



2018

**GROWTH
MONITORING
REPORT**

REPORTING ON 2017 TRENDS

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On June 12, 2017, City Council approved the *Growth Executive Limitation Policy* which requires comprehensive growth monitoring activities and guides future growth recommendations and decisions.

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1.0

EXECUTIVE SUMMARY

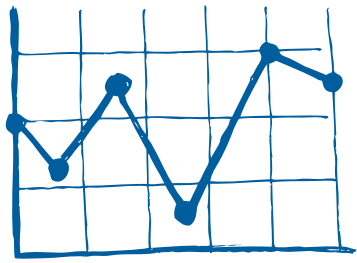
This first biennial Growth Monitoring Report is intended to support an integrated approach to growing smarter. Within, you will find regional, city-wide and district-specific growth monitoring information. This report is meant to be a summary resource for City Council, administration, citizens, and community members to understand how we are doing in meeting shared goals in an effort to ensure Red Deer's growth occurs in an integrated way. Its aim is to help paint a more complete picture of growth activity in both new and established areas of our city.

City Council will be able to use this report as a resource to inform growth-related decisions in an ongoing way.

City Administration will use this report to guide decisions ranging from day-to-day operations, to longer term growth recommendations

Citizens and other external stakeholders can use this report as a quick-reference resource to understand how The City and community are meeting stated goals both at a city-wide level, and district-specific level. External stakeholders will be able to use this report as a source of development and growth-related intelligence to inform their own decisions, and to deepen their understanding of City processes and established community goals.

2018 KEY FINDINGS



The city's rate of growth has declined from previous years, however, due to Red Deer's location in the Edmonton Calgary corridor it is anticipated that future growth will outpace the provincial averageⁱ

Shrinking household sizes continue to illuminate the need for a diversity of housing options. All mature neighbourhoods, based on comparisons between 2004 to 2016, have seen population declines averaging at least 5%.



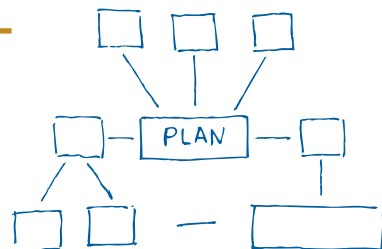
EXPLORING RESIDENTIAL AND EMPLOYMENT DENSITY TARGETS FOR EXISTING NEIGHBOURHOODS WOULD HELP PROVIDE NEEDED GUIDANCE FOR FUTURE REDEVELOPMENT.



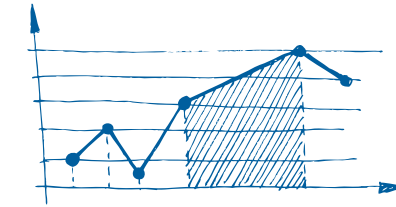
Changes in immigration dynamics may create demands for higher-density housing options in central locations, multi-generational housing options, and other means to ensure that housing opportunities, and other services, are responding to changing demographic needs

Though Red Deer has a relatively young population overall (average of 37.4 years of ageⁱⁱ),

an aging population nationally and provincially will require continued support for a broad range of housing options, including smaller units, co-living or supportive living options, and monitoring for overall health care demands



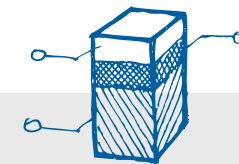
Commercial land in Capstone at Riverlands has significantly increased the short-term commercial land supply, as a result of the development of detailed plans and bylaws for the area.



The Intermunicipal Development Plan land supply recommendation of a 30-50 year land supply is currently not being met.

We are currently within the Municipal Development Plan land supply targets for mid-range land supply for residential, commercial, and industrial lands:

36.2 Years Commercial
26.8 Years Residential
18.7 Years Industrial



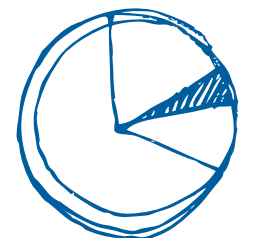
Infill development continues to present an opportunity for The City to revitalize areas of the community while generating property tax revenue and maximizing the use of existing land and infrastructure.

Red Deer continues to be a commercial and industrial hub

with an immediate trade area of over 271,000 people. Continued competition between regional partners with new industrial/commercial areas coming to market will require Red Deer to draw upon its unique features, amenities, infrastructure and other strengths to maintain its competitive advantage into the future.

INDUSTRIAL LAND SALES (LAND & ECONOMIC DEVELOPMENT DEPARTMENT)

- 2017** 1.78ha - (4.4 acres)
- 2016** 1.60 - (3.95 acres)
- 2015** 0.81 - (2 acres)
- 2014** 18.01 - (44.5 acres)
- 2013** 19.87 - (49.1 acres)
- 2012** 17.89 - (44.2 acres)



The mid-range industrial land supply is approaching the 15-year supply mark, at 18.7 years. However, absorption of City-owned industrial land has slowed compared to prior years:



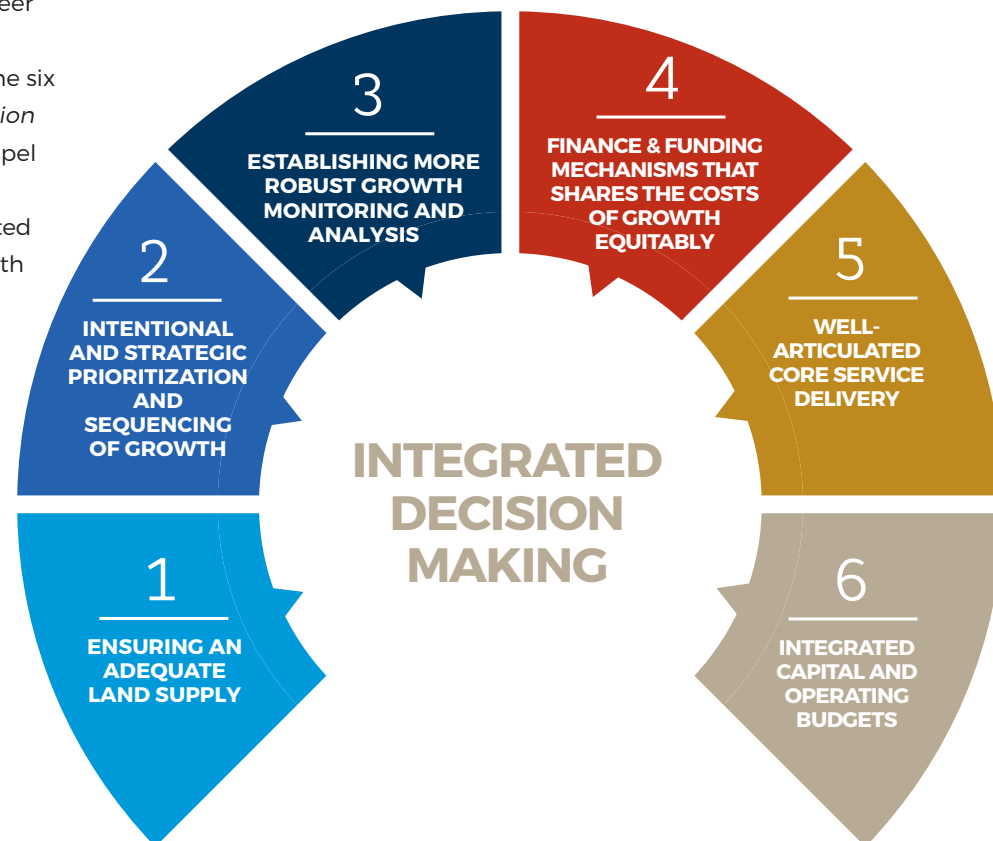
FOR MORE POPULATION AND DEMOGRAPHIC INFORMATION, PLEASE VISIT: reddeer.ca/population

2.0

INTEGRATED DECISION MAKING



In the summer of 2017, Red Deer City Council established the “Growth” policy, embodying the six ‘Principles of Integrated Decision Making’. These principles compel The City of Red Deer to take a comprehensive and coordinated approach to sustainable growth management with a focus on the following:



The policy provides guidance and assurance that The City will take a comprehensive view of the ways in which our land supply impacts the sequencing and servicing of new development, it ensures that we broaden our understanding of the true costs of new development, and that we work to align capital and operating expenditures to ensure sustainable service delivery into the future.

The “Growth” policy affirms that sustainable growth “is about achieving our community vision and goals through the ongoing maintenance and improvement of both new and existing built areas of our city”ⁱⁱⁱ. This holistic approach to growth management incorporates a broad range of municipal activities and decision-making functions, from higher-profile decisions related to budgeting or

annexation, to the nuanced day-to-day decisions that we make in order to keep our city moving in the right direction. Red Deer’s *Municipal Development Plan* (MDP) describes ‘smart growth’ as that which:

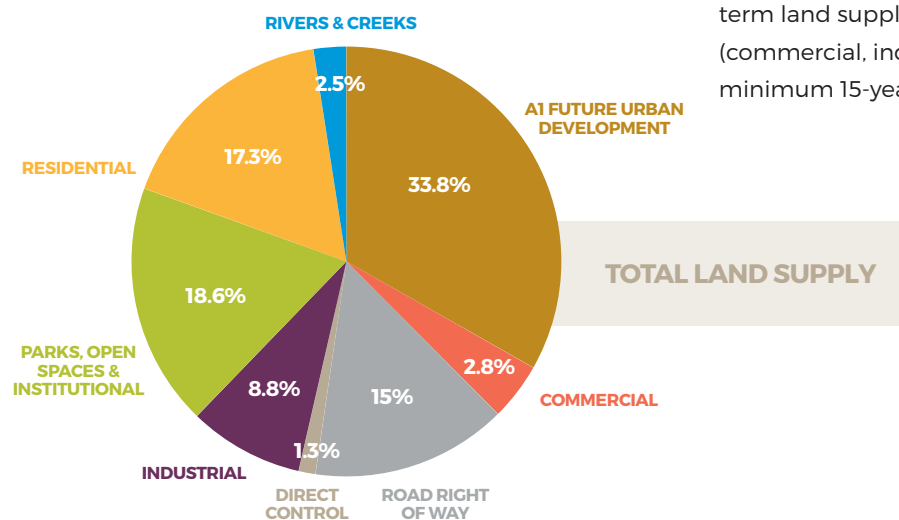
[A]ims to create integrated communities that are able to meet economic, social and environmental requirements over the long-term. Building a sustainable community involves a more holistic approach compared to traditional development practices, and focuses on the interplay between design, construction and operations^{iv}.

The extent to which future development occurs in an integrated and intelligent manner is integral to the sustained social, economic, and environmental prosperity of our city, and it is the goal of this report to support these efforts.

2.1 LAND SUPPLY

The City's Growth policy, *Municipal Development Plan (MDP)*, and *Intermunicipal Development Plan (IDP)* require that The City maintains a "well-balanced land supply in developing and redeveloping areas that fosters capacity for growth, consumer choice, and competitive markets while also ensuring that The City can provide services to support the development of Red Deer".

