organization and people – Systems and technology – Processes – Information — Compare the City’s performance to comparable municipalities, where information is available — Assess efficiency of services against objectives, service delivery model and strategic direction of Council — Assess overall efficiency of services and potential improvements 	<ul style="list-style-type: none"> — Interviews with Department staff — City of Red Deer Strategic Plan — Council minutes — Historical (i.e. 5 years) service costing / financial data for department and / or division — Service / process walkthroughs — Organizational charts — Technology walkthroughs — Example reporting — Cross jurisdictional review
What process improvement is desirable?	Where are the ‘pain points’ in the current services delivered?	<ul style="list-style-type: none"> — Review findings from assessment of effectiveness and efficiency to determine ‘pain points’ — Solicit feedback from industry and residents on the current challenges with services 	<ul style="list-style-type: none"> — Interviews / workshops with Department staff — Consultation with industry representatives — Consultation with residents
	What improvements could be made? Which improvements are desirable?	<ul style="list-style-type: none"> — Determine what improvements could be made based on ‘pain points’ identified — Assess and refine list of improvements based on leading practices and information on comparable municipalities — Solicit feedback from industry and residents on potential improvements to services — Create short list of improvements 	<ul style="list-style-type: none"> — Interviews / workshops with Department staff and heads — Cross jurisdictional review — Consultation with industry representatives — Consultation with residents

Review Question	Sub-Questions	Evaluation Approach	Data Source
		<ul style="list-style-type: none"> — Define benefit and complexity criteria — Assess each improvement against criteria to prioritize 	
<p>Who needs to be involved in each process and when?</p>	<p>What are the current roles, responsibilities and accountabilities for the City's services?</p>	<ul style="list-style-type: none"> — Review and analyses job descriptions to identify key skills required and activities performed — Define a RACI Matrix (Responsible, Accountable, Consulted, Informed) for each of the services 	<ul style="list-style-type: none"> — Department job descriptions — Interviews / workshops with Department staff and heads
	<p>Are the roles, responsibilities and accountabilities for the City's services clear and understood? Are the roles, responsibilities and accountabilities for the City's services optimal?</p>	<ul style="list-style-type: none"> — Review findings from assessment of effectiveness and efficiency to determine roles / responsibility issues — Solicit feedback from industry and residents on understanding of City's roles and responsibilities — Compare roles / responsibilities to leading practices and comparable municipalities, where information is available — Assess whether roles / responsibilities are clear and understood — Assess whether roles / responsibilities are optimal — Identify roles / responsibility improvements 	<ul style="list-style-type: none"> — Consultation with industry representatives — Consultation with residents — Cross jurisdictional review — Interviews / workshops with Department staff and heads
<p>What are the current perspectives of our customers on our services, against which improvements can be measured?</p>	<p>What is the current level of satisfaction with the City's services? What is the current level of satisfaction with the City's service fees? What is the current level of satisfaction with the City's service levels?</p>	<ul style="list-style-type: none"> — Solicit feedback from industry and residents on their satisfaction with: <ul style="list-style-type: none"> – Services provided – Service fees – Service levels — Review complaints received and develop key themes — Define the current satisfaction baseline for services — Compare the City's satisfaction rates to comparable municipalities, where information is available 	<ul style="list-style-type: none"> — Interviews / workshops with Department staff and heads — Consultation with industry representatives — Consultation with residents — Complaint tracking — Cross jurisdictional review

Review Question	Sub-Questions	Evaluation Approach	Data Source
<p>How should the City determine the resources necessary to do the work?</p>	<p>How were the current staffing levels in the Departments determined?</p>	<ul style="list-style-type: none"> — Compare historical headcount data with service level information — Determine past / current staffing strategy for Departments — Determine staffing decision making process 	<ul style="list-style-type: none"> — Headcount data — Service level volumes (i.e. number of transactions) — Interviews with Department heads
	<p>Are the current staffing levels in the Departments appropriate?</p>	<ul style="list-style-type: none"> — Develop activity model to quantify required supply (i.e. current staff levels) based on current and future demand (i.e. units of service) — Solicit feedback from industry and residents on service expectations (e.g. waiting periods, etc.) — Compare staffing levels to comparable municipalities, where information is available — Assess whether current staffing levels are appropriate given the demands and customer expectations — Identify staffing level improvements 	<ul style="list-style-type: none"> — Headcount data — Service level volumes (i.e. number of transactions) — Interviews / workshops with Department staff and heads — Consultation with industry representatives — Consultation with residents — Cross jurisdictional review
<p>How should the City be organized to effectively do the work?</p>	<p>How are Departments organized to deliver services?</p>	<ul style="list-style-type: none"> — Determine how each of the City's Departments are structured to deliver services consider: <ul style="list-style-type: none"> – Layers and spans of control – Reporting relationships – Organizational approach (e.g. matrix, function, etc.) 	<ul style="list-style-type: none"> — Organizational charts — Interviews / workshops with Department heads
	<p>Is the organization 'fit for purpose'?</p>	<ul style="list-style-type: none"> — Determine how the City's organizational structure compares to other municipalities for similar services — Define the design principles / criteria for the organization — Assess the degree to which the current structure aligns with these design principles / criteria 	<ul style="list-style-type: none"> — Cross jurisdictional review — Interviews / workshops with Department heads

Review Question	Sub-Questions	Evaluation Approach	Data Source
		<ul style="list-style-type: none"> — Identify organizational structure improvements to be made 	
<p>How do the fees relate to the service provided?</p>	<p>What fee does the City charge for each service?</p>	<ul style="list-style-type: none"> — Review the fees charged for each City service and historical changes (i.e. past 5 years) — Determine how fees were set and are adjusted, based on the City’s Fees & Charges Policy 	<ul style="list-style-type: none"> — Service / fee list — Interviews / workshops with Department heads
	<p>Are fees appropriate to the service delivered?</p>	<ul style="list-style-type: none"> — Assess whether the fees are sufficient to cover the base costs of delivering the service, and whether the fee structure supports revenue expectations for the Department — Solicit feedback from industry and residents on the fees charged in terms of: <ul style="list-style-type: none"> – Value received – Appropriateness of fee relative to the service provided — Compare fees to comparable municipalities, where information is available 	<ul style="list-style-type: none"> — Service costing studies undertaken and / or financial data for Department — Consultation with industry representatives — Consultation with residents — Cross jurisdictional review
<p>How do the City’s processes, procedures, fees, and delivery structure compare to similar sized cities?</p>	<p>See previous questions</p>	<ul style="list-style-type: none"> — See above 	<ul style="list-style-type: none"> — Cross jurisdictional review

Appendix 6 Additional Options for Consideration

High Value, High Complexity Options

Options that have been either ranked as low in value, low in complexity or high in value, high in complexity are located in the 'consider' quadrants. These are options that the City should consider for implementation after the Quick Wins have been implemented / assessed for implementation. The High Value, High Complexity Options are described below:

#	Option	Rationale	Department
11	<p>Review roles / functions / org structure</p> <ul style="list-style-type: none"> — Further examine internal roles and responsibilities (not all staff are properly oriented to their jobs). — Review departmental names / organization to ensure that the structure makes sense from a service delivery perspective as well as a customer perspective — Revise job descriptions to include the roles of staff as connectors and advocates of economic development 	<p>Issues such as the lack of enforcement by Development Officers and the time spent on admin activities by Planning staff suggest that not all staff are oriented to their roles. Along with activity modelling to identify where time is spent, further examination of roles and responsibilities will help to optimize the application of resources to tasks. Also, the organization of the division itself is confusing to customers (e.g. I&L is in Planning Services but the public calls Development Services with development permit questions).</p>	<p>I&L PLN ENG ES</p>
12	<p>Engage in a Comprehensive Fee Review</p> <ul style="list-style-type: none"> — Further examine the current fee structure the City utilizes to assess cost recovery, value, and comparability to other municipalities — Assess trade-offs of changes in fees for development / growth purposes, vs. the internal costs of providing these services 	<p>The options discussed further in the "Low Value, Low Complexity" section discuss the need for a comprehensive fee review. While each fee adjustment itself may rank lower on the priority scale, the need for a review of fees overall is considered a high priority option. For further detail, please refer to options B1-B6 in the next section.</p>	<p>I&L PLN ENG</p>
13	<p>Introduce a Building Grade Certificate inspection before building permits are issued</p>	<p>Engineering has expressed the need for a formalized Building Grade Certificate inspection to be put in place before a Building Permit is issued, as there have been many instances where Development Permit conditions are not met, causing issues that affect neighboring properties. The lack of an inspection negatively affects the City, the homeowner, and residents neighboring the property.</p>	<p>I&L ENG</p>

<p>14</p>	<p>Incorporate the range of services into a one-stop online self-service portal (in progress for Inspections & Licensing)</p> <ul style="list-style-type: none"> — Enable customers to make full submissions, payments, and track the status of their applications / permits / licenses online (in progress for Inspections & Licensing; not started for Engineering or Planning services) — Accept all applications and submissions electronically (including engineering drawings) 	<p>While the City is currently moving towards a more robust set of self-service options – in particular in the I&L department – staff acknowledged the desire to firm up plans to bring Engineering, Planning, and Emergency Services online with self-service options. This would further reduce manual processing of applications while increasing transparency and consistency. External stakeholders commented that the functionality of self-service options should include the ability to apply for all permits and inspections online, to attach all required documentation directly to the online application package, and to increase tracking capabilities for the status of applications as well as enable the viewing of outstanding conditions. Considerable dissatisfaction was expressed with the current MyCity set-up and it was requested that consultation with users be a priority for future updates.</p> <p>Progress Note: Due to the point-in-time nature of this Money for Value Review, it is important to note that substantial progress has been made regarding this option. The T4 testing sessions have been completed and significant improvements in MyCity and self-service options have been noted.</p>	<p>I&L PLN ENG ES</p>
<p>15</p>	<p>Implement a Customer Relationship Management (CRM) system that effectively captures customer interactions.</p> <ul style="list-style-type: none"> — Enter all customer inquiries and interactions into a system to manage information on customer interactions 	<p>There is presently no Customer Relationship Management (CRM) system / processes in place to consistently track and manage inquiries, questions, etc. from applicants. Utilizing a CRM system would increase the consistency of responses to inquiries, as well as inform staff of the nature and contents of prior interactions with customers. While a cheap solution could be achieved via spreadsheets, proper CRM systems can be relatively inexpensive to implement and easy to utilize.</p>	<p>I&L PLN ENG ES</p>

16	<p>Assign Case Managers to guide customers through project stages as a single point of contact</p> <ul style="list-style-type: none"> — Assign Case Managers (CM) to guide applicants through each stage of a project as a single point of contact, with a formalized 'hand-off' of the project from one CM to the next — Leverage the role of Case Managers to create more accountability between and within departments for reviews and referrals 	<p>Consulted members of industry reported that it would streamline the customer experience to have a Case Manager to shepherd projects through the system. These shepherds would be experienced in project management, understand the customer's obligations, and keep departments accountable to timelines. Staff noted that it would be valuable to have conversations with developers to identify steps and milestones that would contribute to structuring appropriate hand-off points and accountabilities.</p>	I&L PLN ENG ES
17	<p>Create a distinct "homeowner center" to address specific inquiries for inexperienced applicants</p>	<p>Vancouver has a separate "homeowner center" where service provisions are targeted directly at homeowners. This is a way of managing different levels of service and effort that are required to provide support to these applicants without contributing to delays for knowledgeable, experienced developers.</p>	I&L PLN ENG
18	<p>Move towards full digitalization of processes by enforcing the use of digital copies</p> <ul style="list-style-type: none"> — Discard paper copies after they have been scanned into the system. — Store a single, electronic master copy of all plans in a centralized location that is able to be viewed / updated cross-functionally. 	<p>Staff have identified that the majority of processes are performed manually, rather than through a standardized, "global" information system. While full digitization has been identified as a desired future state, this process has been slow and uneven across departments, mainly due to budget differences. Also, many staff prefer paper and resist these changes.</p>	I&L PLN ENG ES
19	<p>Have all City-issued licenses expire on their anniversary date instead of all at the same time of year</p>	<p>Many large municipalities do this, including Edmonton, Calgary, Medicine Hat, and Grande Prairie. The City also did this prior to the Tempest implementation, when the system was altered such that all licenses will expire on January 1st. Staggering the expiration dates prevents large spikes of work at a single point in the year.</p>	I&L

Low Value, Low Complexity Options

The Low Value, Low Complexity Options are described below:

