

**FILE**

**DATE:** December 19, 1995  
**TO:** All Departments  
**FROM:** City Clerk  
**RE:** PLEASE POST FOR THE INFORMATION OF ALL EMPLOYEES

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**SUMMARY OF DECISIONS**

**XXXXXXXXXXXX**

FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL  
HELD IN THE COUNCIL CHAMBERS OF CITY HALL,

**MONDAY, DECEMBER 18, 1995**

COMMENCING AT 4:30 P.M.

**XXXXXXXXXXXXXXXXXXXXXXXXXXXX**

- (1) Confirmation of the Minutes of the Regular Meeting of December 4, 1995

**DECISION - CONFIRMED AS AMENDED**

**PAGE #**

- (2) **UNFINISHED BUSINESS**

1. Land and Economic Development Manager - Re: Residential  
Lot Servicing Standards, The City of Red Deer

.. 1

**DECISION - AGREED TO TABLE FOR TWO MONTHS TO  
ALLOW FOR INPUT FROM THE CONSTRUCTION  
INDUSTRY**

2. City Clerk - Re: Business Tax Bylaw Amendment 3128/B-95 -  
One Hour Free Parking Zone .. 3

**DECISION - BYLAW GIVEN 3<sup>RD</sup> READING**

**(3) PUBLIC HEARINGS**

1. City Clerk - Land Use Bylaw Amendment
  - A. 2672/CC-95 - Land Use Bylaw Amendment / Lap Dancing

**DECISION - BYLAW GIVEN 2<sup>ND</sup> & 3<sup>RD</sup> READINGS**

**(4) REPORTS**

1. Finance and Audit Committee - Re: 1995 Accounts Receivable  
Write-Offs .. 5

**DECISION - APPROVED 1995 ACCOUNTS RECEIVABLE  
WRITE-OFFS**

2. Finance and Audit Committee - Re: Canadian Western  
Bank/Approved Investments .. 9

**DECISION - APPROVED ADDING THE CANADIAN  
WESTERN BANK TO THE CITY'S INVESTMENT LIST WITH  
SET CONDITIONS**

3. Director of Community Services - Re: Day Care Management Agreement . . 22

**DECISION - APPROVED THE DAY CARE MANGEMENT AGREEMENT WITH THE RED DEER CHILD CARE SOCITY FOR A 3 YEAR PERIOD**

4. Personnel Manager - Re: Salary Management / Mayor and City Manager Salary Review . . 25

**DECISION - APPROVED THE PROCESS FOR REVIEWING THE REMUNERATION OF THE MAYOR AND CITY MANAGER**

5. Public Works Manager - Re: Snow and Ice Control / Approval of Overexpenditure . . 31

**DECISION - APPROVED AN OVEREXPENDITURE OF \$150,00.00 FOR SNOW AND ICE CONTROL IN 1995**

6. Planning Assistant, Frank Wong - Re: Land Use Bylaw Amendment 2672/EE-95, Storm Detention Pond & Central Park/School Site, Anders East Development Ltd./Anders East Subdivision . . 33

**DECISION - REPORT RECEIVED AS INFORMATION**

7. Public Works Manager - Re: Snow and Ice Control Policy Amendment . . 34

**DECISION - APPROVED REVISED SNOW AND ICE  
CONTROL PROGRAM COUNCIL POLICY NO. 504**

8. City Assessor - Re: 1995 Adoption Bylaw 3154/95 . . 41

**DECISION - BYLAW GIVEN 3 READINGS**

9. Social Planning Manager - Re: Changes in Federal Financing of Social Programs: The Implications for Municipal Governments . . 43

**DECISION - AGREED TO FORWARD A LETTER TO THE  
FEDERATION OF CANADIAN MUNICIPALITIES TO  
EXPRESS CONCERN WITH POTENTIAL CHANGES TO THE  
FINANCING OF SOCIAL PROGRAMS**

**(5) CORRESPONDENCE**

1. Towne Centre Association Chairman - Re: 1996 BRZ Budget . . 48

**DECISION - AGREED TO CONSIDER BRZ BUDGET  
DURING COUNCIL BUDGET MEETINGS IN JANUARY 1996  
AND TO SEND OUT NOTICES TO AFFECTED BUSINESSES**

**(6) PETITIONS AND DELEGATIONS**

**(7) NOTICES OF MOTION**

**(8) WRITTEN INQUIRIES**

(9) **BYLAWS**

1. 2672/EE-95 - Land Use Bylaw Amendment / Storm Detention Pond & Central Park/School Site/Anders East Development Ltd./Anders East Subdivision - 1<sup>st</sup> Reading .. 33  
.. 59

**DECISION - BYLAW GIVEN 1<sup>ST</sup> READING**

2. 3128/B-95 - Business Tax Bylaw Amendment/One Hour Free Parking Zone - 3<sup>rd</sup> Reading .. 3

**DECISION - BYLAW GIVEN 3<sup>RD</sup> READING**

3. 3154/95 - Adoption Bylaw - 1995 Assessment and Valuation - 3 Readings .. 41  
.. 61

**DECISION - BYLAW GIVEN 3 READINGS**

4. 2672/CC-95 - Land Use Bylaw Amendment / Lap Dancing

**DECISION - BYLAW GIVEN 2<sup>ND</sup> & 3<sup>RD</sup> READINGS**

**ADDITIONAL AGENDA**

1. City Clerk - Re: Committee Appointment / Policing Committee/Taxi Commission

**DECISION - APPOINTED DARREN KUZ TO THE POLICING COMMITTEE TO FILL THE UNEXPIRED TERM OF DAN GILLILAND**

## **A G E N D A**

FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL

TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL,

**MONDAY, DECEMBER 18, 1995**

**COMMENCING AT 4:30 P.M.**

XXXXXXXXXXXXXXXXXXXX

- (1) Confirmation of the Minutes of the Regular Meeting of December 4, 1995

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(2) **UNFINISHED BUSINESS**

- |    |  |      |
|----|--|------|
| 1. | Land and Economic Development Manager - Re:<br>Residential Lot Servicing Standards, The City of Red Deer | .. 1 |
| 2. | City Clerk - Re: Business Tax Bylaw Amendment 3128/B-95<br>- One Hour Free Parking Zone                  | .. 3 |

(3) **PUBLIC HEARINGS**

(4) **REPORTS**

- |    |   |       |
|----|---|-------|
| 1. | Finance and Audit Committee - Re: 1995 Accounts<br>Receivable Write-Offs            | .. 5  |
| 2. | Finance and Audit Committee - Re: Canadian Western<br>Bank/Approved Investments     | .. 9  |
| 3. | Director of Community Services - Re: Day Care<br>Management Agreement               | .. 22 |
| 4. | Personnel Manager - Re: Salary Management / Mayor and<br>City Manager Salary Review | .. 25 |

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9.	Social Planning Manager - Re: Changes in Federal Financing of Social Programs: The Implications for Municipal Governments	.. 43
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	1. Towne Centre Association Chairman - Re: 1996 BRZ Budget	.. 48
(6)	<b>PETITIONS AND DELEGATIONS</b>	
(7)	<b>NOTICES OF MOTION</b>	
(8)	<b>WRITTEN INQUIRIES</b>	
(9)	<b>BYLAWS</b>	
1.	2672/EE-95 - Land Use Bylaw Amendment / Storm Detention Pond & Central Park/School Site/Anders East Development Ltd./Anders East Subdivision - 1 <sup>st</sup> Reading	.. 33 .. 59
2.	3128/B-95 - Business Tax Bylaw Amendment/One Hour Free Parking Zone - 3 <sup>rd</sup> Reading	.. 3
3.	3154/95 - Adoption Bylaw - 1995 Assessment and Valuation - 3 Readings	.. 41 .. 61
Committee of the Whole:		
1)	Administrative Matter	
2)	Committee Appointment	

**NO. 1****UNFINISHED BUSINESS**

DATE: December 11, 1995

TO: Kelly Kloss, City Clerk

FROM: Alan Scott, Land and Economic Development Manager

RE: **RESIDENTIAL LOT SERVICING STANDARDS  
THE CITY OF RED DEER**

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In 1994, Red Deer City Council established a committee to review lot servicing standards in the City of Red Deer. The committee consisted of representation from the consulting industry, building industry, community associations, and City Council. The mandate of the committee was to prepare a report for submission to Council later in the year, reviewing lot standards and comparing them with other communities within the province.

The committee met throughout 1994, and a final report from the committee was submitted to Council on February 27, 1995. The report contained a number of recommendations with respect to changes in lot servicing standards, which could impact on the price of residential building lots. Admittedly, it appeared from the report, and from the information developed by the committee, that the potential reduction in costs was minimal. In addition, it was pointed out in the report that because residential building lots are sold at market value, there is no guarantee that any reductions in servicing costs would result in a lower price to the end user.

Because a number of the recommendations related to reductions in servicing standards, and the elimination or downsizing of park areas, Council passed the following resolution at their meeting of February 27, 1995:

"RESOLVED THAT Council of the City of Red Deer having considered a report from the Land and Economic Development Manager dated February 7, 1995, re: Residential Lot Servicing Standards, hereby agrees to table to the December 18, 1995 Council meeting, the final report and recommendations of the 'Committee for Review of the Impact of Lot Servicing Requirements on Lot Pricing in the City of Red Deer' dated January 1995, to allow for input from the public and the construction industry relative to said report,

and as presented to Council February 27, 1995."

The report has been circulated to the Red Deer Home Builders Association and the Urban Development Institute for comments. In addition, through the auspices of the Community Services Division of the City, meetings were held with the community associations and with the general public. From these meetings and the circulation of the report, we have gathered a number of comments, but at this date, we are awaiting two or three submissions.



City Clerk  
Page 2  
December 11, 1995

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**RECOMMENDATION**

We would therefore recommend that the tabling of the Residential Lot Standards Report be extended to the first meeting of Council in 1996, in order that we may receive these final submissions.



Alan V. Scott

AVS/mm

c: D. Batchelor, Recreation Parks and Culture Manager

**COMMENTS:**

We concur with the recommendation of the Land and Economic Development Manager.

"H.M.C. DAY"  
City Manager

# **COUNCIL MEETING OF DECEMBER 18 , 1995**

## **ATTACHMENT TO REPORT ON OPEN AGENDA**

**RE: Lot Servicing/ Pricing in the City of Red Deer**

**COMMITTEE FOR REVIEW OF THE IMPACT OF  
LOT SERVICING REQUIREMENTS ON  
LOT PRICING IN THE CITY OF RED DEER**

**Final Report and Recommendations**

**January 1995**

**COMMITTEE FOR REVIEW OF THE IMPACT OF  
LOT SERVICING REQUIREMENTS ON  
LOT PRICING IN THE CITY OF RED DEER**

**TABLE OF CONTENTS**

<b><u>Executive Summary</u></b> .....	i
<b>I. Purpose of Report</b> .....	1
<b>II. Committee Members</b> .....	2
<b>III. Review Process</b> .....	2
<b>IV. Areas for Consideration</b> .....	3
<i>.1 Technical</i> .....	3
<i>.2 Development Agreement</i> .....	4
<b>V. Discussions</b> .....	6
<i>.1 Technical Components</i> .....	6
<i>.2 Development Agreement</i> .....	11
<b>VI. Recommendations/Comments</b> .....	15
<i>.1 Technical Components</i> .....	15
<i>.2 Development Agreement</i> .....	15
<i>.3 City Servicing</i> .....	16
<i>.4 City Parks</i> .....	16
<i>.5 General</i> .....	16

Appendix A: Summary of Typical Development Costs

Appendix B: Comparative Development Requirements

Appendix C: Summary of Financing Costs

Appendix D: Standard Drawings

City of Red Deer

R2 Rolled Monolithic Sidewalk with 250 Gutter

B5 Divided & Undivided Residential Collector Roadway

B6 Undivided & Divided Residential Local Roadway

B10 Gravel & Paved Lanes

**COMMITTEE FOR REVIEW OF THE IMPACT OF  
LOT SERVICING REQUIREMENTS ON  
LOT PRICING IN THE CITY OF RED DEER**

**City of Calgary**

**5 Residential - Parking Both Sides**

**6 Collector - Parking One Side**

**7 Collector - Parking Both Sides**

**Proposed Revisions to City of Calgary Standards**

**1 Proposed Residential - No Sidewalk 14.0 m R/W, 9.5 m Road**

**2 Proposed Residential - Sidewalk One Side 15.0 m R/W, 9.5 m Road**

**3 Proposed Residential - Sidewalk Both Sides 16.0 m R/W, 8.5 m**

**Road**

**COMMITTEE FOR REVIEW OF THE IMPACT OF  
LOT SERVICING REQUIREMENTS ON LOT  
PRICING IN THE CITY OF RED DEER**

Report and Recommendations  
January, 1995

**Executive Summary**

The following changes are recommended for consideration in order to reduce over-all residential development costs within the City of Red Deer without adversely impacting function. These changes could become part of the current development standards or could be discretionary items, to be permitted by the City Engineering Department during review of subdivision design or preparation of Development Agreements on a case-specific basis.

**Consensus Items:**

- Reduce right-of-way width for local residential streets from 16.0 m to 15.0 m.
- Reduce right-of-way width for collector streets from 22.0 m to 20.0 m.
- Encourage the use of private contractors for installation of electrical lines, conduit and street lighting. A review and inspection process comparable to the Engineering Department's review of utility servicing could be implemented.
- The Urban Development Institute to develop alternatives to the existing Development Agreement security requirements.
- Permit deletion of sidewalks where, due to anticipated pedestrian movements, current requirements are potentially redundant.
- Pass cost reductions associated with reduced Central Park development requirements on to the Developer by way of a corresponding reduction in the Recreation Levy.
- The Parks Department should review current planting and facilities requirements.

**Non-Consensus Items:**

- Reduce roadway width from 10.0 m to 9.5 m by reducing travel lanes from 3.0 m to 2.75 m.

- Allowable circumstances where private contractors may make connections to existing utility mains should be expanded to include all utility connections.
- Allow deletion of the parking lane on one side of the street, where development densities are low and off-street parking is provided or where parking restrictions would be implemented regardless.
- Increase maximum hydrant spacing from 150 m to 300 m in low density residential areas.
- Shift full payment of City Forces work (Public Works or Electric Light & Power) from the time of Development Agreement to the time of construction or within a given time period from start of construction.

The recent change to decrease the minimum set-back for houses to 6.0 m had not been in place long enough, at the time of preparing this report, to effect a change in lot pricing. With a corresponding decrease in lot depths, such a move should reduce lot pricing by increasing lot yield for a given development.

Laneless subdivisions are currently permitted. The deletion of lanes may result in significant cost reductions; however, such a change is largely dictated by market demands, with current public preference perceived as being towards laned subdivisions.

**Cost Reduction Summary**  
**- Estimate Only -**

Item	Potential Reduction in Lot Development Costs (Per Lot)
Reduced ROW (16 m to 15m)	\$150 - \$200
6.0 m set-back	\$200 - \$300
Deferred Payment of City Work	
- to time of construction	\$0 - \$50
- 30 days	\$50 - \$100
Laneless Subdivisions	\$500 - \$1,000
Deletion of Redundant Walks (25% assumed)	\$300 - \$400
Deletion of Park Shelter Building	\$150
Reduce Roadway Width 0.5 m	\$200
Deletion of Parking Lane	\$800 - \$1,000
200 m Hydrant Spacing	\$100
Use of Private Contractors for Electrical Installation (Construction Costs and deferred payment)	\$200 - \$300
Development Agreement	
- 50% Up-front Development Charges	\$100
Remainder Payable at CCC	
- 0% Up-front Development Charges	\$250
Remainder Payable at CCC	
- Payment of Development Charges as Lots are Sold, Maximum 1 Year from CCC	\$750

1. The above represent estimated construction costs. No allowance has been included for administrative costs or engineering fees, or associated reductions in City fees or levies. Actual cost reductions will depend on the configuration and size of the specific subdivision.
2. Potential reductions may not be mutually exclusive.
3. The above does not include a component for reduced City costs associated with reductions in long-term maintenance requirements.



## **I. Purpose of Report**

Prices for serviced residential lots in the City of Red Deer are higher than in surrounding communities. This difference may be due to a number of factors, or combination of factors, including: demand, servicing standards, development charges, profit margins, raw land costs or administration costs.

The purpose of this committee was to conduct a general overview of technical design requirements and Development Agreement requirements for a typical residential subdivision development in the City of Red Deer in order to identify those aspects which may significantly impact lot pricing, and to identify areas where existing policy may be onerous and could therefore be re-defined in order to reduce lot pricing.

This report indicates the areas discussed, and the consensus and non-consensus recommendations of the committee. Potential cost reductions for each item were also estimated.

The committee's mandate was general in nature and did not include detailed analysis of the technical validity of current standards or for consideration of marketing aspects; nor were land costs, profit margins, or administration costs reviewed.

It should be noted that more stringent development requirements do not necessarily equate to "higher" standards in the context of greater value for cost or enhanced use. However, the committee was in agreement that at no time should standards be reduced such that public safety becomes a concern, or reasonable use is hindered.

The committee held its first meeting on February 7, 1994. A total of six meetings were held to May 30, 1994. An additional meeting was held on July 22, 1994 between representatives of the committee and City of Red Deer Electric Light and Power.

## **II. Committee Members**

The committee consisted of:

Al Scott	- City of Red Deer, Land and Economic Development
Tom Warder	- City of Red Deer Engineering
Tim Guilbault	- City Alderman
Craig Suchy	- UMA Engineering/Urban Development Institute
Blaine Newton	- Reid Crowther & Partners Ltd./Urban Development Institute
Wes Steele	- Red Deer Home Builders Association

The following people also attended meetings or provided input. Their assistance is acknowledged.

Don Batchelor	- City of Red Deer Parks Department
Lance Hardy	- Eastview Community Association
Al Roth	- City of Red Deer Electric Light & Power
Mike Day	- City of Red Deer Commissioner

## **III. Review Process**

A number of subdivision developments were reviewed to determine the components that most significantly impact lot selling prices, with a hypothetical 50' x 120' lot used for comparison purposes between subdivisions. The original subdivisions reviewed were Melcor Developments Deerpark VI(a), Rosedale Meadows, and 1993 City Subdivision development (combined). All three were found to correlate well. In preparing the final draft of this report, additional information has been incorporated from Phases V(c), VI(b) and VI(c) of Deerpark Estates, completed in the 1994 construction season. Specific development costs are provided in Appendix A.

Average costs per lot are:

On-Site Construction	\$19,100
Development Charges	\$5,100

Raw Land	\$5,700
Carrying Costs	\$1,500
Miscellaneous	\$900

These costs are estimates only, and include only the primary cost components associated with development. They are not intended to indicate total costs associated with development of a serviced lot.

Within these items, components were identified for review where it was felt a change in the current standard was both reasonable and would have a positive effect on lot pricing.

#### **IV. Areas for Consideration**

##### **.1 Technical**

The following areas were identified for discussion, based on consideration of design standards in other communities, as well as past design standards in the City of Red Deer. Design standards for primary servicing components are provided in Appendix B.

##### **a) Sidewalk**

- Deletion along all residential streets
- Deletion in cul-de-sacs or along flankages
- Reduced sidewalk width

##### **b) Roadway**

- Reduce from 10.0 m width to 9.0 m width
- Reduce from 75 mm minimum asphalt thickness to 65 mm
- Delete parking on one side

##### **c) Right-of-Way**

- Reduce from 16 m to 15 m for residential streets
- Reduce from 22 m to 20 m for collector roads

***d) Lanes***

- Reduce from 5.5 m gravelled width to 5.0 m
- Delete lanes

***e) Lot Configuration***

- Reduce front yard (set-back) requirement to 6.0 m (with associated minimum area adjusted to 350 m<sup>2</sup>)

***f) Utility Servicing***

- Use 1:3 design storm/0.30 run-off coefficients for storm sewer sizing
- Reduce minimum cover on sanitary sewers by 0.3 m
- Increase fire hydrant spacings from 150 m to 300 m

***.2 Development Agreement***

The City's fundamental philosophy of recovering all trunkline costs from developments was not questioned. Such a review, although appropriate, is beyond the scope of this committee.

During preparation of this study, a number of municipalities were contacted concerning the levies charged against developments. With respect to Recreation Levies, most other communities do not make a specific assessment against the developer. Large central parks or smaller neighborhood parks are considered a marketing tool: providing and equipping parks in a subdivision will make lots more saleable; however, it is not a requirement. The City's current recreation levy is in the order of \$700 per lot.

Establishment of levies for sewer, water and roadways varied widely between communities in terms of which utility costs were to be recovered and how the appropriate rates would be set. Some communities did not assess a levy for construction of arterial roadways. Others did not charge for sewer trunk mains, but did have an assessment based on sewage treatment plant costs. Methods varied widely as well, from a simple single per-hectare

cost, to a nine component assessment, some of which varied depending on the location of the development within the community. It should also be noted that most communities contacted advised that their rates were under review.

Due to this wide variation in philosophies, methods and costs, comparison of the City's levy system with the systems in place for surrounding communities was beyond the scope of this committee.

The committee's review focused primarily on the timing and value of securities required from the developer. Such requirements, depending on when payment is due or when security payments are retained, impact a developer's cash flow, potentially limiting the size of development he is capable of financing and resulting in interest carrying charges.

The primary securities or pre-payment requirements within the current development agreement are:

- 100% of all levies and boundary improvement costs are required at the time of the Development Agreement signing.
- 50% of City Electric Light & Power (EL&P) costs must be paid at the time of the Development Agreement signing.
- 50% of City connection work must be paid at the time of Development Agreement signing.
- Securities are 25% of construction costs (and not less than \$30,000)
  - reduced to 15% at time of CCC (Construction Completion Certificate)
  - reduced to 0% at time of FAC (Final Acceptance Certificate)

Appendix C provides a brief summary of the impact of these requirements on a typical project. Costs noted are rough estimates only, intended to establish order-of-magnitude.

#### **Areas for consideration:**

- a) Set minimum value of securities to more closely reflect the value associated with a deficiency, setting well defined time limits for the developer to respond and giving the City powers to rectify deficiencies and charge back costs if problems are not resolved.
- b) Require 50% of levies up-front, with the remainder payable at the time that CCC's are to be issued. Issuance of the CCC's is contingent upon payment.
- c) Require full payment of levies at CCC, with 0% up-front. Payment of levies become a pre-requisite of building permits.
- d) Payment of levies required only as individual building permits are issued, with a 1 year maximum time period from issuance of the CCC.
- e) Encourage EL&P work to be contracted out by the Developer, with work to be done to EL&P standards. This may result in over-all cost reductions for the construction work, as well as additional reductions due to payments being deferred (developers routinely pay contractors 30 - 60 days after the work is completed).
- f) Re-evaluate Parks Standards in order to reduce the Recreation Levy.

#### **V. Discussions**

##### **.1 *Technical Components***

##### **a) *Sidewalk***

- i The current effective sidewalk width of 1.1 m is generally consistent with other communities. It was agreed that the width could not be significantly reduced without adversely affecting its use. Potential cost reductions did not warrant a change in this standard.
- ii Deleting sidewalks on all residential streets was considered too drastic, potentially impacting safety. It was noted that some Cities, Winnipeg for example, do not require

sidewalks in their residential subdivisions, except on collector roads or arterial roads.

- iii There was consensus from the committee that a review of pedestrian routing in a specific subdivision could allow partial deletion of sidewalks in a given subdivision. Examples noted were on one side of a cul-de-sac, or along flankages where sidewalk is already provided along frontages and a clear pedestrian route can be provided. It was further noted that sidewalks could be installed at a later date as a local improvement if the City is petitioned by the area residents.

**b) Roadway**

- i The current minimum asphalt thickness is 75 mm. This is consistent with the minimum recommendations of the Asphalt Institute. There is concern over poor asphalt performance with a 65 mm thickness. It was noted that the City will consider any site-specific change in design standards if sufficient engineering design information is provided by way of a pavement section design.
- ii Currently a standard undivided local roadway consists of two - 2.0 m parking lanes and two - 3.0 m travel lanes, for a total carriageway width of 10.0 m. This consists of 9.5 m of asphalt and 2 x 0.25 m gutters.

A small reduction in the asphalt width of 0.5 m was estimated to reduce the cost per lot in the order of \$200, including asphalt, road gravel, and basework. The decrease could be achieved by either reducing the travelled lanes to 2.75 m each or a 0.125 m reduction in all lanes. Although such a change would not be inconsistent with other Cities and municipalities in the review area, the City of Red Deer Fire Department has expressed concern that such a reduction decreases the potential minimum clearance for emergency vehicles. Concerns were also raised that a

width reduction would impact usage, particularly in the winter when snow build-up may restrict the full use of parking lanes. It was agreed that a reduction of 1.0 m would be excessive, reducing lane widths to the point that there could be safety concerns. However, committee consensus could not be reached over whether a reduction of 0.5 m would be sufficiently beneficial, from a cost-reduction standpoint, to off-set any potential difficulties.

It should be noted that the City of Calgary is currently considering a proposal to reduce their effective pavement width from 9.5 m to 8.5 m.

- iii It was noted that elimination of parking on one side of the street would decrease initial pavement costs by as much as \$800 - \$1,000 per lot, and would reduce longer term City maintenance and replacement costs. Many cities, including Calgary, Edmonton and Winnipeg, have streets with parking on one side only. On a street with front drives, the inconvenience to the user could be minimal. As well, the parking lane could be eliminated in areas where parking restrictions would be imposed for other reasons (adjacent to a central park, for example). Consensus of the committee could not be reached. Potential enforcement concerns were noted.

c) *Right-of-Way*

- i It was agreed that the right-of-way width for local residential streets could be reduced from 16.0 m to 15.0 m, and right-of-way widths for collector streets could be reduced from 22.0 m to 20.0 m with no impact on the user.