The data presented here provides a point-in-time snapshot of our current land supply, which is of particular importance for IDP considerations, internal functions related to budgeting, and is critical for guiding decisions related to the financing, funding and sequencing of future growth.



2.1.1 GREENFIELD GROWTH

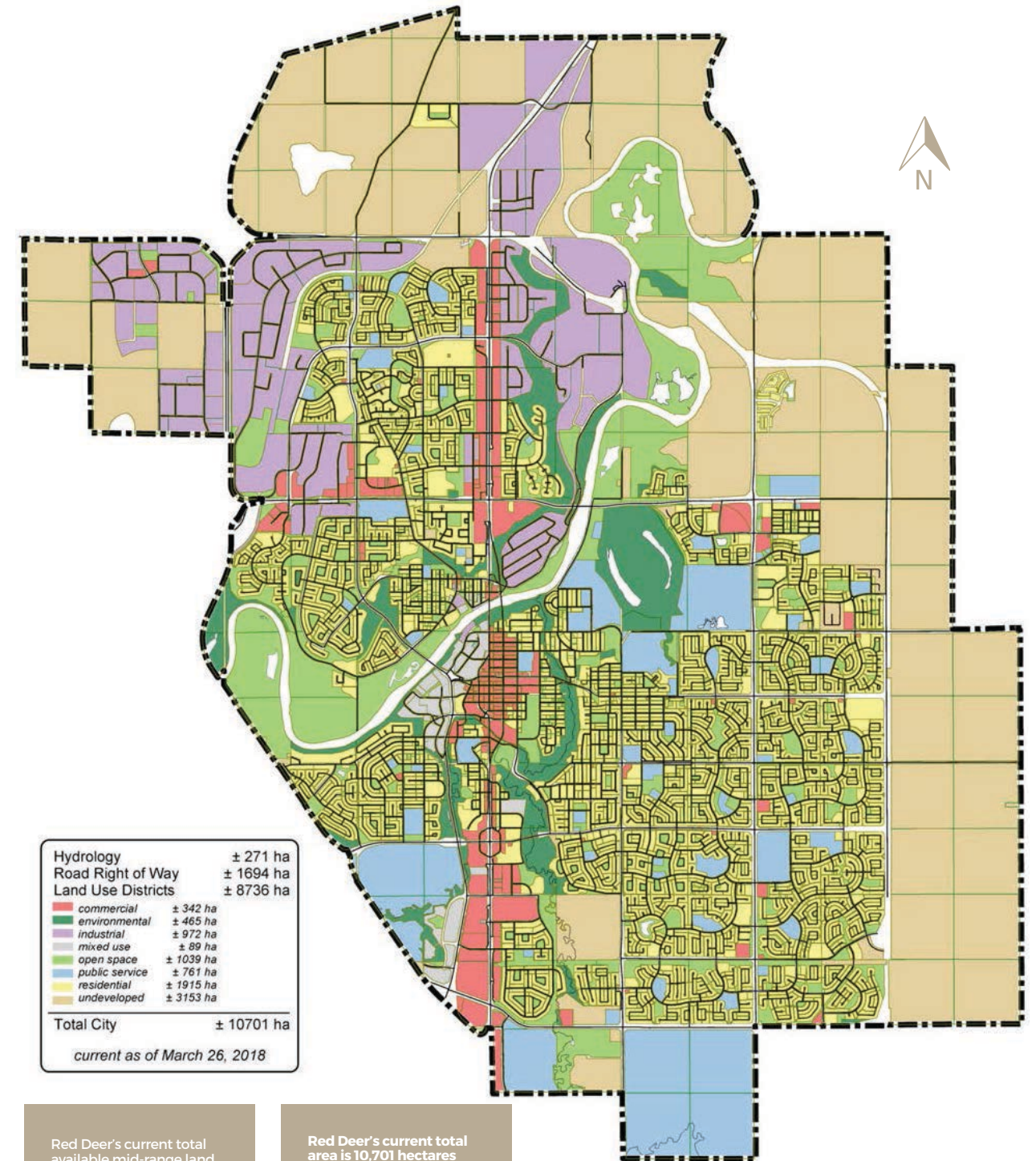
MID-RANGE LAND SUPPLY

The *Intermunicipal Development Plan (IDP)* recommends a 30-50 year total supply of land. Using averages of the IDP, *Economic Development Strategy*, and Provincial Treasury Board growth-rate projections, Red Deer's population is forecasted to reach 150,981 by 2035. Based on the IDP calculations, Red Deer currently has a conservatively estimated 17-year total supply of land, though this calculation does not take into account infill opportunities.

The mid-range land supply must satisfy MDP policy 5.3 'Growth Study and Land Supply' and ensure there is a minimum 15-year supply in approved Major Area Structure Plans (MASPs). The mid-range land supply is derived by examining the availability of land in approved MASPs in addition to the short-term land supply. Currently all three land use types (commercial, industrial, and residential) satisfy the minimum 15-year land requirement.

FIGURE 1.0

CURRENT LAND USES MAP



Red Deer's current total available mid-range land supply by type breaks out as follows:

Residential - 26.8 Years
Commercial - 36.2 Years
Industrial - 18.7 Years

Red Deer's current total area is 10,701 hectares (ha), or approximately 165 quarter sections.

The IDP 'City Growth Area', if all of it was annexed, would more than double the current land supply, adding another 13,492 ha, or approximately 208 additional quarter sections

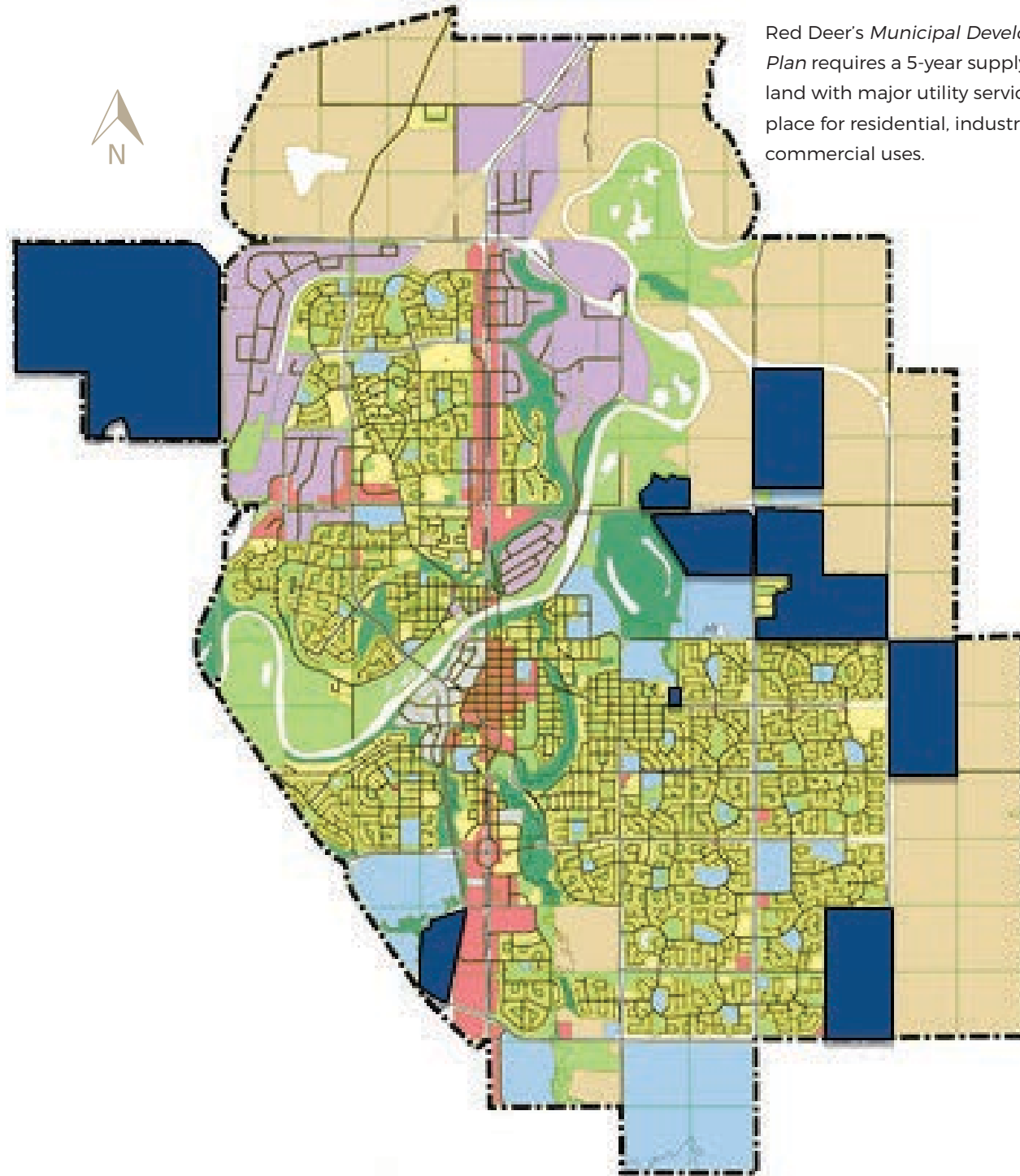
One hectare is roughly 2.47 acres, or 10,000 square meters

FIGURE 2.0

SHORT-TERM AND MID-RANGE LAND SUPPLY

DEVELOPMENT-READY (SHORT-TERM) LAND SUPPLY

Red Deer's *Municipal Development Plan* requires a 5-year supply of land with major utility services in place for residential, industrial and commercial uses.



As of 2017, our city has the following short-term supply of serviced land:

Residential - 10.9 Years
Commercial - 24.3 Years
Industrial - 10.3 Years

The non-beige areas are those that have urban-type zoning and roads - these areas make up 6,982 ha

The blue shaded areas on the map represent those areas that have an approved NASP or IASP in place and could accommodate development in the short term.

The beige areas represented are those where future urban development has yet to occur within our current footprint, and these areas make up the remaining 3,456 ha

2.1.2 INFILL GROWTH



Red Deer's *Municipal Development Plan* (MDP) recognizes that encouraging the highest-and-best-use of land in our city is a fundamental element of growing smarter. Sensitive intensification and redevelopment can revitalize areas of the city, ensure we are optimizing the value of existing infrastructure, supplement the tax-base, encourage transit use, and catalyze further investment on adjacent properties.



The MDP identifies the following strategic locations for redevelopment and intensification opportunities:

- Greater Downtown (Historic, Capstone, and Railyards districts)
- Gaetz Avenue Corridor
- Michener Centre lands
- Red Deer College area
- Vacant and Under-Utilized sites in communities

GREATER DOWNTOWN: CAPSTONE AT RIVERLANDS

There is great opportunity in Red Deer's newest downtown neighbourhood, as development in Capstone at Riverlands continues to progress. The 2016 update of the Area Redevelopment Plan (ARP) and related Land Use Bylaw changes set the stage for the development of this vibrant, sustainable, mixed-use neighbourhood where residents and visitors can live, work and play in the heart of the city. For more information about opportunities in Capstone at Riverlands, please visit: liveincapstone.ca.