#	Option	Rationale	Department
20	<p>Development Officer Resource Adjustment</p> <ul style="list-style-type: none"> Adjust resourcing regarding Development Officers to increase capacity to focus on core service delivery and enforcement to increase service quality and adherence to service levels. 	<p>Add a Development Officer (DO), hire a dedicated Enforcement Officer or contractor to take over the enforcement component of the DO role that they do not have capacity to perform, or re-allocate enforcement duties from DOs to other staff with available capacity. Activity modelling will grant further insight into this issue and potential pockets of capacity among other staff.</p> <p>Progress Note: After the implementation of T4, it was noted that the capacity of Development Officers has increased. This option has been decreased in value as a result and should be considered in the future, depending on the state of the economy and city growth.</p>	I&L
21	<p>Formalize Cross-Functional Training</p> <ul style="list-style-type: none"> Implement cross-functional training across departments for increased process efficiency and less risk of knowledge loss due to turnover. Formalize process documentation to facilitate cross-functional training (e.g. Heritage Manual) 	<p>One theme that arose throughout internal stakeholder engagement was that the departments operate in silos. Cross-functional training / sharing of knowledge will empower staff, diffuse specialized knowledge across multiple people, and build end-to-end understanding of processes as they move through departments.</p>	I&L PLN ENG ES
22	<p>Formalize Training for Front-Desk Staff</p> <ul style="list-style-type: none"> Develop a comprehensive training sequence that utilizes a combination of classroom learning, job shadowing and field experience Supplement front desk staff with specialized staff (e.g. rotating SCOs). 	<p>Customers reported that while front-desk staff are friendly and courteous, they often do not have the knowledge to answer inquiries. By comparison, Calgary has a rigorous 3 month training program with 7 weeks in school, and 5 weeks doing job shadowing.</p>	I&L ENG
23	<p>Charge for Permits / Services Without Fees</p> <p>Such permits / services include:</p> <ul style="list-style-type: none"> Excavation Permits 	<p>Other municipalities include excavation permit fees in the development permit or have a separate fee (e.g. Grande Prairie charges \$100, while Calgary ties it with stripping and grading for about \$1200). Municipalities such as Grande</p>	I&L PLN ENG

#	Option	Rationale	Department
	<ul style="list-style-type: none"> — Redesign / Revision Fees: for applications that require significant revisions to the original. — Re-circulation Fees: for applications that require re-circulation to stakeholders 	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>Adjust Security Deposits for Developments</p> <ul style="list-style-type: none"> — Adjust security deposit levels to better reflect the level of risk The City takes on with regard to the possibility of a developer defaulting 	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>Adjust Use of Streets Permit Fees</p> <ul style="list-style-type: none"> — Review the rationale behind the application of the one-day base fee (\$50) versus the long term fee (\$7.50 or \$15 per unit month) 	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>Differentiate Fee Levels for Homeowners vs. Developers (Level of Sophistication)</p> <ul style="list-style-type: none"> — Charge fees that reflect the level of time / effort required by staff for applicants based on experience / sophistication of knowledge (or at least track time spent with each segment to understand cost drivers) 	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>Assess Whether Simplicity of Fee Structure Appropriately Reflects the Tiers of Service Delivery</p> <ul style="list-style-type: none"> — Review the granularity of Development Permit and Subdivision Fees — Review Residential Development Permit fees 	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	Offer Fee Discount for Online Applications to Encourage Channel Use	To increase the utilization of online channels for application submissions (and thereby incentivize the provision of digital documents, facilitating the transition to digitization), The City can provide a small fee reduction for applicants who submit their applications electronically.	I&L
29	Use Standardized Checklists to Assess Application Completeness	All municipalities compared are utilizing standardized checklists for applications to ensure completeness, either attached to the form or through their IT system.	I&L PLN ENG
30	Reduce the Number of Referrals <ul style="list-style-type: none"> — Remove unnecessary referral circulation steps (i.e. small, permitted use applications). — Only send referrals to necessary stakeholders. — Activity modelling (Option G2) will assist in identifying who provides value added comments on which applications, which referrals do not log time and may not be needed for certain types of applications or certain customer segments, etc. 	Currently, there is no effective tracking of referral timelines to assess the efficiency of these processes. Some municipalities, such as Edmonton, only circulate complex commercial, discretionary use Development Permits; pieces that require public consultation and engineering drawings. External stakeholders indicated that issues with large numbers of referrals are compounded by a lack of coordination between departments in the review process resulting in conflicting comments and delays, that staff / departments are not held accountable to project timelines, and that there are insufficient staffing levels to meet process demands.	I&L PLN ENG ES
31	Involve Legal and City Manager earlier in complex application reviews to align expectations	<p>Planning staff indicated that the Legal department and the City Manager often provide comments on applications late in the review process that trigger significant re-work on the part of Planners. Involve these stakeholders earlier in the process to align expectations and decrease chances of late-in-process barriers.</p> <p>Progress Note: Due to the point-in-time nature of this Money for Value Review, this option has been completed in July of 2016.</p>	PLN

#	Option	Rationale	Department
32	Formalize the Processing of Development Permits and Re-Zoning Permits in Parallel	There is an opportunity to generate some efficiencies by pushing the processing of Development Permits and Re-zoning applications in parallel where possible, since the information required overlaps significantly. This another bundling opportunity where wherein applicants requiring both services could submit a single application, cutting down the number of documents to be processed and moving from multiple points of contact to a single point of contact.	I&L PLN
33	Formalize prioritization of requests for service or complaints based on emergency and severity	Similar to the risk based approach to inspections (Option D3), those service requests that are deemed to be the highest priority in terms of safety and risk should be identified and tended to through the use of a formalized risk matrix – both moving forward and with respect to backlogs.	I&L ES
34	Introduce online “wizards” which provide direction to the right bylaw / requirements and other self-service tools to customers	Other municipalities have a variety of unique and value-adding self-service tools: interactive permit application fee calculators, interactive plans / guides demonstrating process flow and the associated timelines, online payment and / or status tracking of permits, etc.	I&L PLN ENG
35	Formalize “warm transfers” for inquiries to that staff understand customer needs before transfers	Staff have identified that large numbers of inquiries / complaints are incorrectly routed; if staff take the time to understand a customer’s needs before passing the call to another department it would reduce the number of these calls that consume significant portions of staff time (particularly in I&L). A formalized policy for staff to pinpoint the nature of the inquiry, and decision criteria for where a call should be routed would contribute to the effectiveness of warm transfers.	I&L PLN ENG ES
36	Provide Pro-Active Case Management	Feedback from external stakeholders suggests that The City could improve processes by increasing transparency. ThinkTank participants identified that process requirements are often not identified or communicated to applicants early enough in the process, including	

#	Option	Rationale	Department
		outstanding information. In addition, participants reported that there is limited clarity around process timelines and no proactive notifications around process status or delay.	
37	<p>For more complicated applications, push applications through a different service stream</p> <p>Utilize self-service kiosks to mitigate the volume of work that reaches the front desk</p> <p>Create a separate customer service line for less experienced individuals who will require more staff time than frequent customers</p>	Best practices include differentiated service for customers with varying levels of experience; this could include 'self-service' kiosks targeted at homeowners, contractors, etc. A 'banking model', with a separate line at the front counter for homeowners (or expedited service for permits that can be approved instantly) would help staff to provide appropriate levels of assistance to different customers.	I&L ENG
38	<p>Enhance available communications materials / campaigns and direct customers towards them</p>	Noting that many homebuilders may only use the system once, it is likely that finding ways to channel homeowners to utilize information resources (the website, information packets, etc.) is a more effective means of education than acute alternatives such as targeted home owner, contractor / consultant, realtor, etc. campaigns. Many current materials are out-of-date or inconsistent, with different versions of applications causing confusing for customers. The development of professionally-made, consistent materials such as quick-start manuals may reduce inquiries. I&L is now working with Communications to improve some of the website material.	I&L PLN ENG ES
39	<p>Evaluate hardware in Engineering that inhibits staff productivity and update that which will generate the largest efficiency gains</p>	Engineering staff indicated that the archaic hardware they are currently using has a negative impact on efficiency and effectiveness.	ENG
40	<p>Provide additional staff training on saving and categorizing documents electronically in eDocs</p> <p>— Formalize a policy outlining document naming conventions, archiving and disposal improve the ease of finding information.</p>	Staff reported that information on the data management system is difficult to access. Implementing formalized protocol will create consistency in how documents are archived and will allow for the easy identification and accessibility of documentation.	I&L PLN ENG ES

#	Option	Rationale	Department
41	Add excavation and stripping & grading etc. permits into Prospero so that I&L can assist in compliance activities	Excavation permits, delivered through Engineering, are not always obtained and un-permitted work occurs as a result. While in the field, Inspections & Licensing inspectors could flag this – and other –unpermitted work to Engineering via Prospero to close the loop on these instances and support enforcement.	I&L ENG
42	Automatically initiate the expiration, renewal and extension processes for licenses	Automation will reduce the need for staff to initiate these processes, saving time and increasing consistency.	I&L

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July 10, 2017

Turning Point Society of Central Alberta's Request for Letter of Opinion

Community Services

Report Summary & Recommendation:

The Alberta Health Ministry has initiated a study of Supervised Consumption Services in eight different communities across Alberta in response to the opioid crisis. In Red Deer, Turning Point Society has been designated as the project lead and a "Red Deer Coalition on the Opioid Crisis" has been formed to undertake a needs assessment for a Supervised Consumption Service.

The Coalition has been working on a two-phase needs assessment with a completion date of September 30, 2017. However, on June 28 the group was informed by Alberta Health that this work must be submitted by July 31, even if not complete.

Turning Point Society has submitted a subsequent letter (undated) outlining the change in timelines and is requesting a formal position from Red Deer City Council within two weeks.

It is considered that the request from Turning Point Society on behalf of Alberta Health related to the timelines is unreasonable. This kind of initiative requires careful study and community consultation.

It is therefore recommended that City Council urgently request the Alberta Community Council on HIV and The Chief Medical Officer of Health to allow for the full completion of the two-phase needs assessment as originally outlined.

City Manager Comments:

I strongly support the recommendation. The new timeline for the needs assessment is not adequate to complete the study as proposed and consult with the community.

Craig Curtis
City Manager

Proposed Resolution

Resolved that Council of The City of Red Deer having considered the report from Community Services dated July 10, 2017 re: Turning Point Society of Central Alberta's Request for Letter of Opinion hereby agrees:

1. To make a written request to the Alberta Community Council on HIV and the Chief Medical Officer of Health to allow the full completion of the two-phase Needs Assessment as originally outlined with the original completion date of September 30, 2017; and
2. That Council of The City of Red Deer be provided with a completed copy of the two-phase needs assessment; and
3. That after reviewing the report, The City of Red Deer submits their position on the matter no later than December 31, 2017.

Background:

Social Planning has been representing The City of Red Deer at the *Red Deer Coalition on the Opioid Crisis (RDCOC)* since its first meeting in January 2017. This coalition includes members from Turning Point, Alberta Health Services (including the Medical Officer of Health, Public Health and Addictions & Mental Health), Red Deer College's Nursing Faculty, Safe Harbour Society, Red Deer Primary Care Network, RCMP, Vantage Community Services, McMan Youth, The City of Red Deer and individuals with lived experience.

One of the first assigned tasks for this group has been to explore the concept of *Supervised Consumption Services*. Funding has been made available through the Government of Alberta's Health Ministry for all Alberta Community HIV Fund Agencies to complete a *Needs Assessment*. These *Needs Assessments* are occurring across Alberta in eight different communities. In Red Deer, the representative agency is Turning Point and they are the project lead for this initiative. To provide consistency, the University of Calgary's Faculty of Medicine has taken lead on research for several communities. Dr. Katrina Milaney will oversee the research for Calgary, Medicine Hat, Lethbridge and Red Deer.

The *Needs Assessment* is intended to accomplish the following:

- Answer the questions: Is Red Deer a city that needs *Supervised Consumption Services*? What are the services needed?
- Understanding the burdens of drug usage
- Explicit understanding of the needs of people who use drugs
- Answering the broader concerns including identification of barriers
- Informing a federal exemption application (if required)

An outline of the primary (current state) and secondary (future state) needs assessment (see Appendix A) was adopted by the coalition, and a deadline of September 30th, 2017 was assigned, as per the funder's original request. While this timeline was ambitious, both Turning Point and the RDCOC members felt it was manageable.

On June 28th it was shared with the RDCOC that Turning Point had received emails from both their funder (*Alberta Community Council on HIV*) and the Chief Medical Officer of Health for Alberta Health regarding revised timelines. As per the attached letter (Appendix B), the following is being requested prior to July 31, 2017:

1. Population Data (use data for substances, services/supports, supplies, etc.)

2. A roll-up of the core client surveys for *Supervised Consumption Services* (Minimum 100 participants)
3. Readiness Data (e.g., views of *Supervised Consumption Services* from local leaders such as City Council & RCMP)
4. Role of Alberta Health Services
5. Relevant contextual information

It was also made known to the *Red Deer Coalition on the Opioid Crisis* that any funding would be contingent on the completion of the above.

Turning Point has also submitted a letter outlining the change in process, and requesting a formal position from City Council. (Appendix C)

Discussion and Analysis:

The new timelines imposed by the *Alberta Community Council on HIV* and the *Chief Medical Officer of Health* are unreasonable. The original timelines, with a September 30th deadline, were already ambitious. Diminishing the amount of time and relevant date, may result in missed opportunities for assisting individuals in a holistic manner. A strategy for new harm reduction amenities needs to be supported by quality research, data and consultation. The shortened process is not allowing for the completion of this important research.