Currently there is a 1.5 m boulevard between the back-of-walk and the property line on a residential street. The reduction would be achieved by reducing this to 1.0 m on both sides. Effectively, this would reduce the front yard



depth from 9.0 m (1.5 m boulevard plus 7.5 m set-back) to 8.5 m.

The saving to development costs would result from an increased lot yield for a given development area, with associated decreased per-lot costs. The per-lot saving would likely be in the order of \$150 to \$200.

**d) Lanes**

- i Two options were reviewed for lanes: reducing the gravelled width within the 6.0 m right-of-way by 0.5 m, and deletion of lanes entirely.

It was agreed that any reduction in gravelled width within the 6.0 m right-of-way would achieve little cost reduction, and could result in maintenance and drainage concerns. More could be spent by a developer maintaining the lanes until the end of the warranty period than would be saved. It was also agreed that reducing the width of the back-lane right-of-way could create access problems, particularly for garbage trucks and maintenance vehicles.

- ii Design of laneless subdivisions is already acceptable to the City of Red Deer. The cost reduction, primarily due to increased lot yield for a given parcel of land, may be as high as \$2,000 per lot. However, there may be off-setting costs associated with street servicing, such as increased lengths of service lines and thicker roadway sections in order to bridge utility and service trenches. There may also be marketing concerns, based on whether the public has a positive or negative perception of laneless subdivisions.

**e) Lot Configuration**

- i The minimum set-back for housing was 7.5 m. City council recently adopted a decrease to 6.0 m although, at the time of this report, it has not been widely implemented.

This change would decrease lot costs by increasing over-all lot yield within a subdivision, if the set-back reduction results in an associated decrease in average lot depths. The saving would be in the order of \$200 - \$300 per lot.

The reduced set-back, in conjunction with a decreased right-of-way width for local residential streets, would result in an effective front yard depth of 7.0 m from the current 9.0 m. It was noted that front yards are not functional, and the decrease would likely not be viewed by the public as a concern. The minimum set-back is based on preventing a "closed in" appearance to the street scape. However, the trend to innovative house designs on a given street would tend to mitigate this concern.

*f) Utility Servicing*

A brief review of storm sewer and sanitary sewer standards was conducted.

- i Recent changes to the City's storm water run-off calculation requirements increased the design requirements and may have a small impact on lotting costs. However, this was not considered significant.
- ii Reducing depths of cover for sanitary sewer to be more in line with some other local communities would have little impact. Depths tend to be more a function of the serviceability of the lots. Reduced depths would be acceptable to City Engineering if they can be shown to be consistent with good engineering practices.
- iii The Urban Development Institute (UDI) recently requested that the City Engineering Department review the current spacing for fire hydrants. The average spacing of 150 m for low density residential developments is twice as stringent as the current 300 m spacing required in the City of Calgary. Given the cost of hydrants, leads and valves, a shift to 200

or 250 m spacing could reduce lot costs by \$100. The City of Red Deer's current standard is consistent with the recommendations of the Underwriters Survey and the Alberta Building Code.

## **.2     *Development Agreement***

It was recognized that requirements for up-front payment of City levies or for posting of security requirements may not be consistent with private sector practices, and may be creating carrying costs for the Developer which impact lot costing. For the sake of this review, a rate of interest of 10% was assumed as being indicative of average long term rates.

It was also noted that deletion of some costs or delay of payments would put the onus for interest payments onto the City. Such a situation was not considered acceptable, as payment is then pushed onto the rate payer rather than the end user (purchaser). Preferable was any method where costs could be reduced outright.

### **a)     *Boundary Costs and Levies***

Discussions focused on adjusting the time table for payment of City assessments, or for the posting of securities, in order to reduce the associated interest costs. Specific suggestions are noted in Section IV.2, earlier in this report.

Concerns were raised that the purpose of the present guidelines are to ensure that the City suffers no risk. Any change which would increase the City's potential for risk was not desirable.

**Suggestions to limit the City's risk included:**

- **Establish caveats on the individual lots, in the name of the City, which would prevent sale of the lots without proper notification to the City.**
- **Do not remove caveats or issue building permits until all costs have been paid or deficiencies rectified.**
- **Require a portion of lot sales to be paid into trust, to be released to the City as payment for work or for levies.**
- **Allow established developers to put a smaller amount up front, as acknowledgment of their positive track record.**

**The City representative, upon consultation with the City solicitor, advised that such steps would be onerous to administrate, and therefore would result in costs to the City.**

**Further review of this area was considered beyond the scope of this committee. However, more detailed consideration by a separate body, such as the Urban Development Institute, may allow development of specific proposals for consideration by council.**

***b) City Electric Light & Power***

**It was recognized that City EL&P generates revenue for the City of Red Deer, acting as a monopoly for the supply of energy and carrying out the vast majority of electrical servicing and street lighting installation for developments within the City.**

**Two areas of consideration were raised:**

- **Encourage private contracting of power service and street light installation, with the EL&P Department acting as a technical authority (much as City Engineering now operates for deep utility installation).**
- **If EL&P is utilized, allow payment either at the time work is commenced, or, as with other contractors, within 30 days of completion of the work.**

**It was noted that contracting out of electrical installations is now permitted, but it is the developers' perception that onerous requirements are placed on the work of the private contractor which may not be consistent with the standards of practice of the EL&P crews. This has prevented utilization of private contractors, with no resulting establishment of local expertise which would allow for healthy and effective competition. It is not unreasonable to expect some economy from the use of private contractors, once a pool of local capability has been established. cursory discussions between City of Red Deer Electric Light and Power and the Cities of Medicine Hat, Lethbridge, Calgary and Edmonton have produced mixed reviews on the success of utilizing private contractors for this work. This information was not verified by the committee. Further consideration and/or test installations may be appropriate.**

**A reduction of 10% would result in a per lot cost decrease in the order of \$150. Developers should be encouraged to utilize this option.**

**Deferring payment for City work until work is complete would result in savings and would be more consistent with payment arrangements with private contractors. Depending on schedules and carrying charges, a reduction in the order of \$50 - \$100 per lot could be realized.**

c) *Public Works*

Historically, City work required for connection to existing mains has been priced significantly higher than the work of private contractors. Part of this difference has been due to the small scope of work, contingency allowances, and associated disproportionate mobilization/demobilization costs. Accordingly, private contractors, within the context of their larger project scope, can provide more competitive pricing.

The City now permits the use of private contractors for most connections to existing main lines, except for watermain connections where existing services cannot be isolated. Consideration should be given to further expanding the scope of work available to private contractors.

d) *Recreation Levy*

It has been identified that the City Parks Department is taking active steps to decrease operational costs associated with neighborhood parks. Part of this action may involve eliminating community shelters from all future parks. This cost is a component of the current Recreation levy, accounting for in the order of \$130,000 per quarter section.

This deletion should result in a corresponding decrease in the recreation levy assessed against new developments. Depending on the lot yield, a per lot saving of \$150 could be realized.

The Parks Department should also review the level of planting and playground equipment provided for each park. In many cases, such items should be provided at the Developer's discretion based on market demands, or can be added at a later date by community associations once the needs of the area are identified. Demographics from subdivision to subdivision can vary widely.

## **VI. Recommendations/Comments**

### **.1 Technical Components**

- Sidewalks can be deleted in some areas where it can be reasonably demonstrated that pedestrian volumes are low, or that the sidewalk is redundant given typical pedestrian routing patterns. - Consensus
- Council should consider deletion of one parking lane on local residential streets where adequate off-street parking is provided, or where other factors would tend to restrict parking. Discretion could be given to the Engineering Department to permit this as specific sites warrant. - No Consensus
- Council should consider reducing the asphalt width from 9.5 m to 9.0 m, through the reduction of the travelled lanes from 3.0 m to 2.75 m each. - No Consensus
- The right-of-way for local residential streets should be reduced from 16.0 m to 15.0 m - Consensus
- The right-of-way for collector streets should be reduced from 22.0 m to 20.0 m. - Consensus
- Laneless subdivisions are currently acceptable. - Consensus
- A set-back of 6.0 m for housing is currently acceptable. - Consensus
- Increase maximum hydrant spacing from 150 m to 300 m in low density residential developments. - No Consensus

### **.2 Development Agreement**

- Further study of security requirements should be carried out by a separate group such as the Urban Development Institute. The focus of the review should be to provide proposals to

minimizing up-front costs while still protecting the City's interests.

- Consensus

**.3 City Servicing**

- Encourage the use of private contractors for all site utility service work. - No Consensus
- Encourage the use of private contractors for all electrical servicing or street lighting work. - Consensus

**.4 City Parks**

- Deletion of the community shelters should result in a direct corresponding decrease in the Recreation Levy for new developments. - Consensus
- The Parks Department should review current planting and facilities requirements. - Consensus

**.5 General**

- Deletion or reduction in asphalt, sidewalk, parks requirements or similar components will result in a longer term savings to the City in the form of decreased maintenance and replacement costs. - Consensus

Ultimately, the design and pricing of lots is a market issue. There is no assurance that reducing servicing costs will necessarily result in a direct and equal decrease in lot pricing. As well, it is difficult to determine at what point the price of a lot will push the average purchaser to consider other markets. If higher development standards are a positive selling point, lot sales will not suffer despite higher costs, to an upper limit. However, such an analysis is skewed, as many residents feel they have no option but to locate in Red Deer in order to be in close proximity to their livelihood, and as such are passive supporters of the current standards and pricing regime. They cannot vote, by way of their purchasing dollars, on the system or level of standard most suited to their needs. In a sense, supply is leading demand. There is therefore an obligation on the



part of the regulatory authority to periodically review development standards and policies to ensure that idealism is properly balanced with economic realities.

## **APPENDIX A**

### **SUMMARY OF TYPICAL DEVELOPMENT COSTS**

## APPENDIX A

### SUMMARY OF TYPICAL PER LOT DEVELOPMENT COSTS CONSTRUCTION/ADMINISTRATIVE COMPONENTS

Item	Deerpark Estates	1993 City Development	Rosedale Meadows
<b>I. Construction</b>			
Watermain	\$1,950		\$1,900
Sanitary Sewer	\$1,500		\$1,350
Storm Sewer	\$2,900		\$3,200
Service Connections	\$1,650		\$1,100
Miscellaneous	\$400		
Sidewalks	\$1,300		\$1,500
Road Base	\$1,400		\$3,400
Asphalt	\$1,100		\$1,650
Lanes	\$500		\$1,450
Park Devel & Landscaping	\$350		
Excavation/Lot Grading	\$1,300		\$1,000
City Electric Light & Power	\$1,400		\$1,600
Geotechnical/Legal Survey	\$450		\$400
Engineering	\$1,400		\$1,600
	<hr/> \$17,600	<hr/> \$19,650	<hr/> \$20,150
<b>II. Development Charges</b>			
Off-Site Levies	\$3,100	\$3,500	\$3,300
Recreation Levy	\$600	\$700	\$1,650
Area Improvement	\$500	\$500	\$650
Boundary Improvement	\$250		
Administration	\$150	\$175	\$175
Survey Network	\$25	\$25	\$25
	<hr/> \$4,625	<hr/> \$4,900	<hr/> \$5,700

#### NOTES:

- Cost estimates have been rounded.
- Construction costs will vary depending on the location of the development in proximity to service trunks.
- Construction costs will vary based on possible "lot yield" from the development.
- Estimates do not include for additional development costs such as legal fees, plan registration, advertising/promotion, builder damage and general administration.
- Federal Goods and Services Tax is not included.

## **APPENDIX B**

### **COMPARATIVE DEVELOPMENT REQUIREMENTS**

**APPENDIX B**  
**COMPARISON OF PRIMARY DESIGN STANDARDS**  
**Residential Developments**

Item	City of Red Deer (1991)	Town of Blackfalds	City of Calgary (1994)	City of Edmonton (1993)	Town of Lacombe (1982)	Town of Sylvan Lake (1994)
<b>1. Watermains</b>						
- Min. size, mm	150	100	150	150	150	150
- Min. depth of cover, m	2.7	2.7	-	2.6	2.7	2.75
- Max. Hydrant Spacing Residential (R1), m	150	300	300	150	150	150
<b>2. Sanitary Sewer</b>						
- Min. Size, mm	200	200	200	250	200	200
- Min. Depth of Cover, m	2.7 (TOP)	2.4 (Inv)	2.5 (TOP)	2.6	2.5 (Inv)	2.75 (Top)
- Max. Manhole Spacing, m	150	120	185	120	120	120 - 150
<b>3. Storm Sewer</b>						
- Min. Depth of Cover, m	1.5	1.2	1.2	2.2		1.5
- Min. Size, mm	300	300	300	300		300
- Max. Gutter Flow, m	150	300	150 - 300	120		120
			(depending on street grade)			
- Run-off Coefficients Residential	0.35	0.30	0.30	0.50		0.3 - 0.5
- Design Storm - Residential	1:5	1:3	1:5	1:5		1:5
<b>4. Services</b>						
- Min. Size, mm						
Sanitary	150	100	150	150	100	150
Water	25	19	20	20	20	25
- Min. Depth of Cover, m						
Sanitary	2.7	2.2	-	2.7	2.7	2.7
Water	2.7	2.4	-	2.6	2.7	2.5
<b>5. Streets</b>						
- Collectors						
ROW Width (undivided), m	22	22	22/19.5*	24/20*		20
Pavement Width (FOC to FOC), m	12.0	12.5	12.0/9.5*	11.5		12.5
- Residential						
ROW Width, m	16	15	15	17		17
Pavement Width (FOC to FOC), m	10.0	9.75	10.0	9.0		10.5
- Min. Asphalt Thickness, mm	75	65	-	-		75
- Lanes						
ROW Width, m	6.0	6.0	8.0	6.0		6.0
Gravel Width, m	5.5	4.5	-	4.0 (asphalt)		5.5
- Min. Sidewalk Width						
Residential - Monolithic (rolled c & g), m	1.5	1.05	1.1	1.25	1.04	1.1
Residential - Separate, m	1.5	1.4	N/A	1.5	1.2	1.2

Notes: - Towns and villages tend to pattern their specifications on the larger municipalities.

- \* Parking One Side

- Every effort has been made to include the most recent information available. Between the commencement and completion of this study, changes may have been implemented by the municipalities noted.

standard

## **APPENDIX C**

### **SUMMARY OF FINANCING COSTS**

**APPENDIX C**  
**SUMMARY OF FINANCING COSTS**  
**DEVELOPMENT AGREEMENT REQUIREMENTS**

**I. Assumptions:**

- 6 month period from Development Agreement signing to CCC
- 2 year period from CCC to FAC
- 1 year from CCC to full lot sales
- no major deficiencies

Note: These calculations do not include interest costs associated with land costs, construction contracts or similar items.

**II. Typical Development Costs Per Lot - Primary Components**  
(from February 24/94 summary)

Off-Site Levies	\$3,300
Recreation Levy	\$650
Area Improvement	\$550
Boundary Improvement	\$100
Administration	\$175
Survey Network	\$25
	<u>\$4,800</u>
 EL&P	 \$1,500
 Construction Costs (with engineering)	 \$18,500

**III. Development Agreement Requirements**

- 100% of all levies and boundary improvement costs at time of Development Agreement
- 50% of EL&P costs at time of Development Agreement; remainder upon completion of work
- 50% of City connection costs at time of Development Agreement; remainder upon completion of work
- Securities
  - 25% of construction cost (not less than \$30,000 initially)
  - Reduced to 15% of construction cost at time of CCC
  - Reduced to 0% at time of FAC

#### IV. Carrying Cost Reductions - \$ Per Developed Lot

		Per Annum Interest		
		6%	10%	15%
		<hr/>		
•	Payment deferred to issue of CCC (6 months)			
	- Levies & Fees	\$150	\$250	\$350
	- EL&P	\$50	\$75	\$100
•	Payments deferred to Point of Full Revenue Generation (max. 1 yr beyond CCC)			
	- Levies and Fees	\$450	\$750	\$1,200

#### V. Cost of Current Securites Requirement

•	Securities			
	- to CCC	\$135	\$220	\$335
	- CCC to FAC	\$315	\$535	\$820



## **APPENDIX D**

### **STANDARD DRAWINGS**

## **APPENDIX D**

### **STANDARD DRAWINGS**

#### **City of Red Deer**

- R2 - Rolled Monolithic Sidewalk with 250 Gutter**
- B5 - Divided and Undivided Residential Collector Roadway**
- B6 - Undivided & Divided Residential Local Roadway**
- B10 - Gravel & Paved Lanes**

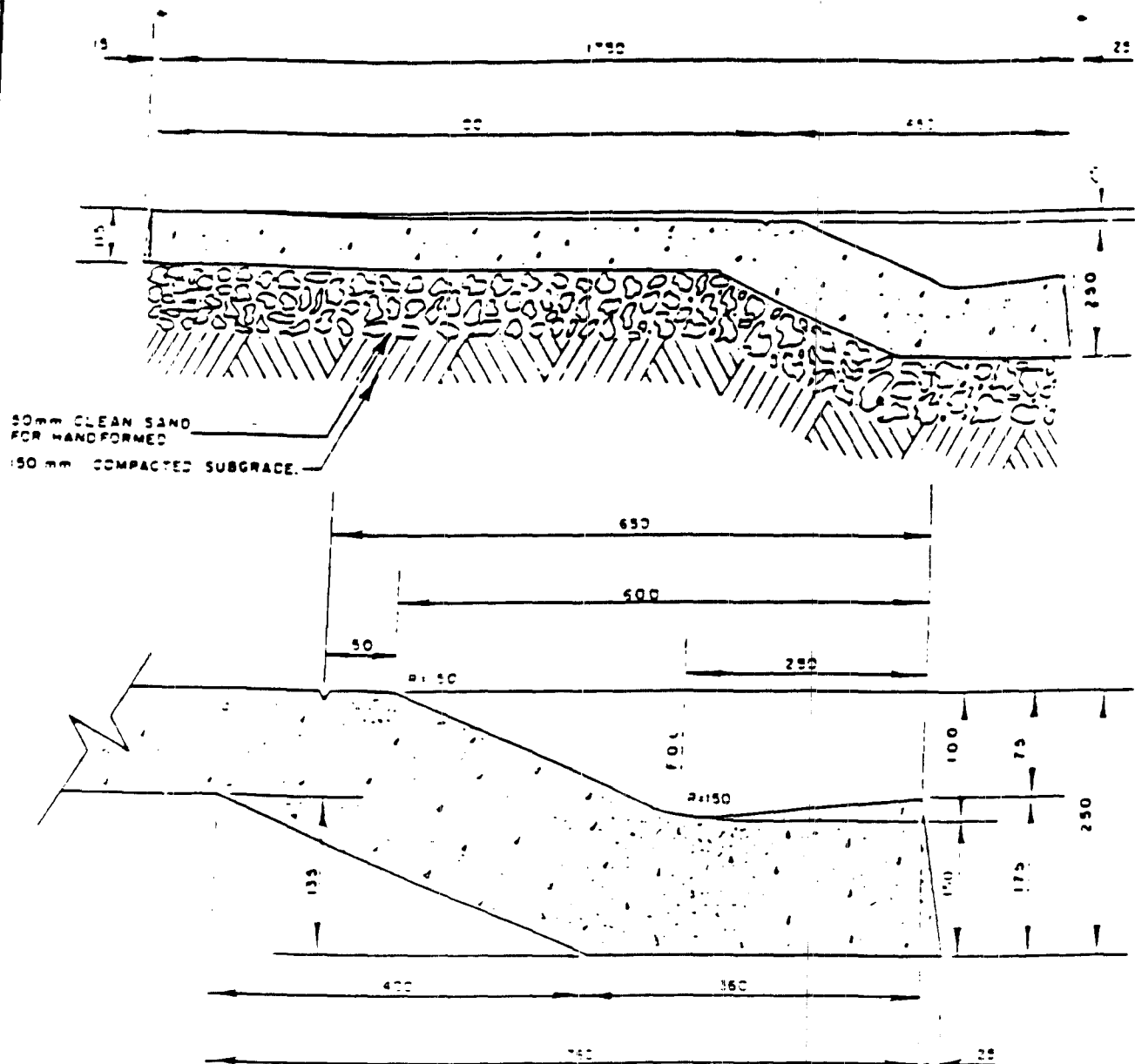
#### **City of Calgary**

- 5 - Residential - Parking Both Sides 15.00 R/W, 9.50 m Road**
- 6 - Collector - Parking One Side  
19.50 m R/W, 9.5 m Road**
- 7 - Collector - Parking Both Sides  
22.00 m R/W, 12.0 m Road**

#### **Proposed Revisions to City of Calgary Standards**

- 1 - Proposed Residential - No Sidewalk  
14.0 m R/W, 8.5 m Road**
- 2 - Proposed Residential - Sidewalk One Side  
15.0 m R/W, 8.5 m Road**
- 3 - Proposed Residential - Sidewalk Both Sides  
16.0 m R/W, 8.5 m Road**

**City of Red Deer**



#### NOTES

- 1 27.5 MPa CONCRETE
- 2 REINFORCE WITH 10M AT 300mm ON CENTER WHERE SPECIFIED

\* BATTER NOT REQUIRED FOR HANDFORMED

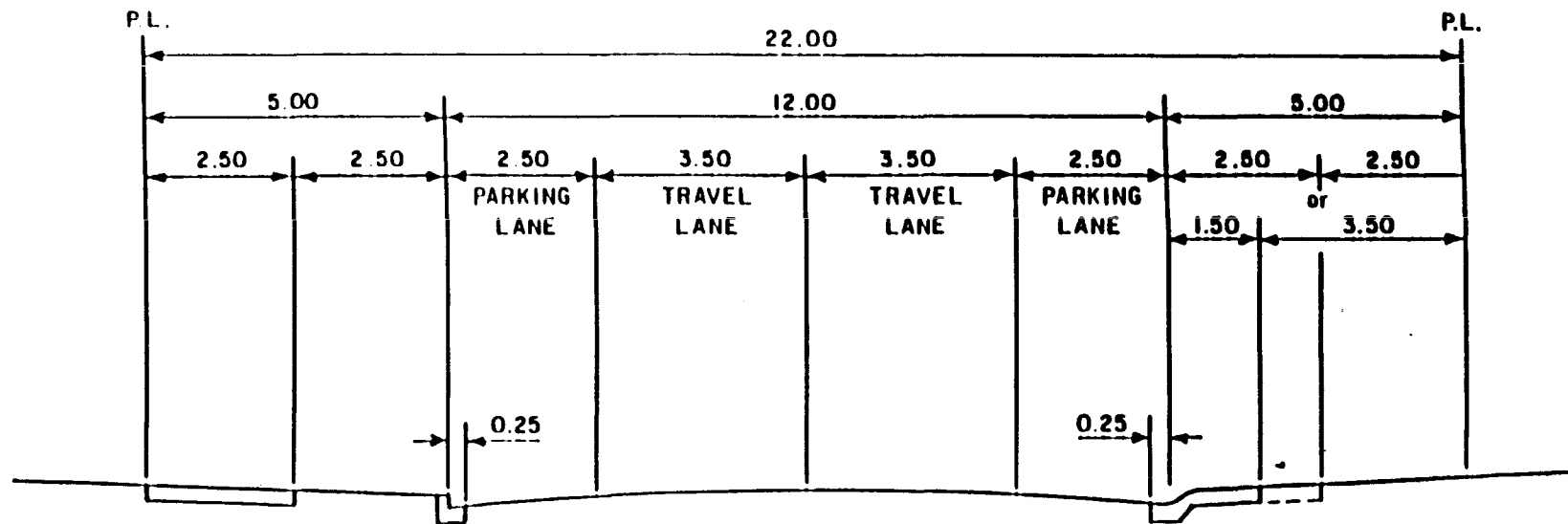
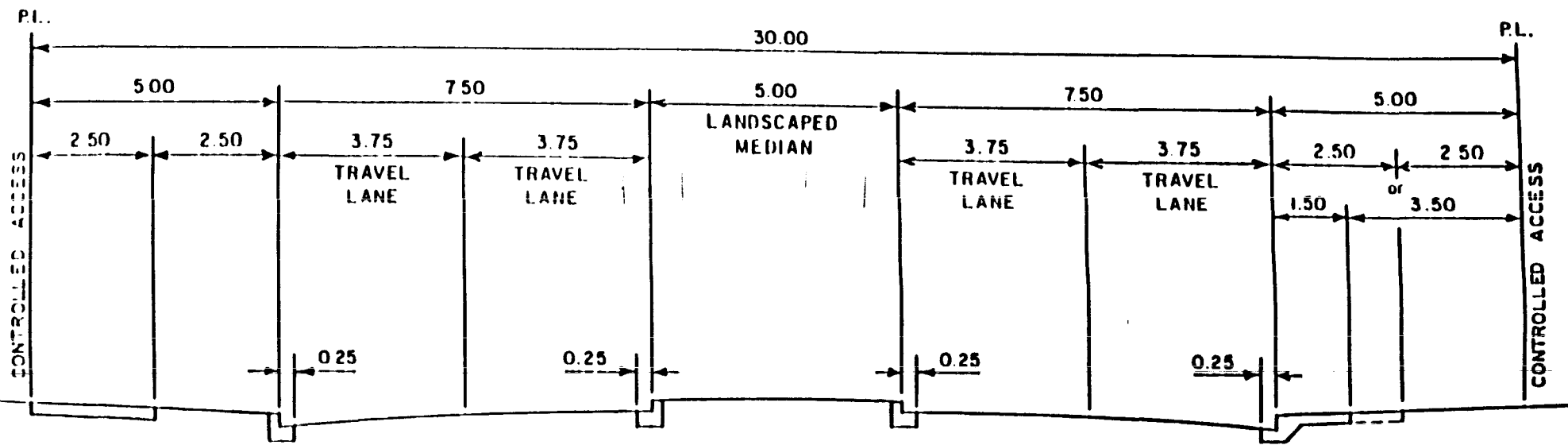
**METRIC** DIMENSIONS ARE MILLIMETRES  
UNLESS OTHERWISE NOTED

CITY OF RED DEER  
ENGINEERING DEPARTMENT

ROLLED MONOLITHIC  
SIDEWALK WITH 250 GUTTER

5	8/06	REVISED	TOW
4	2/01	UPDATED	ASH
3	01/00	UPDATED	ASH
2	5/80	UPDATED	ASH

APPROVED: [Signature] DATE: [Date] DRAWING NO: [Number]



NOTE: SIDEWALK LOCATION AND WIDTH  
TO BE DETERMINED IN CONSULTATION  
WITH THE ENGINEERING AND PARKS  
DEPARTMENTS.