For more detail on work that is occurring in these areas, the following section provides some high-level updates.

GREATER DOWNTOWN: HISTORIC DOWNTOWN

With the Downtown Residential Attraction Study (to be completed in late 2018), a follow-up study to the 2016 Downtown Red Deer's Investment Attraction Plan (DIAP), City administration is examining ways to encourage more residential redevelopment in the historic downtown core. Sensitive intensification in the downtown will support, and be supported by, the diverse range of uses we have in our downtown, and will complement redevelopment activity in the adjacent Capstone at Riverlands.

The Downtown Red Deer's Investment Attraction Plan (DIAP) was approved by Council in May, 2016. The 'Underutilized Sites' section of the report identifies strategies The City can undertake to promote redevelopment of sites identified as brownfield or greyfield.

"Brownfields" sites are often former industrial sites such as gas stations, railroads, manufacturing sites, etc. that require remediation in order to redevelop. "Greyfield" sites are older, economically obsolete commercial buildings or areas.

GREATER DOWNTOWN: RAILYARDS

There is currently no Area Redevelopment Plan (ARP) on Administrative work plans, while Capstone at Riverlands builds out.

MICHENER LANDS

Another promising opportunity for growth within our current footprint exists with the Michener area, and conversations with the Province regarding near-future planning of this area are ongoing.

In 2012, City Council passed a resolution requiring that the Province, as owner of the lands, do a Neighbourhood Area Structure Plan (NASP) for the area with public input, release studies on the condition of existing buildings, and continue discussions with The City regarding which natural and built features could be preserved in the context of site redevelopment.

The City of Red Deer will continue advocacy in the following areas:

- Protection of the JJ Gaetz House
- Trail connections
- The community connections to the site
- Environmental preservation – Gaetz Lake Sanctuary
- Contamination – Request for remediation
- Reduced maintenance levels

SOUTHPOINTE JUNCTION/ RED DEER COLLEGE AREA

The Neighbourhood Area Structure Plan (NASP) for Southpointe provides a foundation for future subdivision and development, and describes how this area will be developed in an efficient and orderly manner. Included in the NASP are four distinct areas:

1. The Waskasoo Creek Natural Area south of the creek;
2. The natural area (referred to as the Bower Natural Area) which lies near the centre of the area;
3. The lands belonging to the Red Deer College which have been planned by the College according to their own Master Plan; and
4. A 95 acre± (38.44 ha±) parcel, referred to as Southpointe Junction (SP Junction), for the development of a mixed use urban village incorporating residential, retail, office, open space and a potential location for a hotel/ convention facility

For more information about the Southpointe NASP, please visit: www.reddeer.ca/business/planning/neighbourhood-planning/



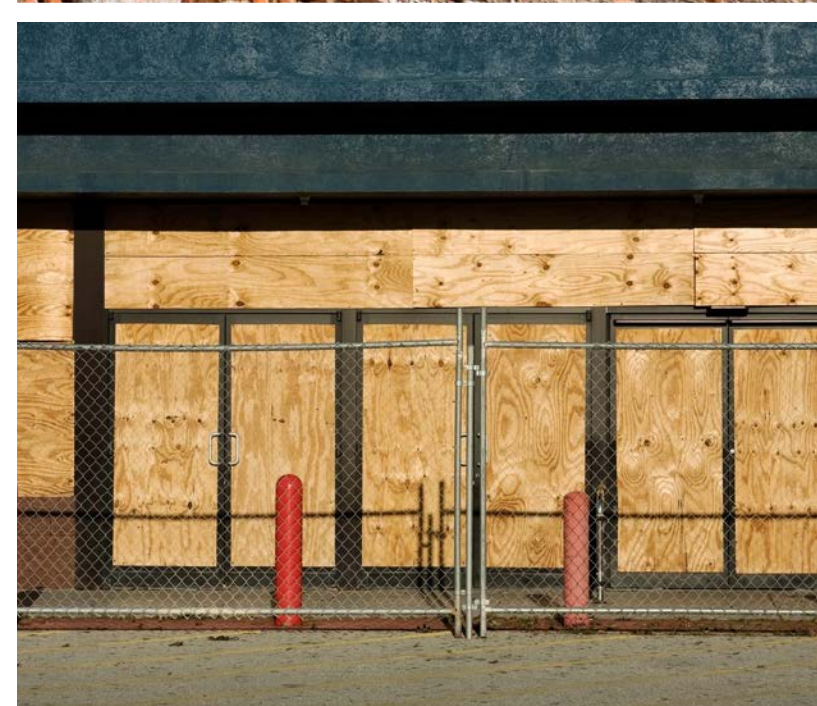
VACANT AND UNDERUTILIZED SITES

Downtown Red Deer's Investment Attraction Plan (DIAP) was approved by Council as a corporate planning tool on May 26, 2016. The plan is comprised of three key areas of focus: 1) Business Retention and Investment Attraction, 2) Parking Management, and 3) Stimulating Development on Underutilized Sites. Underutilized sites, for the purposes of the DIAP, includes both greyfield and brownfield sites.

Recent Municipal Government Act changes may have an impact on how municipalities manage brownfield redevelopment moving forward. The amended MGA will allow municipalities to grant multi-year tax exemptions, deferrals or reductions as a means of incentivizing cleanup and redevelopment.

In order to establish the necessary policy base to support future efforts around brownfield redevelopment, City Administration is preparing to bring forward a Brownfield Sites Bylaw in 2019, intended to establish parameters for The City regarding brownfield redevelopment and incentive programs.

For more information about the DIAP, please visit: www.downtownreddeer.com/about/what-we-do/downtown-investment-attraction-plan/



2.2

PRIORITIZING & SEQUENCING

This principle directs The City to “prioritize growth for redeveloping and developing community areas according to criteria that takes into account The City’s strategic interests, the logical, efficient and economical provision of services, the ability to accommodate change over time, and both community and landowner interests”.

Strategic growth prioritization and sequencing is a fundamental aspect of growing smarter. The above principle sets the stage for us to articulate the intentions for growth in our city for 2018 and beyond. This information is important for long-term growth planning, annexation considerations, capital project sequencing, and other areas related to acquiring land and servicing it for future growth. The sequencing of future development must be based on the efficient use and expansion of infrastructure.

In 2015, Council approved the direction of future growth for Red Deer to occur concurrently in the southeast, northeast and north areas of the city based on demand.

The following are some examples of assumptions from 2015 that informed the decision to grow in these areas:

- 2.2% population growth estimate (per the 2013 Economic Development Strategy)
- 17.76 dwelling units per net developable hectare

- 2.33 persons per dwelling unit
- Calculations were based on land uses proposed in draft North of 11A MASP
- No estimates for infill growth
- Congruence with existing policy framework (Strategic Plan, MDP Scoring, etc.)
- Land supply by type
- Infrastructure requirements
- Social/Cultural, Environmental, and Economic Factors
- Comparative analysis

The growth rate assumptions above were based in large part on both the IDP (2007) and *Economic Development Strategy* (EDS, 2013). The document produced growth projections for all three major land use types for 2011-2041. The *Economic Development Strategy* data has been used as the basis of most City of Red Deer planning and budgeting.

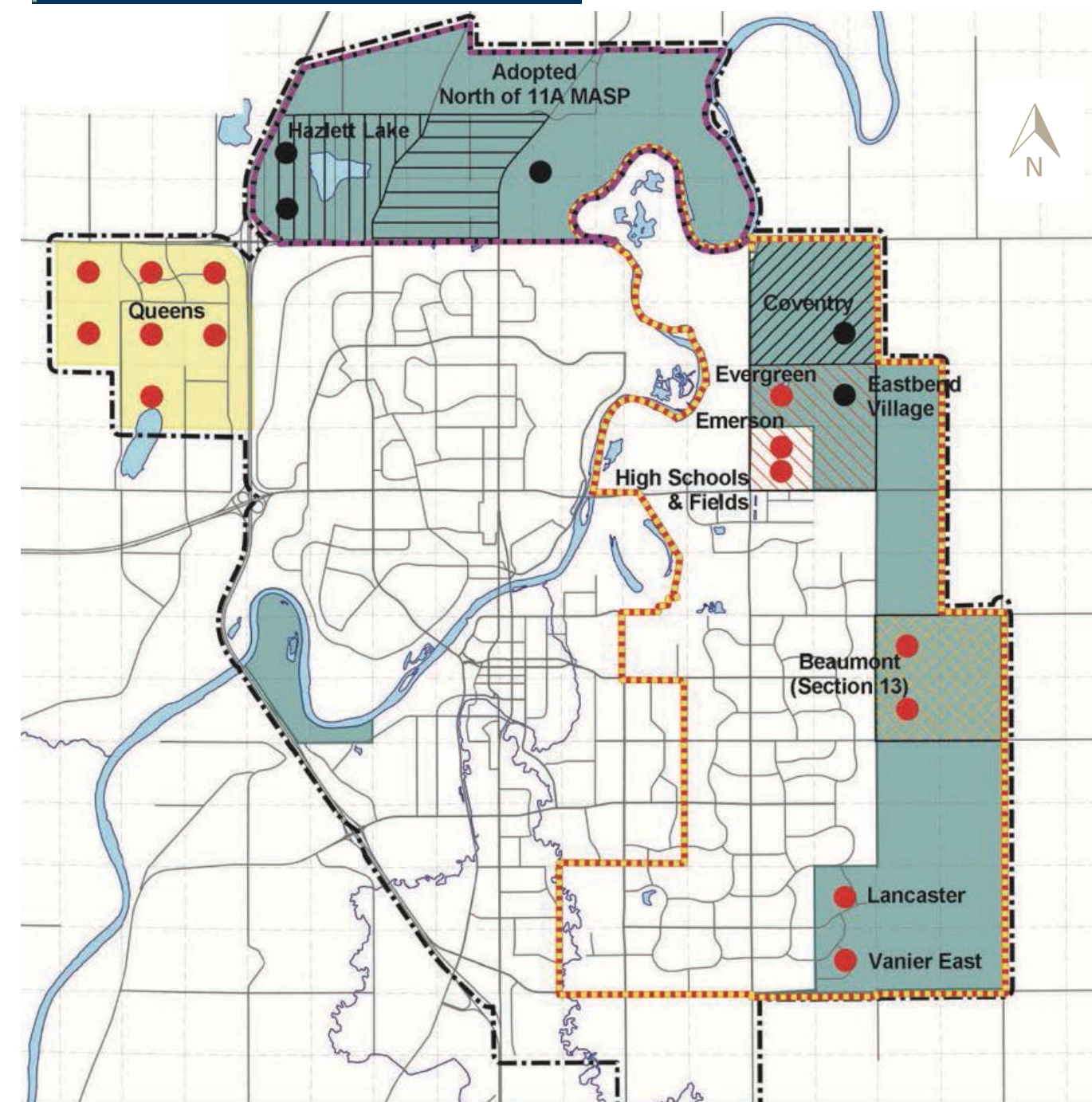
The growth estimates in the EDS were based on data from the 2006 census and prior which resulted in optimistic growth estimates for all land use types. The years prior to 2006 were some of Red Deer’s top growth years.