Included in the original *Needs Assessment* was also a secondary phase that discussed the implementation and potential service delivery of a site delivering *Supervised Consumption Services*. It is important to take into account the amount of public consultation that has occurred with the community. Turning Point has yet to complete this important work, and would be unable to summarize what has been voiced in these important discussions. The City also has acknowledges that it will have an important role as the land-use authority in any further discussions related to a site for *Supervised Consumption Services* in Red Deer.

Recommendations:

Administration recommends that Council of The City of Red Deer:

- 1) Makes a written request to the *Alberta Community Council on HIV* and the *Chief Medical Officer of Health* to allow the full completion of the two-phase *Needs Assessment* as originally outlined with the original completion date of September 30, 2017.
 - 2) That the Council of The City of Red Deer be provided with a completed copy of the two-phase needs assessment. After reviewing the report, The City of Red Deer submit their position on the matter no later than December 31, 2017.
-

Appendix A:

Section	Category	Elements	Data Collection Method
Primary Needs Assessment - Current State			
Statistical Data	Population Data	Total city population	
		Drug using population (incl. estimates on consumption method preferences - injecting, inhaling, etc.)	
		% of the estimated drug using population SCS would benefit; % of the estimated drug using population that would use SCS.	
	Use Data	what drugs are being used	
		where are drugs being used	
		Current support and health services available in the area (incl. addiction services, private or AHS facilities, etc.)	
		Harm reduction supply debris in the city (e.g. used needles) overdose and fatality data	
STBBI rates in the area	HIV, HCV		
Readiness	Willingness of Municipality	Demonstrated willingness of citizens, officials, enforcement, community organizations, etc. to support SCS in their city	
		Proposed location(s), as informed by the client willingness, population and use data.	
	Willingness of Potential Clients	Any criteria the drug using population has for SCS and using SCS.	
		what is needed to support the potential clients of the SCS - health services, social supports, food security; etc.	
	Role of AHS	How is AHS integrated into the needs assessment	
Secondary Assessment - Future State (To be completed only after Alberta Health Approves and Provides Direction on Primary Assessment)			
Operations	Model of service delivery	Proposed model for SCS (e.g. multiple sites, mobile, stand alone site)	
		Bylaw assessment and review of relevant municipal/provincial laws	
		How is AHS integrated into the SCS model; how will services be delivered	
		Services to be available to clients	
		Hours of operation and location(s)	
	cost assessment (budget)	estimated cost per visit (e.g., per injection)	
	cost effectiveness		

Appendix B:

Good Afternoon,

The email sent to you by ACCH about the supervised consumption service (SCS) needs assessments has just come to my attention and I feel it is important to provide clarification. As you know, the Government is committed to making these services available, where needed, as quickly as possible. As such, the Minister's Office inquired about the ability to expedite the needs assessments within the resources provided by the grant agreement. In our discussion, ACCH indicated that each of you, by the end of July, would be in a position to provide preliminary findings related to:

1. Population data (use data for substances, services/supports, supplies, etc.),
2. A roll up of the core client surveys for SCS (100+ participants)
3. Readiness data (e.g., views of SCS from local leaders)
4. Role of Alberta Health Services
5. Relevant contextual information

These are the previously agreed upon criteria for the needs assessments. No additional information is requested.

You are also likely aware that recommendations regarding SCS are one aspect of the opioid response being considered by the Minister's Opioid Emergency Response Commission. The intention was to share these preliminary findings with Commission members at the August meeting in order to provide a provincial context for SCS. The August meeting is not intended to determine funding allocations or final decisions on SCS in all communities.

Thank you for your continued efforts towards SCS and the opioid response. We appreciate your commitment to ensuring Albertans have the services they need.

Thank you and please let me know if you have any questions,
Karen

Karen Grimsrud, MD, MHSc, FACPM

Chief Medical Officer of Health

Office of the Chief Medical Officer of Health

Alberta Health

24th Floor, ATB Place North Tower

10025 Jasper Avenue

Edmonton AB T5J 1S6

Telephone: (780) 415-2809

Fax: (780) 427-7683

E-mail: karen.grimsrud@gov.ab.ca

Appendix C:



Red Deer City Council
Box 5008
Red Deer, AB
T4N 3T9

To: Mayor and Council,

Turning Point Society of Central Alberta is a community health organization and the local harm reduction agency in the central zone. We are responsible for sexually transmitted and blood borne infection prevention and support in the Alberta Health Services Central Zone.

In response to the overdose crisis in Red Deer and across the province, Turning Point Society of Red Deer has been tasked by the ACCH (Alberta Community Council on HIV) through Alberta Health Ministry to conduct a needs assessment to determine possible need for supervised consumption services in Red Deer. This needs assessment includes surveys related to the health of people who use drugs, interviews with stakeholders, and community consultations. As part of this mandate, Turning Point is also chairing a local coalition, the Red Deer Coalition on the Opioid Crisis (RDCOC), with key stakeholders in Red Deer. This needs assessment is being conducted province wide by 7 community health organizations in 8 communities.

As a part of this Ministry of Alberta Health mandated needs assessment, we would like to request a letter of position on Supervised Consumption Services from Council. Based on the timeline provided by Alberta Health, we would request this letter by July 31, 2017.

Thank you for your consideration. Please contact me at any time to request additional information or if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Sarah Fleck".

Sarah Fleck RN, BScN
Interim Operations Manager
Turning Point Society of Central Alberta
(403) 346-8858
sarah.fleck@turningpoint-ca.org

Cc: Ryan Veldkamp, Social Planning

4611 - 50th Avenue
Red Deer, AB T4N 3Z9
403-346-8858
turningpoint.rocks



DATE: July 12, 2017
TO: Sarah Cockerill, Director of Community Services
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Request for Letter of Opinion: Turning Point Society of Central Alberta

Reference Report:

Community Services, dated July 10, 2017.

Resolution:

At the Monday, July 10, 2017 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer having considered the report from Community Services dated July 10, 2017 re: Turning Point Society of Central Alberta's Request for Letter of Opinion hereby agrees:

1. To make a written request to the Alberta Community Council on HIV and the Chief Medical Officer of Health and to the Minister of Health and the Associate Minister of Health to allow the full completion of the two-phase Needs Assessment as originally outlined with the original completion date of September 30, 2017; and
2. That Council of The City of Red Deer be provided with a completed copy of the two-phase needs assessment; and
3. That after reviewing the report, The City of Red Deer submits their position on the matter no later than December 31, 2017.

Report back to Council:

No.

Comments/Further Action:

As per resolution.



Frieda McDougall
Manager

c. Intergovernmental Strategist



June 19, 2017

North of IIA Major Area Structure Plan – Hazlett Lake Environmental Reserve Amendment Bylaw 3554/A-2017

Planning Department

Report Summary and Recommendation:

Hazlett Lake is a wetland of regional environmental significance. It is a prominent feature in The City's natural landscape and has been identified as a future park node.

The proposed amendment incorporates the Hazlett Lake Management Recommendations (HLMR) into the North of IIA Major Area Structure Plan (MASP). The amendment establishes minimum Environmental Reserve requirements to protect the lake from pollution. The amendment will maintain the ecological function and integrity of the lake to benefit wildlife and residents over the long term.

The proposed changes conform to *The Municipal Development Plan, The River Valley and Tributaries Park Concept Plan*, and the regulatory framework. They will protect Hazlett Lake from pollution.

Administration recommends Council support the first reading of Bylaw 3554/A-2017.

City Manager Comments:

I support the recommendation of Administration. If first reading of Bylaw 3554/A-2017 is given, a Public Hearing would then be advertised for two consecutive weeks to be held on August 21, 2017 at 6:00 p.m. during Council's regular meeting.

Craig Curtis
City Manager

Proposed Resolution:

That Council consider first reading of Bylaw 3554/A-2017 at this time.

Analysis:

The following provides the planning rationale for supporting the amendment to the North of IIA MASP.

- 1. The amendment will maintain the ecological function and integrity of Hazlett Lake for wildlife and residents over the long term.**
Establishing a minimum environmental reserve setback will prevent pollution from entering Hazlett Lake. This will also clarify the minimum setback requirements for the development of subsequent Neighbourhood Area Structure Plans (NASP).
- 2. The amendment incorporates the Hazlett Lake Management Recommendations.**
When the North of IIA MASP was first adopted the HLMR Report was still in development. The report has since been finalized and outlines recommendations for setbacks to prevent pollution from entering Hazlett Lake.
- 3. The amendment conforms to The City of Red Deer statutory plans and planning tools.**
The proposed amendment conforms to *The Municipal Development Plan* and supports the objectives and policies of Section 9.0 Environmental and Ecological Management. They also conform and support the recommendations of *The River Valley and Tributaries Park Concept Plan*.
- 4. The amendment conforms to provincial regulations and guidelines.**
The proposed amendment conforms to the Environmental Reserve regulations of the *Municipal Government Act* and takes into consideration the Government of Alberta guide *Stepping Back from the Water*.

Background & Discussion:

Background

The Queens Business Park stormwater drains into Hazlett Lake. In 2008, to ensure the Lake was being used responsibly administration undertook internal and external consultation. The culmination was a vision to maintain the ecological function and integrity of Hazlett Lake over the long term for the benefit of local wildlife and Red Deer residents. This has materialized into The Hazlett Lake Monitoring Program (2014), The Hazlett Lake Baseline Assessment (2014), and the Hazlett Lake Management Recommendations (2017). The proposed amendment will establish minimum Environmental Reserves requirements into the statutory framework to protect Hazlett Lake.

Environmental Reserve Requirements for Hazlett Lake

The HLMR report outlines setbacks from the lake for pollution prevention, wetland protection, wildlife habitat, and retaining trees. Administration has reviewed the recommendations within the scope of existing statutory plans, planning tools, provincial policy, and regulatory framework.

The proposed amendment establishes the minimum Environmental Reserve as the wetland area surrounding the lake plus a 20-metre setback. The minimum setback increases in areas with considerable slopes. It's estimated the maximum setback will be 63.5-meters in the steepest area north of the lake.

An estimate of the minimum environmental reserve setback is attached to this report. (See Appendix C)

River Valley and Tributaries Park Concept Plan

The North of IIA MASP has captured the direction set in the *River Valley and Tributaries Park Concept Plan* by identifying Hazlett Lake as a Major Park Node. The proposed amendment further strengthens the implementation of The River Valley and Tributaries Park Concept Plan (2010) by establishing minimum setbacks from the lake. These changes will ensure the lake and adjacent lands will be protected from pollution and conserved in their natural state or as Public Park.

Dialogue

Beginning in September 2016 administration actively engaged the adjacent land owners and interested parties. We have maintained open dialogue and met with all affected land owners. After initial consultation the proposed amendment was formally circulated to land owners again in April 2017. As a result of the dialogue process we have received comments from two parties. All submitted comments are supportive of the Environmental Reserve Setback.

One comment received from the dialogue process identifies a desire for development flexibility at the edge of the tree stand north of the lake. The tree stand is identified in the MASP as a future major park. Flexibility remains in the development of the NASP. This is when detailed land uses and their interaction with the natural environment are developed.

Appendices:

- Appendix A – Proposed Bylaw 3554/A-2017
- Appendix B – Proposed amendment for the North of IIA MASP
- Appendix C – Corresponding pages from approved (Jan 2016) North of IIA MASP
- Appendix D – Comparison of approved MASP and proposed changes
- Appendix E – Comments from affected landowners and stakeholders

Appendix A

Bylaw 3554/A-2017

Proposed bylaw amendment

Appendix B

Proposed Amendment to the North of 11A MASP

Proposed changes are limited to
subsection *Hazlett Lake Major Park
Node*

Proposed Amendment

5.4 Park Nodes and Regional Trail System

Hazlett Lake Major Park Node

The *River Valley and Tributaries Park Concept Plan* shows the Hazlett Lake area as a major node (about 40 hectares) to “protect and interpret the natural features.” A Multi-Neighbourhood Community Centre is considered to be the appropriate facility for the area and is shown along with the sports fields on the Generalized Land Use Concept map (Figure 5), adjacent to the open space around Hazlett Lake. The indoor and outdoor amenities could support a range of activities such as outdoor athletics, ecological interpretation, culture, and natural play for a variety of ages. This facility would focus on year round activities around Hazlett Lake and the nearby sports fields. It could contain ecological and historic interpretation similar to the programming offered by the Waskasoo Environmental Education Society at other facilities in Red Deer. Council, as part of the approval of the Capital Budget each year and the Capital Budget long-term plan, may decide the priority of the Multi-Neighbourhood Community Centre and other proposed recreation facilities.