NO.	DATE	REVISION	APP'D

DRAWN  
C.E.J.B.  
DATE  
SEPT.19/90  
SCALE  
N.T.S.

THE CITY OF RED DEER  
ENGINEERING DEPARTMENT  
DIVIDED AND UNDIVIDED  
RESIDENTIAL COLLECTOR  
ROADWAY

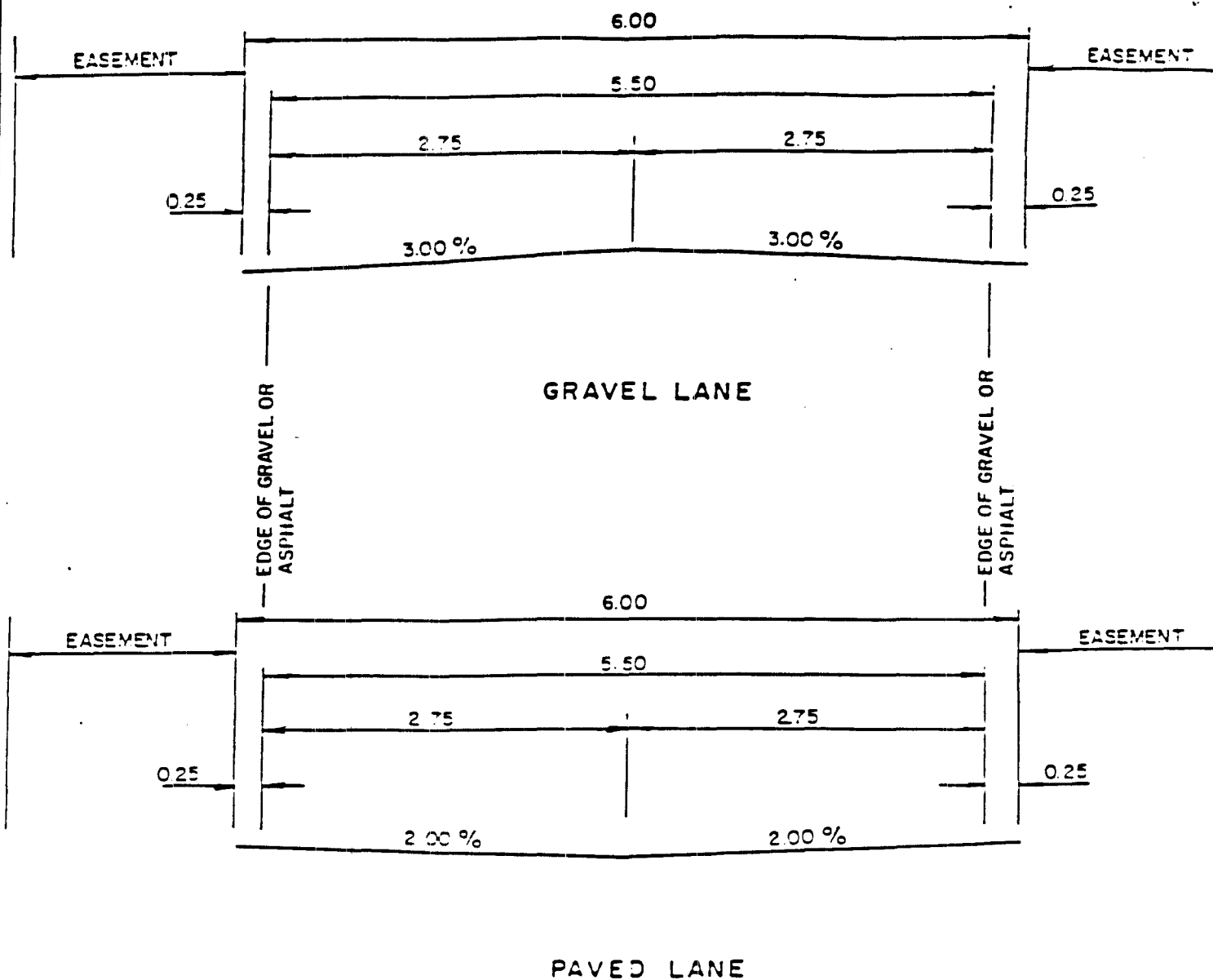
APPROVED BY  
*[Signature]*  
ENGINEER  
DRAWING NO  
B5



DRAM
C E J B
DATE
SEPT '90
SCALE

UNDIVIDED & DIVIDED  
RESIDENTIAL LOCAL

*Two*  
DRAWING NO



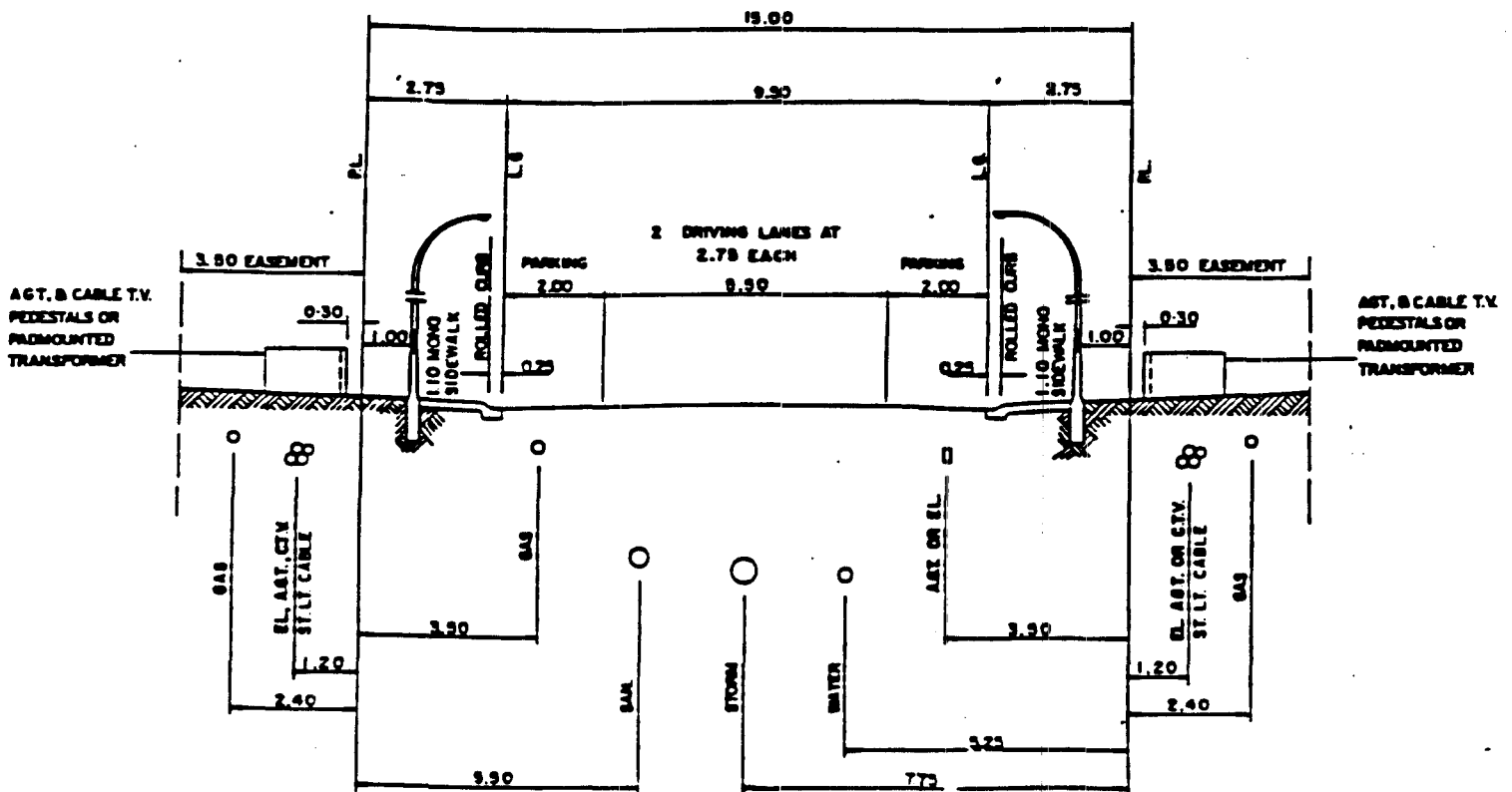
- NOTE: 1. MINIMUM 2.00 m WIDE EASEMENT REQUIRED ON BOTH SIDES OF LANE FOR REAR SERVICING  
 2. LANE TO BE PAVED ADJACENT TO MULTI-FAMILY AND COMMERCIAL DEVELOPMENTS WHERE LANE ACCESS IS PROVIDED.

DRAWN		THE CITY OF RED DEER		APPROVED	
SH		ENGINEERING DEPARTMENT		[Signature]	
DATE		GRAVEL & PAVED		ENGINEER	
91 01		LANES		DRAWING	

**City of Calgary**







#### CARRIAGEWAY ALTERNATIVES

- A. CROWNED
- B. DISHED
- C. X-FALLED

#### NOTE - FOR CROWNED SECTION

CURB REQUIRED ON BOTH SIDES

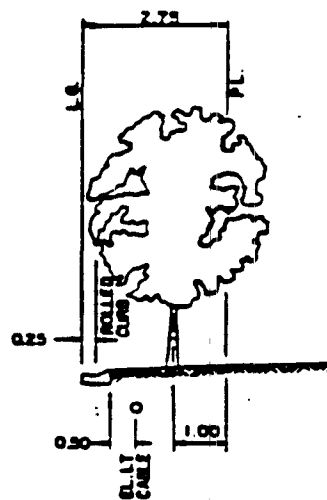
#### FOR DISHED SECTION

MINIMUM GRADE OF 1% REQUIRED WITH  
MAXIMUM DRAINAGE LENGTH OF 150.00

#### FOR X-FALLED SECTION

CURB REQUIRED ON LOW SIDE

- NOTE - HYDRANT ON 0.75 LINE  
 - HYDRANT VALVES ON 4.50 LINE  
 - SERVICE VALVES ON 0.50 LINE  
 - PRE-INSTALLED SERVICE CONNECTIONS TO BE INSTALLED  
 3.50m INSIDE P.L. OR 5.00m INSIDE P.L. WHEN CROSSING  
 GAS AND ONE OTHER SHALLOW UTILITY  
 - ST. LT. CABLE TO BE INSTALLED IN EASEMENTS ONLY IF  
 WATER IS SERVICED FROM THE FRONT  
 - ST. LT. CABLE CENTRED IN 1.50 EASEMENT WHERE  
 THERE IS NO GAS EASEMENT



NOTE - POWER POLES, STREET  
LIGHTING POLES, TRANSFORMER  
BOXES AND OTHER SURFACE  
STRUCTURES SHALL MAINTAIN  
A MIN. OF 3.00m CLEARANCE  
FROM HYDRANT

#### ALTERNATIVE WITH NO SIDEWALK


ENGINEERING AND DESIGN  
SPECIAL CONSULTING ENGINEERS

5

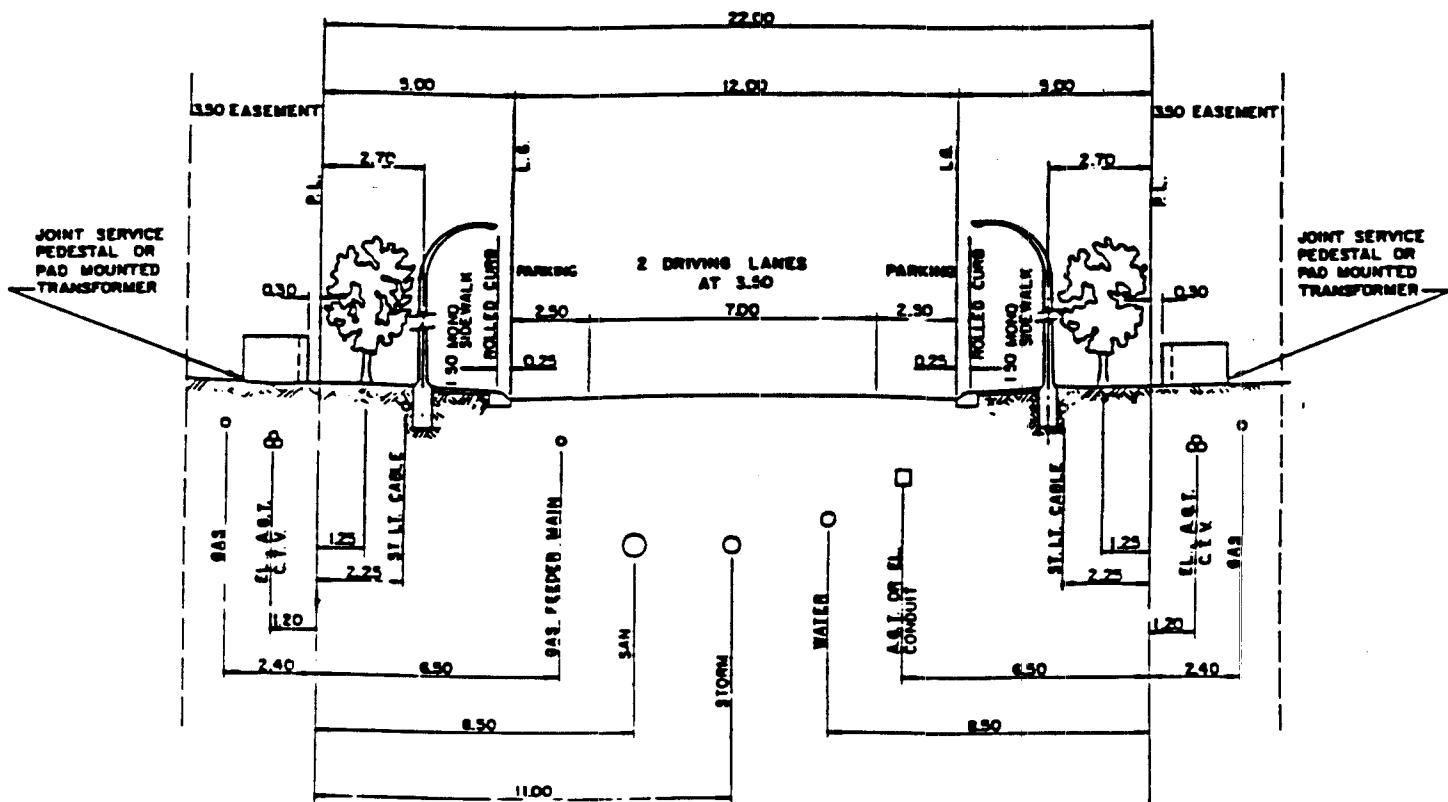
454.1C08.020

94-01	ALTERNATIVE WITH NO SIDEWALK REVISED	EL
93-03	NOTE REVISED - PRE-INSTALLED SERVICE CONNECTIONS	EL
93-02	WATER & STORM LOCATIONS MODIFIED	EL
90-12	Q.D. ROADWAY CHANGED TO 9.50m	EL
88-01	ALTERNATIVE WITH NO SIDEWALK ADDED	EL
85-03	ST. LT. NOTES ADDED	EL
85-02	VALE & ST. LT. NOTES ADDED	EL
84-03	MONO SIDEWALK NOTES ADDED	EL
83-02	CURB NOTES ADDED	EL

Drawn	Rev.	Date	Appr.
AS		JAN. 1997	
			
City Engineer			

 THE CITY OF CALGARY ENGINEERING DEPARTMENT	
RESIDENTIAL-PARKING BOTH SIDES	
15.00m R/W, 9.50m ROAD	





NOTE: - HYDRANTS ON 2 TO LINE  
 - HYDRANT VALVES ON 7.50 LINE  
 - SERVICE VALVES ON 12.5 LINE  
 - TREES ON 12.5 LINE  
 - PRE-INSTALLED SERVICE CONNECTIONS TO BE INSTALLED 3.50m INSIDE PL. OR 5.00m INSIDE PL. WHEN CROSSING GAS AND ONE OTHER SHALLOW UTILITY  
 - POWER POLES, STREETLIGHT POLES, TRANSFORMER BOXES AND ALL OTHER SURFACE STRUCTURES SHALL MAINTAIN A MIN. OF 3.0m CLEARANCE FROM HYDRANT.

#### OPTIONAL STANDARD

- 1.40 SEPARATE WALK WITH 8W.O.30 TO REPLACE MONO SIDEWALK AS AN ALTERNATIVE WITH TREE ALIGNMENT TO BE ADJUSTED TO THE 2.5m LINE AND THE STLT. CABLE ON THE 3.75m LINE
- SERVICE VALVES ON 2.50m LINE

1	93-02	NOTE ADDED	AK
2	93-03	NOTE REVISED - PRE-INSTALLED SERVICE CONNECTIONS...	AK
3	93-02	SANITARY & STORM LOCATIONS MODIFIED	AK
4	90-12	ROAD WIDTH & LANE WIDTH REVISED	AK
5	90-02	LANE WIDTH REVISED	AK
6	89-01	NOTE ADDED	AK
7	89-02	VALVE LINE CHANGED	AK
8	84-02	TREE RE ALIGNMENT	AK
9	83-06	SEP WALK REPLACE WITH MONO WALK & NOTE ADDED	AK

Drawn RGS Date JUL, 1977  
 Scale 1" = 20'  
 City Engineer



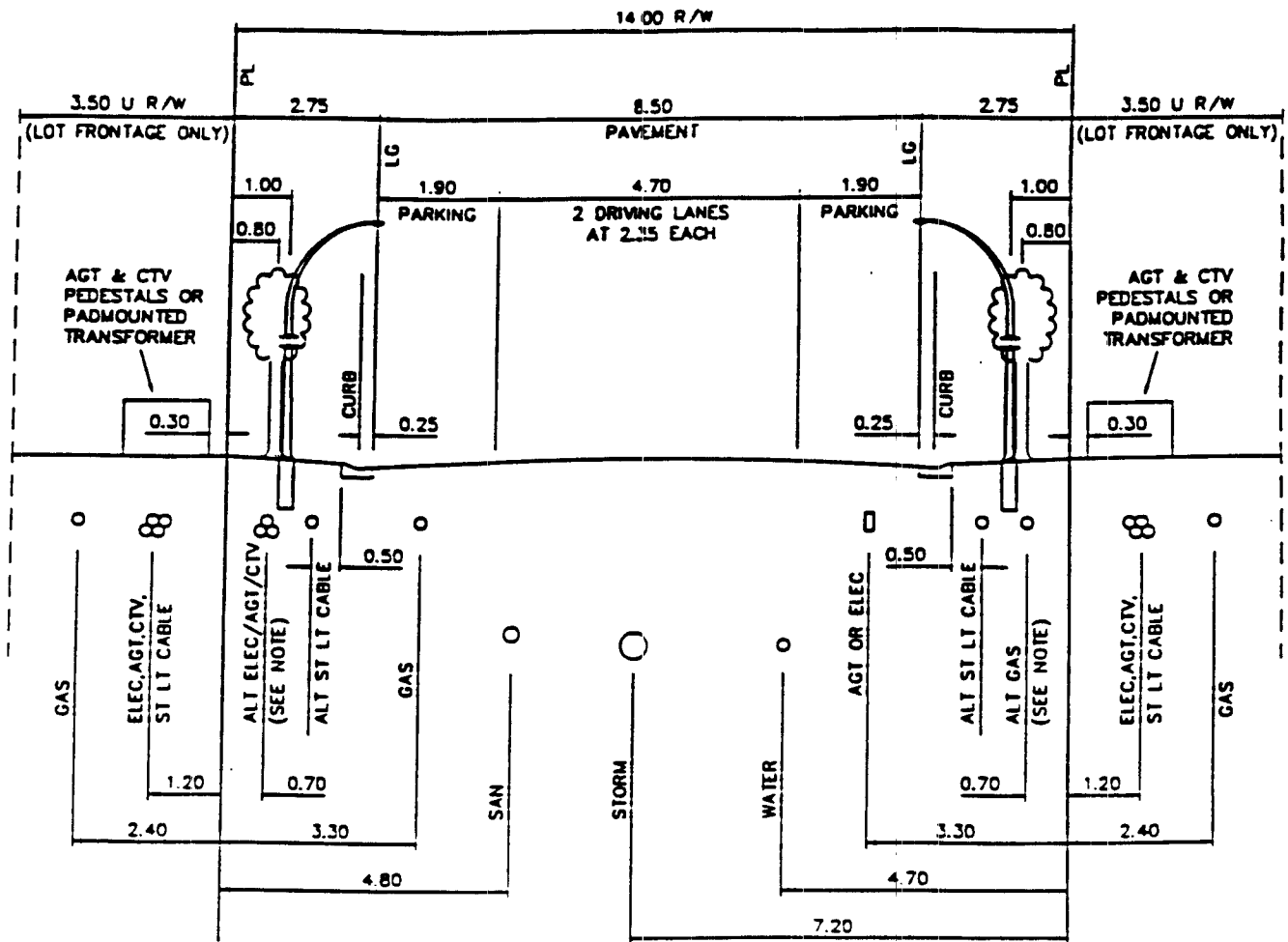
THE CITY OF CALGARY  
 ENGINEERING DEPARTMENT

COLLECTOR-PARKING BOTH SIDES  
 22.00m R/W 12.00m ROAD

ENGINEERING AND SURVEYING  
 DESIGN OPERATIONS GROUP

Sheet 7  
 File Number 454.1008.023

**Proposed Revisions**  
**to**  
**City of Calgary Standards**

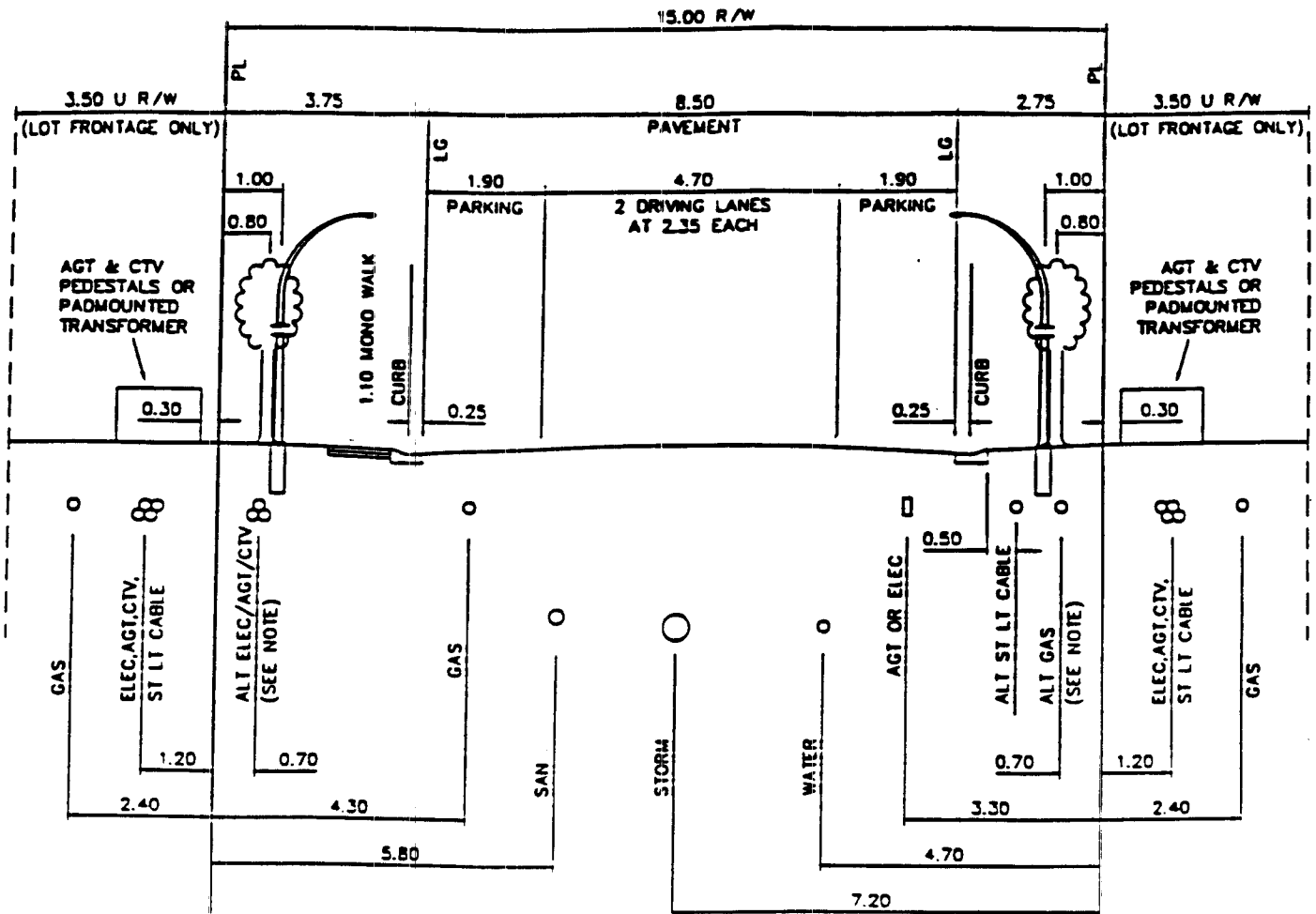


NOTE:

- HYDRANT ON 1.20 LINE
- SERVICE VALVES ON 1.20 LINE
- ALTERNATE SHALLOW UTILITY LINE TO BE USED ON SIDEYARD LOCATIONS
- TREES NOT PERMITTED ON SIDEYARDS WHERE SHALLOW UTILITIES ARE INSTALLED
- TREES TO BE DECIDUOUS TYPE ONLY

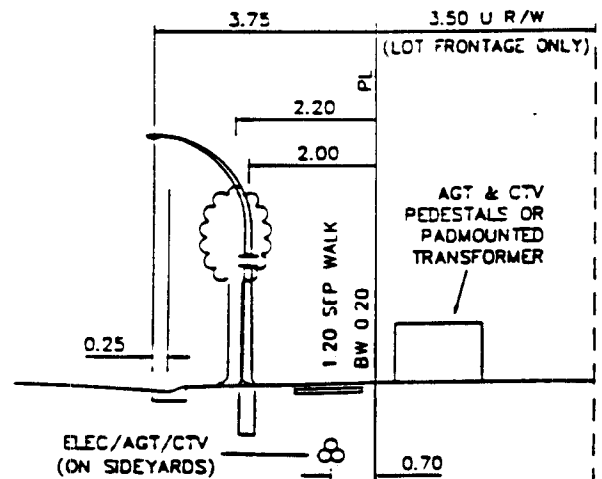
PROPOSED RESIDENTIAL  
NO SIDEWALK  
14.00m R/W, 8.50m ROAD

Figure 1



NOTE:

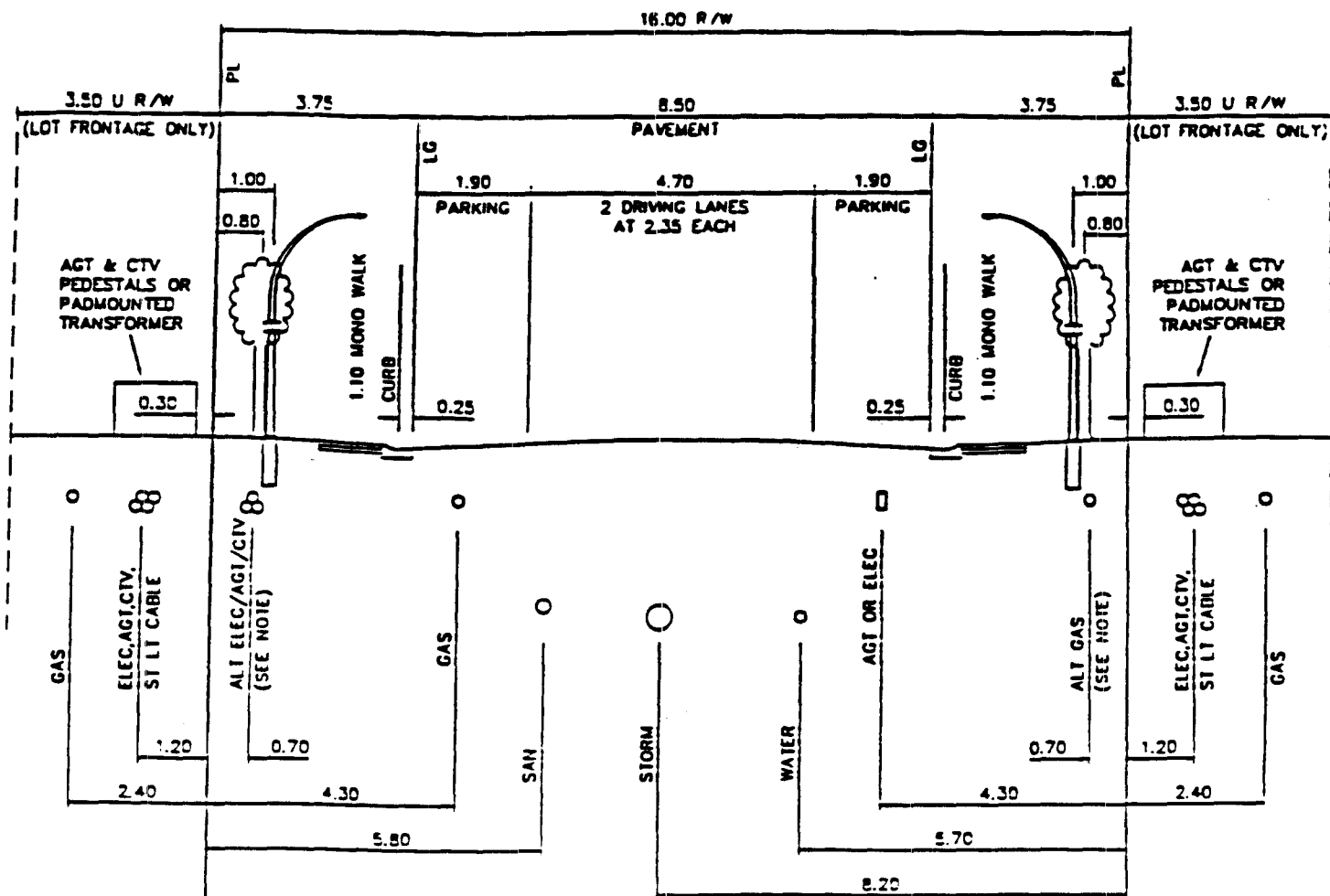
- HYDRANT ON 1.20 LINE
- SERVICE VALVES ON 1.20 LINE
- ALTERNATE SHALLOW UTILITY LINE TO BE USED ON SIDEYARD LOCATIONS
- TREES NOT PERMITTED ON SIDEYARDS WHERE SHALLOW UTILITIES ARE INSTALLED
- TREES TO BE DECIDUOUS TYPE ONLY



ALTERNATE WITH SEPERATE WALK

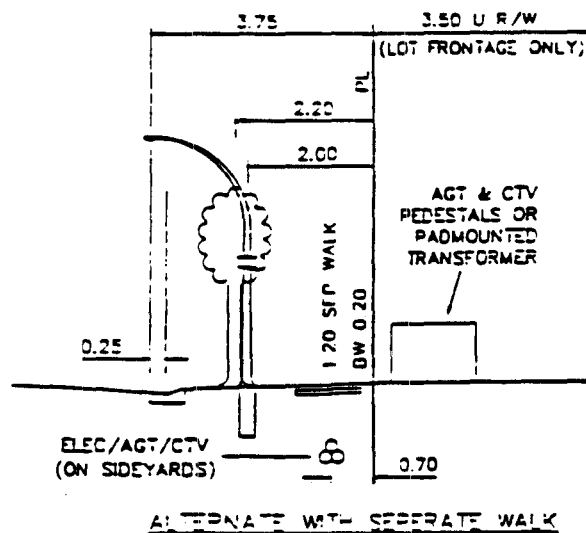
PROPOSED RESIDENTIAL  
SIDEWALK ONE SIDE  
15.00m R/W, 8.50m ROAD

Figure 2



NOTE:

- HYDRANT ON 1.20 LINE
- SERVICE VALVES ON 1.20 LINE
- ALTERNATE SHALLOW UTILITY LINE TO BE USED ON SIDEYARD LOCATIONS
- TREES NOT PERMITTED ON SIDEYARDS WHERE SHALLOW UTILITIES ARE INSTALLED
- TREES TO BE DECIDUOUS TYPE ONLY



PROPOSED RESIDENTIAL  
SIDEWALK BOTH SIDES  
16.00m R/W, 8.50m ROAD

Figure 3



**DATE:** December 19, 1995  
**TO:** Land and Economic Development Manager  
**FROM:** City Clerk  
**RE:** RESIDENTIAL LOT SERVICING STANDARDS

**FILE**

At the Council Meeting of December 18, 1995, consideration was given to your report dated December 11, 1995, concerning the above topic and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered a report from the Land and Economic Development Manager dated December 11, 1995, re: Residential Lot Servicing Standards, hereby agrees to table for two months, consideration of the final report and recommendations of the Committee for Review of the Impact of Lot Servicing Requirements on Lot Pricing in the City of Red Deer, dated January 1995, to allow for input from the construction industry relative to said report."

As outlined in the above resolution, this matter has been tabled for up to two months, and as such, the last Council Meeting at which this item could be considered would be Monday, February 12, 1996. However, either January 15 or January 29, 1996 would also be acceptable.

Trusting you will find this satisfactory.

  
KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Development Services  
Principal Planner

**DATE:** December 5, 1995  
**TO:** City Council  
**FROM:** City Clerk  
**RE:** BUSINESS TAX BYLAW AMENDMENT 3128/B-95 - ONE HOUR FREE  
PARKING ZONE

---

At the Council Meeting of December 4, 1995, first and second reading was given to the Business Tax Bylaw Amendment 3128/B-95, which provides for the deletion of three blocks from the one-hour free parking zone located within the Business Revitalization Zone.

At this meeting, however, third reading was withheld and set over to the Council Meeting of December 18, 1995.

**RECOMMENDATION**

That Bylaw 3128/B-95 be considered for third reading.



KELLY KLOSS  
City Clerk

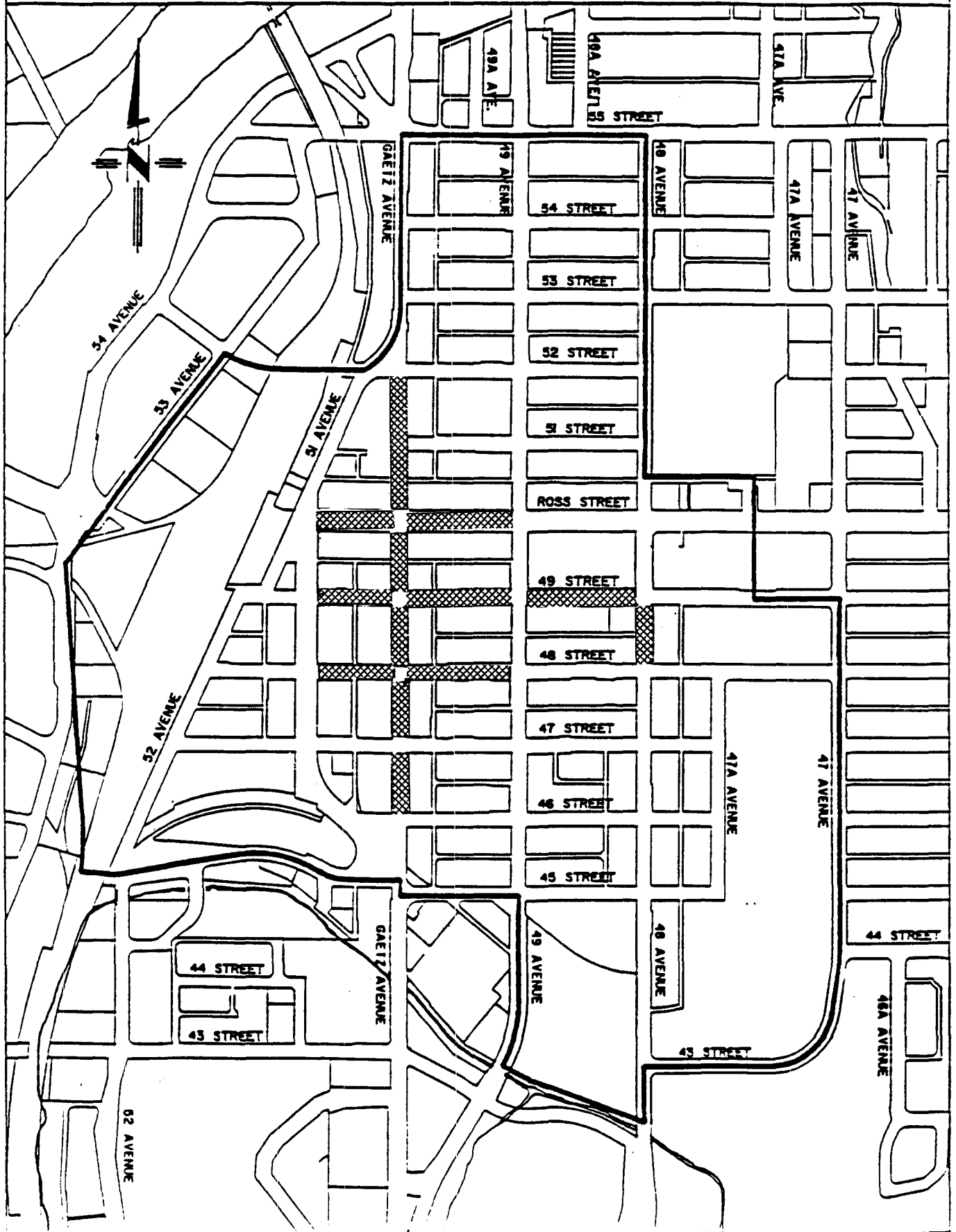
KK/fm

**COMMENTS:**

We recommend that Council proceed with third reading.

"G.D. SURKAN"  
Mayor

"H.M.C. DAY"  
City Manager

**BYLAW 3128/95****SCHEDULE "A"****BOUNDARY OF BUSINESS REVITALIZATION ZONE**

DATE: DECEMBER 1, 1995

TO: X DIRECTOR OF COMMUNITY SERVICES  
X DIRECTOR OF CORPORATE SERVICES  
X DIRECTOR OF DEVELOPMENT SERVICES  
CITY ASSESSOR  
E.L. & P. MANAGER  
ENGINEERING DEPARTMENT MANAGER  
FIRE CHIEF (EMERGENCY SERVICES)  
INFORMATION TECHNOLOGY SERVICES MANAGER  
INSPECTIONS AND LICENSING MANAGER  
LAND AND ECONOMIC DEVELOPMENT MANAGER  
PERSONNEL MANAGER  
X PUBLIC WORKS MANAGER  
R.C.M.P. INSPECTOR  
RECREATION, PARKS & CULTURE MANAGER  
SOCIAL PLANNING MANAGER  
TRANSIT MANAGER  
TREASURY SERVICES MANAGER  
PRINCIPAL PLANNER  
CITY SOLICITOR

**FILE**

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

FROM: CITY CLERK

RE: 1996 BUSINESS REVITALIZATION ZONE BUDGET

---

Please submit comments on the attached to this office by December 11, 1995 for the Council Agenda of December 18, 1995.

"Kelly Kloss"  
City Clerk



## THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4

FAX: (403) 346-6195

FILE No  
**FILE**

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

December 1, 1995

Towne Centre Association  
B3, 4901 - 48 Street  
Red Deer, AB T4N 6M4

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

Attention: Barry Wilson, Chairman

Dear Sir:

I acknowledge receipt of your letter dated November 22, 1995 re: 1996 BRZ Budget.

This item will be discussed and possibly a decision made at the Meeting of Red Deer City Council on December 18, 1995.

Your request has been circulated to City administration for comments. Should you wish to receive a copy of the administrative comments prior to the Council meeting, they may be picked up at our office on the second floor of City Hall on December 15, 1995.

In the event you wish to be present at the Council meeting, would you please telephone our office on Friday, the 15th of December and we will advise you of the approximate time that Council will be discussing this item. Council meetings begin at 4:30 p.m., and adjourn for the supper hour at 6:00 p.m., reconvening at 7:00 p.m. When arriving at City Hall, please enter City Hall on the park side entrance, and proceed to the second floor Council Chambers.

If you have any questions in the meantime, please do not hesitate to contact the writer.

Yours sincerely,

JEFF GRAVES  
Assistant City Clerk

JG/fm



*a delight  
to discover!*

**THE CITY OF RED DEER**

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4

FAX: (403) 346-6195

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

**FILE**

December 19, 1995

Towne Centre Association  
B3, 4901 - 48 Street  
Red Deer, Alberta  
T4N 6M4

Att: Mr. John Ferguson, Towne Centre Manager

Dear John:

**RE: BUSINESS TAX BYLAW AMENDMENT 3128/B-95 -  
ONE HOUR FREE PARKING ZONE**

---

At the City of Red Deer Council Meeting held December 18, 1995, third and final reading was given to Business Tax Bylaw Amendment 3128/B-95, which provides for the deletion of three blocks from the *one hour free parking zone* located within the Business Revitalization Zone.

A copy of the above noted bylaw is attached hereto for your information.

It is now appropriate for you to begin the implementation of the *one hour free parking zones*, as proposed. Council's understanding is that this program will be evaluated in one year to determine its effectiveness. I trust that you will be preparing this report in due course, for Council's information.

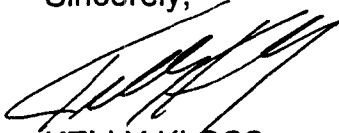
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*a delight  
to discover!*

Mr. John Ferguson  
December 19, 1995  
Page 2

If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,

A handwritten signature in black ink, appearing to read 'K. Kloss', written over the printed name.

KELLY KLOSS  
City Clerk

KK/clr  
attchs.

cc: Director of Corporate Services  
Director of Development Services  
Inspections and Licensing Manager  
Inspector Sutton  
City Assessor

**DATE:** December 19, 1995

**TO:** City Assessor

**FROM:** City Clerk

**RE: BUSINESS TAX BYLAW AMENDMENT 3128/B-95,  
ONE HOUR FREE PARKING ZONE**

---

**FILE**

At the Council Meeting of December 18, 1995, third and final reading was given to Business Tax Bylaw Amendment 3128/B-95, which provides for the deletion of three blocks from the *one hour free parking zone* located in the Business Revitalization Zone.

A copy of this bylaw is attached hereto for your information.

It is now appropriate for you to proceed with the plan relative to the *one hour free parking zone* in the Downtown area.



KELLY KLOSS  
City Clerk

KK/clr  
attchs.

cc: Director of Corporate Services



DATE: DECEMBER 12, 1995  
TO: CITY COUNCIL  
FROM: FINANCE & AUDIT COMMITTEE  
RE: 1995 ACCOUNTS RECEIVABLE WRITE-OFFS

---

The members of the Finance & Audit Committee, at their meeting of Tuesday, December 12, 1995, passed the following motion recommending 1995 accounts receivable write-offs:

"THAT the Finance & Audit Committee recommend to City Council approval of the 1995 Accounts Receivable Write-offs in the amount of \$170,496.49, which were examined by said Committee on December 12, 1995."

The 1995 write-offs are similar to the two previous years, but the mobile home licenses write-off has decreased, while the utility write-off has increased. It is noted that although an account is written off, collection action does not cease.

RECOMMENDATION:

It is the recommendation of the Finance and Audit Committee that Council approve the 1995 Accounts Receivable Write-offs.

MAYOR GAIL SURKAN, Chairperson  
Finance & Audit Committee

**DATE:** November 30, 1995  
**TO:** Finance & Audit Committee  
**FROM:** Director of Corporate Services  
**RE:** 1995 ACCOUNTS RECEIVABLE WRITE-OFFS

---

Attached is a request from the Treasury Services Manager to approve 1995 receivable write-offs of \$170,496.49.


The total write-offs are similar to the two previous years but the mobile home licenses write-off has gone down while the utility account write-off is up.

In regard to the utility account write-offs, it is interesting to note that although commercial account write-offs can be large for any single account, the commercial write-offs as a percent of commercial utility revenue (.2%) is less than the comparable residential write-offs (.28%).

It should be noted that although an account is written off, collection action does not cease.

#### **Recommendation**

Approval of the 1995 accounts receivable write-off of \$170,496.49.



A. Wilcock, B. Comm., C.A.  
Director of Corporate Services

AW/jt

Att.

avm\fin & aud 95 a/r write-offs nov30

**DATE: NOVEMBER 30, 1995**

**TO: DIRECTOR OF CORPORATE SERVICES**

**FROM: TREASURY SERVICES MANAGER**

**RE: 1995 ACCOUNTS RECEIVABLE WRITE-OFFS**

Attached are listings of general, business tax, mobile home and utility accounts receivable recommended for write off in the 1995 financial year which will require Council approval.

Shown below is a summary of the accounts recommended for write off in 1995, along with comparative figures for the previous four years:

	Recommended Write-Off 1995	Prior Years' Write-Offs			
		1994	1993	1992	1991
General Accounts	\$ 22,350.08	\$ 24,950.63	\$ 53,301.74	\$ 6,831.84	\$ 42,428.22
Business Tax	19,010.30	19,992.37	26,558.27	13,331.66	9,479.06
Mobile Home Licenses	4,398.25	21,028.06	17,237.70	19,562.85	8,618.71
Utility Accounts	124,737.86	110,059.71	81,615.73	81,648.25	100,921.92
<b>Total</b>	<b>170,496.49</b>	<b>176,030.77</b>	<b>178,713.44</b>	<b>121,374.60</b>	<b>161,447.91</b>
% of Total Billings	.27	.27	.28	.19	.27

1) The general accounts write-off for 1995 is down from previous years. \$18,449 or 83% of the general accounts recommended for write off are ambulance billings.

2) Business tax write-offs of \$19,010 represent accounts where the businesses have ceased operations without paying the current year's tax. When all attempts by City staff to collect the accounts have failed (usually in the form of attempted seizure of assets) the accounts are turned over to the Credit Bureau and recommended for write off at the following year end.

3) Mobile Home License write offs of \$4,398 represent accounts where the occupants have terminated their residency without paying the current year's license fee in total.

4) The Utility account write offs of \$124,738 represent businesses that have ceased operations for one reason or another, and people who have moved away from the City.

The 1995 utility write-off breakdown is as follows:

	Commercial	Residential	Total
Recommended Write-Off	\$ 70,081	\$ 54,657	\$ 124,738
No of Accounts Represented	29	572	601
Revenue Produced in 1995 (est)	\$ 34,315,000	\$ 19,600,000	\$ 53,915,000
Write-Off as % of Revenue	.20	.28	.23

The following table summarizes the write-offs and reserves for 1995:

	1995 Write-Offs	1994 Reserve Provided	1995 Reserve Required	Charge to 1995 Operations (1-2+3)	Comparable 1994 Charge
General	\$ 22,350	\$ 61,703	\$ 65,654	\$ 26,301	\$ 28,891
Business Tax	19,010	20,849	14,946	13,107	20,849
Mobile Homes	4,398	10,600	22,054	15,852	24,033
Utility Accounts	124,738	52,216	84,172	156,694	37,232
	170,496	145,368	186,826	211,954	111,005

  
D. G. Norris  
Treasury Services Manager

**COMMENTS:**

Should Council Members wish to review the actual detail of the write-offs, they are available from the Director of Corporate Services.

"KELLY KLOSS"  
City Clerk

**DATE:** December 19, 1995  
**TO:** Director of Corporate Services  
**FROM:** City Clerk

**FILE**

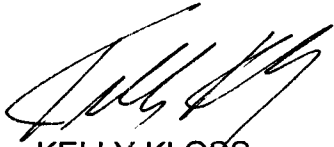
**RE: 1995 ACCOUNTS RECEIVABLE WRITE-OFFS**

---

At the Council Meeting of December 18, 1995, consideration was given to the Finance and Audit Committee dated November 30, 1995, concerning the above topic. At this meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Finance and Audit Committee dated December 12, 1995, re: 1995 Accounts Receivable Write-Offs, hereby approves the 1995 Accounts Receivable Write-Offs in the amount of \$170,496.49, and as presented to Council December 18, 1995."

The decision of Council in this instance is submitted for your information and appropriate action.



KELLY KLOSS  
City Clerk

KK/clr

cc: Treasury Services Manager

DATE: December 12, 1995  
TO: City Council  
FROM: Finance & Audit Committee  
RE: CANADIAN WESTERN BANK/APPROVED INVESTMENTS

The Finance & Audit Committee reconsidered the request of the Canadian Western Bank to be added to the list of City approved investments. This request was originally brought before the Committee in October, 1994. The report of the Director of Financial Services submitted at that meeting is attached for Council information.

Once again, the Canadian Western Bank has requested consideration for investment. The Finance & Audit Committee considered the request on two separate occasions with a presentation being done by Don Odell, Assistant Vice President and Branch Manager. Also attached is the material presented by Mr. Odell.

The result of discussions on the request by the Canadian Western Bank is the following resolution passed by a majority vote.

"That the Finance & Audit Committee recommend to Council of the City of Red Deer a maximum one million dollar investment limit with the Canadian Western Bank for a six month term, conditional upon the deposit being callable without penalty with a one week notice, and that the bank be required to inform the City of Red Deer of policy changes within one weeks time of the changes."

RECOMMENDATION:

It is the recommendation of the Finance & Audit Committee that Council consider the Canadian Western Bank for inclusion on the City of Red Deer investment list.

MAYOR G. SURKAN, Chairperson  
Finance & Audit Committee

**DATE: September 1, 1994**  
**TO: Finance and Audit Committee**  
**FROM: Director of Financial Services**  
**RE: CANADIAN WESTERN BANK**

---

In January 1994 the Canadian Western Bank opened a branch in Red Deer. They have now requested they be added to the list of approved investments for surplus City funds.

As indicated in the report on the Approved Investment List, investments are limited to:

- investments rated R-1 mid or higher by DBRS
- Parkland Savings and Credit Union.