As we monitor absorption rates in the current economic climate, this will impact the speed at which we grow to the south east, north east and north.

The following map (Figure 3.0) shows planning activity in these growth areas.

FIGURE 3.0

PLANNING ACTIVITY IN 2007 AND 2009 ANNEXATION AREAS (2017)

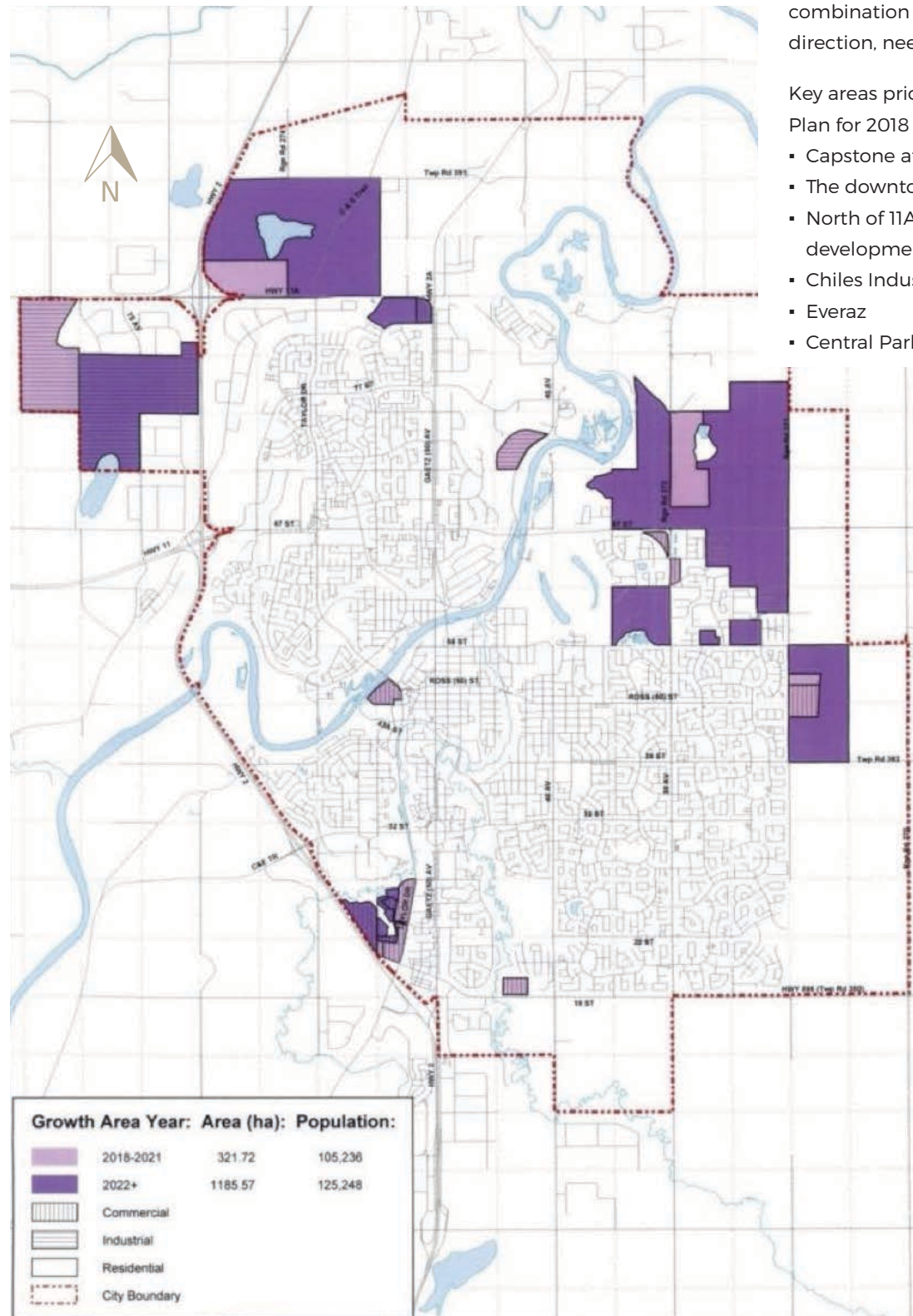


Planning Activity in the 2007 and 2009 Annexation Areas (As of May 2018)



FIGURE 4.0

CURRENT GROWTH MAP 2018-2028 MAJOR CAPITAL



Below, Figure 4.0 shows areas that have been prioritized for major capital projects in the 2018 Capital Budget in both greenfield and strategic infill areas based on a combination of existing policy direction, need, and timeliness.

Key areas prioritized in the Capital Plan for 2018 include:

- Capstone at Riverlands
- The downtown core
- North of 11A existing development areas
- Chiles Industrial Area
- Everaz
- Central Park



2.3

MONITORING & ANALYSIS

This principle compels The City to “make strategic growth decisions which include the monitoring and analysis of growth trends, costs, and benefits”, and guides the overall theme of this report.

Monitoring and analysis activities are instrumental in supporting informed and sustainable growth decisions that benefit both current and future residents of our city.

Above and beyond the land supply data provided under Principle 1, this principle opens the door for an even broader swath of growth monitoring information to be gathered.

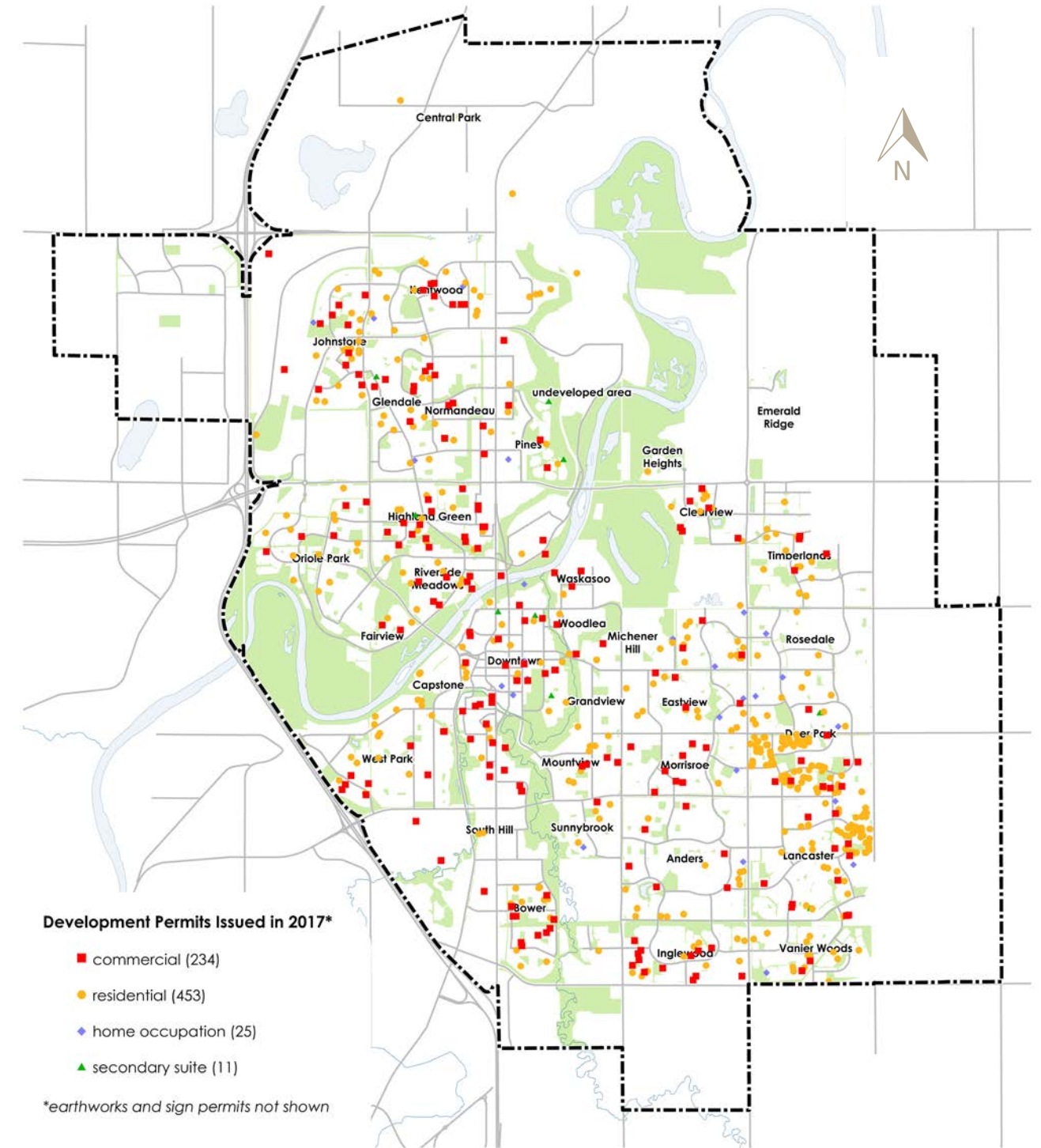
The City of Red Deer’s monitoring and analysis data is evolving and will continue to evolve through *Annual Growth Monitoring* reports, initiatives to collect more robust data from new computer systems (GIS, Budgeting Software, Tempest, etc.), and other activities. As we progress in collecting this information, we will continually improve our understanding of growth dynamics in our city.

Here we will provide growth-related information which can indicate movement or progress on objectives outlined in the *Neighbourhood Planning and Design Standards*, the *Municipal Development Plan*, and the *Greater Downtown Action Plan*, specific to the neighbourhoods, commercial areas, industrial areas, and the downtown respectively.



FIGURE 5.0

DEVELOPMENT PERMITS ISSUED IN 2017



In general, 2017 saw an equitable distribution of reinvestment activity throughout the city as a whole

The red dots on the map show commercial Development Permit activity in 2017. 2017 saw healthy commercial development activity throughout the Greater Downtown Area and along the Gaetz Avenue corridor

The orange dots on the map show residential Development Permit activity in 2017. We see here that residents in all areas of the city continue to reinvest in their neighbourhoods

2.3.1 RESIDENTIAL AREAS



Designing complete neighbourhoods is a critical component of our city's economic prosperity and social wellbeing, as well as the health and enjoyment of both our built and natural environments.

Overall trends in residential development activity can help enhance our understanding of housing availability and market characteristics, and allow us to respond as appropriate where gaps or opportunities exist.

This section provides information about physical development patterns regarding housing form and density.