The neighbourhood area structure plans shall identify:

- The legal bank of Hazlett Lake. The legal bank is the line that separates the crown owned bed and shore of the water body from the adjacent land
- Areas that may be in conflict with the *Wildlife Act*, the *Species at Risk Act*, and the *Migratory Bird Convention Act*. A Biophysical Impact Assessment or similar assessment tool completed by a qualified professional, approved by the municipality, may be required.
- The Environmental Reserve (ER) dedication adjacent to Hazlett Lake should be conserved in its natural state or as a public park. The ER dedication should comply with Section 664(1) of the *Municipal Government Act* and take into account recommendations in the 2017 *Hazlett Lake Management Recommendation Report* and the 2012 Government of Alberta guide *Stepping Back from the Water*.
- The Environmental Reserve requirements:
 - The purpose of a minimum ER dedication around the Hazlett Lake is to conserve the natural habitat of the wetland and prevent pollution that may damage the wetland area or Hazlett Lake.
 - The ER dedication should be defined as the area adjacent to the bed and shore that includes the field-delineated full extent of Hazlett Lake based on the wetland zones described by Stewart and Kantrud¹ plus a minimal additional 20-metre buffer for areas with a slope of less than 5%.

¹ Wetlands have been classified using the classification developed by Stewart and Kantrud. See Stewart, Robert E, and Harold A Kantrud. 1971. *Classification of natural ponds and lakes in the glaciated prairie region*. Washington, D.C: Resource Publication 92, Bureau of Sport Fisheries and Wildlife, U.S. Fish and Wildlife Service.

Proposed Amendment

- In order to mitigate pollution the ER dedication shall be increased beyond the minimum defined area by 1.5-metres for each 1% of slope greater than 5% if the average slope within the 20-metre buffer is greater than 5%.
- A geotechnical report completed by a qualified professional, as approved by the municipality, may be required to identify the depth of the groundwater and the soil substrate. If shallow groundwater or alluvium soils are detected at the edge of the minimum ER dedication, additional ER dedication or other mitigation measures will need to be determined. The additional ER dedication should be informed by the Government of Alberta 2012 guide *Stepping Back from the Water* and should include measures for preventing pollution.
- The Environmental Reserve will have a maximum eastern boundary defined by the current location of the C & E Trail or the quarter section line dividing the western and eastern half of 4-39-27-w4, whichever is most westward will define the maximum extent of the ER dedication.
- The ER dedicated lands shall remain in their natural state or be used as a public park. Proposed uses and development which may be considered in the ER dedication include the following:
 - Wildlife viewing areas
 - Designated nature trails
 - Installation of interpretive signage
 - Passive recreation such as picnic areas or playgroundsAll development and use shall be passive and ensure the natural habitat is preserved and that Hazlett Lake is protected from pollution.
- The City of Red Deer may develop plans and undertake development for the Hazlett Lake Major Park Node outside of the Neighbourhood Area Structure Plan. This includes the areas adjacent to Hazlett Lake including all ER dedicated lands.

Appendix C

Corresponding pages from approved MASP

Subsection *Hazlett Lake Major Park*
Node from the currently approved North
of 11A MASP

Currently Approved

Hazlett Lake Major Park Node

The *River Valley and Tributaries Park Concept Plan* shows the Hazlett Lake area as a major node (about 40 hectares) to “protect and interpret the natural features.” A Multi-Neighbourhood Community Centre is considered to be the appropriate facility for the area and is shown along with the sports fields on the Generalized Land Use Concept map (Figure 5), adjacent to the open space around Hazlett Lake. The indoor and outdoor amenities could support a range of activities such as outdoor athletics, ecological interpretation, culture, and natural play for a variety of ages. This facility would focus on year round activities around Hazlett Lake and the nearby sports fields. It could contain ecological and historic interpretation similar to the programming offered by the Waskasoo Environmental Education Society at other facilities in Red Deer. Council, as part of the approval of the Capital Budget each year and the Capital Budget long-term plan, may decide the priority of the Multi-Neighbourhood Community Centre and other proposed recreation facilities.

The neighbourhood area structure plans shall identify

- The legal bank of Hazlett Lake. The legal bank is the line that separates the crown owned bed and shore of the water body from the adjacent private land
- The buffer area to be preserved as natural space adjacent to the lake. This buffer area would include all sensitive environmental areas, enhanced wildlife corridors, and sufficient land for public access
- The Environmental Reserve requirements
- The uses and infrastructure proposed for various areas within the buffer area. Infrastructure such as wildlife viewing areas, designated nature trails, interpretative signage, and local concentrated areas for passive recreation i.e. picnic areas or playgrounds should be identified.

A Biophysical Impact Assessment should be prepared for development adjacent to Hazlett Lake.

The allocation of a portion of the dedicated Municipal Reserve and the Environmental Reserve should provide a reasonable setback for buildings from the lake while also providing an appropriate space for recreational activity while also enhancing wildlife habitat and corridors.

Appendix D

Comparison of currently approved and proposed changes

Subsection *Hazlett Lake Major Park*
Node from the currently approved North
of 11A MASP

5.4 Park Nodes and Regional Trail System

Hazlett Lake Major Park Node

The *River Valley and Tributaries Park Concept Plan* shows the Hazlett Lake area as a major node (about 40 hectares) to “protect and interpret the natural features.” A Multi-Neighbourhood Community Centre is considered to be the appropriate facility for the area and is shown along with the sports fields on the Generalized Land Use Concept map (Figure 5), adjacent to the open space around Hazlett Lake. The indoor and outdoor amenities could support a range of activities such as outdoor athletics, ecological interpretation, culture, and natural play for a variety of ages. This facility would focus on year round activities around Hazlett Lake and the nearby sports fields. It could contain ecological and historic interpretation similar to the programming offered by the Waskasoo Environmental Education Society at other facilities in Red Deer. Council, as part of the approval of the Capital Budget each year and the Capital Budget long-term plan, may decide the priority of the Multi-Neighbourhood Community Centre and other proposed recreation facilities.

The neighbourhood area structure plans shall identify

- The legal bank of Hazlett Lake. The legal bank is the line that separates the crown owned bed and shore of the water body from the adjacent private land

- The buffer area to be preserved as natural space adjacent to the lake. This buffer area would include all sensitive environmental areas, enhanced wildlife corridors, and sufficient land for public access

- The Environmental Reserve requirements

- The uses and infrastructure proposed for various areas within the buffer area. Infrastructure such as wildlife viewing areas, designated nature trails, interpretative signage, and local concentrated areas for passive recreation i.e. picnic areas or playgrounds should be identified.

A Biophysical Impact Assessment should be prepared for development adjacent to Hazlett Lake.

The allocation of a portion of the dedicated Municipal Reserve and the Environmental Reserve should provide a reasonable setback for buildings from the lake while also providing an appropriate space for recreational activity while also enhancing wildlife habitat and corridors.

Unchanged

Removed as more detailed requirements are proposed.

Added specific minimum ER requirements based on Hazlett Lake Management Recommendations (HLMR) Report: The Environmental Reserve requirements

- The purpose of a minimum ER dedication around the Hazlett Lake is to conserve the natural habitat of the wetland and prevent pollution that may damage the wetland area or Hazlett Lake.
- The ER dedication should be defined as the area adjacent to the bed and shore that includes the field-delineated full extent of Hazlett Lake based on the wetland zones described by Stewart and Kantrud Wetlands have been classified using the classification developed by Stewart and Kantrud. See Stewart, Robert E, and Harold A Kantrud. 1971. *Classification of natural ponds and lakes in the glaciated prairie region*. Washington, D.C: Resource Publication 92, Bureau of Sport Fisheries and Wildlife, U.S. Fish and Wildlife Service. plus a minimal additional 20-metre buffer for areas with a slope of less than 5%.
- In order to mitigate pollution the ER dedication shall be increased beyond the minimum defined area by 1.5-metres for each 1% of slope greater than 5% if the average slope within the 20-metre buffer is greater than 5%.
- A geotechnical report completed by a qualified professional, as approved by the municipality, may be required to identify the depth of the groundwater and the soil substrate. If shallow groundwater or alluvium soils are detected at the edge of the minimum ER dedication, additional ER dedication or other mitigation measures will need to be determined. The additional ER dedication should be informed by the Government of Alberta 2012 guide *Stepping Back from the Water* and should include measures for preventing pollution.
- The Environmental Reserve will have a maximum eastern boundary defined by the current location of the C & E Trail or the quarter section line dividing the western and eastern half of 4-39-27-w4, whichever is most westward will define the maximum extent of the ER dedication.

Restructured to be more consistent with the MGA: The ER dedicated lands shall remain in their natural state or be used as a public park. Proposed uses and development which may be considered in the ER dedication include the following:

- Wildlife viewing areas
- Designated nature trails
- Installation of interpretive signage
- Passive recreation such as picnic areas or playgrounds

All development and use shall be passive and ensure the natural habitat is preserved and that Hazlett Lake is protected from pollution.

Information added regarding provincial and federal acts: Areas that may be in conflict with the *Wildlife Act*, the *Species at Risk Act*, and the *Migratory Bird Convention Act*. A Biophysical Impact Assessment or similar assessment tool completed by a qualified professional, approved by the municipality, may be required.

Removed as more detailed requirements are proposed.

New statement for clarity and consistency with the MGA: The Environmental Reserve (ER) dedication adjacent to Hazlett Lake should be conserved in its natural state or as a public park. The ER dedication should comply with Section 664(1) of the *Municipal Government Act* and take into account recommendations in the 2017 *Hazlett Lake Management Recommendation Report* and the 2012 Government of Alberta guide *Stepping Back from the Water*.

New statement for clarity around parks planning: The City of Red Deer may develop plans and undertake development for the Hazlett Lake Major Park Node outside of the Neighbourhood Area Structure Plan. This includes the areas adjacent to Hazlett Lake including all ER dedicated lands.

Appendix E

Dialogue

From: Don Sandford <don.sandford@lansdowne.ca>
Sent: May 30, 2017 3:32 PM
To: David Girardin
Cc: Shawn Gordon
Subject: RE: Red Deer - North of 11A MASP Amendments

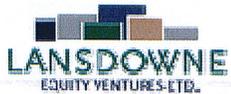
David:

Thank you for your inquiry. We have reviewed the amendments and believe that they represent an improvement over the original plan.

Our interpretation is that under the MGA the City cannot ask for more than what is on the black line in Figure 3 of the February 7, 2017 Westhoff Report. This is good news for developers including Lansdowne. The original recommendation for setbacks was unworkable. The set-back has been revised from 50 m to 20 m. LEV opposed in writing, the 50 m setback in the last round of comments. Secondly the slope impacts are mostly to the north and southwest of Hazlett Lake and have minimal impact on the LEV lands.

Note that these measurements are using LIDAR and will be adjusted with a real survey.

Don Sandford
Executive Vice President



#350, 295 Midpark Way SE
Calgary, AB T2X 2A8
Canada
www.lansdowne.ca

403 254 6440, ext 254
403 585 0024 cellular
403 254 6362 fax

COMMENT SHEET:

Would you like me to submit the formal comment sheet or is this email sufficient with the points below?

1. We are in agreement with the preservation of the wetlands immediately surrounding Hazlett lake but would point out that further work and studies need to be completed in order to define the eastern boundary of the environmental reserve as the current boundary follows the property line and the C&E trail without surveys and assessments done to define the actual environmental reserve and any future development potential of the remaining land.
2. We are in agreement with the preservation of the tree stand to the NW of Hazlett Lake but believe that there needs to be some accommodation and flexibility in future negotiations with the city to refine any minor reductions in the tree stand in order to be able to accommodate and ensure that the future development area is feasible

My contact information is below so feel free to contact me with any questions:

Kevin

Deloitte LLP
700, 850 - 2nd Street SW, Calgary, Alberta, T2P 0R8, Canada
Tel/Direct 403-503-1478 | Fax 587-774-5379 | Mobile 403-827-6958
kevnelsen@deloitte.ca | www.deloitte.ca



July 10, 2017

Land Use Bylaw Amendment- Omnibus Bylaw 3357/V-2017

Planning Department

Report Summary & Recommendation

City Administration has initiated this Land Use Bylaw (LUB) amendment to provide City staff and the public with clearer interpretation and implementation of the LUB.

Administration recommends Council support First Reading of Land Use Bylaw Amendment 3357/V-2017.

City Manager Comments

I support the recommendation of Administration. If first reading of the bylaw is given, a Public Hearing would then be advertised for two consecutive weeks to be held on August 21, 2017 at 6:00 p.m. during Council's regular meeting.

Craig Curtis
City Manager

Proposed Resolution

That Council consider first reading of the bylaw at this time.

Analysis

Administration supports the amendments based on the following rationale:

1. Compliance with City policy framework

The proposed amendments align with the LUB, the Special Event Permit Bylaw, and the Municipal Development Plan.

2. Clarification of practice for public and Administration

The changes will provide City staff and the public with clearer interpretation and implementation of the LUB.

Discussion

The amendments proposed under Bylaw 3357/V-2017 are the accumulation of a number of minor bylaw changes that have been requested by Administration in order to improve clarity and application of the LUB.

The amendment has been initiated to:

1. Exempt Special Event Permit temporary buildings from Development Permit requirements.
2. Expand Microbrewery definition to include micro distilleries.
3. Increase the lot area minimum in the R1WS Residential (Wide/Shallow Lot) District.
4. Update 'Figure 3A: Secondary Suites Neighbourhood Boundaries' map.
5. Clarify design criterion (xi) in the C5 Commercial (Mixed Use) District.