The Canadian Western Bank is not rated by DBRS so it does not qualify for investments.

The Parkland Savings and Credit Union is not rated by DBRS but was added to the list at the direction of Council and is limited to a maximum investment of \$5 million. It is effectively guaranteed until November 1, 1995 by the Province of Alberta.

The only security for short term investment certificates issued by the Canadian Western Bank is:

- the assets of the Bank, and
- \$60,000 deposit insurance provided by the Canada Deposit Insurance Corporation.

As the members of the Committee are aware, a number of high profile financial institutions in the last few years have got into financial difficulty. This is not to suggest the Canadian Western Bank is a concern. The main priority for City investments, however, is safety because we are dealing with public funds.

### **Recommendation**

The City of Red Deer not purchase Canadian Western Bank investment certificates.



A. Wilcock, B.Comm., C.A.  
Director of Financial Services

AW/jt

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**CITY OF RED DEER**  
**PRESENTATION BY**  
***CANADIAN WESTERN BANK***

**DECEMBER 12, 1995**



MOTIVATION

Why should the City of Red Deer deal with Canadian Western Bank?

- Adding Canadian Western Bank to your list will give the City a low risk alternative to maximize your interest income.
- We will provide competitive investments and a high level of service.
- We are committed to Red Deer,
  - a) We purchased property and opened a new branch in a previously vacant building in Downtown Red Deer, when other Banks have closed branches.
  - b) We are hiring staff in Red Deer and Bank wide while other Banks are laying off staff.
  - c) We contribute to the economy in Red Deer. Our operating expenses are approximately \$300,000 per year, the bulk of which stays in Red Deer.
  - d) We make loans to small and mid size businesses and individuals in Red Deer.
    - i Renovation and construction of a number of properties in Red Deer, including the historic Railway Station were financed by Canadian Western Bank.
    - ii Loan approvals in Red Deer Branch have averaged over \$1 million each month since April 1994, primarily for Red Deer businesses and individuals.
- We are a Western based financial institution.
  - Head Office is in Edmonton.
  - Most Directors are from Alberta.
  - Bank was started in Alberta.
  - The Chairman of the Board lives in Red Deer.
- We are accessible. We appreciate the opportunity to make this presentation to the Mayor, Counsellors, and senior financial officers. The President and CEO of the Bank, Larry Pollock, and other senior management are available to discuss questions or comments you may have.

- We are active through financial support of; or participation in;
  - Chamber of Commerce
  - Westerner Association
  - Rotary
  - Red Deer Home Builders
  - Rebels
  - Red Deer College Foundation
  - Red Deer Regional Hospital Foundation
  - Red Deer Youth and Volunteer Centre
  - Red Deer First Night
  - United Way

### ISSUES

- 1) Canadian Western Bank does not have a DBRS Rating.

D.B.R.S. rates debt instruments such as Bonds and Bankers Acceptances issued by institutions.

D.B.R.S. does not rate C.W.B. because we do not issue debt instruments. To date we have been capitalized with equity.

- 2) Canadian Western Bank does not have or require Provincial Government Guarantees like A.T.B. and Credit Unions in Alberta.

A.T.B. gets their guarantee by default because they are a branch of the provincial government.

Credit Unions in Alberta were provided with deposit guarantees when they were reorganized by the government in the 1980's.

Both issues relate to the safety of funds on deposit.

### STRENGTHS

Canadian Western Bank has the following strengths.

- 1) Schedule I Chartered Bank. There are only seven; the big 5, National Bank and Canadian Western Bank. Banks operate in one of the most highly regulated industries.

We are subject to regular inspection by Internal Inspectors, External Auditors, and The Inspector of Financial Institutions.

- 2) We are a widely held public company subject to securities commission regulations and reporting.

- 3) The financial strength of Canadian Western Bank is acknowledged by the market. Our recent share issue was fully subscribed in less than 5 days, selling 4.1 million shares and raising \$34,850,000 from a group of sophisticated investors (list attached).
- 4) We have a track record of continuing profitability (30 consecutive quarters).
- 5) The following provincial governments have expressed confidence with deposits and equity in amounts as follows;

#### **EQUITY**

##### **TIER I**

Province of Alberta  
160,000 Common Shares (2% of Common Shares)

##### **TIER 2**

Province of British Columbia  
\$2 million Convertible Debenture

Province of Saskatchewan  
\$2 million Convertible Debenture

#### **DEPOSITS**

Province of Alberta  
\$20 million

Province of British Columbia  
\$10 million

Province of Manitoba  
\$5 million

- 6) The Bank's credit policy limits loan loss exposure.
  - a) Maximum loans we make to any one borrower or connected risk is \$6 million or less than 7% of the Bank's equity base.  
  
As a result of this policy C.W.B. has avoided major losses experienced by other institutions.  
  
Average Loan size at Canadian Western Bank is \$122,524.
  - b) We do not do Sovereign Risk or LDC loans which have caused significant write downs for

the Big 5.

- c) We do not do raw land assembly loans. Cash flow is the basis for our credit.
- d) Our loans are in Western Canada which is viewed as the strongest sector in the Canadian Economy.
- e) We have a diverse loan portfolio by loan size, industry and location.
- f) Canadian Western Bank is the most conservatively capitalized Bank with lower operating leverage and higher capital adequacy.

	<u>CWB</u>	<u>INDUSTRY</u>
Operating Leverage	14.04:1	19.60:1
Capital Adequacy		
- Tier I	9.80	7.10
- Tier II	<u>0.80</u>	<u>3.00</u>
	10.60	10.10

- g) Loan Loss Experience outperforms the industry average by over 50%.


Loan Loss (5 Year Average)	0.36%	0.73%
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- h) The Bank's equity exceeds \$92 million.

### Conclusion

Canadian Western Bank is a profitable, well capitalized institution that has made substantial investments in Red Deer and will provide competitive, secure investment opportunities for the City of Red Deer.

We appreciate your consideration.



D. J. Odell  
Assistant Vice President  
& Branch Manager  
Red Deer Branch

16  
CANADIAN WESTERN BANK

CAPITAL STRUCTURE & MAJOR SHAREHOLDERS

Tier I Capital

(Common Shares)

	<u>Current Shares</u>	<u>New Issue</u>	<u>Total</u>	<u>Percent</u>
Hokkaido Takushoku Bank, Ltd.	394,000	410,000	804,000	10.0
Altamira (mutual funds)		750,000	750,000	9.3
Cathon Holdings (Allard Family)	297,000	150,000	447,000	5.6
Canada Trust Investment Council		410,000	410,000	5.1
Sceptre Investment Management		400,000	400,000	5.0
Samson Group of Companies	350,000		350,000	4.4
Dr. Maurice Pechet & Family	224,900	100,000	324,900	4.0
Ronald Fook Shiu Li	315,850		315,850	3.9
M. K. Wong (Investment Managers)		300,000	300,000	3.7
Telus (Alta. Gov't Telephones)		235,000	235,000	2.9
Workman's Compensation (Ontario)		235,000	235,000	2.9
Royal Trust Pension Plan (Royal Bank)		235,000	235,000	2.9
AGF (mutual fund)		235,000	235,000	2.9
Mayfield Investments	222,935		222,935	2.8
U.K. Accounts (Institutions)		220,000	220,000	2.7
Bruce Mitchell	215,400		215,400	2.6
Rherta Krasnoff	201,500		201,500	2.5
Gov't of Alberta Heritage Fund	160,000		160,000	2.0
Princeton Equity Corp. (John Goldberg)	109,100		109,100	1.4
Conner Clark (Investment Managers)		62,000	62,000	0.8
Public Shareholders	<u>1,453,315</u>	<u>358,000</u>	<u>1,811,315</u>	<u>22.6</u>
	<u>3,944,000</u>	<u>4,100,000</u>	<u>8,044,000</u>	<u>100.0</u>

Total Capital	\$39,440,000	\$34,850,000	\$74,290,000
---------------	--------------	--------------	--------------

Retained Earnings (Oct. 31, 1994)	9,429,641
(Less - commission (\$2,091,000) & share issue expense (\$208,000))	< 2,299,000 >

Total Tier I Capital	\$81,420,641
----------------------	--------------

Tier II Capital

Province of British Columbia	\$ 2,000,000 convertible (to common stock) debenture
Province of Saskatchewan	\$ 2,000,000 convertible (to common stock) debenture
Crown Life Insurance	\$ 4,000,000 convertible (to common stock) debenture

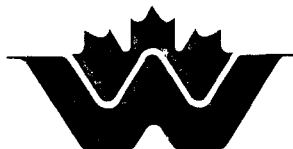
Tier II Capital	\$ 8,000,000
(Less - B.C. amortization)	< 800,000 >

Total Tier II Capital	\$ 7,200,000
-----------------------	--------------

<b>TOTAL EQUITY</b>	<b><u>\$88,620,641</u></b>
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Registered on TSE, ASE & VSE

Nov, 1994



For Immediate Release: Thursday, December 7, 1995

**CANADIAN WESTERN BANK REPORTS RECORD EARNINGS;  
INCREASES DIVIDEND BY 50%**

Edmonton, December 7 -- Canadian Western Bank today announced record results for the fourth quarter and for the full fiscal 1995 year. The Bank also announced its Board of Directors had decided to increase the annual cash dividend from 10 cents per common share to 15 cents per common share.

**Fourth Quarter Results** (three months ended October 31, 1995 compared with three months ended October 31, 1994)

- Net income was \$3.2 million compared with \$1.3 million.
- Net earnings per share were \$0.40 (\$0.36 fully diluted) compared with \$0.34 (\$0.30 fully diluted).
- Net interest and other income (excluding deduction for credit loss provision) was \$11.2 million compared with \$6.3 million.
- Provision for credit losses was \$990,000 compared with \$775,000.

**1995 Results** (year ended October 31, 1995 compared with the year ended || October 31, 1994)

- Net income was \$10.8 million compared with \$5.0 million.
- Net earnings per share were \$1.46 (\$1.33 fully diluted) compared with \$1.26 (\$1.14 fully diluted).
- Net interest and other income (excluding deduction for credit loss provision) was \$40.8 million compared with \$23.2 million.
- Provision for credit losses was \$3.4 million compared with \$2.3 million.
- Total assets were \$1.3 billion compared with \$706 million.

The increased dividend of \$0.15 per common share is payable on January 12, 1996 to || shareholders of record on December 20, 1995.

Larry Pollock, President and Chief Executive Officer, said the record earnings per share resulted both from the successful integration of North West Trust, which was amalgamated with the Bank as of December 31, 1994, and continued strong internal growth. It is gratifying, he said, that subsequent to the amalgamation of North West Trust, loan retention was satisfactory and growth met expectations. It is a pleasure to report, he added, that the expanded business is now fully integrated and no further transitional administrative costs are expected.

...2

Among the other highlights of the year:

- The productivity ratio, as expressed by the ratio of non-interest expenses to revenue, improved to 64.4% compared with 68.3% in 1994.
- Return on equity increased to 13.4%, compared with 10.7%.
- Return on assets increased to 0.88%, compared with 0.78% in 1994.
- Total deposits increased to \$1.2 billion, compared with \$634 million in 1994. On a positive note, lower cost internally generated demand deposits continued to increase within the branch network.
- While the ratio of net non-accrual loans to total loans increased marginally to 1.8% from 1.6%, the Bank maintained its consistently low average loan loss ratio of 0.32%.
- The capital adequacy ratio increased to 11.1%, compared with 9.9% in 1994 and the Tier 1 capital ratio was a strong 10.3% at year end.

Mr. Pollock noted that the temporary costs associated with the integration of North West Trust had been virtually eliminated by the mid part of the fourth quarter and that, as a result, the Bank's productivity ratio should improve again in the coming year. This, combined with the many additional positive factors in place, leads the Board of Directors to look to the future with strong confidence and to increase the pay-out to shareholders by 50% in the Bank's fourth consecutive annual dividend.

The outlook for fiscal 1996 is for continued growth in both assets and earnings.

Canadian Western Bank is the only Schedule I chartered bank with its headquarters and principal operations in Western Canada. The Bank specializes in commercial loans, commercial real estate financing, equipment loans and leasing to businesses throughout Western Canada. Services to individuals are also provided through a competitive range of mortgages, consumer loans, deposit products and other retail banking services.

The common shares of Canadian Western Bank are listed on each of the Toronto, Vancouver and Alberta Stock Exchanges under the trading symbol "CWB".

-30-

**FOR FURTHER INFORMATION PLEASE CONTACT:**

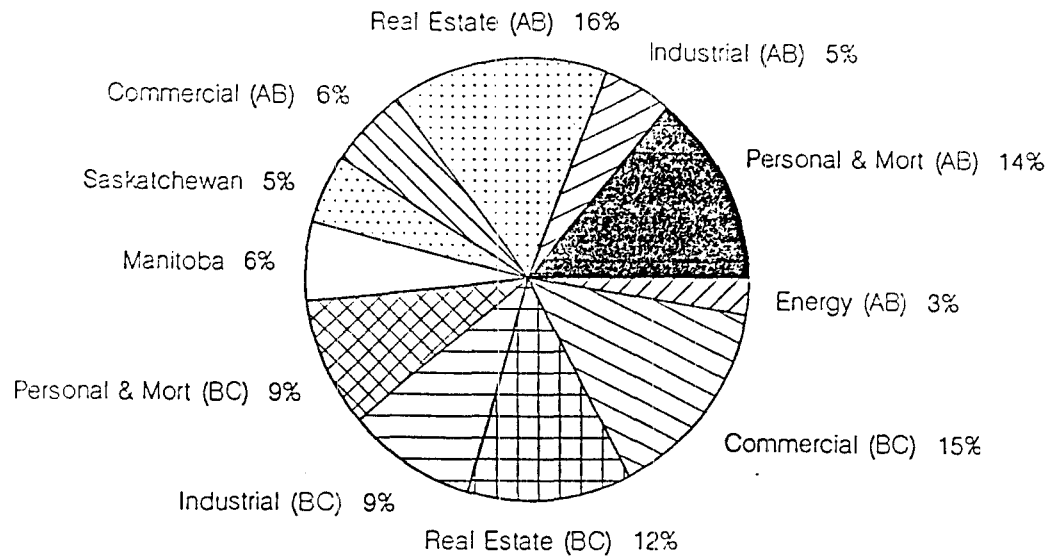
Larry M. Pollock  
President and Chief Executive Officer  
Canadian Western Bank

(403) 423-8888

Jon W. Kieran or Cathy Hume  
Investor Relations  
Kieran and Co. Inc.

(416) 868-1079

## Loan Diversification by Region and Industry Group as of October 1995



### Average Loan Size by Industry Group

	Loan O/S	Average Loan Balances
Commercial	\$221,615,203	\$207,894
Mortgages	\$225,011,062	\$70,536
Consumer & Personal	\$36,781,333	\$22,400
Industrial	\$177,990,844	\$92,607
Real Estate	\$376,964,526	\$708,580
Energy	\$31,420,440	\$157,177
Other	\$9,401,438	\$36,724
Total	\$1,079,184,846	\$122,524



**DATE:** December 4, 1995  
**TO:** Finance and Audit Committee  
**FROM:** Director of Corporate Services  
**RE:** CANADIAN WESTERN BANK

---

The members of the Committee are requested to bring the material provided to them by the Canadian Western Bank to the Committee meeting.

At the previous meeting there was some discussion regarding security for investments. Alderman Dawson mentioned the possibility of use of a line of credit to provide security.

I discussed the matter of security with the Branch Manager. A line of credit is not feasible. In the event of the bank becoming bankrupt the City would be required to repay 100% of the line of credit but would only be able to recover a percentage of the investment certificate. The two would not be offset.

I am concerned that 88% of the Bank loans are in Alberta and British Columbia. In the event of a severe recession, there would be greater risk because the majority of loans are in a small geographic area.

Past profitability is not an indication of profitability in the future. There were a number of western based banks that have encountered problems and gone under in the last few years.

Attached is an analysis of the City's current investments by category of investment. A summary of the categories is:

p.2

INVESTMENTS AS OF NOVEMBER 29, 1995		
Category	Investment Amount	% of Total
Chartered Banks	\$ 12,066,200	23.6%
Trust Companies (Chartered Bank Guarantee)	8,000,000	15.6%
Commercial Paper	4,933,350	9.6%
Federal Government	15,437,164	30.1%
Federal Government Guaranteed	2,713,028	5.3%
Municipal Government	1,758,650	3.4%
Provincial Government or Guaranteed by	6,369,043	12.4%
Total	\$ 51,277,435	100.0%



A. Wilcock, B. Comm., C.A.  
Director of Corporate Services

AW/jt

Att.

alm/f&a can west bank dec4

**DATE:** December 19, 1995  
**TO:** Director of Corporate Services  
**FROM:** City Clerk

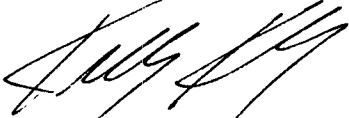
**FILE**

**RE: CANADIAN WESTERN BANK / APPROVED INVESTMENTS**

At the Council Meeting of December 18, 1995, consideration was given to the report from the Finance and Audit Committee dated December 12, 1995, concerning the above topic. At this meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Finance and Audit Committee dated December 12, 1995 re: Canadian Western Bank/Approved Investments, hereby authorizes a maximum one million dollar investment limit with the Canadian Western Bank for a six month term, conditional upon the deposit being callable without penalty with a one week notice, and that the bank be required to inform The City of Red Deer, of credit policy changes within one weeks time of the changes, and as presented to Council December 18, 1995."

The decision of Council in this instance is submitted for your information and appropriate action. Please contact the Canadian Western Bank and advise them of Council's decision in this instance and as well, advise them of the conditions set within this decision.



KELLY KLOSS  
City Clerk

KK/clr

cc: Treasury Services Manager

NO. 3

22

DATE: December 8, 1995

TO: KELLY KLOSS  
City Clerk

FROM: LOWELL R. HODGSON, Director of Community Services  
COLLEEN JENSEN, Social Planning Manager

RE: DAY CARE MANAGEMENT AGREEMENT

---

During budget deliberations for 1995, direction was given to the Social Planning Department for "a review to be conducted in 1995 of how Day Care should be funded and how the service should be provided". A committee was formed in May 1995 to undertake the review. Final consideration was given to the resulting review report at the September 25 meeting of Council, with the following resolution being approved:

*"RESOLVED that Council of The City of Red Deer, having considered the report entitled 1995 Day Care Review, hereby agrees in principle with the recommendations outlined in said Management Review Report, subject to the negotiation of the three year management agreement with the Red Deer Child Care Society"*

Subsequent to this resolution The City, through the Social Planning Department, entered into negotiations with Red Deer Child Care Society for the renewal of the Day Care Management Agreement, which expires December 31, 1995.

Attached is the agreement as negotiated. Several changes have been made to reflect the recommendations of the Day Care Management Review. These include:

- The \$99,900 grant to be given annually for a term of three years, with the money specifically for the provision of program access to children from low income and children with special needs.
- The City will provide an annual sum to cover maintenance as per the Infrastructure Maintenance Plan.
- Several additional sections in Clause 2.3 which outline the circumstances under which the Agreement could be revised.
- Provision for the facilities to be leased at fair market value as defined in the Review.

Several minor changes have also been made to clarify that the use of the facility and its maintenance, and the annual grant of \$99,900 are separate issues. Clause 9 now clearly defines the right to renew for use of the facility and for the grant.

The agreement has been reviewed by The City solicitor who has indicated no concerns with the Agreement as presented. The Red Deer Child Care Society Board considered and approved the Agreement at a special meeting on December 7, 1995 (see attached letter).

#### RECOMMENDATION:

That Council for The City of Red Deer approve the attached Day Care Management Agreement between The City and the Red Deer Child Care Society for a term of three years.

  
\_\_\_\_\_  
LOWELL R. HODGSON  
Director of Community Services

  
\_\_\_\_\_  
COLLEEN JENSEN  
Social Planning Manager

CJ:kt  
Enc.

- c. JoAnne Curtis, Chair, Red Deer Child Care Society  
Noreen Spencer, Executive Director, Red Deer Child Care Society

*"providing choices in quality child care since 1970"*

---



December 11, 1995

City of Red Deer  
4914 - 48 Ave.  
P.O. Box 5008  
RED DEER, AB T4N 3T4

Mayor Surkan and Members of Council

This letter is to convey our support of the proposed Management Agreement between the City of Red Deer and the Red Deer Child Care Society put forward for your consideration. The Board of the Red Deer Child Care Society has met with City Administration and thoroughly discussed the proposed terms of the agreement.

At a special meeting of the Red Deer Child Care Society board on December 7, 1995, a motion was passed unanimously supporting the terms of this agreement.

We look forward to a continued positive working relationship with the City of Red Deer over the course of this agreement.

Sincerely,

JoAnne Curtis  
Chairperson - Red Deer Child Care Society Board

cc: Lowell Hodgson, Director of Community Services  
Colleen Jensen, Manager of Social Planning  
Noreen Spencer, Executive Director of the  
Red Deer Child Care Society

**COMMENTS:**

We concur with the recommendations of the Administration with the exception that the following be added to Clause 2.2 of the Day Care Management Agreement:

“Should substantive maintenance be required, which is not economically feasible in terms of the expected life span of the respective facilities, The City reserves the right to reopen the agreement.”

“G.D. SURKAN”  
Mayor

“H.M.C. DAY”  
City Manager

## **COUNCIL MEETING OF DECEMBER 18 , 1995**

### **ATTACHMENT TO REPORT ON OPEN AGENDA**

**RE: Red Deer Child Care Society Agreement**

THIS AGREEMENT made effective this 31st day of December, 1995, TO PROVIDE FOR THE LEASE OF CITY-OWNED FACILITIES AND FUNDING TO ENSURE ACCESS TO CHILD CARE FOR CHILDREN FROM FAMILIES WITH LOW INCOME AND CHILDREN WITH SPECIAL NEEDS.

BETWEEN:

**THE CITY OF RED DEER**  
**a municipal corporation duly incorporated**  
**under the laws of the Province of Alberta**  
**(hereinafter called the "Lessor")**

**OF THE FIRST PART**

**- and -**

**THE RED DEER CHILD CARE SOCIETY**  
**a society duly incorporated under the laws of the Province of Alberta**  
**and having its head office in Red Deer, Alberta**  
**(hereinafter called the "Lessee")**

**OF THE SECOND PART**

WHEREAS:

- A. The Lessor leases a portion of lands described in Schedule "A" upon which the Lessor has constructed the following facilities:
1. the Red Deer Day Care Centre facility;
  2. the Normandeau Day Care Centre facility;
- (herein called "the facilities")
- B. The Lessee wishes to lease and utilize those facilities and other areas to offer the following programs:
1. the Red Deer Day Care Centre;
  2. the Normandeau Day Care Centre;
  3. the Red Deer Family Day Home Program;
- (herein called "the programs")
- all of which integrate special needs children.

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the premises, and the mutual covenants herein contained, and the payment of grant as hereinafter provided, the parties hereto covenant and agree together as follows:

**1. TERM**

- 1.1 The Lessor hereby demises and leases unto the Lessee the facilities for a term of three (3) years commencing upon the 1st day of January, 1996, (the "commencement date") and terminating on the 31st day of December, 1998.

**2. PAYMENT OF GRANT**

- 2.1 The Lessor shall pay the Lessee an annual grant, to assist in each of the years in the term of the lease for provision of program access to children from families with low income and children with special needs, hereinbefore described as follows:
- a) in the year 1996, \$99,900.00.
  - b) in the year 1997, \$99,900.00.
  - c) in the year 1998, \$99,900.00.



- 2.2 The Lessor shall pay the Lessee an annual sum to cover facility maintenance as agreed upon by both parties from time to time and as outlined in the City Infrastructure Maintenance Plan.
- 2.3 The grant to the Lessee is subject to revision by City Council under any of the following circumstances upon recommendation and review by the Social Planning Manager of the City and/or Red Deer Child Care Society:
- a) A significant change in the percentage of subsidized users of day care services;
  - b) A major change in provincial day care funding or any major change in the delivery mechanism due to the redesign of children's services;
  - c) A major change in the federal day care program;
  - d) A significant change in fees to day care users, which would affect reasonable access to the programs.
  - e) Recommendations resulting from the external management audit, as outlined in the 1995 Day Care Review, of Red Deer Child Care Society viewed as significant by both parties;
  - f) A major change in the Lessor's lease agreement with respect to land as described in Schedule "A".
- 2.4 The grant payable by the Lessor to the Lessee shall be paid in advance by way of equal monthly instalments commencing on the 1st day of January, 1996.
- 2.5 The Lessor shall provide operating advances in agreed upon amounts as approved by the Lessor's Director of Financial Services to meet the Lessee's needs from time to time.
- 2.6 Nothing herein shall prevent or restrict the Lessee from receiving or holding funds from sources other than The City and to expend such funds as it deems appropriate or advisable, including interest earned, fund raising revenue and other grants as may be received from time to time for operating purposes or for the establishment of a capital project fund.