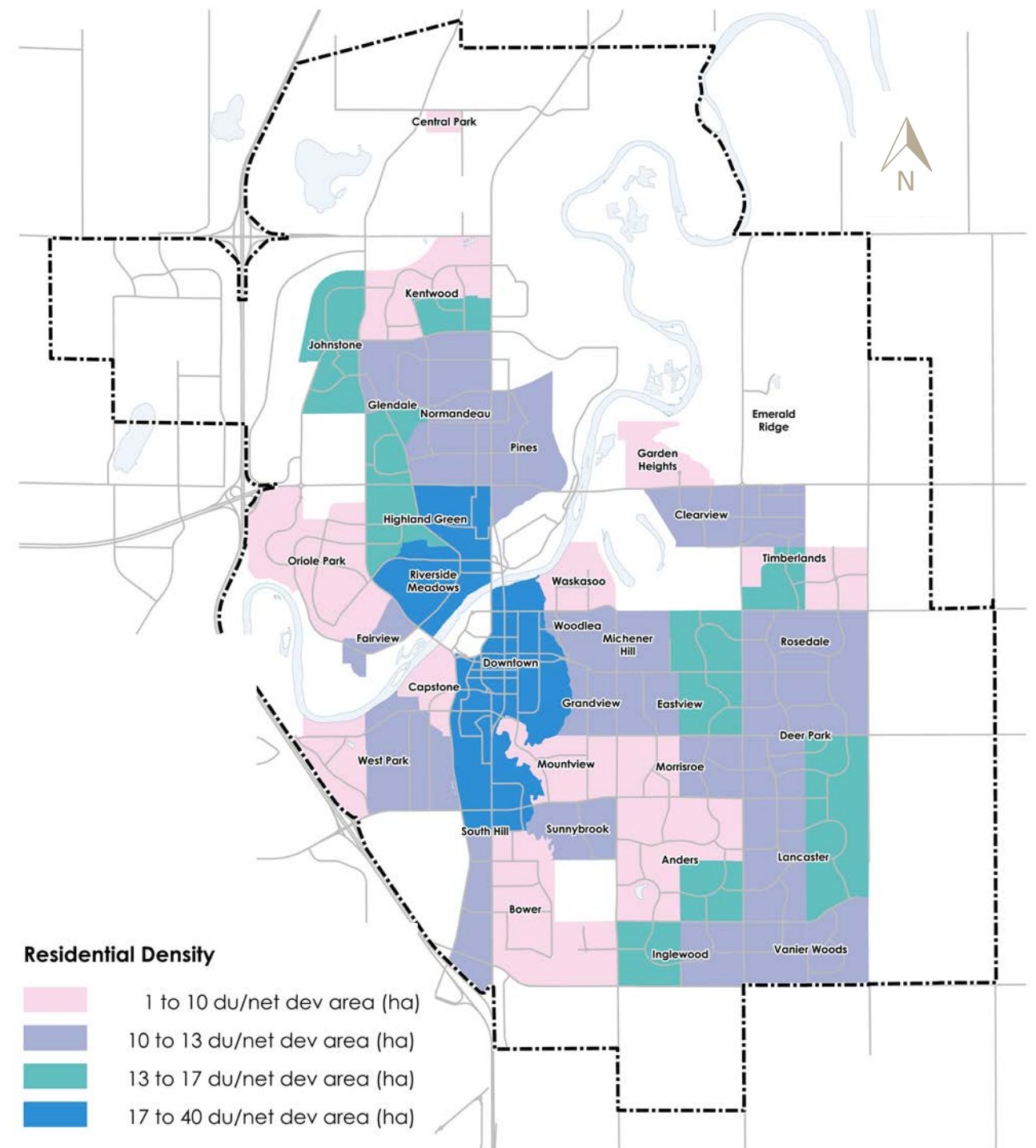
Throughout 2017, City Administration worked to identify key indicators and measures that will tell us how we are progressing in achieving stated goals for our residential areas.

The following maps and data provide some of the highlights from this year's analysis.



FIGURE 6.0

RESIDENTIAL DENSITY BY NEIGHBOURHOOD



DU/NET DEFINITION
Dwelling units per net developable hectare.

The core of our city is home to the highest residential densities, which is both healthy and desirable for a downtown's prosperity

Higher densities along the fringe reflect implementation of higher density policy requirements in newer neighbourhoods resulting in more efficient land use

The lower density areas reflect neighbourhoods with a predominance of single family homes and less housing variety overall

FIGURE 7.0

HOUSING MIX BY NEIGHBOURHOOD

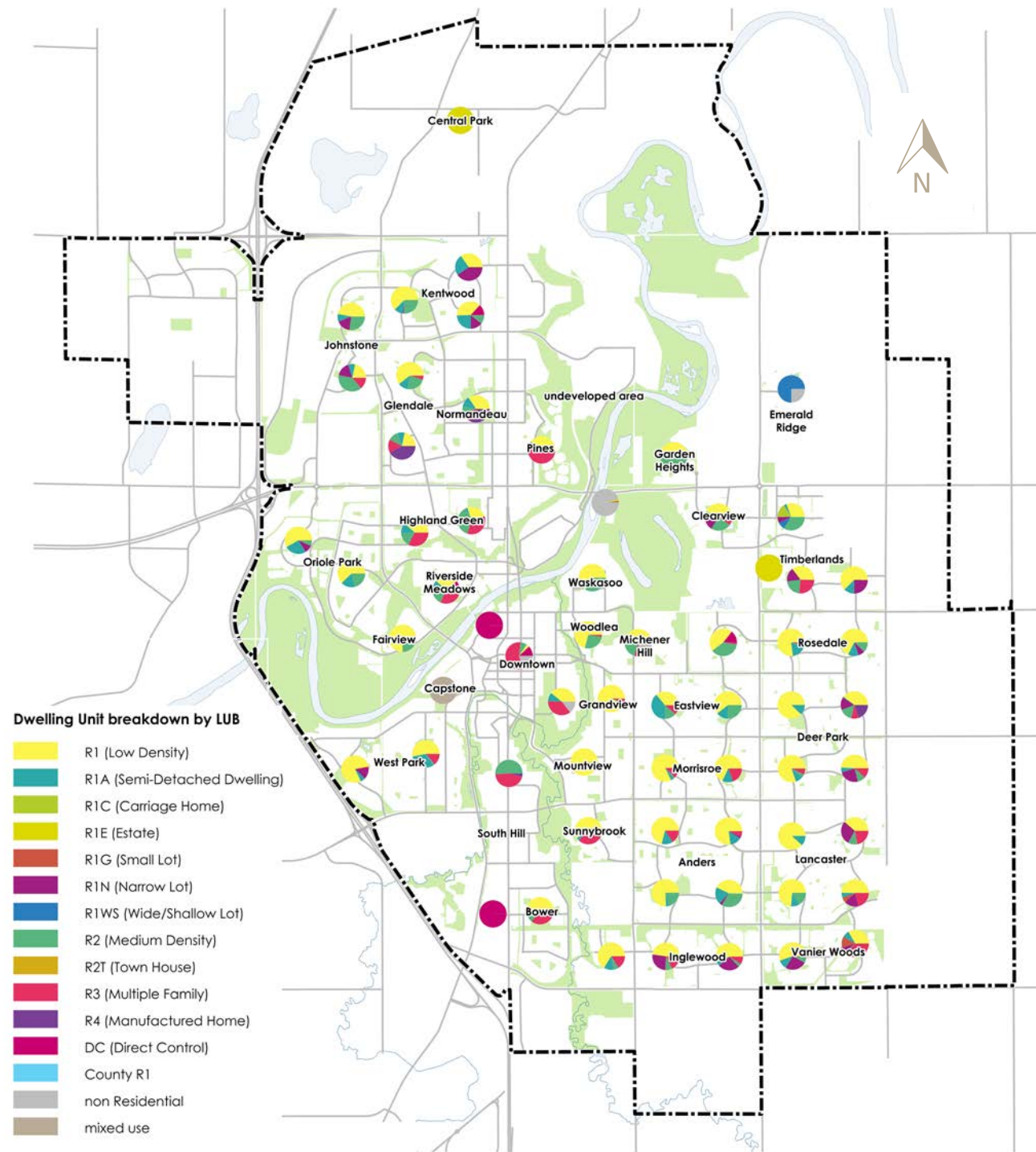
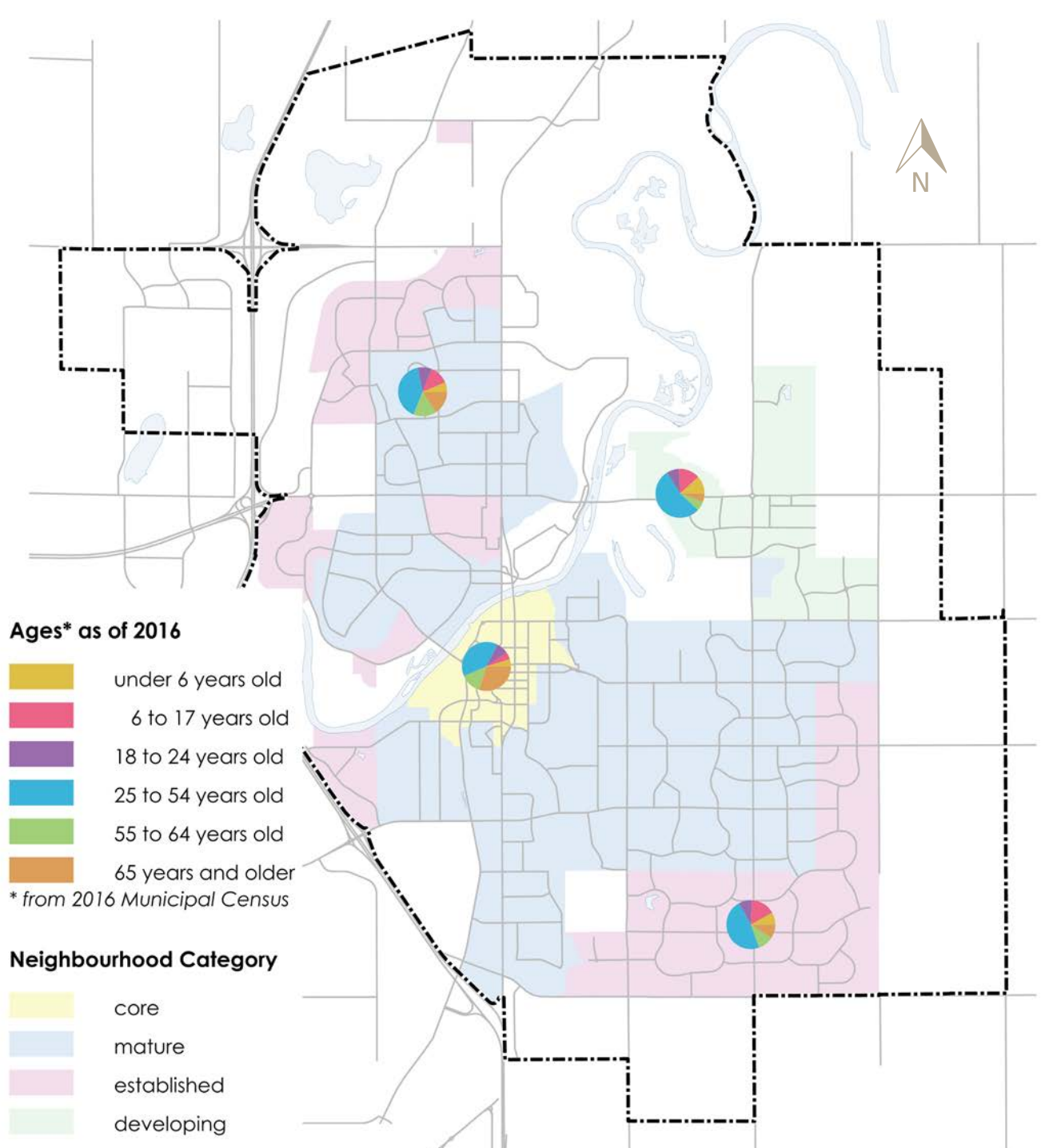