Please refer to Appendix B for the details and rationale for each of these amendments.

Municipal Planning Commission

The proposed amendment will be presented to the Municipal Planning Commission after First Reading and prior to the Public Hearing. Their recommendation will be provided in the Council presentation.

Appendices

Appendix A - Land Use Bylaw Amendment 3357/V-2017

Appendix B – *Figure 3A - Secondary Suites Neighbourhood Boundaries from current Land Use Bylaw for*

Appendix C - Omnibus Amendment details and rationale

Appendix A

Land Use Bylaw Amendment 3357/V-2017- Omnibus

BYLAW NO. 3357/V-2017

Being a Bylaw to amend Bylaw No. 3357/2006, the Land Use Bylaw of The City of Red Deer as described herein.

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

Bylaw No. 3357/2006 is hereby amended as follows:

1. Section **1.2(2)(d)** is amended to read the following:

Temporary Buildings erected in connection with the construction, marketing or alteration of an approved Development or Temporary Buildings erected pursuant to an approved Special Event Permit as identified on such Special Event Permit.

2. Section **1.3 Definitions. Microbrewery** is amended to read the following:

Microbrewery includes a micro-distillery and means a use where the small-scale production and packaging of alcoholic and non-alcoholic beverages takes place and includes distribution, retail or wholesale, on or off the premises, and includes at least one of the following: tasting room where guests may sample alcoholic beverages without charge, Drinking Establishment or Restaurant; The floor area devoted to the production and packaging shall be no more than 70% of the gross floor area.

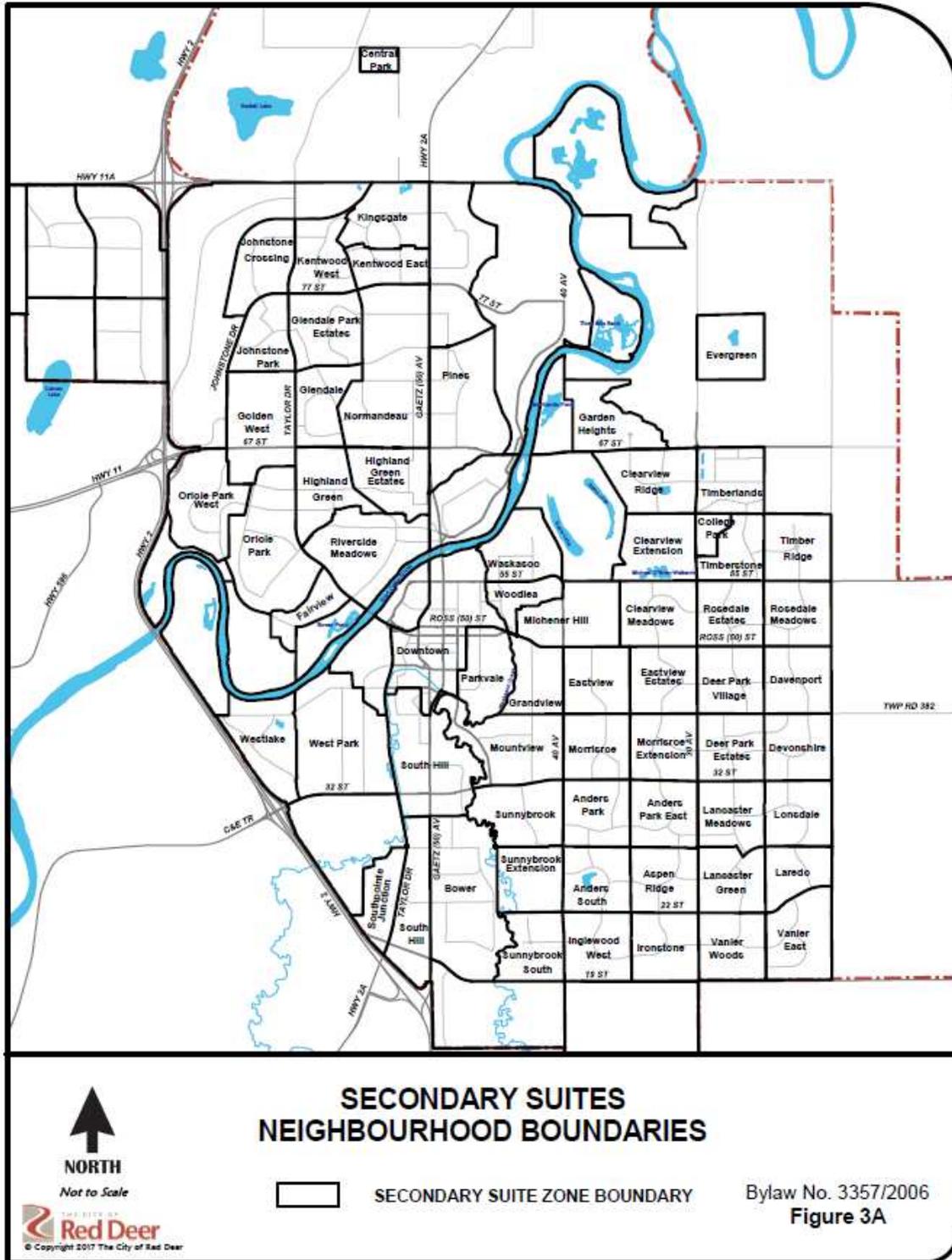
3. Section **3.26** is amended is amended by adding the following subsection **3.26(1)(c)**

Through a Special Event Permit

4. Section **4.1.2.2(a) Table 4.1.2 R1WS Regulations, Lot Area Minimum** is amended to read the following:

Lot Area Minimum	324m ²
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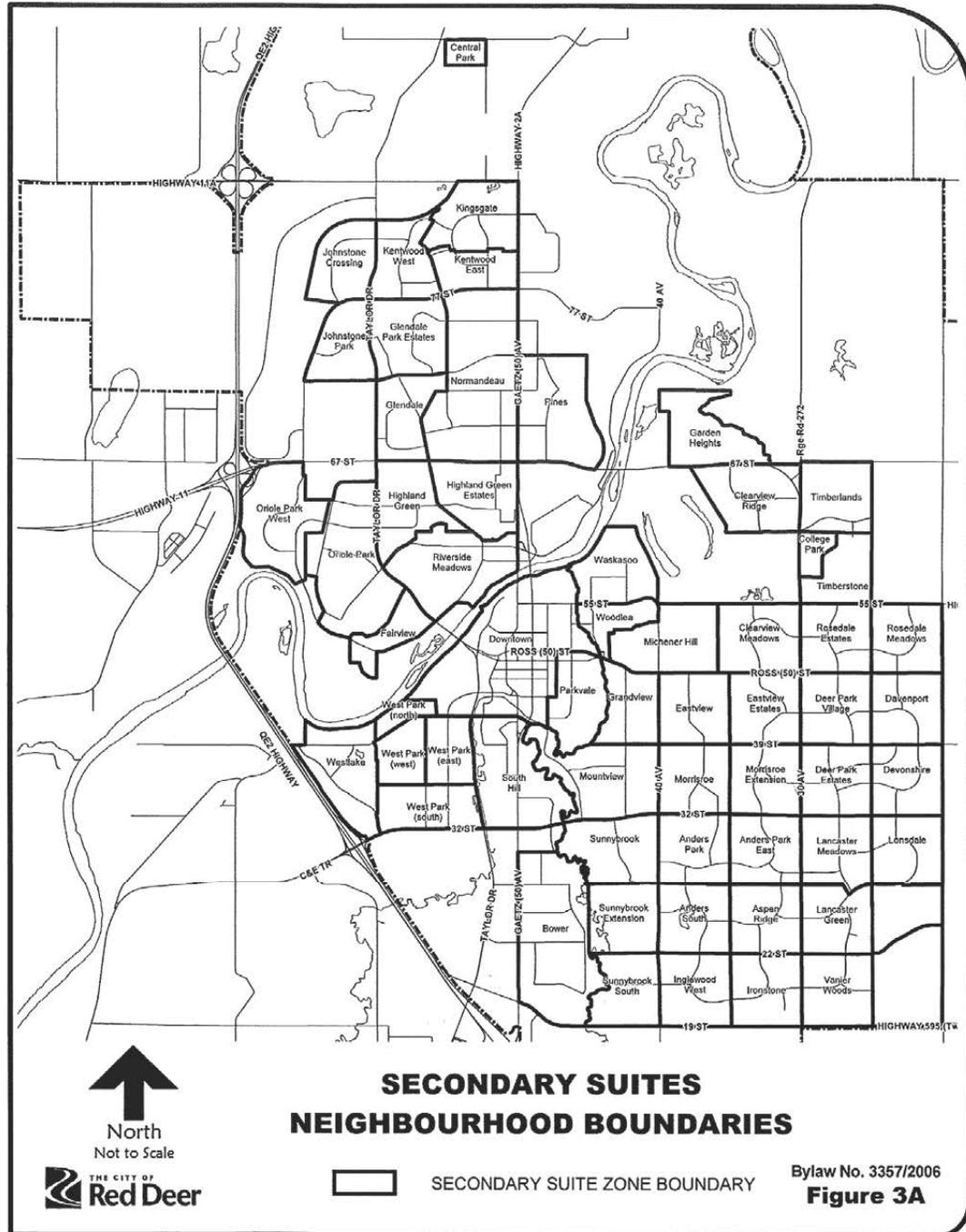
5. **Figure 3A: Secondary Suites Neighbourhood Boundaries** in Section **4.7.9** is amended in accordance with the attached **Figure 3A: Secondary Suites Neighbourhood Boundaries**



Appendix B

Figure 3A - Secondary Suites Neighbourhood Boundaries from current Land Use Bylaw for comparison

City of Red Deer Land Use Bylaw 3357/2006



Appendix C

Omnibus Amendment details and rationale

Report Ref. #	Bylaw Ref.#	Existing Bylaw	Proposed Amendment	Rationale
1	1 & 3	Administration currently requires a Development Permit for Temporary Buildings erected in conjunction with a Special Event Permit.	<p>Section 1.2 (2) Application of the Land Use Bylaw and Section 3.26 Temporary Buildings</p> <p>Exempt Temporary Buildings erected in conjunction with a Special Event Permit from needing a Development Permit</p>	Temporary Buildings erected in conjunction with a Special Event Permit (SEP) are monitored through the SEP process as well as the Building Permit process. A Development Permit (DP) is not needed as all regulations are addressed through the SEP and the Building Permit. Removing the DP requirement will result in permit efficiencies and fewer requirements for the applicant.
2	2	<p>Existing Microbrewery definition is the following:</p> <p><i>“Microbrewery means a use where the small-scale production and packaging of alcoholic and non-alcoholic beverages takes place and includes distribution, retail or wholesale, on or off the premises, and includes at least one of the following: tasting room where guests may sample alcoholic beverages without charge, Drinking Establishment or Restaurant; The floor area devoted to the production and packaging shall be no more than 70% of the gross floor area.”</i></p>	<p>Section 1.3 Definitions.</p> <p>Add ‘micro distillery’ to the Microbrewery definition</p>	The current definition of Micro-breweries may appear too restrictive and confuse applicants as to whether micro distilleries are also considered. Micro distilleries have different building code requirements than microbreweries. This is considered during the Building Permit process. Micro distilleries should therefore be added to the existing definition to clarify the applicability of the Land Use Bylaw for the applicant.

3	4	Currently the lot area minimum in the R1WS District is listed as 288m ² .	<p>Section 4.1.2.2(a) Table 4.1.2 (R1WS Residential (Wide/Shallow Lot) District).</p> <p>Increase Lot Area Minimum to 324m².</p>	<p>The existing lot area minimum may result in small lots that do not adequately reflect the intent of the R1WS District. The proposed increase of the lot minimum to 324m² was derived from R1WS frontage and depth regulations. This can help maintain wide shallow dimensions for R1WS lots by encouraging landowners to develop wider lots. Current R1WS lots created will continue to comply. This amendment will ensure a variety of housing options for residents.</p>
4	5	Existing 'Figure 3A: Secondary Suites Neighbourhood Boundaries' map is outdated	<p>Section 4.7.9 Secondary Suite Use Provisions and Development Regulations.</p> <p>Update 'Figure 3A: Secondary Suites Neighbourhood Boundaries'</p>	<p>This adds the areas with recently approved NASPs to the Secondary Suites Neighbourhood Boundaries map (Figure 3A). These boundaries define the neighbourhoods and are used to calculate the maximum 15% secondary suite threshold.</p>

5	6	<p>Existing Design Criterion 5.6.1.4 (xi) says the following:</p> <p><i>“The front elevation of any commercial or multiple family building exceeding 2 storeys in height shall be set back from the lower floors. Residential floors above any street level commercial shall be set back from the commercial level building face. As many residential units as possible shall view the street.”</i></p>	<p>Section 5.6.1.4 (xi) Design Criteria. C5 Commercial (Mixed Use) District wording changed to:</p> <p>When fronting a road right of way, the front elevation of any commercial or multiple family building exceeding 2 storeys in height shall be set back from the lower floors. Residential floors above any street level commercial shall be set back from the commercial level building face. As many residential units as possible shall view the street.</p>	<p>The wording “When fronting a road right of way” has been added for clarity. The intent of this design criterion was to ensure a street context pedestrian scale development. The amendment will focus the pedestrian emphasis where intended on the street frontage. This will ensure a pedestrian focus of street fronts for residents. The remaining text remains the same.</p>
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DATE: July 12, 2017
TO: Kimberly Fils-Aime, Planner
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Bylaw 3357/V-2017 – a Land Use Bylaw Amendment - Omnibus

Reference Report:

Planning Department, dated July 10, 2017.