### **3. LESSEE'S COVENANTS**

- 3.1 The Lessee covenants with the Lessor as follows:
- a) in the provisions of services:
    - i) to operate the programs as a high standard, affordable and accessible service to the residents of the city of Red Deer (herein called "the City") and surrounding district;
    - ii) to give preference to low income and single parent residents of the city who require child care;
    - iii) to promote integration of children with special needs and ensure their individual needs are met throughout the programs;
    - iv) to establish program advisory committees encouraging parental involvement and community participation thereby promoting greater public accountability;
    - v) to promote continued training and development of child care staff;
    - vi) to respond to new and emerging child care needs in the city and surrounding district by developing or assisting in the development of additional community resources;
    - vii) to comply with all the Federal, Provincial and Municipal regulations including fire and health requirements;
    - viii) to provide to the Lessor an audited financial statement following the end of each fiscal year of the Lessee;
    - ix) to provide to the Lessor's Social Planning Manager all agendas and minutes of all general and special meetings of the Society or its Board of Directors and annual budget documents, including preliminary budget details submitted to the Social Planning Manager on or about the 21st day of September of

- each year, and such other documents and information as the Manager may require, from time to time, with respect to the maintenance and operation of the facilities and services;
- x) to remain in good standing at all times as a registered society pursuant to the Societies Act of Alberta, or any replacement legislation;
  - xi) not to hold itself out as an agent for the Lessor, but shall, at all times, represent itself as an independent society.
- b) in the operation and maintenance of the facilities:
- i) to pay the Lessor the rents for Red Deer Day Care Centre and Normandeau Day Care Centre as outlined in Schedule "B";
  - ii) to use and occupy the facilities only for the purpose of operating programs for children and child care, the services herein provided, and such other programs as the Lessor may approve in writing from time to time;
  - iii) to operate the facilities in a manner compatible with the overall objectives of the Society;
  - iv) to operate the facilities safely, efficiently and effectively and in a manner that will provide fair and equitable treatment for all users;
  - v) not to carry on or permit to be carried on upon or in the facilities, any activity in contravention of the laws of the City, the Province of Alberta or the Dominion of Canada;
  - vi) to maintain the facilities utilizing the money provided by the City;
  - vii) to pay all occupancy costs of the facilities set forth in Clause 4;
  - viii) to pay all business, sales, equipment, machinery or other taxes, charges and license fees levied or imposed by any competent authority in respect to the personnel, business, sales, equipment, machinery or income of the Lessee;
  - ix) to repair, maintain and keep the facilities, including all chattels and equipment, in good and substantial repair, excepting only:
    - (a) repairs required by this agreement to be made by the Lessor; and
    - (b) repairs necessitated by damage from hazards against which the Lessor is required to insure hereunder unless such accepted repairs are necessitated by the acts or omissions of the Lessee;
  - x) to observe and comply with all municipal bylaws and regulations made by any duly constituted authority, and all provisions contained in any policy of insurance related to the facility of which notice in writing is given by the Lessor to the Lessee;
  - xi) to forthwith notify the Facilities Technical Services Coordinator as the Lessor's agent of any defect in the structural components of the facilities;
  - xii) to permit the Lessor to inspect the facilities at all reasonable times;
  - xiii) to leave the facilities and all of the chattels and equipment therein in good repair and condition upon termination of this agreement;
  - xiv) to keep the facilities in an orderly, clean and sanitary condition and not allow any refuse or garbage to accumulate in or about the facilities;
  - xv) to include as part of the operating budget, the pro-rated payment as determined yearly by the City of Red Deer Recreation, Parks and Culture Department, for the services of the Facilities Technical Services Coordinator, in order that the Infrastructure Maintenance Plan (IMP), with respect to the Red Deer and Normandeau Day Care Centres, can be kept current and implemented as intended.

#### **4. OCCUPANCY COSTS**

- 4.1 It is the intent of this agreement and agreed by both parties hereto that all and every operating, maintenance, building occupancy and land occupancy cost, expense, rate or charge in any way related to the facilities will be borne by the Lessee without variation, set-off or deduction whatsoever.
- 4.2 "Building occupancy costs" as referred to in this agreement shall, without limiting the generality of the foregoing, include:
- a) the cost of gas, oil, power, electricity, water, sewer, communications, and all other utilities and services, together with the direct cost of administering such utility services;
  - b) janitorial costs and services; and
  - c) the cost of servicing and maintaining all heating, air-conditioning, plumbing, electrical and other machinery and equipment.
- 4.3. "Land occupancy costs" as referred to in this agreement shall, without limiting the generality of the foregoing, include all insurance, irrigation, landscaping and maintenance thereof.

#### **5. LESSOR'S COVENANTS**

- 5.1 The Lessor hereby covenants with the Lessee that:
- a) the Lessee, performing and observing the covenants and conditions herein contained, shall peaceably and quietly hold and enjoy the facilities during the said term without any interruption by the Lessor or any person rightfully claiming under or in trust from it;
  - b) the Lessor shall make any required structural repairs to the perimeter wall, roof, bearing structure and foundation of any building included in the facilities, provided that any and all such repairs necessitated by fire, explosion, lightning, tempest or other casualty whatsoever shall be made only in accordance with the provisions of Clause 8, and provided always that the Lessor will not be required to make any repairs necessitated by reason of the negligence or default of the Lessee, its servants, agents or licensees;
  - c) the Lessor shall place and maintain at its cost, insurance against fire and other risks as are included in a standard fire and extended coverage contract in an amount equal to the full replacement value (excluding excavations and foundations) of the buildings, furniture and fixtures and related equipment constructed on, contained in or affixed to the facilities; and
  - d) the Lessor shall place and maintain, during the term of this agreement, comprehensive tenants and public liability insurance protecting and indemnifying the Lessee and the Lessor against any and all claims for injury or damage to person or property or for loss of life occurring upon, in or about the facilities, such insurance to offer immediate protection of the limit of not less than One Million (\$1,000,000.00) Dollars and which policy shall name the Lessor and the Lessee as insured, and shall contain a clause that the insurer will not cancel or change the insurance without first giving the Lessor and the Lessee prior written notice.

#### **6. LEASEHOLD IMPROVEMENTS**

- 6.1 Except as herein provided, the Lessee may at any time and from time to time make such changes, alterations or improvements to the facilities in such manner as shall, in the opinion of the Lessee, best adapt the facilities for the purposes of the Lessee provided that such changes, alterations, or improvements to the facilities shall not be made without the prior written consent of the Lessor, such consent not to be unreasonably withheld. All such improvements shall, upon completion, belong to the Lessor. Requests for such changes, alterations or improvements are to be made to the Lessor's Social Planning Manager.

- 6.2 The Lessee shall not purchase any equipment or effect any parking lot improvements or building expansions or make any capital expenditures upon the facility or lands adjacent thereto in excess of the sum of Ten Thousand (\$10,000.00) Dollars without the consent of the Municipal Council of the City.
- 6.3 The Lessee shall not, under any circumstances, whether in respect of changes, alterations and improvements of the facilities or otherwise, knowingly permit any builder's lien, due to actions of Red Deer Child Care Society, to be filed against the facilities, and shall forthwith discharge any builder's lien which may be filed.
- 6.4 All leasehold equipment installed by the Lessee as a permanent part of the facilities shall belong to the Lessor on termination of this agreement.

## **7. TERMINATION**

- 7.1 Should any of the Lessee's covenants herein contained not be performed or observed within thirty (30) days of receipt of written notice of a default, or if the Lessee shall be adjudicated as bankrupt or enter into an agreement for the benefit of its creditors, or suffer any distress or execution be levied on its goods, or if the Lessee should enter into liquidation or receivership either compulsorily or voluntarily, then this agreement at the option of the Lessor may be terminated and it shall be lawful for the Lessor at any time thereafter to re-enter upon the facilities and thereupon this agreement shall be absolutely determined.
- 7.2 The Lessee may terminate this agreement should the Lessor default in payment of the grant to the Lessee and should such default continue for Thirty (30) days thereafter.
- 7.3 The Lessor may terminate this agreement without notice if any member of the Board of Directors of the Lessee shall breach the Conflict of Interest provisions of the Bylaw of the Lessee's society; if the Lessee does not remedy the breach within thirty (30) days of becoming aware of the situation.

## **8. FIRE**

- 8.1 If, during the term of this agreement or any renewal thereof, any building forming part of the facilities or any part thereof shall be damaged or destroyed by fire, explosion, lightning, tempest or other casualty whatsoever and for which there is insurance coverage in place which is recoverable, then the Lessor shall use its best efforts and exercise reasonable diligence to repair and/or replace that portion of the facilities which has been destroyed or damaged, with all reasonable speed. In the event of such damage or destruction, the money payable hereunder shall be adjusted, if appropriate, and be abated in the proportion that that part of the facilities rendered unfit for occupancy bears to the whole of the facilities having regard to the method and means by which the money is allocated for the operation of the different programs in the facilities as a whole as may be agreed by the parties hereto, until the damaged portions of the facilities are repaired or rebuilt. In the event of a disagreement between the parties, then such disagreement shall be resolved by Municipal Council of the City.
- 8.2 In the event that any building comprising part of the facilities shall be damaged by fire, explosion, lightning, tempest or other casualty whatsoever and for whatever reasons no insurance coverage may be recovered, or the proceeds of insurance so recovered are not sufficient to replace or repair the premises so damaged, then upon written notice by the Lessor this agreement shall cease and be at an end, the Lessee shall surrender possession of the same to the Lessor, and the Lessor shall make payment to the Lessee of the monies adjusted to the date of termination. Should the Lessee move to alternate facilities, and maintain the programs without significant changes, the grant would continue as per this

agreement. Should programs be reduced in service level, utilization of the grant will be negotiated at such time.

**9. RIGHT TO RENEW**

- 9.1 Renewal of the grant, paid to the Lessee by the Lessor, which is to assist in the provision of program access to children from families with low income and children with special needs, will be reviewed six (6) months prior to the expiration of this agreement. The terms, conditions and provisions related to the grant will also be reviewed and will be agreed to by both parties in any subsequent renewals.
- 9.2 Renewal of the use of facilities, as per the terms and conditions of this agreement, shall be automatic unless either the Lessee or the Lessor notifies the other party in writing no later than ninety (90) days prior to the expiration of the terms of this agreement. Any monies payable for such renewed terms shall be as agreed between the parties.

**10. NOTICE**

- 10.1 Any notice may be served under the lease upon the Lessor by personal service upon the City Clerk at City Hall, Red Deer, Alberta, or by mailing same in a registered letter addressed to the Lessor at:

P. O. Box 5008  
Red Deer, Alberta  
T4N 3T4

or at such address as the Lessee may be notified of in writing.

- 10.2 Any notice required to be given to the Lessee shall be sufficiently given by personal service upon the Chairman of the Society, or by mailing the same in a prepaid registered letter addressed to the Lessee at:

5216 - 48 Avenue  
Red Deer, Alberta  
T4N 3T9

or at such address as the Lessor may be notified of in writing.

- 10.3 Such notice shall be deemed to have been received by the Lessor or the Lessee respectively on the date on which it shall have been so delivered or five (5) days after it is so mailed, provided that in the event that there is an obvious and known disruption of the postal service, then any notice required to be served shall be served by actual delivery to the address for service as herein provided.

**11. STAFF USE POLICY**

- 11.1 Should the Lessee propose to or provide any free or subsidized use of the facilities to any of its employees, the cost of this employee benefit shall be included in the Lessee's budget and be reviewed by Council of the City on an annual basis.

**12. ASSIGNMENT**

- 12.1 The Lessee shall not sublet the facilities, and this agreement shall not be assigned by the Lessee without the consent in writing of the Lessor first had and obtained.

**13. GENERAL**

- 13.1 The Lessor's Social Planning Manager or designate may attend meetings of the Society and of its Board of Directors upon request of either party, but shall not be entitled to vote thereat.
- 13.2 This agreement shall be binding upon the parties hereto, their permitted successors and assigns.
- 13.3 This agreement, including any schedules hereto, constitutes the entire agreement between the parties regarding the facilities and operations of the Society. There are not now and shall not be any verbal statements, representations, warranties, undertakings or agreements between the parties. This agreement may not be amended or modified in any respect except by written instrument executed by all parties hereto in the same manner and with the same formality as this agreement is executed.

IN WITNESS WHEREOF the parties by their proper officers have executed this agreement the day and year above written.

THE CITY OF RED DEER

Per: \_\_\_\_\_

Per: \_\_\_\_\_

THE RED DEER CHILD CARE SOCIETY

Per: \_\_\_\_\_

Per: \_\_\_\_\_

## **SCHEDULE "A"**

1. Plan Red Deer 4154 RS  
Lot S  
(S.E. 21-38-27-W4th)  
Excepting thereout all mines and minerals.
2. Plan Red Deer 812 0505  
Block R - 4  
Lot 1 - SR (school reserve)  
Containing 1.53 hectares more or less  
(N.E. 29-38-27-W4th)  
Excepting thereout all mines and minerals.

## **SCHEDULE "B"**

### **Rents**

Red Deer Day Care Centre - \$5.33/sq. ft. for a total rent of \$41,957/year

Normandeau Day Care Centre - \$6.50/sq. ft. for a total rent of \$34,125/year

Effective this 31st day of December, 1995

\*\*\*\*\*

BETWEEN:

THE CITY OF RED DEER  
a municipal corporation duly incorporated  
under the laws of the Province of Alberta  
(hereinafter called the "Lessor")

OF THE FIRST PART

- and -

THE RED DEER CHILD CARE SOCIETY  
a society duly incorporated under the laws of the  
Province of Alberta  
and having its head office in Red Deer, Alberta  
(hereinafter called the "Lessee")

OF THE SECOND PART

\*\*\*\*\*

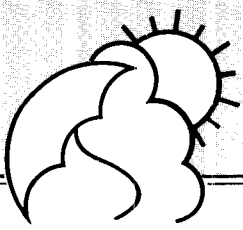
THIS AGREEMENT TO PROVIDE FOR THE LEASE  
AND OPERATION OF CITY-FUNDED CHILD CARE  
FACILITIES AND PROGRAMS

\*\*\*\*\*

Chapman Riebeek Simpson Chapman Wanless  
Barristers & Solicitors  
#208, 4808 - Ross Street  
Red Deer, Alberta  
T4N 1X5

File No. GEN 09/92 THC





"providing choices in quality child care since 1970"

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

December 11, 1995

City of Red Deer  
4914 - 48 Ave.  
P.O. Box 5008  
RED DEER, AB T4N 3T4

Mayor Surkan and Members of Council

This letter is to convey our support of the proposed Management Agreement between the City of Red Deer and the Red Deer Child Care Society put forward for your consideration. The Board of the Red Deer Child Care Society has met with City Administration and thoroughly discussed the proposed terms of the agreement.

At a special meeting of the Red Deer Child Care Society board on December 7, 1995, a motion was passed unanimously supporting the terms of this agreement.

We look forward to a continued positive working relationship with the City of Red Deer over the course of this agreement.

Sincerely,

JoAnne Curtis  
Chairperson - Red Deer Child Care Society Board

cc: Lowell Hodgson, Director of Community Services  
Colleen Jensen, Manager of Social Planning  
Noreen Spencer, Executive Director of the  
Red Deer Child Care Society

DEC 14 1995

CITY OF

**DATE:** December 19, 1995  
**TO:** Director of Community Services  
**FROM:** City Clerk  
**RE:** DAY CARE MANAGEMENT AGREEMENT

---

**FILE**

At the Council Meeting of December 18, 1995, consideration was given to your report dated December 8, 1995 concerning the above. At this meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Director of Community Services and Social Planning Manager dated December 8, 1995, re: Day Care Management Agreement, hereby approves the Day Care Management Agreement as submitted at the Council Meeting of December 18, 1995, between The City of Red Deer and the Red Deer Child Care Society, for a term of three years, subject to the condition that the following statement be added to Clause 2.2 of the said agreement:

'Should substantive maintenance be required, which is not economically feasible in terms of the expected life span of the respective facilities, The City reserves the right to reopen the agreement in terms of the facilities.' "

I trust you will now make the necessary changes to the agreement and proceed with the signing of the document by both parties.

  
KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Corporate Services  
Social Planning Manager

**THE CITY OF RED DEER**

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4

FAX: (403) 346-6195

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

**FILE**

December 19, 1995

Red Deer Child Care Society  
Suite 101, 4922 - 53 Street  
Red Deer, Alberta  
T4N 2E9

Att: Joanne Curtis, Chairperson

Dear Madam:

**RE: DAY CARE MANAGEMENT AGREEMENT**

At the City of Red Deer Council Meeting held December 18, 1995, consideration was given to the above. At this meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Director of Community Services and Social Planning Manager dated December 8, 1995, re: Day Care Management Agreement, hereby approves the Day Care Management Agreement as submitted at the Council Meeting of December 18, 1995, between The City of Red Deer and the Red Deer Child Care Society, for a term of three years, subject to the condition that the following statement be added to Clause 2.2 of the said agreement:

'Should substantive maintenance be required, which is not economically feasible in terms of the expected life span of the respective facilities, The City reserves the right to reopen the agreement in terms of the facilities.'

.. / 2

*a delight  
to discover!*

Red Deer Child Care Society  
December 19, 1995  
Page 2

During discussion of this agreement, clarification of clause 13.1, dealing with the attendance of the Social Planning Manager at meetings of the Society and Board of Directors, was requested. Council was advised that it is the City's understanding that the Social Planning Manager is invited to attend all meetings both open and closed.

Thank you to the Red Deer Child Care Society Board for their diligence in finalizing this agreement. Social Planning Manager, Colleen Jensen, will now proceed to have the final agreement signed by both parties.

If you have any questions or require additional information, please do not hesitate to contact the undersigned.

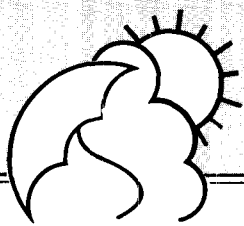
Sincerely,



KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Community Services  
Social Planning Manager  
Executive Director, Red Deer Child Care Society



"providing choices in quality child care since 1970"

Copied to: Mayor & Councillors

96/01/26 *AK*

January 10, 1996

The City Of Red Deer  
P.O. Box 5008  
Red Deer, Alberta T4N 3T4

Dear Mayor Surkan and City Councillors,

At the [REDACTED] Meeting of City Council a three year renewal of the Management Agreement with the Red Deer Child Care Society was approved by City Council. The Board of the Red Deer Child Care Society would like to thank City Council for its continuing support to low income families in the City of Red Deer. We are gratified by the vote for the continuance of the partnership between the Society and the City. The Red Deer Child Care Society continues to be committed to this partnership and will lend its support wherever possible to ensure that the relationship between the city and the Society is maintained to the benefit of both parties.

It is my understanding that some concerns were raised by City Council over the attendance of the Social Planning Manager at committee meetings held by the Society. The Society is fully aware of the clause in the agreement allowing for the Social Planning Manager to attend meetings of the Society and its Board of Directors. Copies of all minutes and agendas as well as an open invitation to attend our Board meetings are sent to both the Social Planning Manager (Colleen Jenson) and the Director of Community Services (Lowell Hodgson).

However, our Executive Director, Noreen Spencer, was quite correct in communicating to City Council that the Board of the Red Deer Child Care Society and City Administration had discussed this issue during the renegotiation of the Management Agreement and agreed that from time to time there may be the need for the Society Board to meet and discuss issues without the Social Planning Manager being present. This is normally done by way of an additional Committee of the Whole meeting so that decisions are not actually being made without the Social Planning Manager being present. Let me assure you that this is not in any way to be construed as being antagonistic towards the city or its senior administration. As you are aware, in some instances the Social Planning Manager acts as an agent of the City. The City as you know is both a landlord of the Red Deer Child Care Society and a funder of our Preschool Subsidy Program.

Given this, the Board in some cases would like to discuss issues without the Social Planning Manager in attendance. This is both to allow the board of the Red Deer Child Care Society to speak freely and to avoid the Social Planning Manager being put in a position of

an ethical conflict (ie. advising the Board while acting as an agent for a conflicting interest). An example of this would be a Committee of the Whole Meeting that was held prior to the renegotiation of the Management Agreement. As the Social Planning Manager was acting as an agent of the City to renegotiate the agreement, the Board of the Red Deer Child Care Society met without the Social Planning Manager present prior to commencing the renegotiation process and decided upon the potential changes the Board would like to request in the Management Agreement. Any issues discussed by the Board at the Committee of the Whole meeting were subsequently then discussed with the Social Planning Manager during the renegotiation process.

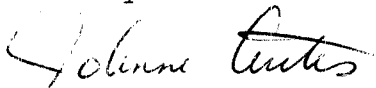
I'm sure that as Council Members you understand that this is just the same as council discussing business in isolation from your funders, the taxpayers of this City.

Apparently another concern of City Council is that if the Social Planning Manager is not in attendance at a Committee meeting and the City Council Member is, that Council Member would not have the support of a City staff member. It has been our experience, however, that most of our Council representatives are very well prepared for our meetings and this is not an issue. Should, however, a Council Representative feel uninformed on a subject there is advance notice given of all meetings so that the Council representative could talk to the social planning manager, our executive director, or another board member prior to the meeting.

Some of our Board members are also cognizant of the administrative dollars that are spent to have both a council representative and a senior city administrator at our Board Meetings. Having separate Committee Meetings to discuss issues is a common practice to increase the efficiency and effectiveness of meetings. In the case of the Red Deer Child Care Society this also limits the time the Social Planning Manager spends at our meetings and therefor reduces the city cost.

I trust that this letter helps City Council understand the position of the Society on this matter. We will continue with our current practice of having the Social Planning Manager in attendance at all meetings, but do reserve the right to meet as a Board to discuss issues without the Social Planning Manager present. I'm sure that this will allow the Society to continue its long standing positive relationship with the City of Red Deer.

Sincerely



JoAnne Curtis, Chairperson  
Red Deer Child Care Society

cc. Lowell Hodgson, Director Community Services  
Colleen Jenson, Social Planning Manager

JAN 23 1996

# memo

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**Date:** December 12, 1995  
**To:** Kelly Kloss  
City Clerk  
**From:** Grant Howell  
Personnel Manager  
**Re:** Salary Management - Mayor and City Manager

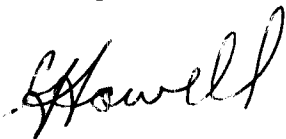
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As we develop our Business Plans for the next three years, it is appropriate to undertake a review of the remuneration paid to the Mayor and City Manager. Attached is a report which gives some background into the way in which we undertake periodic reviews of all our employee groups and makes suggestions for how we can undertake a review of the salaries for the Mayor and City Manager.

If Council agrees with the process for review outlined in the report, names of suggested citizen participants will be brought to the meeting of January 15, 1996, at which time a selection can be made.

## **RECOMMENDATION:**

That Council approve the process for reviewing the remuneration of the Mayor and City Manager.



/rg

# ***Reviewing Salaries*** **of** **The Mayor and City Manager**

## **INTRODUCTION:**

The issue of how to compensate the most critical people in a municipality's management structure - i.e. the Mayor, Council and City Manager is often seriously mis-managed because of the political sensitivity that surrounds it.

We are at a point in our development as an organization where we need to review the salaries of the Mayor and City Manager to ensure we are paying them at a reasonable rate compared to our policy, which is to be at the average of Western cities of similar size. In making these comparisons, the nature of the roles being undertaken is an important consideration.

The timing for this type of review is never popular because of the sensitivity of the subject. However, from an organizational point of view it is good. We are in the process of developing our three year business plans as well as our two year budgets. We are in negotiations with our largest union, CUPE and are making decisions on our other Exempt staff pay levels during the last quarter of the year, so it makes sense to review these salaries at this time.

This report contains a process that will provide for external input to the decisions on remuneration policy for the Mayor and City Manager, while retaining the final accountability of Council for decisions made.

**BACKGROUND:** (Please refer to Compensation portion of Personnel Orientation Book for Councillors)

As soon as organizations grow beyond the single proprietorship stage, decisions must be made about who is getting what share of the remuneration dollars. In small organizations, the approach taken is often quite informal; however, if it is not consistent, there is usually trouble with those who feel they are not being treated fairly. Once organizations grow to beyond approximately 100, they must have an organized approach i.e. a policy for how they will remunerate ALL their employees.



The City of Red Deer has six "compensation groupings" that must be dealt with in a consistent, fair and equitable way. Those groups are:

<b>Group</b>	<b>Description</b>	<b>No. of Perm. Full Time Employees</b>
CUPE	Canadian Union of Public Employees, Local 417	274
IAFF	International Association of Fire Fighters, Local 1190	79
IBEW	International Brotherhood of Electrical Workers, Local 254	31
ATU	Amalgamated Transit Union, Local 1374	30
Exempt	primarily management staff, not part of any 3rd party organization (ex Directors, City Manager)	69
Directors	the Directors of Development Services, Community Services, and Corporate Services	3
Mayor and City Manager	self explanatory	2

Because the Compensation practices vary among the groups, I will briefly outline them for you.

1. **CUPE**

Most City employees are represented by CUPE in a broad range of jobs, from labourer - to secretary - to computer analyst - to Water Treatment Plant operator. In order to have a consistent approach to paying these widely varying jobs, The City and CUPE negotiated the implementation of a job evaluation program in the early 1980's. All jobs in this area are evaluated by a joint union-management committee and periodic reviews are undertaken to ensure internal consistency among jobs within this group. Collective Bargaining establishes the overall amount of increase (or decrease) that ALL jobs within that bargaining unit will receive. We are now approaching the end of a two year Collective Agreement (expires Dec. 31, 1995) and are entering negotiations for a new contract.

2. **IAFF**

Compensation for members of the IAFF is decided at the bargaining table, with no

evaluation system for establishing differences between jobs. Any changes in the difference between various levels is negotiated, along with what overall adjustments will be made. Because of the high degree of similarity between the fire fighters "hierarchy" in Red Deer and other centres, as well as the fact that there are not a great number of different types of jobs, this approach is practical. We can compare the differences between levels to ensure that our approach is appropriate and we do not have to include a large number of different types of jobs in the process because there aren't that many.

We usually negotiate two year agreements with the IAFF and the current agreement expires at the end of 1996.