FIGURE 8.0

AGE BREAKDOWNS BY NEIGHBOURHOOD CATEGORY



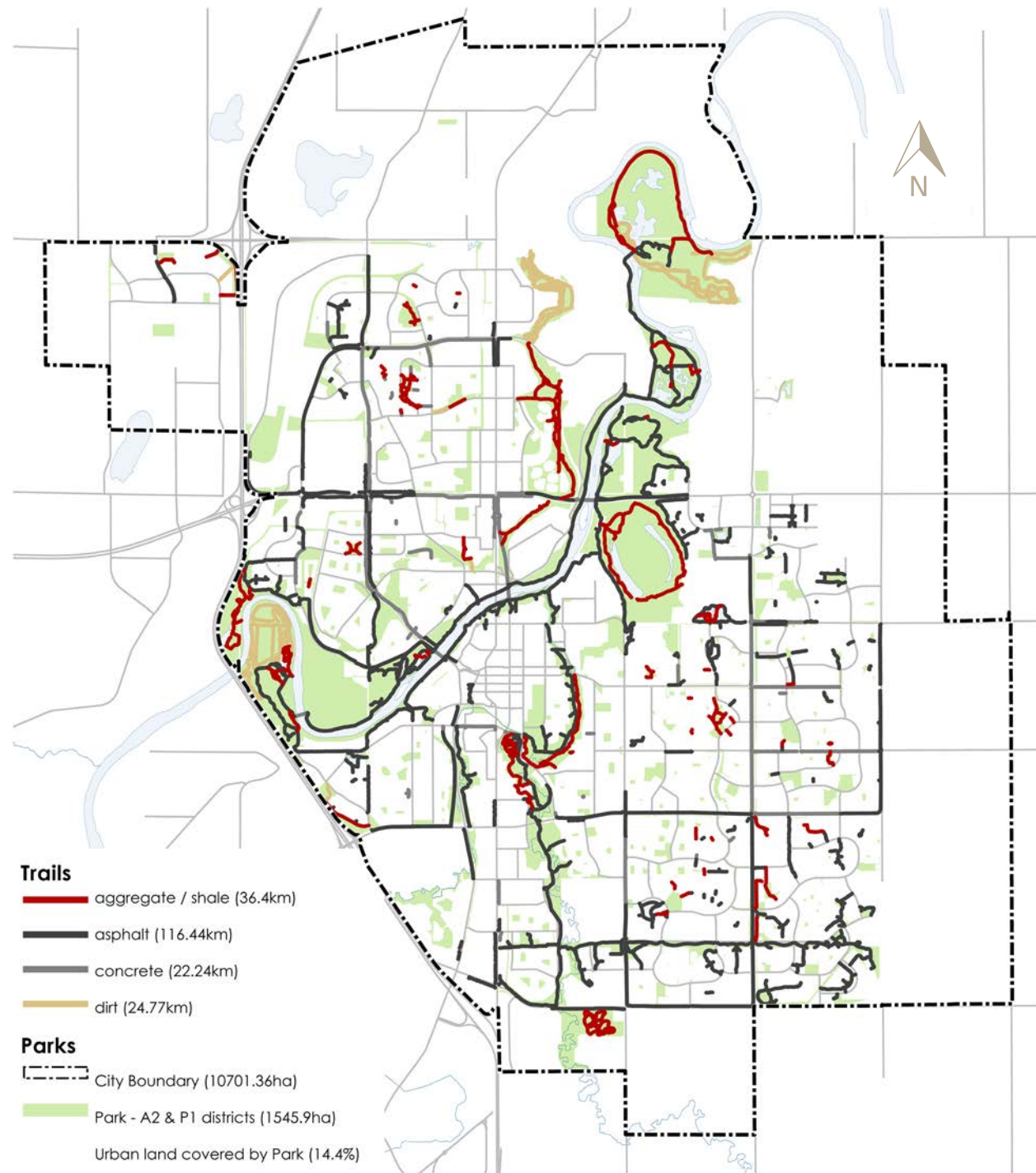
The proportion of residents 18-24 and 25-54 years of age is generally consistent throughout the city

The downtown area has the highest proportion of citizens 65 years and older

Developing neighbourhoods have the highest percentage of residents less than 17 years of age

FIGURE 9.0

CITY-WIDE PARKS AND TRAILS



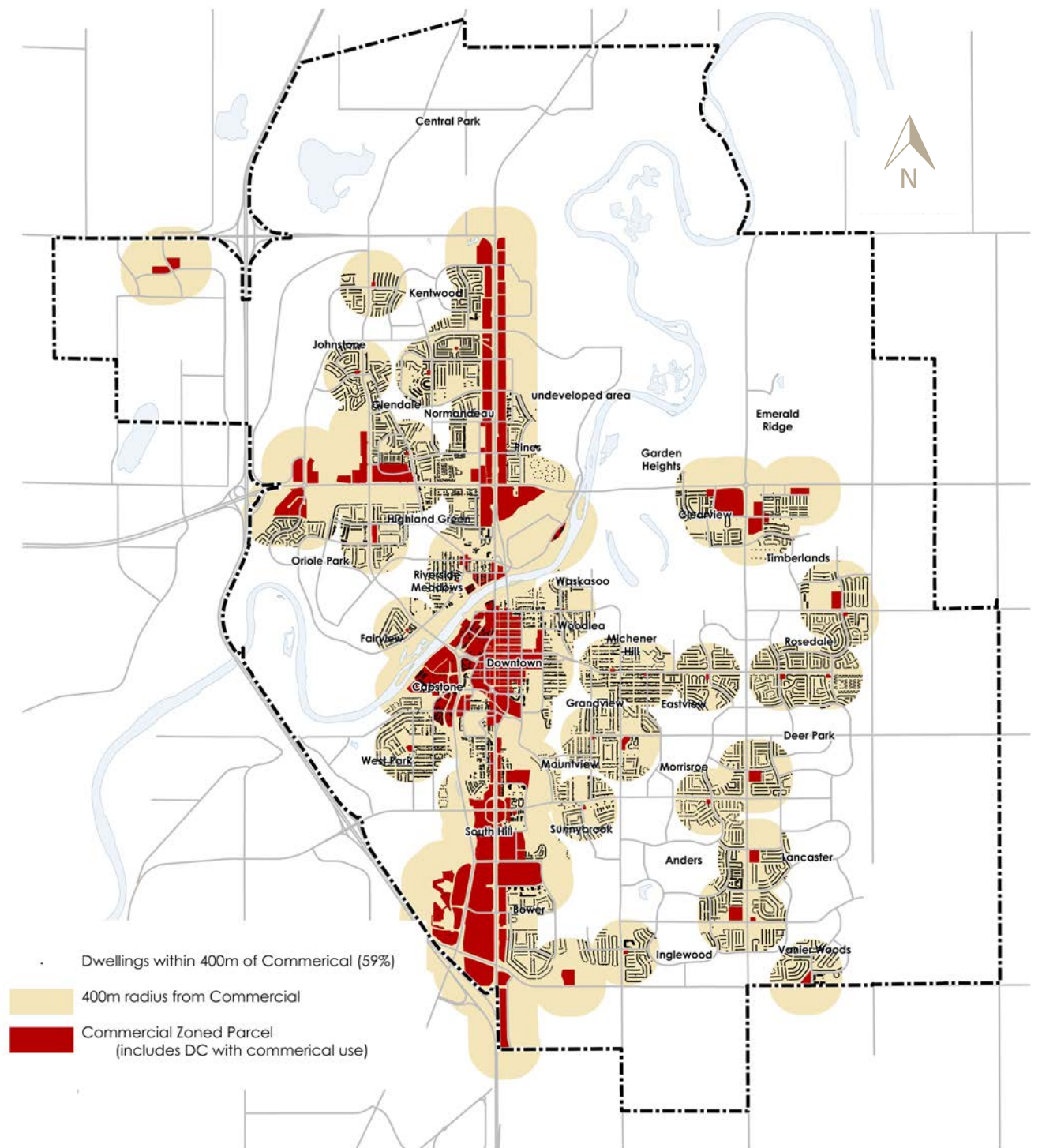
The NPDS encourages continuous connectivity of, and access to, our parks and trails system

The green areas show our city's success in ensuring ample and equitable access to the Waskasoo park system and neighbourhood green spaces

The various-coloured lines show existing trail connections to all quadrants of the city, by type of material

FIGURE 10.0

RESIDENTIAL AREAS WITHIN 400M OF A COMMERCIAL NODE



The NPDS encourages a diverse mix of land uses that support multimodal choice and overall connectivity. This map shows commercial-zoned parcels and the surrounding 400m radius proximity to areas

2.3.2

COMMERCIAL AREAS



Commercial development is an integral component of our city's identity and vibrancy. It can take many forms, from your local neighbourhood convenience store, to large power centres, plazas, or shopping malls that act as major centres of employment. Whatever shape they take, commercial areas play a pivotal role in providing goods and services both locally, and throughout the region, and are a staple of Red Deer's ongoing economic health.

The City of Red Deer values the importance of supporting the health of commercial uses throughout the city.

Below are some key indicators that help us monitor how we are doing on those objectives:

There is currently 154 hectares of vacant commercial land in Red Deer. These are lands that have been rezoned and assessed as a commercial use, and are immediately available for development.

As noted in the "land supply" section above, there is currently 24.3 years short term commercial land supply, and 36.4 years mid-range commercial land supply



2.3.3

INDUSTRIAL AREAS



Red Deer's MDP identifies that supporting successful industrial development opportunities is a critical part of city planning. Our industrial areas are crucial to the economic vitality of Red Deer. They act as major employment centres, and provide valued contributions to the city's tax-base with minimal development and servicing costs, as well as to the overall standard of living enjoyed by residents.

Ensuring sufficient industrial land supply in strategic locations that mitigate conflicts with other uses and allow for future expansions is a key aspect of ensuring our community's long-term economic integrity.

We continue to hear that those businesses seeking industrial land value that Red Deer has serviced land available, ready for purchase.

Whereas residential development provides housing and various community amenities, non-residential development provides employment opportunities and supports economic activity.

Growth in non-residential development areas is needed as new residential areas grow in order to ensure that our growth patterns are balanced and mutually reinforcing.

There is currently 135 hectares of vacant industrial land in Red Deer. These are lands that have been rezoned and assessed as an industrial use, and are immediately available for development.