Resolution:

At the Monday, July 10, 2017 Regular Council Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer hereby agrees to table consideration of the following items to the July 24, 2017 meeting of Red Deer City Council:

1. North of IIA Major Area Structure Plan – Hazlett Lake Environmental Reserve Amendment; and
2. Land Use Bylaw Amendment 3357/V-2017.

Report back to Council:

No.

Comments/Further Action:

This office will arrange for Bylaw 3357/V-2017 to be brought back for first reading on July 24, 2017.



Frieda McDougall
Manager

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



June 28, 2017

Land Use Bylaw Amendment 3357/X-2017

Rezoning of 4718-19 Street

Consideration of Second and Third Reading

Legislative Services

Report Summary & Recommendation:

Summary:

The attached report is being brought forward from the Monday, June 12, 2017 City Council meeting.

Recommendation:

That Council consider second and third reading to Land Use Bylaw Amendment 3357/X-2017.

Background:

At the Monday, June 12, 2017 Regular Council Meeting, Council gave first reading to Bylaw 3357/X-2017, an amendment to the Land Use Bylaw to redistrict 4718-19 Street from A1 Future Urban Development District to C4 Commercial (Major Arterial) District and A2 Environmental Preservation District.

In accordance with Section 606 of the Municipal Government Act, Bylaw 3357/X-2017 was required to be advertised for two consecutive weeks. Advertisements were placed in the Red Deer Advocate on June 16, 2017 and June 23, 2017. A Public Hearing will be held on Monday, July 10, 2017 at 6:00 p.m. during Council's regular meeting.

Proposed Resolution:

That Bylaw 3357/X-2017 (an amendment to the Land Use Bylaw to redistrict 4718-19 Street from A1 Future Urban Development District to C4 Commercial (Major Arterial) District and A2 Environmental Preservation District.) be read a second time.

That Bylaw 3357/X-2017 be read a third time.

Landfill Limitations on C2A & C4 Districts

This document outlines the landfill setback limitation placed on C2A Commercial Regional Shopping Centre and C4 Commercial Major Arterial Districts.

Comparison of C2A and C4 Commercial Districts

Prohibited uses from Landfill proximity are highlighted in grey.

C2A Commercial (Regional Shopping Centre) District	C4 Commercial (Major Arterial) District	Definitions:	Notes:
The general purpose of a Regional Shopping Centre District is to facilitate the development of regional trade centres, which also include services, offices and dwelling units as secondary functions, generally to serve The City and the region, as a whole.	The general purpose of this District is to facilitate the development of the primary location for trade and service related to automotive transportation and the automobile traveller, and other commercial land uses which are built at low densities, in planned centres, generally, to serve the city and the region, as a whole.		
Permitted Uses	Permitted Uses		
	(i) Commercial recreation facility.	Commercial Recreational Facility means a facility in which the public participate in recreational activity, and without limiting the generality of the foregoing, may include amusement arcades, billiard or pool halls, bowling alleys, fairs, gymnasiums, racquet courts, roller skating, and simulated golf but does not include a gaming or gambling establishment.	Commercial recreation facility is a discretionary use in C2A. (see below)
(i) Commercial service facility.	(ii) Commercial service facility.	Commercial Service Facility means a facility in which services are provided commercially to individuals, and without limiting the generality of the foregoing, may include: (a) services related to the care and appearance of the body such as a massage business, beauty shop, barber shop, tanning salon or fitness centre, (b) cleaning and repair of personal effects such as shoe repair, dry cleaning or laundering outlet, (c) care of small animals such as a small animal veterinary clinic or dog grooming salon, or (d) financial or insurance services outlet, real estate agency, travel agency, commercial school or day care but does not include Office, Funeral Home, or Crematorium.”	Commercial school and day care are prohibited by the Subdivision and Development Regulations
(ii) Merchandise sales and/or rental excluding all motor vehicles, machinery and fuel.	(iii) Merchandise sales and/or rental (minimum floor area for a building or a comprehensively designed group of buildings – 929.0 m2 (there is no minimum floor area for the units within the building(s)).		Motor vehicles, machinery and fuel are discretionary uses in C2A. (see below)
(iii) Office in total not to exceed 10% of the gross leasable area of the whole shopping centre.			Office is not a listed use in C4. It could be approved as a secondary function to the listed uses. Typically a commercial services facility.
(iv) Restaurant.	(iv) Restaurant.		Food establishments are prohibited by the Subdivision and Development Regulations
(v) Service and repair of goods traded in the C2A (Regional Shopping Centre) District, excluding motor vehicles	(v) Service and repair of goods traded in the C4 District.		
(vi) Signs (subject to section 3.3 and 3.4): (1) awning and canopy signs, (2) fascia signs, (3) free standing signs, and (4) projecting signs.	(vi) Signs (subject to section 3.3 and 3.4): (1) awning and canopy signs, (2) fascia signs, (3) free standing signs (4) projecting signs, (5) painted wall signs, and (6) existing billboards.		Painted wall signs are discretionary in C2A.
Discretionary Uses	Discretionary Uses		
(i) Above ground storage tanks for motor fuel including propane and used oil.	(i) Above ground storage tanks for motor fuel products including propane and used oil.		
(ii) Accessory building or use subject to section 3.5.	(ii) Accessory building or use subject to section 3.5.		

C2A Commercial (Regional Shopping Centre) District	C4 Commercial (Major Arterial) District	Definitions:	Notes:
(iii) Commercial entertainment facility.		Commercial Entertainment Facility means an enclosed facility in which: (a) a fee is charged to the public for the provision of a performance, or (b) a minimum fee is charged for admission to the facility or the sale of any item, food, or beverage therein, which includes the provision of a performance and, without limiting the generality of the foregoing, may include facilities for movies, live theatres, and dancing, but does not include an adult mini theatre or a facility in which lap dancing is performed, or a late night club.	The sale of food or beverage are prohibited by the Subdivision and Development Regulations.
(iv) Commercial recreation facility.			Commercial recreation facility is a permitted use in C4. (see above)
(v) Dangerous goods occupancy.	(iii) Dangerous goods occupancy.		
(vi) Drinking Establishment (adult entertainment prohibited and subject to section 5.7(8)).	(iv) Drinking establishment (adult entertainment prohibited and subject to section 5.7(8)). (v) Drinking establishment (adult entertainment permitted and subject to section 5.7(8)).		The sale of food or beverage is prohibited by the Subdivision and Development Regulations.
	(vi) Funeral Home.		
	(vii) Health and Medical Services		
(vii) Dwelling units above the ground floor.			Residential uses are prohibited by the Subdivision and Development Regulations.
(viii) Home occupations subject to section 4.7 (8).			Home occupation is not possible since residential uses are prohibited by the Subdivision and Development Regulations.
(ix) Hotel or motel.	(viii) Hotel, motel or hostel.		Residential uses are prohibited by the Subdivision and Development Regulations.
(x) Motor vehicle sales, service and repair, including the sale of fuel but excluding agricultural or industrial motor vehicles or machinery.			The sale of these items and the exclusions are permitted in C4 under merchandise sale. (see above)
	(ix) Merchandise sales and/or rental (no minimum floor area for a building or a unit within the building).		
(xvi) Outdoor display or sale of goods.	(x) Outdoor display or sale of goods.		
(xi) Parking lot.			
(xii) 1Dynamic Sign (subject to Sections 3.3, 3.4 and 7.15) which comprises no more than 25% of the Sign Area of a Free Standing Sign or Fascia Sign;			
	(xi) 1Billboard Signs (subject to section 3.3, 34 and 7.15)		
(xiii) Signs (subject to section 3.3 and 3.4): (1) a-board signs, (2) under canopy signs, and (3) painted wall signs.			
(xiv) Transportation, communication or utility facility.	(xii) Transportation, communication or utility facility.		
	(xiii) Warehouse.		The warehousing of food good may be restricted by the Subdivision and Development Regulations.
(xv) Outdoor storage.	(xiv) Outdoor storage.		
(xvii) Gaming to Gambling Establishment subject to section 5.7 (1) (g)	(xv) Gaming or Gambling Establishment subject to section 5.7 (1) (g)		This use is not prohibited, but the restriction on the sale of food or beverage would likely eliminate this as a viable use.
(xviii) Show Home or Raffle Home.			Residential uses are prohibited by the Subdivision and Development Regulations.



Originally Submitted to the
June 12, 2017 Council
Meeting.

May 26, 2017

Proposed Amendment of the Land Use Bylaw

Bylaw 3357 / X – 2017

4718 19 Street

Planning Department

Report Summary & Recommendation:

An application has been received to redesignate a ± 3.95 hectare (± 9.76 acre) parcel at 4718 19 Street.

From: A1 – Future Urban Development District
To: C4 – Commercial (Major Arterial) District, &
A2 – Environmental Preservation District

The proposed land use districts are consistent with the approved Sunnybrook South Neighbourhood Area Structure Plan (NASP) and the East Hill Major Area Structure Plan (MASP).

The Planning Department recommends Council give First Reading to proposed Bylaw 3357 / X – 2017.

City Manager Comments:

I support the recommendation of Administration. If first reading of Bylaw 3357/X-2017 is given, a Public Hearing would then be advertised for two consecutive weeks to be held on July 10, 2017 at 6:00 p.m. during Council's regular meeting.

Craig Curtis
City Manager

Proposed Resolution:

That Council consider first reading of Bylaw 3357/X-2017 at this time.

Report Details

Background:

The ±3.95 hectare parcel is situated in the Southbrook Neighbourhood on the north side of 19 Street on the east side of Piper Creek (See Figure 1). To the immediate north and east is future developable land that is still being used for agricultural purposes.

Figure 1 - 4718 19 Street.



The Sunnybrook South NASP identifies this area for Commercial (C2A or C4 type), Municipal Reserve, and Environmental Reserve. (See Appendices)

Discussion:

The applicant has applied to redesignate this property with the purpose of commercial development. Through a phased approach they intend to establish 6-7 separate commercial use buildings upon the lands over the next 3-5 years. They anticipate the initial development to be a 3-story retail/commercial facility.

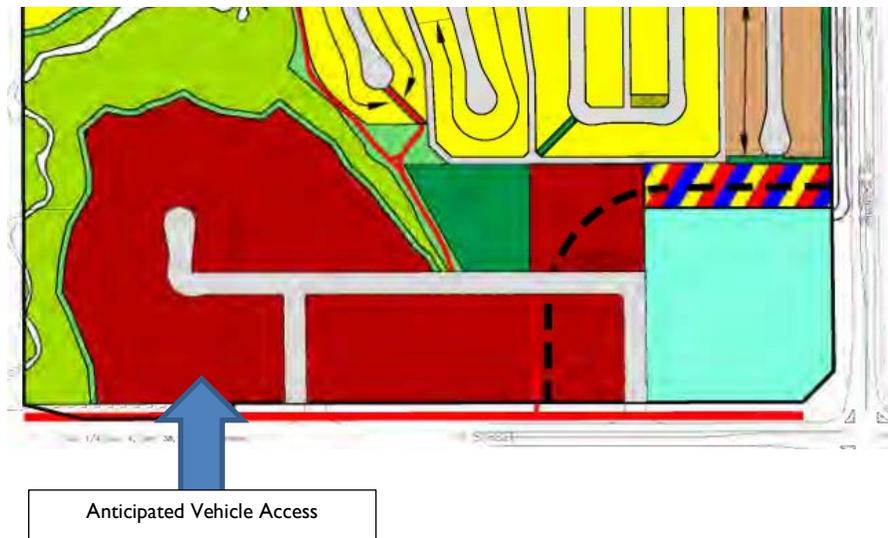
The property is located within the 300 metre setback of a non-operating landfill. The provincial Subdivision and Development Regulations' landfill setback prevents the establishment of a school, hospital, food establishment, or residential land use in the area. The applicant is aware of the constraints. Additionally, the applicant has submitted a Phase I Environmental Site Assessment (ESA), and is in the process of completing a Phase II ESA, and a Risk Management Plan (RMP). These documents will be

complete prior to second and third reading. They will appropriately explore the environmental hazards and propose mitigation measures for developing adjacent to a non-operating landfill.

The subject property is adjacent to the Piper Creek escarpment area. The applicant has submitted a geotechnical report to delineate the escarpment line. The escarpment area is proposed to be A2 Environmental Preservation District.