### 3. **IBEW**

Compensation for employees represented by the IBEW is managed in a similar manner to the way we deal with IAFF. There is not an evaluation system to establish rates for jobs - all rates are negotiated as part of the collective bargaining process, along with overall adjustments. Again, with having relatively few job classifications, and with having highly similar jobs in the external market, this approach is practical.

Two year agreements are the norm, with the current agreement expiring July 10, 1996.

### 4. **ATU**

Compensation practices for ATU are very similar to IBEW. The same conditions apply with respect to having relatively few classifications to deal with and jobs that are relatively easily compared to others we compare with.

Our two year agreement with ATU runs until December 31, 1996.

### 5. **Exempt Staff**

Exempt staff are just that - "exempted" from membership in a union for good reason, as outlined by the Labour Relations Board. While there are several factors involved, two of the primary ones are: a) exercising management responsibilities and ..b) having input to labour relations. For the most part our exempt employees are management staff who are not represented by any third party on compensation or any other employee relations matter.

There is a job evaluation system in place for our exempt staff, which deals with the relative worth of jobs up to the level of department head. Changes in responsibilities are managed within the system, which utilizes a job evaluation

committee to provide experienced and broad background in the evaluation of these jobs.

General compensation matters for exempt staff, including across the board economic adjustments, are managed through the Personnel Committee and Council, on the same basis as the unions. The primary difference is that exempt staff have no individual or collective say in their salary treatment. Those decisions are made by Council.

## 6. **Directors**

The Directors are exempt staff and are treated the same as other exempt employees, with one exception. Because the evaluation system stops at Department Head, their positions cannot be evaluated on the same basis as other exempt staff. Therefore, on a periodic basis, or when there are significant changes to their responsibilities, we review their salaries against cities of similar size in Western Canada, which is our stated policy.

## 7. **Mayor and City Manager**

Compensation for the Mayor and City Manager has traditionally been set by Council directly. Both these positions are treated as exempt for general compensation purposes. These positions require periodic review on the same basis as all the other employee groups. However, because of their unique nature they cannot be managed in the same way as any of the others. Therefore, Council must ensure reviews for these critical positions are carried out appropriately.

# **REVIEWING THE MAYOR AND CITY MANAGER SALARIES**

As described earlier, it is important to undertake periodic reviews for all positions. Those covered by collective agreements have mechanisms built into contracts to have this happen. Most exempt staff have an evaluation process that provides for a periodic review of jobs. The two positions which are most sensitive have the least defined process for undertaking a periodic review.

It is proposed that a committee be struck, comprised of knowledgeable citizens and two members of Council. That committee would be given the task of proposing a process for the periodic review of compensation for the Mayor and City Manager, then using that process for making a recommendation regarding the current situation. We would ensure

that adequate, accurate information was made available to them from independent compensation specialists to aid them in their deliberations.

In order to complete this project as part of our Business Plan Review, we would need to make a decision to proceed soon. It is unlikely that much would happen before Christmas, so the review would need to be underway early in January in order to meet time lines associated with the Business Plans. The actions required are:

1. Council approves the undertaking of a review
2. Council approves the makeup of the committee and names participants.
3. Committee names chair and makes decision on data required
4. Data organized and presented to Committee
5. Recommendation for a process that determines proposed adjustments for Mayor and City Manager
6. Develop proposal for adjustments, using the process developed
7. Presentation to Council for decision.

Utilizing an approach such as the above would provide citizen input into what is a very difficult decision.

## **SUMMARY**

Compensation for all jobs in an organization needs to be reviewed periodically to ensure the level of remuneration is appropriate, given changes in the work and in comparison with other appropriate jobs. It is time we conducted this review for the Mayor and City Manager and it is timely, as we deal with our Business Plans.

## **RECOMMENDATION**

That The City appoint a Committee consisting of Councillors and knowledgeable community members, to make recommendations on a process for determining and administering the base salaries for the Mayor and City Manager, including the use of that process to arrive at recommended actions to be taken now.

DATE: December 19, 1995

TO: Personnel Manager

FROM: City Clerk

RE: SALARY MANAGEMENT - MAYOR AND CITY MANAGER

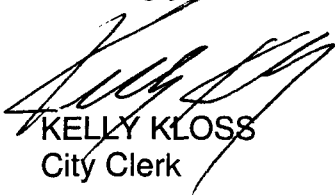
**FILE**

At the Council Meeting of December 18, 1995, consideration was given to your report dated December 12, 1995 concerning the above topic. At this meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Personnel Manager dated December 12, 1995, re: Salary Management - Mayor and City Manager, hereby approves the process for reviewing the remuneration of the Mayor and City Manager, as outlined in the noted report and submitted to Council December 18, 1995."

The decision of Council in this instance is submitted for your information and appropriate action. I trust that you will now submit a report to this office by **January 8, 1996** for the Council Meeting of January 15, 1996, suggesting membership and citizen participation with respect to the Mayor and City Manager Review Committee.

Trusting you will find this satisfactory.

  
KELLY KLOSS  
City Clerk

KK/clr

DATE: December 11, 1995  
TO: City Clerk  
FROM: Public Works Manager

**RE: SNOW AND ICE CONTROL**

---

The first three months of 1995 were very reasonable from a snow and ice point of view. When we started our fall session of snow and ice control we were optimistic that, with an average winter, the approved 1995 Snow and Ice budget would be adequate.

Unfortunately, during the month of November we received three times the average amount of snow. The records from the weather station at Penhold indicate a snowfall of 42.3 centimetres for the month of November. Our gauges at the Wastewater Treatment Plant showed a snowfall of 51 centimetres in the City. The long term average for November is 15 centimetres.

The large quantity of snow early in the season, in combination with icy road conditions, has resulted in increased snow and ice control measures.

During the period from October 29 to December 11, crews have had to sand every day. Crews are working on shift work, with coverage 24 hours per day, seven days per week. During this 1½ month period, crews have used 4 353 tonnes of sanding material. In a typical winter, approximately 7 200 tonnes of sanding material is used in a 5½ month period.

Over the last month and a half, all major streets have been plowed to the side three times. Bus routes have been plowed to the side where possible and snow has been removed from some bus routes. Snow was also removed from downtown streets on November 15 through 17.

As of December 11, we have approximately \$25 000 remaining in our snow and ice control budget. We are presently starting on removing the snow in the downtown area. Without further snow, this should be complete by Friday, December 15. The estimated cost of this is \$50 000. Once the downtown is complete, we will commence snow removal on the bus routes. This will cost approximately an additional \$40 000. We would move from the bus routes to the supplemental snow routes. These will cost \$40 000 to remove. We will also need to do additional sanding. Some rear lanes are becoming impassable and will need to be plowed.

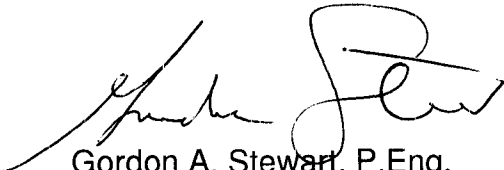
December 11, 1995  
City Clerk  
Page 2 of 2

At this time, we are not planning on plowing the residential streets. If this becomes necessary we estimate it will cost between \$100 000 and \$120 000.

As we are preparing this report, we are undertaking those activities which are necessary to keep the city of Red Deer streets in a safe condition.

**RECOMMENDATION**

It is respectfully requested that Council approve the overexpenditure of \$150 000 for snow and ice control in 1995.

A handwritten signature in black ink, appearing to read 'Gordon A. Stewart', is written over the printed name.

Gordon A. Stewart, P.Eng.  
Public Works Manager

MKS/blm

**COMMENTS:**

We concur with the recommendations of the Public Works Manager.

"H.M.C. DAY"  
City Manager

**DATE:** December 19, 1995  
**TO:** Public Works Manager  
**FROM:** City Clerk  
**RE:** SNOW AND ICE CONTROL BUDGET

**FILE**

At the December 18, 1995 Council Meeting, consideration was given to your report dated December 11, 1995, concerning the above topic. At this meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Public Works Manager dated December 11, 1995, re: Snow and Ice Control, hereby approves an overexpenditure of \$150,000 for snow and ice control in 1995, and as presented to Council December 18, 1995."

The decision of Council in this instance is submitted for your information. My compliments to you and your staff on the excellent job you are doing with respect to snow removal in the City.

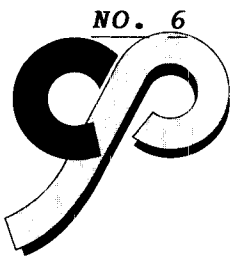


KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Corporate Services  
Director of Development Services





**PARKLAND  
COMMUNITY  
PLANNING  
SERVICES**

33

Suite 500, 4808 Ross Street  
Red Deer, Alberta T4N 1X5  
Phone: (403) 343-3394  
FAX: (403) 346-1570

**DATE: DECEMBER 11, 1995**

**TO: CITY COUNCIL**

**FROM: FRANK WONG, PLANNING ASSISTANT**

**RE: LAND USE BYLAW AMENDMENT 2672/EE-95  
STORM DETENTION POND & CENTRAL PARK/SCHOOL SITE  
ANDERS EAST DEVELOPMENT LTD.  
ANDERS EAST SUBDIVISION**

Anders East Developments Ltd. is proposing to subdivide a portion of the S.E. 1/4 Sec. 10-38-27-4 to create a public utility lot and a municipal reserve lot.

The proposed 2.12 ha (5.24 ac) public utility lot is to accommodate the storm detention pond for the area. The proposed municipal reserve lot will consist of a portion of the quarter section consolidated with three previously dedicated municipal reserve lots to form the 6.07 ha (15 ac) school (public elementary) and park site. The owner is dedicating the majority of municipal reserve now so that he can proceed with the landscaping of this central site. This subdivision complies with the Outline Plan.

The subject portion of the quarter section and Lot 52 MR, Block 4, Plan 932 1660 are presently designated A1 Future Urban Development District. Lot 51 MR, Block 4, Plan 922 2471 and Lot 76 MR, Block 4, Plan 942 2658 are presently designated P1 Parks and Recreation District. This proposed amendment is to redesignate all the above lands to PS Public Service (Institutional or Governmental) District to accommodate the storm detention pond and the school and/or park use.

Enclosed is the proposed land use amendment for Council's consideration.

Frank Wong,  
Planning Assistant

Enclosure

**COMMENTS:**

*We recommend that Council proceed with first reading of this bylaw.*

"G.D. SURKAN"  
MAYOR

"H.M.C. DAY"  
City Manager

**DATE:** December 19, 1995  
**TO:** Planning Assistant, F. Wong  
**FROM:** City Clerk  
**RE:** LAND USE BYLAW AMENDMENT 2672/EE-95,  
ANDERS EAST SUBDIVISION

---

**FILE**

At the Council Meeting held December 18, 1995, first reading was given to Land Use Bylaw Amendment 2672/EE-95, a copy of which is attached hereto.

Land Use Bylaw Amendment 2672/EE-95 provides for the redesignation of a portion of the S.E. 10-38-24-4, from A1 Future Urban Development District and P1 Parks and Recreation District to PS Public Service (Institutional or Government District) to accommodate a storm detention pond and school and/or park use.

This office will now proceed with advertising for a Public Hearing to be held on Monday, January 15, 1996 in Council Chambers at 7:00 p.m., or as soon thereafter as Council may determine.



KELLY KLOSS  
City Clerk

KK/clr  
attchs.

cc: Director of Community Services  
Director of Development Services  
City Assessor  
Inspections and Licensing Manager  
Council and Committee Secretary, S. Ladwig

**THE CITY OF RED DEER**

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4

FAX: (403) 346-6195

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

**FILE**

December 19, 1995

Melcor Developments Ltd.  
400, 4808 Ross Street  
Red Deer, Alberta  
T4N 1X5

Att: Fred Lebedoff

Dear Sir:

**RE: LAND USE BYLAW AMENDMENT 2672/EE-95 /  
ANDERS EAST SUBDIVISION**

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At the City of Red Deer Council Meeting held December 18, 1995, first reading was given to Land Use Bylaw Amendment 2672/EE-95, a copy of which is attached hereto.

Land Use Bylaw Amendment 2672/EE-95 provides for the redesignation of a portion of the S.E. 10-38-24-4, from A1 Future Urban Development District and P1 Parks and Recreation District to PS Public Service (Institutional or Government District) to accommodate a storm detention pond and school and/or park use.

This office will now proceed with preparation of advertising for a Public Hearing to be held in Council Chambers of City Hall on Monday, January 15, 1996 at 7:00 p.m., or as soon thereafter as Council may determine.

In accordance with the Land Use Bylaw, you are required to deposit with the City Clerk, prior to public advertising, an amount equal to the estimated cost of advertising, which in this instance is \$600. We require this deposit by no later than Wednesday morning, December 27, 1995, in order to proceed with the advertising. Once the actual cost is known, you will either be invoiced for or refunded the difference.

.. / 2

*a delight  
to discover!*

Melcor Developments Ltd.  
Page 2  
December 19, 1995

If you have any questions or require additional information, please do not hesitate to contact the undersigned.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kelly Kloss', written over a horizontal line.

KELLY KLOSS  
City Clerk

KK/clr

cc: Principal Planner  
Council and Committee Secretary, S. Ladwig

DATE: December 7, 1995  
TO: City Clerk  
FROM: Public Works Manager

**RE: SNOW AND ICE CONTROL**

---

Attached is the Snow and Ice Control Program Council Policy.

The Public Works Department is proposing amendments to the policy. Proposed additional words are shown in **bold** and deletions are shown in (brackets).

Items 1 and 2 - Words have been added to clarify how the emergency and supplemental snow routes are established.

Item 8 - Calcium chloride is no longer used.

Item 11 - The proposed changes to the policy reflect the results of the pilot project we tried last year. We have made use of the new flexibility that we have under the C.U.P.E. collective agreement. Our experience has been a reduction in snow and ice control costs. Some of this is attributable to the reduced overtime as a result of having staff on shift, rather than having to call them in. The shift arrangement we have now provides better service, lower cost and longer periods of time off for the employees. The pilot project has been very successful and we would now like to carry it on as policy.

The intent of the changes from "November 1" to "the beginning of November" and from "March 31" to "the end of March" is to provide flexibility in arranging shifts. For example, if November 3 were a Monday then shifts would not likely be scheduled for November 1 and 2. The same is true for March, but in this case if temperatures and road conditions were such that, in the opinion of the Public Works Manager, shifts were not required they may be discontinued prior to the end of the month.

Item 12(a) - Changes have been made as a license is no longer required to manage a snow storage site.

Item 12(b) - Changes are being made to improve the wording.

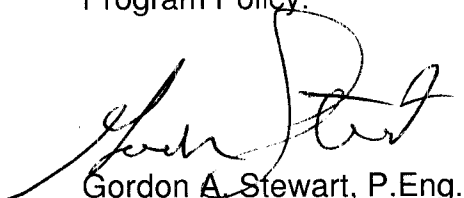
(Please note a typing correction is required in 12B), second line - dumpt should read dump.)

December 7, 1995  
City Clerk  
Page 2 of 2

Item 12(c) - This change is proposed to clarify the establishing of rates. By allowing the City Manager to establish the rates it will not be necessary for changes to be submitted to Council each time a change is required.

**RECOMMENDATION**

It is respectfully recommended that Council approve the revised Snow and Ice Control Program Policy.



Gordon A. Stewart, P.Eng.  
Public Works Manager

CB/blm

Att.

c Director of Development Services

**COMMENTS :**

*We concur with the recommendation of the Public Works Manager.*

"G.D. SURKAN"  
Mayor

"H.M.C. DAY"  
City Manager

Policy Section:  
Public Works

Page :  
1 of 5

Policy Subject  
Snow and Ice Control Program

Policy Reference:  
504

Lead Role:  
Public Works Manager

Resolution/Bylaw:  
January 29, 1985

---

### PURPOSE

To provide for snow and ice control within the City.

### POLICY STATEMENT

The City shall undertake a Snow & Ice Control Program on city streets, lanes, walks and parking lots involving the following key items:-

1. Plowing, snow removal where necessary and sanding of all roadways designated under the current emergency snow route map. **The emergency snow route map shall be updated as required and approved by the City Manager.**
2. Plowing, snow removal where necessary and sanding of all roadways, lanes and walkways designated under the current supplemental snow clearing route map. **The supplemental snow route map shall be updated as required and approved by the City Manager.**
3. Plowing, snow removal where necessary and sanding of roadways, laneways, parking lots in spot locations throughout the city where unreasonable or unsafe driving conditions exist. Included in this item are requests from other city departments or ratepayers to do work in isolated areas within the City on a work order basis.

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Cross Reference

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Remarks

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Date of Approval:

Effective Date:

Date of Revision:

October 15, 1985  
May 13, 1991  
May 10, 1993  
October 25, 1993

Policy Section:  
Public Works

Page :  
2 of 5

Policy Subject  
Snow and Ice Control Program

Policy Reference:  
504

Lead Role:  
Public Works Manager

Resolution/Bylaw:  
January 29, 1985

---

## PURPOSE

### POLICY STATEMENT

4. Plowing, if required, usually late February or early March depending on snow accumulation and driving conditions, of all remaining subdivision roadways. This operation is to be considered once each season to minimize driving difficulty and flooding problems during spring melt conditions. Plowed windrows to be left at the curb until dissolved by melting temperatures. Windrows are to be placed on alternate sides of the roadway after each major plowing. Where long blocks are plowed and there are no front driveways, at mid-block between two properties an opening will be made in the windrow. Road, lane, marked crosswalks and private driveway intersections are to be cleared as soon as possible if blocked by City operations defined in items 1 to 4. Consideration may be given to licensed Daycares, physically challenged residents and for moving vans to provide an access through the windrow. Generally, lanes shall be plowed and a windrow left on both sides of the lane. It will be the resident's responsibility to clear out any access required.
5. First priority is to be assigned to Item #1 followed by Item #2, #3, and finally #4. Should the City be faced with continuous or closely followed storms, the priority will remain with Item #1 until those roadways are operating freely.

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Cross Reference

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Remarks

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Date of Approval:

Effective Date:

Date of Revision:

October 15, 1985  
May 13, 1991  
May 10, 1993  
October 25, 1993



Policy Section:  
Public Works

Page :  
3 of 5

Policy Subject  
Snow and Ice Control Program

Policy Reference:  
504

Lead Role:  
Public Works Manager

Resolution/Bylaw:  
January 29, 1985

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PURPOSE  
POLICY STATEMENT

6. The City shall follow the emergency snow route system as defined in the Traffic Bylaw. Upon the signing of the necessary declaration by the Commissioners, the Public Works Department will issue a news release to the media advising of the effective dates and time. The R.C.M.P. are to be contacted by the Public Works Department each time the Page Avenue bus restriction is to be used for snow hauling vehicles engaged by the City.
7. Snow fences are to be erected at the discretion of the Public Works Manager on public or private land with approval, to alleviate drifting conditions on public roads and lanes.
8. Salt (and/or Calcium Chloride) is to be incorporated in the sanding material only during active temperature conditions to reduce ice formation on bridges and roadways and to prevent snow from sticking to pavement. The concentration is variable depending on temperature conditions.
9. Sanding operations will be normally limited to those roadways defined in the emergency and supplemental maps but will be extended to all city roadways and lanes if conditions warrant.

---

Cross Reference

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Remarks

---

Date of Approval:

Effective Date:

Date of Revision:

October 15, 1985

May 13, 1991

May 10, 1993

October 25, 1993

Policy Section:  
Public Works

Page :  
4 of 5

Policy Subject  
Snow and Ice Control Program

Policy Reference:  
504

Lead Role:  
Public Works Manager

Resolution/Bylaw:  
January 29, 1985

---

## PURPOSE

### POLICY STATEMENT

10. Sanding material will be limited to the maximum sized particle of 1/4" (7 mm) to minimize damage to windshield and headlights of passing vehicles.
11. The Public Works Department is to provide for 24 hour response of road conditions and to have standby personnel (for the critical period of 11:00 p.m. to 7:30 a.m. and 10:00 a.m. to 6:30 p.m.) **on shift**, with the exception of **Sundays from 4:30 a.m. to 7:30 a.m. and** statutory holidays, every day of the week from **the beginning of November (1) to the end of March (31)**.
- 12(a). (The Public Works Department is to apply for and meet the terms and conditions of Alberta Environment license for snow removal operations which covers snow dump locations and melt water discharge.) **The Public Works Department will manage snow storage locations for snow removal operations by complying with the requirements in the Alberta Environmental Protection and Enhancement Act.**
- 12(b). Private contractors will be permitted to (dump) **deposit** snow at these (dump) **storage** sites in designated areas, provided they register with the Public Works Department each year. Once registered, they will be required to call prior to the snow being hauled and again with the total number of loads once the haul is completed.

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Cross Reference

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Remarks

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Date of Approval:

Effective Date:

Date of Revision:

October 15, 1985

May 13, 1991

May 10, 1993

October 25, 1993

Policy Section:  
Public Works

Page :  
5 of 5

Policy Subject  
Snow and Ice Control Program

Policy Reference:  
504

Lead Role:  
Public Works Manager

Resolution/Bylaw:  
January 29, 1985

---

#### PURPOSE

#### POLICY STATEMENT

(The contractors will be charged for a prorated portion of the costs to manage the snow dump sites. Costs will be:

\$4.00 per load for a tandem and  
\$8.00 per load for a semi trailer load.)

12(c). **The City Manager will establish rates that contractors will be charged for depositing snow at a snow storage site.**

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Cross Reference

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Remarks

---

Date of Approval:

Effective Date:

Date of Revision:

October 15, 1985

May 13, 1991

May 10, 1993

October 25, 1993

**DATE:** December 19, 1995  
**TO:** Public Works Manager  
**FROM:** City Clerk

**FILE**


**RE: SNOW AND ICE CONTROL POLICY AMENDMENET**

---

At the Council Meeting of December 18, 1995, consideration was given to your report dated December 7, 1995, concerning the above topic and at this meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Public Works Manager dated December 7, 1995, re: Snow and Ice Control, hereby approves the revised Snow and Ice Control Program Policy No. 504, as submitted to Council December 18, 1995."

The decision of Council in this instance is submitted for your information. This office will be updating the Council Policy Manual in accordance with the above change.



KELLY KLOSS  
City Clerk

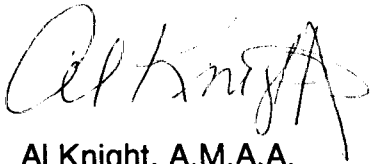
KK/clr

cc: Director of Development Services  
C. Rausch

**DATE:** December 7, 1995  
**TO:** City Clerk  
**FROM:** City Assessor  
**RE:** 1995 ADOPTION BYLAW

---

Pursuant to Section 286 of the Municipal Government Act, we respectfully request City Council pass a bylaw, similar to Bylaw #3123/94 (amended by 3123/A-95) authorizing the assessor to use the assessed value of any property as shown on the Assessment Roll for 1995 taxation as the assessed value for 1996 taxation, except for those properties as shown by Account Number (Roll Number) on attached Schedule "A".



Al Knight, A.M.A.A.  
City Assessor

AK/ngl

Enc.

**COMMENTS:**

We recommend that Council give this bylaw three readings. If this bylaw is not passed by December 31, 1995, we will require approval from the Minister to extend the date by which this bylaw could come into effect.

"G.D. SURKAN"  
Mayor

"H.M.C. DAY"  
City Manager

42

- (w) "telecommunications system" means a system intended for or used in the transmission, emission or reception of cable television or telecommunications, but not including radio communications intended for direct reception by the general public;
- (x) "year" means a 12-month period beginning on January 1 and ending on the next December 31.

1994 cM-26.1 s284;1995 c24 s35

## **Division 1 Preparation of Assessments**

Preparing  
annual  
assessments

**285** Unless section 286 applies, each municipality must prepare annually an assessment for each property in the municipality, except the property listed in section 298.

Adopting  
assessments

**286(1)** Instead of preparing assessments, a council may pass a bylaw authorizing the assessor to adopt assessments prepared in the previous year for any property in the municipality.

(2) A bylaw referred to in subsection (1) must be passed on or before December 31 of the year preceding the year in which the council wishes to adopt assessments.

(3) Unless subsection (4) applies, a council must not adopt assessments in 2 consecutive years.

(4) If, in the opinion of the Minister, extraordinary circumstances exist, the Minister may permit a council to adopt assessments in more than one year.

(5) This section expires on December 31, 1997.

1994 cM-26.1 s286;1995 c24 s36

Rules when  
adopting  
assessments

**287(1)** When assessments are adopted in a municipality, the assessor must prepare assessments for any property omitted from the bylaw authorizing the adoption.

(2) Assessments prepared under subsection (1) must

- (a) be prepared as if they were being prepared in the last year when assessments were prepared for all property in the municipality,

134

(b) reflect the property values that existed in the last year when assessments were prepared for all property in the municipality, and

(c) when the property is machinery and equipment, allow depreciation on it in accordance with the regulations.

Notice to the  
Minister

**288** Each municipality must advise the Minister annually, not later than December 1, whether the municipality will be preparing or adopting assessments in the following year.

Assessments  
for property  
other than  
linear property

**289(1)** Assessments for all property in a municipality, other than linear property, must be prepared by the assessor appointed by the municipality.

(2) Each assessment must reflect

**DATE:** December 13, 1995

**TO:** City Clerk

**FROM:** City Assessor

**RE:** ADOPTION BYLAW

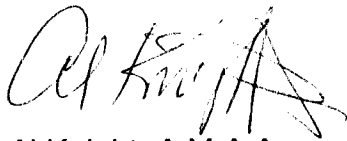
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BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

Attached is Schedule "A" for the Adoption Bylaw.