As noted in the "land supply" section above, there is currently 10.3 years short term industrial land supply, and 18.7 years mid-range industrial land supply



2.3.4 GREATER DOWNTOWN

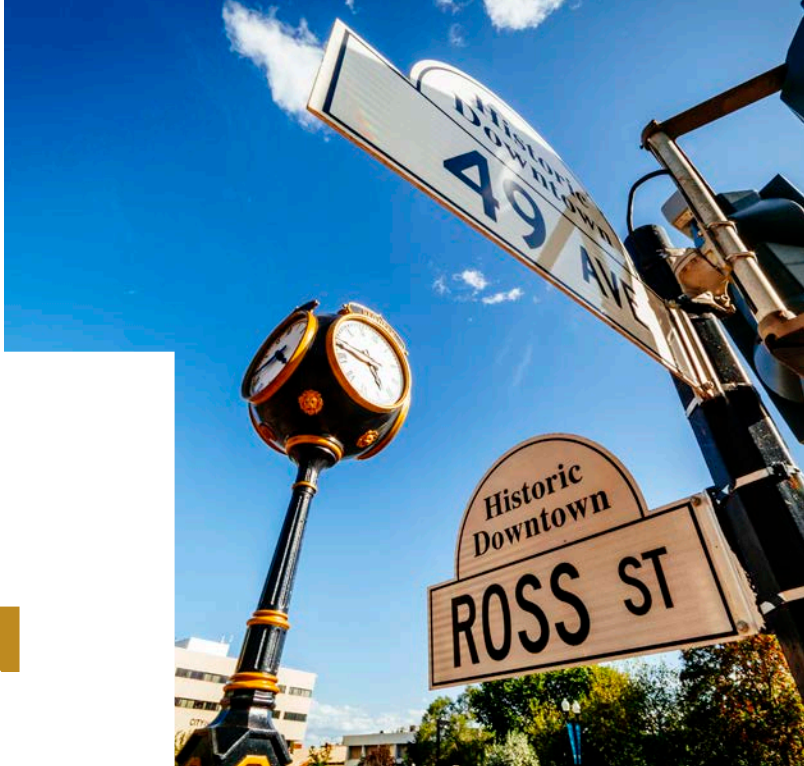
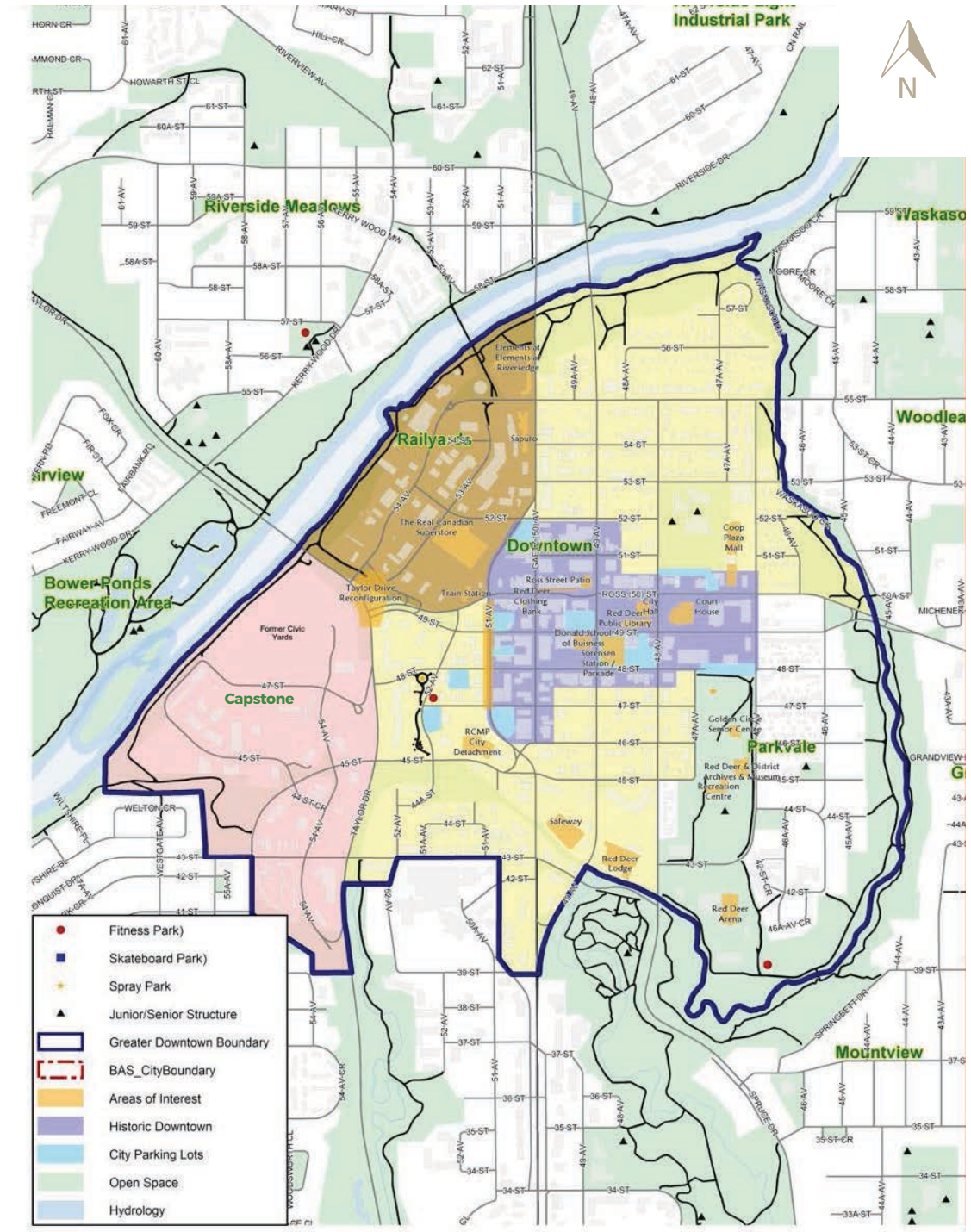


FIGURE 11.0
GREATER DOWNTOWN



Red Deer's Downtown boasts a range of spaces and places to be enjoyed by those who live, work and play in the downtown. In 2017, citizens and visitors were able to enjoy the following features in Red Deer's Greater Downtown Area:

- 55 Historic Features
- 5 Seasonal Patios
- 2 Parklets
- 4 Programed Spaces
- Dozens of public art features including ghosts, murals, and many others
- Public gathering spaces at City Hall park, Blue Grass Sod Farms Central Spray & Play, Centennial Plaza Park and upcoming sites at Central Middle School and Capstone at Riverlands

Red Deer's Greater Downtown Area has an estimated:

- 4102 residents
- 2719 dwelling units
- 1.509 people per dwelling unit

Through community input and visioning, and 46 specific recommendations that followed, the 2008 *Greater Downtown Action Plan* (GDAP) sets the overall 25-year vision for development, revitalization, and public realm investments throughout the Greater Downtown, placing specific focus on the Historic Downtown, Railyards, and Riverlands districts.

The GDAP identifies Great Streets, Great Places, Great Connections, Vitality, Authenticity, and Sustainability as key themes to guide implementation of its recommendations and related work.

While there are a range of operations and programs beyond the scope of this report that help us achieve the goals of these themes, City Administration has identified a few key indicators to help monitor progress related to these themes.



2.4

FINANCING & FUNDING

This principle directs The City to pursue “fair, appropriate, and strategic funding mechanisms that share the costs and risks of growth equitably amongst the public and all stakeholders”.

Recent changes to *Alberta’s Municipal Government Act* will have impacts on the ways that municipalities fund new growth and collaborate in the sharing of intermunicipal services. The following initiatives are underway in 2018, and will be important steps in helping to ensure that the objective of this principle is achieved.

OFF-SITE LEVIES

The City provides water mains, sanitary sewer, storm-water sewer and transportation network infrastructure for servicing future development areas that meet The City’s level of service. In order to balance the costs of providing these services, the MGA enables municipalities to charge off-site levies on new development lands to ensure that growth pays for growth.

In anticipation of important changes to Municipal Government Act (MGA) regulations surrounding off-site fees, The City postponed the 2017 and 2018 annual review of fees. Changes within the updated MGA expand the types of infrastructure and services

municipalities may establish levies for. The scope of off-site levies has been expanded so municipalities have the option of using the levy funds to help build and maintain community recreation facilities, fire halls, police stations and libraries. Developers would contribute costs based on that proportional benefit, while municipalities will fund the rest through general revenue^{vii}.

City of Red Deer Administration is presently undertaking a review of off-site levy fees in response to these changes in provincial legislation.

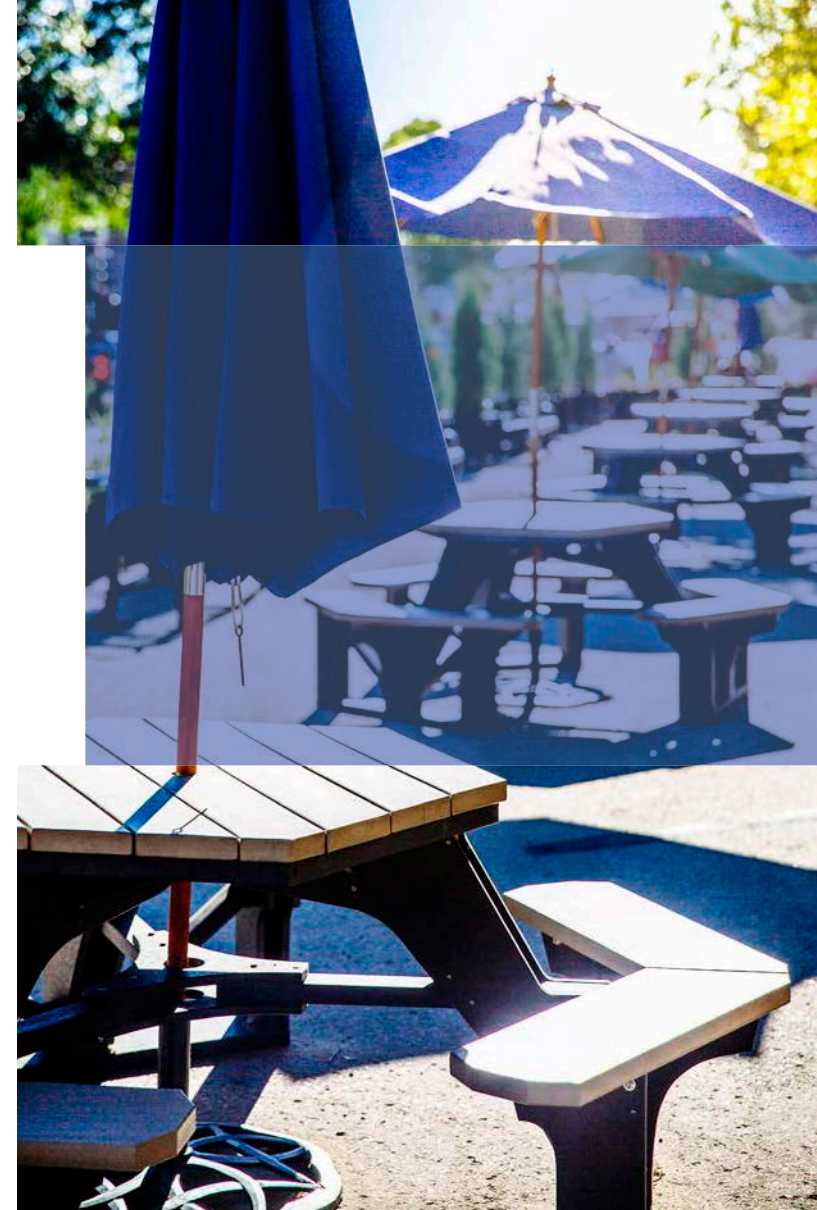
REGIONAL GROWTH - INTERMUNICIPAL COLLABORATION FRAMEWORKS

Recent changes to the MGA also require the establishment of Intermunicipal Collaboration Frameworks (ICFs). These agreements are intended to outline and guide the sharing of services by 2 or more adjacent municipalities. For example, recreation programs/services available to citizens of both The City of Red Deer and Red Deer County would be included within an ICF. The minimum mandatory core requirements of an ICF must address transportation, water, wastewater, solid waste, emergency services, and recreation. The minimum requirements do not necessitate a service-agreement, but must be addressed in the ICF.