The Sunnybrook South NASP shows an area to be designated as Municipal Reserve (MR). The Municipal Reserve for this parcel had been deferred to the adjacent parcel in a previous subdivision and therefore MR is not owed. Nonetheless, the geotechnical recommendation requires a similar setback from the top of bank and conforms to the intent of the NASP. If the parcel is subdivided in the future, the entire A2 Environmental Preservation District will be acquired by The City as Environmental Reserve.

The NASP permitted the access to the commercial area to be relocated without a NASP amendment. The applicant is in the process of working with the Engineering Department on the proposed access. It is anticipated to be an all-turns intersection onto the property directly from 19th Street. There will not be a direct link between the commercial and residential area. Additionally, a Traffic Impact Assessment (TIA) study is in development and will be a requirement of a development permit.



The property is partially serviced at this time with water and stormwater servicing. Sanitary servicing will need to be further reviewed at the development permit stage.

The following table provides context for the two proposed land use districts.

C4 – Commercial (Major Arterial) District	A2 – Environmental Preservation District
<p>General Purpose</p> <p>The general purpose of the C4 District is to facilitate the development of the primary location for trade and service related to automotive transportation and the</p>	<p>General Purpose</p> <p>The general purpose of this District is to protect environmentally sensitive land by restricting development to minimal and environmentally</p>

<p>automobile traveler, and other commercial land uses which are built at low densities, in planned centres, generally, to serve the city and the region, as a whole.</p>	<p>compatible uses.</p>
<p>Uses: Examples include: commercial recreation facility, commercial service facility, merchandise sales, restaurant, drinking establishments, health and medical services, facilities, hotels, motels, etc.</p> <p><u>N.B.</u> The subject land is located within 300m of a non-operating landfill prohibits the following uses: school, hospital, food establishment, or residential use</p>	<p>Uses: Examples include: Natural vegetation, Parks, Cemetery, Recreational and sports activities, Utilities, etc.</p> <p>Special Provisions:</p> <ul style="list-style-type: none"> (a) All regulations of this district are subject to Commission approval. (b) After the passing of this Bylaw, no permanent building shall be erected on any site in this district. (c) Trees shall not be cut, felled or removed without prior approval of the Commission. (d) No aggregate extraction will be allowed.

Dialogue

The applications is consistent with the approve Neighbourhood Area Structure Plan and therefore was not circulated to adjacent landowners.

The proposed bylaw was referred to relevant City departments and external agencies. There weren't any objection to the proposed bylaw, but it was noted that several matters will have to be addressed at the development permit (DP) stage, including the provision of an acceptable Traffic Impact Assessment (TIA) and a Development Agreement (DA).

Analysis:

The proposed Land Use Bylaw amendment to redesignate the subject land to C4 – Commercial (Major Arterial) District and A2 – Environmental Preservation District is consistent with the Municipal Development Plan, The Easthill MASP, and the Sunnybrook South NASP. The proposed amendment will facilitate future redevelopment of the C4 area and preservation of the A2 area of the subject land.

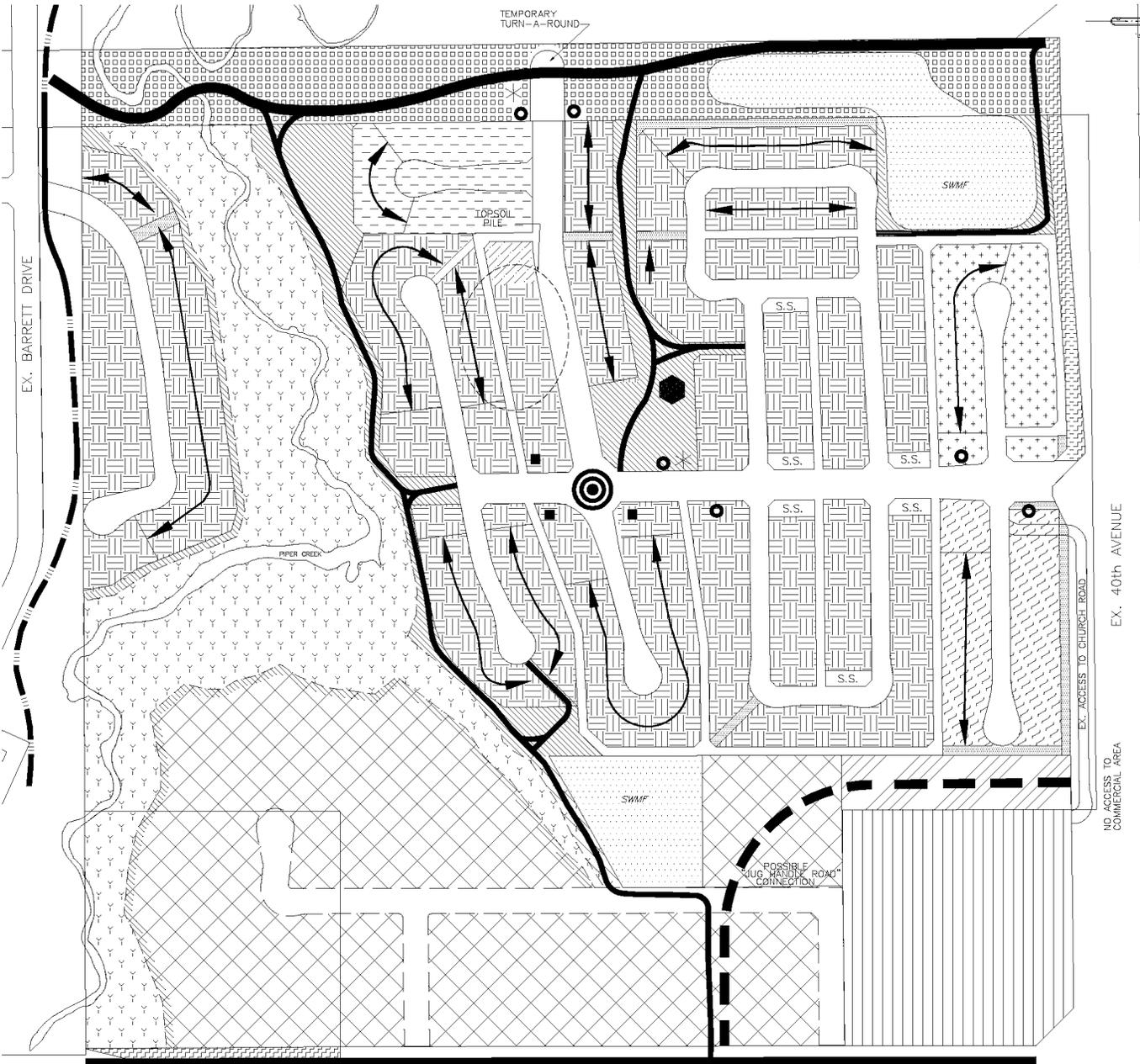
Attachments:

- Sunnybrook South NASP Land Use Figures.
- LUB Map of proposed rezoning
- Bylaw

SUNNYBROOK SOUTH NASP

LAND USE CONCEPT
&
OPEN SPACES PLAN

MELCOR DEVELOPMENTS LTD. NEIGHBOURHOOD AREA STRUCTURE PLAN



LEGEND:

- SINGLE FAMILY DETACHED - R1
- DUPLEX - R1-A
- MULTI-FAMILY - R2
- MULTI-FAMILY - R3
- MUNICIPAL RESERVE (M.R.)
- ENVIRONMENTAL RESERVE
- PUBLIC UTILITY LOTS
- ROADS AND LANES
- COMMERCIAL (C2A OR C4 TYPE)
- COMMERCIAL ROADWAY
- LIVING STONES CHURCH
- DAYCARE
- SECONDARY SUITES
- ALTA LINK R.O.W.
- ROAD RIGHT OF WAY EXTENSION
- TWO STOREY HOMES WITH WALKOUT BASEMENTS
- POSSIBLE COMMERCIAL, RESIDENTIAL OR PUBLIC USE
- ROUNDABOUT
- CHILDREN'S PLAYGROUND
- GATHERING PLACE
- BUS STOP
- REAR ACCESS ONLY
- 2.5m PATHWAY
- 3.0m PATHWAY
- EX. PATHWAY

FIGURE 3 LAND USE CONCEPT

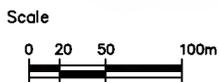


S.E. 1/4 SEC. 4, TWP. 38, RGE. 27, W4thM.

EX. 19th STREET

DATE DRAWN: November 21, 2009
 DATE REVISED: June 28, 2012
 DRAWN BY: WLT
 SCALE: 1:5000
 LOCATION: \PROJECTS\262\2012 NASP REVISIONS-JUNE\FIGURE 3 - LAND USE-block&white.dwg

MELCOR DEVELOPMENTS LTD. NEIGHBOURHOOD AREA STRUCTURE PLAN



LEGEND:

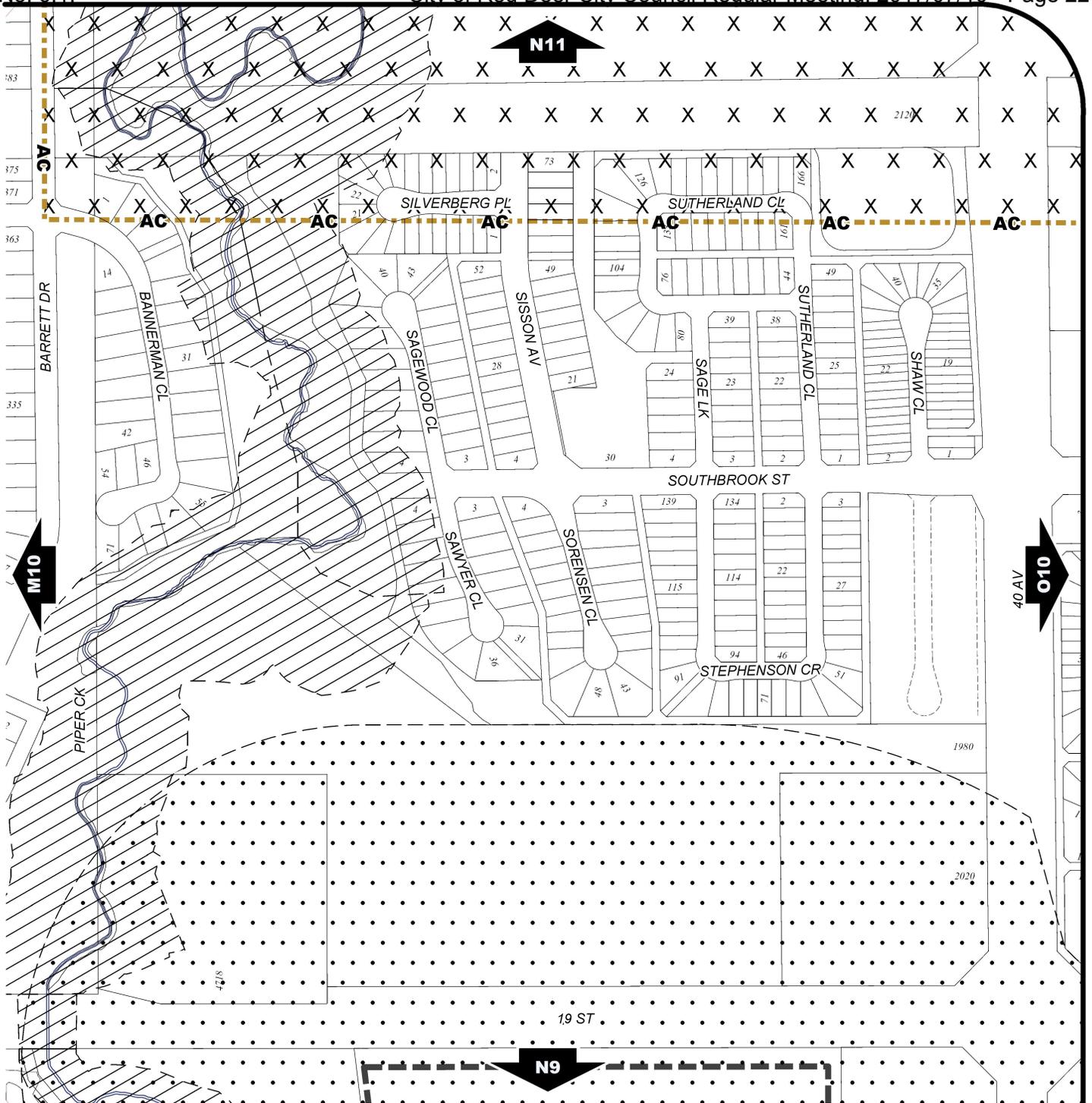
P.U.L.		ALTA LINK R.O.W.	
MUNICIPAL RESERVE		2.5m PATHWAY	
ENVIRONMENTAL RESERVE		3.0m PATHWAY	
ROAD R.O.W.		Ex. PATHWAY	

DATE DRAWN: December 4, 2006
 DATE REVISED: June 28, 2012
 DRAWN BY: WLT
 SCALE: 1:5,000
 LOCATION: \PROJECTS\262\2012 NASP REVISIONS-JUNE\
 FIGURE 4 - OPEN SPACES.dwg

FIGURE 4 OPEN SPACES PLAN

LAND USE BYLAW

LAND USE CONSTRAINTS



Land Use Bylaw 3357/2006



North

Scale 1:5,000

© The City of Red Deer



- | | | | |
|--|--|--|--------------------------------|
| | Escarpment Area | | Gaetz - Ross Heritage Area |
| | Flood Fringe | | Business Revitalization Zone |
| | Floodway | | Historical Preservation Sites |
| | Landfill Site (approximate) | | Historically Significant Sites |
| | Landfill Setback | | Historical Site Number |
| | Major Entry Area | | City Boundary |
| | TransCanada Pipeline Setback | | Civic Address |
| | AltaLink Consultation/Potential Constraints Area | | Railway |
| | Overlay District | | Proposed Lots |

Printed on Jun 18, 2013

Land Use Constraints

N10

SE¼ Sec4 38-27-W4

SCHEDULE A

&

Bylaw 3357/X-2017

Proposed Bylaw Amendment

BYLAW NO. 3357 / X – 2017

Being a Bylaw to amend Bylaw No. 3357/2006, the Land Use Bylaw of The City of Red Deer as described herein.

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

Bylaw No. 3357/2006 is hereby amended as follows:

1. The land shown in the sketch attached as Schedule A to this Bylaw is redesignated:

 From: A1 – Future Urban Development District

 To: C4 – Commercial (Major Arterial) District, and
 A2 – Environmental Preservation District

2. The “Land Use District Map N10” contained in “Schedule A” of the Land Use Bylaw is hereby amended in accordance with the Land Use District Map 19 / 2017 attached hereto and forming part of the bylaw.

3. The A2 Environmental Preservation District in the Land Use District Map is consistent with a continuous 10-meter wide eastward off-set along the entire length of the top of bank along the escarpment as identified in the Sunnybrook South Commercial Plaza Geotechnical Investigation dated July 14, 2016.

4. Where there is discrepancy between 2. & 3. Above, 3 will prevail.

READ A FIRST TIME IN OPEN COUNCIL this day of 2017.

READ A SECOND TIME IN OPEN COUNCIL this day of 2017.

READ A THIRD TIME IN OPEN COUNCIL this day of 2017.

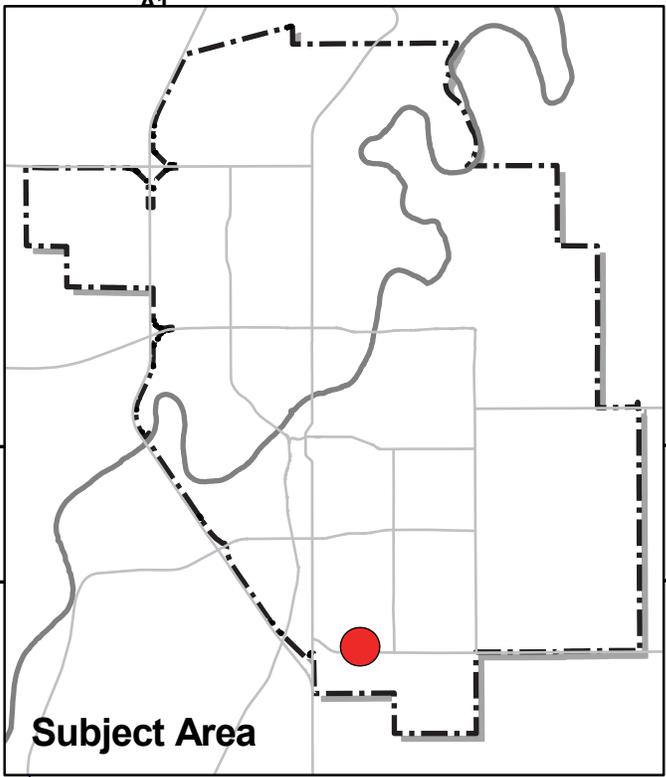
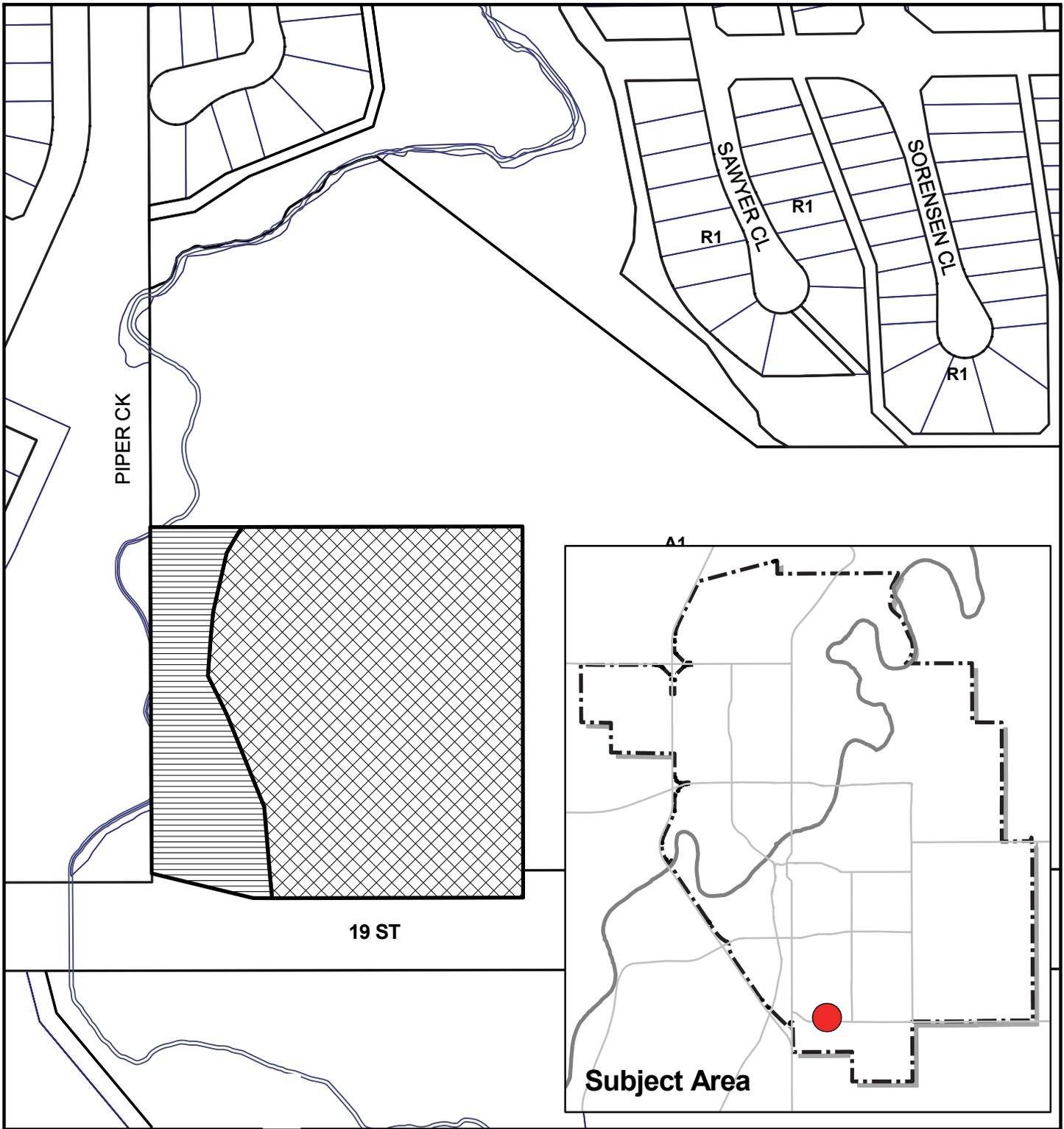
AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2017.

MAYOR

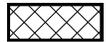
CITY CLERK

Schedule A

THE CITY OF Red Deer Proposed Amendment to Land Use Bylaw 3357/2006



Change District from:

-  A1 to C4 - Commercial (Major Arterial) District
-  A1 to A2 - Environmental Preservation District

Proposed Amendment
 Map: 19 / 2017
 Bylaw: 3357 / X-2017
 Date: Apr. 28, 2017

DATE: July 12, 2017
TO: David Girardin, Senior Planner
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Land Use Bylaw Amendment 3357/X-2017; Rezoning of 4718-19 Street

Reference Report:

Legislative Services, dated June 28, 2017.

Bylaw Reading:

At the Monday, June 26, 2017 Regular Council Meeting, Council gave second and third reading as amended to Bylaw 3357/X-2017, a Bylaw to amend the Land Use Bylaw to redistrict 4718-19 Street from A1 Future Urban Development District to C4 Commercial (Major Arterial) District and A2 Environmental Preservation District.

Council passed the following resolution to amend Bylaw 3357/X-2017:

Resolved that Council of The City of Red Deer hereby agrees to amend Land Use Bylaw 3357/X-2017 by adding a new item 5 as follows:

5. Section 8.22.2 Areas Specifically Exempt from a Particular Use is amended by adding the following new regulations:
 - (f) On 4718-19 Street the following uses shall not be allowed as either permitted or discretionary uses:
 - (i) motor vehicle sales.

Report back to Council:

No.

Comments/Further Action:

Prepare the Land Use Bylaw amendment as indicated above. The Land Use Bylaw will be consolidated and distributed in due course.



Frieda McDougall
Manager

- c. Director of Planning Services
Manager of Planning



June 28, 2017

Notice of Motion – Need for Hospital Expansion

Legislative Services

Report Summary & Recommendation:

This Notice of Motion was submitted by Councillor Ken Johnston at the Monday, June 26, 2017 Council meeting.

City Manager Comments:

I support the Notice of Motion as presented.

Craig Curtis
City Manager

Proposed Resolution

Whereas the Municipal Government Act charges municipalities to provide and sustain a good quality of life for all citizens; and

Whereas health care is an essential quality of life marker for citizens; and

Whereas the Red Deer Regional Hospital plays an essential role within Alberta Health Services and the Central Alberta zone as a primary health service provider for our citizens and regional population; and

Whereas Red Deer Regional Hospital is the fourth most referred-to facility within the Alberta Health Services; and

Whereas in a December 2015 Needs Assessment¹ of the Red Deer Regional Hospital, Alberta Health Services stated that:

“Programs which are operating either at or beyond capacity within the Central Zone have been targeted, analyzed and described in this Needs Assessment. These programs are as follows:

- | | |
|--|--|
| * Interventional and Procedural Services | * Ambulatory Care Services |
| * Emergency Services | * Addiction and Mental Health Services |
| * Cardiac Science Services | * Clinical Support Services |
| * Maternal Child Services | * Non-clinical Support Services” |

and



Whereas Red Deer Regional Hospital was previously identified in Government of Alberta infrastructure priorities as the 4th in a list of 17 priorities²; and

Whereas in the 2016 Alberta Health Services Multi-Year Facility Infrastructure Capital Submission³, the Red Deer Regional Hospital is no longer identified in the list of priorities and was excluded from capital funding; and

Whereas strong community, physician and Red Deer Regional Hospital Foundation support for capital hospital expansion in the Central Zone has been identified; and

Whereas municipalities within the Central Zone have an advocacy role to play on behalf of citizens;

Therefore be it resolved that Council of The City of Red Deer advocate to the Province of Alberta and specifically the Ministry of Health regarding the urgent infrastructure needs of the Red Deer Regional Hospital; and

Further be it resolved that the Government of Alberta be urged to consider reinstating the Red Deer Regional Hospital to the capital priorities list as identified in the 2015 Capital Submission for the purpose of ensuring timely and accessible health service equity for the citizens of the Central Zone.

¹ Alberta Health Services Needs Assessment: Red Deer Regional Hospital Centre Service & Program Expansion, December `2015

² Alberta Health Services 2015 Multi-Year Facility Infrastructure Capital Submission, July 13, 2015

³ 2016 Multi-Year Facility Infrastructure Capital Submission, December 2016



Report Details

Background:

The following is the Notice of Motion as presented by Councillor Ken Johnston at the Monday, June 26, 2017 meeting of Red Deer City Council.

Whereas the Municipal Government Act charges municipalities to provide and sustain a good quality of life for all citizens; and

Whereas health care is an essential quality of life marker for citizens; and

Whereas the Red Deer Regional Hospital plays an essential role within Alberta Health Services and the Central Alberta zone as a primary health service provider for our citizens and regional population; and

Whereas Red Deer Regional Hospital is the fourth most referred-to facility within the Alberta Health Services; and

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“Programs which are operating either at or beyond capacity within the Central Zone have been targeted, analyzed and described in this Needs Assessment. These programs are as follows:

- * Interventional and Procedural Services
 - * Ambulatory Care Services
 - * Emergency Services
 - * Addiction and Mental Health Services
 - * Cardiac Science Services
 - * Clinical Support Services
 - * Maternal Child Services
 - * Non-clinical Support Services”
- and

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