As noted on the Province of Alberta website:

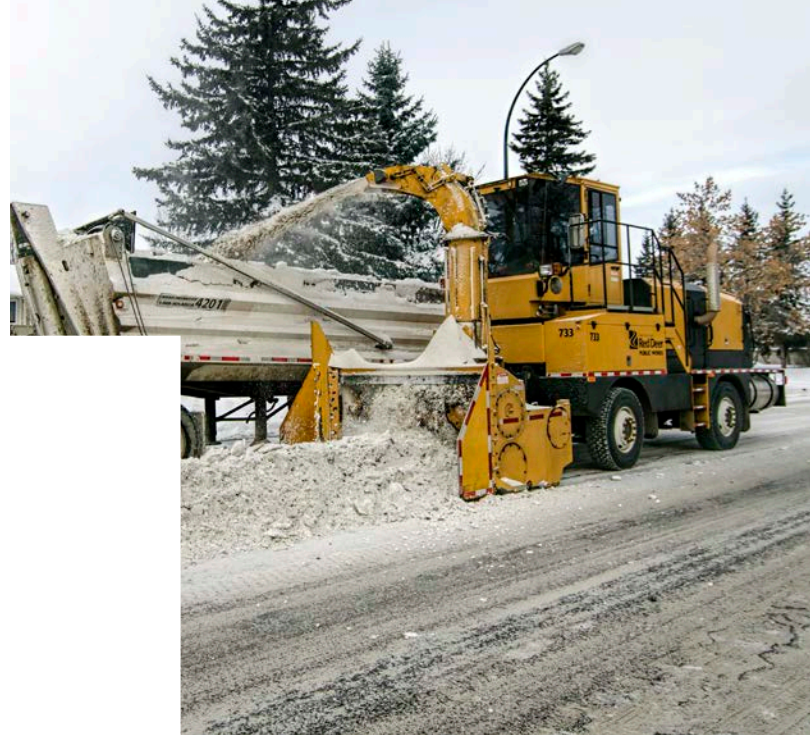
All municipalities outside of the growth management areas will be required to adopt an Intermunicipal Collaboration Framework. This framework will highlight and formalize existing collaborative work across the province, and provide a forum for neighboring municipalities to work more closely together to better manage growth, coordinate service delivery, and optimize resources for citizens. The frameworks will need to address intermunicipal land-use planning and how servicing will support development, as well as regional service delivery and funding^{viii}.

These agreements will help to ensure that municipalities are intentional about identifying services utilized by residents in respective communities and will help ensure that the costs to provide such services are equitably distributed.



2.5

SERVICE DELIVERY



This principle compels The City to “articulate existing and anticipated level of service standards; the resources necessary to achieve these levels of service; and the overall impact the levels of service have on The City”.

The City’s 2016 *Value for Money Review* of the Planning Services and Development Services areas helped to identify potential service delivery enhancements, though ultimately affirmed that citizens and The City are receiving good value for money in these areas. The Review also included a ‘Values Framework’; a tool to help administration further ensure that services are providing value for citizens, customers and The City as an organization.

Below are highlights of VFM Review implemented and ongoing actions related to the principle of service delivery:

- Inspections & Licensing encourages pre-consultation meetings for more complex developments and is providing meetings upon request for both Building Permit and Development Permit processes

- A blended process for conducting building inspections incorporating both the Quality Management Plan minimums and working inspections numbers to optimize protection for the consumer and convenience for the contractor has been undertaken
- City departments are utilizing existing staff resources, where possible, to perform business analysis functions to provide data and system/process integration to improve overall customer service
- City departments continue to collaborate with industry through information sessions and meetings with builders, developers, realtors and others

The City of Red Deer prides itself on its quiet culture of continual improvement, and will keep working to articulate service levels, the costs of providing services, and the value produced for our customers and citizens.

For more information on the 2016 Value for Money Review, please visit: reddeer.ca/city-government/plans-and-projects/vfm/

2.6

BUDGETING SOURCES

This principle encourages “the coordination of capital and operating budgets with planning decisions to align budgets across City departments”.

This is an important principle in that it requires consideration of the relationship between capital investments and the resulting operational impacts, and the coordination of these in support of integrated decision making and sustainable growth planning practices.

The City of Red Deer’s new budgeting software will be a significant step forward in our ability to further align capital and operating budgets.

As well, the information contained within this report has potential to inform The City’s *Budget Guidelines* and related assumptions in coming years.

For 2018, planning and development budgets are focusing on bolstering infrastructure opportunities related to the 2019 Canada Winter Games, Capstone at Riverlands, and servicing developing areas.

ⁱ Supporting information - The Edmonton Calgary corridor consists of three CDs (6, 8 and 11) and includes the Census Metropolitan Areas of Edmonton and Calgary, as well as the city of Red Deer. Covering only 6% of the land area, the corridor is home to 76% of the population and is the most urbanized area of the province³. Projected growth in all three of these CDs will outpace the provincial average (Appendix Map 3). By 2046, four out of five Albertans are expected to live in this region.

Growth is expected to be concentrated in regions with larger urban centres, especially the Edmonton Calgary Corridor. By 2046, four out of five Albertans are projected to be living in the three census divisions that make up this region, CD6 (Calgary), CD 8 (Red Deer) and CD 11 (Edmonton), up from 76% in 2017.

ⁱⁱ 2016 Federal Census

ⁱⁱⁱ City of Red Deer – “Growth” Executive Limitation Policy

^{iv} City of Red Deer Municipal Development Plan (2008), pg. 7

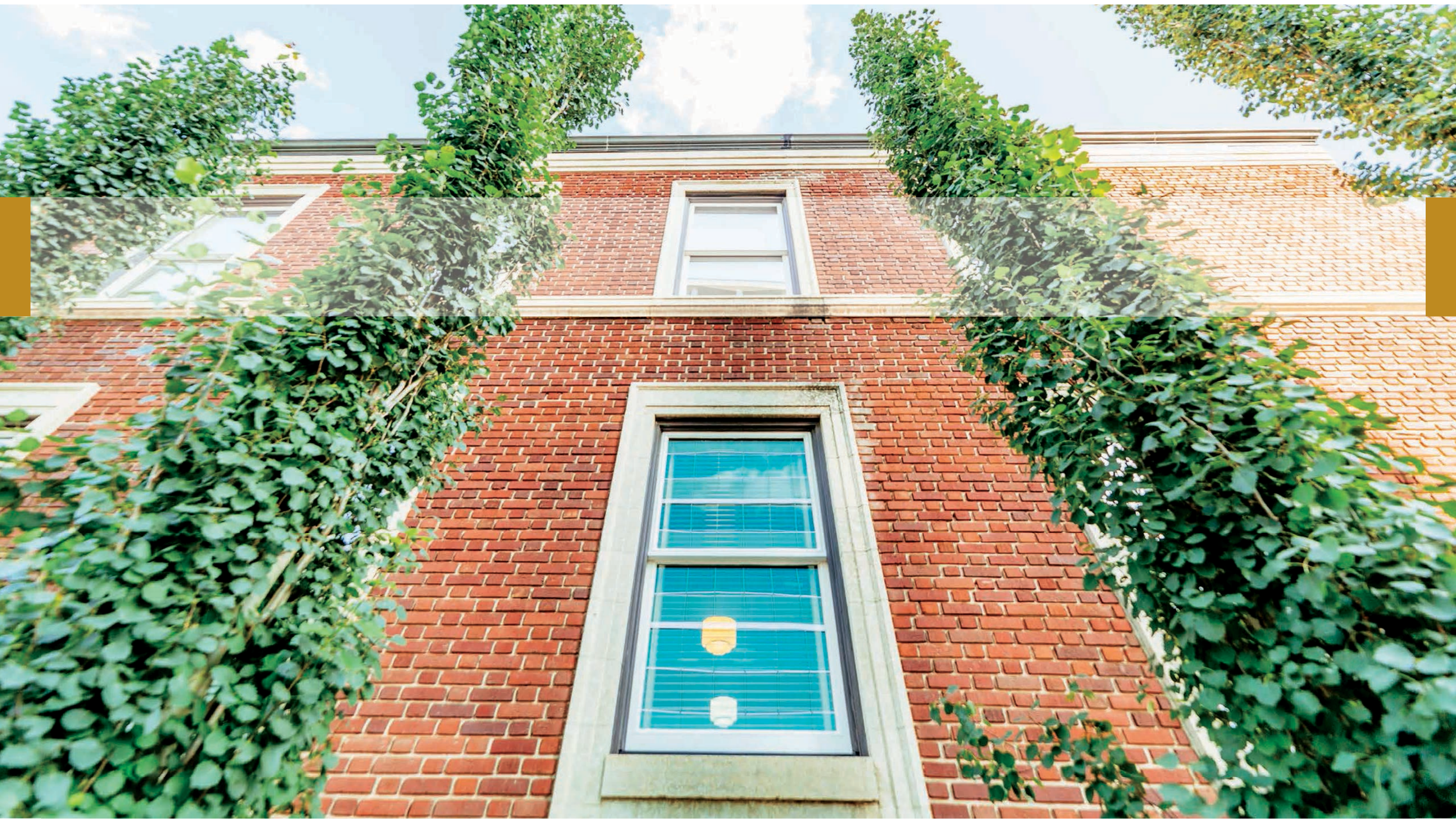
^v City of Red Deer – “Growth” Executive Limitation Policy

^{vi} Southpoint Junction – Neighbourhood Area Structure Plan (City of Red Deer website, March 2018)

^{vii} Province of Alberta – Website (April 2018) <https://mgareview.alberta.ca/whats-changing/plan-for-growth/>

^{viii} Ibid







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