We are unable to separate the properties that require changing because of physical changes such as new construction, removal, land, subdivisions, etc., and those that will be considered for change from other causes. Therefore, we are including a list of all roll numbers, that we are aware todote, that will require review.

Trust this will be satisfactory.



Al Knight, A.M.A.A.  
City Assessor

AK/ngl

Enc.

c.c. Director of Corporate Services

**DATE:** December 19, 1995

**TO:** City Assessor

**FROM:** City Clerk

**RE:** 1995 ADOPTION BYLAW

At the Council Meeting held December 18, 1995, consideration was given to your report dated December 7, 1995, concerning the above topic, and at which meeting Bylaw 3154/95 was given three readings. A copy of Bylaw 3154/95 is attached hereto.

Trusting you will find this satisfactory.



KELLY KLOSS  
City Clerk

KK/clr  
attchs.

cc: Director of Corporate Services

**FILE**



**DATE:** December 11, 1995

**TO:** KELLY KLOSS  
City Clerk

**FROM:** COLLEEN JENSEN  
Social Planning Manager

**RE:** CHANGES IN FEDERAL FINANCING OF SOCIAL PROGRAMS:  
THE IMPLICATIONS FOR MUNICIPAL GOVERNMENTS

---

As you are aware, the Federal Government has announced changes to the transfer payment programs, whereby provinces cost share expenditures for education, health and social programs. As a result of these changes, the Federation of Canadian Municipalities contracted Terrance Hunsley to prepare an issues paper to which municipalities are invited to respond.

This paper, entitled "Changes in Federal Financing of Social Programs: The Implications for Municipal Governments" was received by the Social Planning Department. Subsequently a brief highlight package, along with the implications for Red Deer and District, was prepared. This package was considered at the Red Deer and District FCSS Board on December 5, 1995, with the following resolution being approved.

*"That the Red Deer and District Family and Community Support Services Board adopt the enclosed report and forward the report to Red Deer City Council as host authority for Family and Community Support Services, strongly recommending Council approval prior to submission to the Canadian Federation of Municipalities."*

The highlight package and local implications along with the issue paper by Terrance Hunsley are attached for your consideration. These changes could have far reaching effects on The City as well as the surrounding communities. In order to ensure that municipalities have a voice in changes made at senior levels of government, it is important that we make ourselves heard at every opportunity. Therefore I recommend the following:

**RECOMMENDATION:**

That Council for The City of Red Deer forward a letter to the Federation of Canadian Municipalities which expresses concern with potential changes in federal financing of social programs and further that the local implications, as outlined in the attached report, be also forwarded as substantiating documentation.



COLLEEN JENSEN  
Social Planning Manager

CJ:kt  
Enc.

c. Lowell R. Hodgson, Director of Community Services

**DATE:** November 22, 1995

**TO:** FCSS BOARD

**FROM:** BARBARA JEFFREY  
Projects Supervisor

**RE:** CHANGES IN FEDERAL FINANCING OF SOCIAL PROGRAMS:  
THE IMPLICATIONS FOR MUNICIPAL GOVERNMENTS

---

Enclosed is a paper from the Canadian Federation of Municipalities which is entitled: *Changes in Federal Financing of Social Programs: The Implications for Municipal Governments*.

Terrance Hunsley is in the process of consulting with municipalities across Canada regarding the impact any new structures in social programs will have on municipalities. Submissions will be accepted until December 16, 1995. The paper is well constructed and raises the concerns already being identified by our communities. Enclosed is a tentative submission from Red Deer and District Family and Community Support Services outlining the impact to our municipalities, concerns which will be repeated across the country. **Please be prepared to add your observations to this paper at the December 5, 1995, Board meeting.**

We suggest that the document be forwarded to Red Deer City Council, as host authority for FCSS, at their December 18, 1995 meeting. (Mr. Hunsley will be advised that the document is prepared and waiting approval).

**RECOMMENDATION:**

That the Red Deer and District FCSS Board adopt the enclosed report (with any amendments) and forward the report to Red Deer City Council as host authority for Family and Community Support Services, for approval before submitting to the Canadian Federation of Municipalities.



BARBARA JEFFREY  
Projects Supervisor

BJ:kt  
Enc.

## CHANGES IN FEDERAL FINANCING OF SOCIAL PROGRAMS: THE IMPLICATIONS FOR MUNICIPAL GOVERNMENTS

The Federal Government is in the midst of changing the way social programs are financed in Canada and in the provinces. Some changes have already been announced:

- Pre-1994
  - Decreased block fund transfer for health and post-secondary education (under the Established Programs Financing Act).
  - The capping of Canada Assistance Plan cost-sharing to Alberta (B.C. and Ontario) at 5% per year.
  - Federal transfers to families (social allowance) decreasing by the first three percent of inflation.
- 1994
  - Expenditures for social security and post-secondary education could be no more than those of 1993/94.
  - Reductions in premiums and benefits for Unemployment Insurance.
  - Tax-credit for people over 65 would be income tested and phased in over two years.
- 1995
  - Termination of Canada Assistance Plan March 31, 1996, and its replacement with a block transfer (Canada Social Transfer) integrated with health and post-secondary education with accompanying reduction.
  - Reductions in social program departments (Citizenship and Immigration, Health, Human Resource Development, Indian Affairs, Veteran's Affairs, Canada Mortgage and Housing).
  - OAS, RRSP changes, further UI reductions.

At first glance, smaller municipalities may see little impact on their communities. As the chart from the Federation of Canadian Municipalities shows, municipal roles in social programs increase in proportion to the size of the municipality.

### Illustration of Possible Variance in Municipal Role in Social Programs

				Share costs and deliver social assistance and social services
			Deliver or fund a limited range of services such as Child Care, Social Planning, Services for Young Offenders, Seniors services	Deliver or fund a limited range of services such as Child Care, Social Planning, Services for Young Offenders, Seniors services
		Deliver and share costs of education. Support local health services. Participate in labour market programs. Deliver provincial services under contract	Deliver and share costs of education. Support local health services. Participate in labour market programs. Deliver provincial services under contract	Deliver and share costs of education. Support local health services. Participate in labour market programs. Deliver provincial services under contract
		Support for local charities and other social agencies	Support for local charities and other social agencies	Support for local charities and other social agencies
	Policing and response to local problems	Policing and response to local problems	Policing and response to local problems	Policing and response to local problems
Zoning, health protection, sanitation	Zoning, health protection, sanitation	Zoning, health protection, sanitation	Zoning, health protection, sanitation	Zoning, health protection, sanitation

However, the widespread nature of the reductions outlined above predicate more subtle but none-the-less real difficulties for municipalities, the government closest to the people who are experiencing the problems.

## **DIRECT IMPACT**

- Family and Community Support Services funding has been cost-shared with the Federal Government by Red Deer and District FCSS directly (\$19,000 in 1995) and by the Province in providing about 40% of the FCSS funding to any local FCSS program through the Canada Assistance Plan. A further \$99,000 will be recovered in 1995 for day care. The elimination of this program effective April 1, 1996, has meant that budgets for 1996 have been prepared with \$118,000 less in federal funding (\$99,000 in day care, \$19,000 in FCSS).
- If the Province were to make a similar reduction in FCSS funding based on the fact that they could no longer cost-share with the Federal Government under CAP, a preliminary analysis shows a loss of \$300,000 for FCSS, and \$100,000 for day care to Red Deer and District.
- Seniors' lodges have also been a cost-shareable project under the Established Programs Funding. The municipality is a financial partner in seniors' lodges so may see a change in the requisitions when the Federal Government is no longer cost-sharing.
- Reduced funding to health care and education has already had an impact on FCSS funded agencies who have depended on local communities for fundraising dollars. The competition for the percentage of charitable dollars is fierce. Larger institutions such as the hospital and college in Red Deer have set up foundations and hired staff to fundraise.

## **INDIRECT IMPACT**

- The Canada Assistance Plan outlined a "flexible yet coherent legislative and fiscal framework for provincial governments to use in developing their portion of the Canada system of social protection". In turn, the municipalities had principles and standards with which to consider their portion of preventive social programming. The Canada Health and Social Transfer does not provide the framework. The provinces, and therefore the governments in power, can decide how to use the block grant. The continuity and stability of the past thirty years has been swept away by this move.
- Competition for funding has already affected the "potential for cooperative arrangements" because service agencies are affected by the constant threat of service cuts and job losses. As funding is reduced in the more traditional areas, agencies are competing with each other for any new funding announced. Only if collaboration is a criteria of funding is that cooperative spirit revived.
- Commercial services are blossoming in the present situation. As always, commercial services depend on the consumer's ability to pay. For instance, home support and medical supply companies are growing in the Red Deer area. Dependence on ability to pay for social and health services means "uneven distribution and problems of access". Unscrupulous businesses may also take advantage of such a market.
- Reductions in Old Age Security, Unemployment Insurance and Social Allowance will further stress local programs like the food banks, soup kitchens, churches, social agencies. People may be forced to move to municipalities large enough to offer any services, which in turn, increases the demand on those municipalities. Small municipalities will have reduced tax base with which to operate.

- Canada Assistance Plan organized cost-sharing based on needs. The new Canada Health and Social Transfer is per capita based funding. Although this may appear a more fair system of funding, municipalities which have special needs because of geographic location, a different population (high number of seniors or persons with disabilities), etc., may find that per capita funding in no way allows for the anomalies and municipalities will find themselves dealing with the needs. Urban centres, such as Red Deer, which supply rural municipalities from the surrounding communities with services, will also suffer from the per capita distribution if, in fact, we can cost share at all.
- Every municipality has residents whose employment is dependent on some part of the social system. "Community-based services [have] been a major source of job growth in Canada over the past two decades". Businesses (small and large), property owners and service industries will begin to notice the effect of the reduced buying power of individuals and families. You cannot cut jobs and increase unemployment without a ripple effect in the community. And, at a time when more people will depend on charitable agencies, fewer people will have the disposable income to donate to charities.
- Reductions in education, immigration and human resource development will be costly in terms of untapped human resources and result in unemployment and underemployment.

The Red Deer and District Family and Community Support Board presented a report to Red Deer City Council in October 1994 recommending that Council "inform both the provincial and federal governments of the vital part transfer payments ... play in the economic and social health of the community". City Council, in turn, forwarded the above mentioned report to Lloyd Axworthy, Minister of Human Resource Development with an accompanying letter which reiterated the crucial role municipalities have in "partnering with senior levels of government to ensure the well-being of our citizens".

Mr. Axworthy (reply dated January 6, 1995) reported that "the federal government will engage in discussions with provinces to work out how best to implement the reform of the social security system. In this regard, I would suggest that to ensure your views are represented in the process, you meet with the Ministers of Family and Social Services and Alberta Municipal Affairs".

In the enclosed paper from the Federation of Canadian Municipalities, they propose major concerns and strategic possibilities for municipal governments. Municipalities have a vital interest in the restructuring of Canada's social programs. We need to continue the pressure to be consulted about our future, both at the provincial and federal level

### **COMMENTS:**

We concur with the recommendations of the Social Planning Manager.

"G.D. SURKAN"  
Mayor

"H.M.C. DAY"  
City Manager

# **COUNCIL MEETING OF DECEMBER 18 , 1995**

## **ATTACHMENT TO REPORT ON OPEN AGENDA**

**RE: Changes in Federal Financing of  
Social Programs**

# **Changes in Federal Financing of Social Programs: The Implications for Municipal Governments**

***Issues Paper***

*Prepared for  
The Federation of Canadian Municipalities*

*by  
Terrance Hunsley*

*November, 1995*

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## ***Table of Contents***

PURPOSE: .....	3
PART ONE: THE SITUATION .....	4
PART TWO: DECISIONS STILL TO COME .....	7
PART THREE: QUESTIONS FOR CONSIDERATION .....	9
PART FOUR: PRINCIPLES OR CONSIDERATIONS TO GUIDE A NATIONAL FCM STRATEGY .....	11
PART FIVE: OUTLINE OF STRATEGY DOCUMENT: .....	12
PART SIX: APPENDICES .....	14



**PURPOSE:**

This paper identifies issues and raise questions for local governments about the implications of recent and impending federal government decisions regarding the financing of social programs. It is intended to stimulate consideration and discussion of strategic municipal government concerns which should be pursued at the national level. The consultation process which will accompany the paper will lead to a recommended national strategy for the Federation of Canadian Municipalities. The strategy paper will also assist municipal governments in formulating their own plans.

*The first part* of the paper summarizes the situation and indicates the kinds of changes which might be anticipated, including some of the impacts on local governments. Due to the early stage of the project, and because of the wide variation of roles and involvement that local governments have in social programs, this section is quite general.

*The second part* identifies decisions which are still to come at the federal level, after consultations among federal and provincial governments. It makes reference to "future wave" impacts, which are changes that may be generated by adjustments to the first set of decisions.

*The third part* raises questions for municipal government officials to consider regarding local implications, and also regarding the likely provincial responses to federal initiatives.

*The fourth part* raises questions about potential principles and strategic considerations which might guide a proactive national municipal strategy.

*The fifth part* presents a suggested outline for the eventual strategy document. Suggestions and advice are invited about format, key areas of focus, strategic elements and implementation strategy.

## PART ONE: THE SITUATION

The federal budgets of 1994 and 1995 have introduced changes to the federal role in Canada's social programs which will have far-reaching effects. Most of these changes amount to reduced financial commitments. Because the nature of the federal role has in the past been very closely related to the structure of federal financial contributions, the recent decisions will have long term implications for the nature of the Canadian federation. (The Appendices contain a chronology of the individual decisions announced in the two budgets.) The federal decisions affect transfer payments to provinces and individuals, and the budget documents make practically no reference to municipal governments. Nevertheless, municipal governments will be profoundly affected by the direct and indirect consequences of these and subsequent decisions.

The most significant change announced to date is the introduction of an integrated "block fund" annual transfer to the provinces. *The Canada Health and Social Transfer (CHST)* will replace the existing block fund transfers (Established Programs Financing or EPF) to provinces to support health and postsecondary education, as well as the Canada Assistance Plan (CAP). For almost thirty years, it has been through CAP that the federal government has channelled conditional cost sharing support for welfare and social services programs. This cost sharing mechanism has often been heralded as an example of cooperative federalism, since it provided a flexible yet coherent legislative and fiscal framework for provincial governments to use in developing their portion of the Canadian system of social protection. (Although social programs are considered to be constitutionally a provincial responsibility, most of the costs of social security programs, including Unemployment Insurance, Canada Pension Plan, Old Age Security and Child Tax Benefit are in fact federal.)

The new integrated fund will be reduced during the first year by about \$2.5 billion, and in the second by about \$4.5 billion, below projected annual expenditures under the existing combination of CAP and EPF legislation. The details of how the total fund will be adjusted after 1997/98 are to be announced after consultations with provincial governments. However it is evident that the federal government intends that the decrease be built into the ongoing calculation of the total fund.

Benefit reductions in the *Unemployment Insurance* program have also been announced, and more will be forthcoming. This implies increased costs to local social assistance programs. The 1995 Budget also announced that *income testing will soon be applied to Old Age Security benefits.*

**WHAT CAN LOCAL GOVERNMENTS EXPECT TO EXPERIENCE AS A RESULT OF THESE DECISIONS?**

It may be useful to illustrate the variety of roles which local governments fulfill in relation to social programs, since the effects will vary according to the local configuration of social program responsibility. It is possible to place these roles on a continuum, from less to more responsibility, both legislated and through administrative arrangement.

***Illustration of Possible Variance in Municipal Role in Social Programs***

				Share costs and deliver social assistance and social services
			Deliver or fund a limited range of services such as Child Care, Social Planning, Services for Young Offenders, Seniors' services	Deliver or fund a limited range of services such as Child Care, Social Planning, Services for Young Offenders, Seniors' services
		Deliver and share costs of education. Support local health services. Participate in labour market programs. Deliver provincial services under contract	Deliver and share costs of education. Support local health services. Participate in labour market programs. Deliver provincial services under contract	Deliver and share costs of education. Support local health services. Participate in labour market programs. Deliver provincial services under contract
		Support for local charities and other social agencies	Support for local charities and other social agencies	Support for local charities and other social agencies
	Policing and response to local problems	Policing and response to local problems	Policing and response to local problems	Policing and response to local problems
Zoning, health protection, sanitation	Zoning, health protection, sanitation	Zoning, health protection, sanitation	Zoning, health protection, sanitation	Zoning, health protection, sanitation

At one end of the continuum there are municipal governments which see themselves as having little or no direct responsibility for social programs. Most of health care, public education, and social services may be delivered through provincial systems. The municipal role may be limited to certain public health responsibilities (sanitation, inspection of facilities), housing and zoning regulations, policing services, and perhaps some forms of recreation.

These municipalities may witness primarily indirect effects of the decisions, such as:

- ▶ more difficulties in obtaining revenues from the provincial government because of provincial cutbacks resulting from the federal decisions.
- ▶ more problems collecting taxes from low income property owners or proprietors who rent to low income people;
- ▶ increased social problems and costs resulting from increased poverty levels, including crime, vagrancy, family violence, and increased demands on local charities.

In the middle of the continuum are municipal governments which have limited but significant social programs within their mandates, or have developed programs in addition to existing provincial structures because of local situations and the expectations of voters. Certain social services such as child care, home support, and youth protection may be mandated or delivered under contract to provincial authorities. Special programs might include community development, training or job placement services as well as participation and liaison with a range of public and non government organizations to coordinate labour market programs, school programs, and health services.

*These municipal governments, as well as the impacts described above, can also expect to experience continuing funding reductions to these programs. There may be more requests for support, financial, political and "in-kind," from local agencies and organizations dealing with reductions of their own.*

*social provisions  
lost*

At the other end of the continuum are municipal and metropolitan regional governments which have substantial responsibilities for the delivery of health, education and social services. These programs are usually financed in part from the local tax base, and in part by provincial revenues. In the case of social assistance and social services, the municipal and provincial shares are in turn cost-shared with the federal government, while federal block-funded contributions to health care are also channelled through the provinces.

*These programs will be subjected to major funding reductions, resulting in either local actions to reduce benefits and services, or pressures for disproportionate increases in local taxes and fees to support current levels of service. This may mean not only an increase of the local tax base to fund provincial programs, but also increased use of a non-progressive tax (property tax) to finance income redistribution.*

All municipal governments can expect to experience or witness an accelerated process of service reorganization and rationalization, in efforts to reduce delivery system costs as much as possible. The competition for funding will become fierce, and the potential for cooperative arrangements among service agencies will be affected by the constant threat of service cuts and job losses.

Commercial services can be expected to grow rapidly in the existing situation, with consequent problems of ensuring service standards, dealing with uneven distribution and problems of access, and protecting the public from "fly by night" enterprises.

Finally, it should be noted that while these problems might be characterized as dark clouds without a silver lining, there will probably be a few bright spots in the gloom. The process of fractions reorganization and service competition will break down institutional barriers which have in the past stood in the way of needed system reforms, and the availability of new service delivery technology which does not respect hierarchical structures will create opportunities to implement more efficient service systems. However because of the problems noted above, this will be at best an extremely difficult and precarious process.

## PART TWO: DECISIONS STILL TO COME

Local governments can anticipate at least three "waves" of decisions which will affect them.

### *Illustration of Decision "Waves" Affecting Municipal Governments*

Original Stimulus	First Wave	Second Wave	Third Wave
Federal decisions announced in 1994 and 1995 budgets	Provincial funding reductions initiated in anticipation of response to federal decisions	Subsequent federal decisions reflecting Unemployment Insurance and the CHST after 1997/98	Provincial and local agency adjustments to a new configuration of demand after first round changes are made

The first wave has already begun in some provinces with reductions being made at the provincial level. This will be a process which continues for some years. The provincial Premiers have recently appointed a *Ministerial Council on Social Policy Reform and Renewal*, which is working to develop a consensus on guiding principles and underlying values for social policy reform, as well as more holistic approaches to social well-being and a coordinated plan for persons with disabilities. The Ministers have also stressed the importance of information-sharing between governments.

A second wave of decisions can also be anticipated at the federal level. As mentioned earlier, the implementation formula of the CHST has still to be developed. The current structure is based on the original RPP block fund, with an increase in cash contributions to offset the loss of federal cost sharing through CAP.

The RPP block fund was calculated by adding the value of "tax points" which were transferred to provincial governments in 1977 (the federal government decreased its tax rates while provinces simultaneously increased theirs by the same amount), to an annual cash transfer to make up the total amount. The total was established by the federal government and reviewed every five years. The value to the provinces of the tax points grew at about the same rate as the provincial economy grows. Therefore, since the federal government did not increase the total fund at the same rate (often freezing the total at rates less than GDP growth), the cash portion of the fund was on a decreasing trajectory and would eventually reach zero.

*Because of a special arrangement made with Quebec back in 1964 when extra tax points were transferred to that province in lieu of cost sharing for certain youth programs, the portion of the entire fund represented by tax points was higher there, and the value of the cash transfer was due to reach zero in Quebec in the next few years.*

Because CAP was made up entirely of cash, adding those contributions to the fund means that the cash portion is increased again, relative to the tax points which remain the same.

However, the federal government has already indicated that the total value of the new fund (CHST) will be decreased in 1996/97 and again in 1997/98. This means that the cash portion will again be on a decreasing trajectory, but the trajectory beyond the year 1997/98 has not yet been decided. The government has indicated that some stabilization of the cash portion will be considered. This "stabilization" is a very important decision, since it will determine the growth rate of the total fund. It also gives the federal government a continuing fiscal lever, since the tax points cannot be revoked. This would be important to enforce the national principles of Medicare and any other standards or principles attached to the CHST. It could also (in theory) be used to offset anomalies or gaps which might occur in the changeover from the needs-based cost sharing of CAP to a per-capita-based formula for the CHST.

- 41 -

The existing block fund for health and postsecondary education defines national "principles" to be retained by provinces in respect of Medicare, including *universality, comprehensiveness of coverage, access to services without financial impediments, portability of insurance (between provinces), and public, (nonprofit) administration.*

The *Canada Assistance Plan* had established *three basic standards* for social (financial) assistance, although not for personal social services:

- ▶ *Provinces were required to establish a right to financial assistance based on a provincially-defined text of "need";*
- ▶ *They were forbidden to establish a period of residency as a prerequisite for financial assistance; and*
- ▶ *An appeal procedure was required for people who were denied assistance.*

Federal decisions are also pending in relation to Unemployment Insurance, to Old Age Security and the Canada Pension Plan contribution rates and benefits. It is likely that these decisions will further reduce federal transfers to individuals. This will especially affect municipalities which have high levels of unemployment, of elderly and people with disabilities.

There will be a *third wave* of adjustments when these changes have made their way through the various jurisdictional and delivery systems. The third wave adjustments will be made by provinces and agencies including municipal organizations, which have made a first round of adjustments and have modified their mandates or programs. However, they will be faced with new problems or higher levels of demand because of the earlier reductions. For example, when reductions are made to Unemployment Insurance, there will be increased demand for social assistance, even though the benefits in these programs have been scaled back. Charitable services such as food banks will be oversubscribed. People denied service from one source, for example new immigrants or people turned out of shelters, will turn to other agencies for assistance. Responding to their needs will mean even further stretching of available resources. Funding reductions will also mean reduced levels of employment in community-based services, which has been a major source of job growth in Canada over the past two decades.

### **PART THREE: QUESTIONS FOR CONSIDERATION**

The scenario described above is a general one, and it is important that local officials consider its validity as well as identify more specific impacts or information which could add depth to the analysis. It is likely for example that some local analysis has been undertaken to determine the extent of anticipated funding reductions or other problems. A number of provincial governments have already put substantial changes in motion and these changes may have been documented at:

the municipal or regional level.

We would ask local officials to consider and respond to the following questions. (It is not necessary to be constrained to the questions listed, if other information or comment is appropriate.)

1. Do you agree that the overall scenario presented in this paper is reasonably presented and likely to happen? If not please explain. If it does not adequately identify potential problems, you may be able to add to it.
2. Has an analysis been implemented of the impact of these changes in your community? If so we would be grateful to receive a copy or a summary of the findings.
3. Can you provide us with your own analysis or understanding of the potential chain of developments which the federal action will set off? What will be the effect of these developments on specific program budgets?

(For example, is it likely that funding reductions will be spread evenly across programs, or will discretionary expenditures be disproportionately affected?)

4. What longer term consequences do you foresee for:

The role of municipal governments? :

(For example, the CHST is a transfer based primarily on population, rather than on the distribution of need? Will a change to per capita funding affect the overall distribution of benefits? Would a downloading of responsibility imply a change to the nature and scope of accountability of municipal government?)

Health, education, and social service programs?

(For example there is already some evidence that social programs which vary from city to city or province to province may be a factor in decisions to migrate. Is this likely to cause strains on budgets and exert downward pressure on service and benefit standards? *How will, or how should,* the impending scenario affect the structures and efficiency of program delivery?) \*

Consumers of local services?

Local business?

The local tax base?



5. What kind of process do you think will/should take place to respond to these concerns?

Locally?

Provincially?

Nationally?

6. Please make any other comments or suggestions that you would like to be considered in the consultation process.

#### **PART FOUR: PRINCIPLES OR CONSIDERATIONS TO GUIDE A NATIONAL FCM STRATEGY**

Please consider what principles, and what strategic considerations, should be adopted or developed by FCM in a national strategy.

1. You might wish to consider these suggestions in relation to principles which might be attached to the CHST, or which might guide federal decisions at a broader level.

- ▶ For example, should FCM promote the inclusion of national standards in the CHST? What would the most important standards be?
- ▶ Should FCM promote a federal policy to maintain the level of cash transfers in the CHST?
- ▶ Should an alternate instrument be considered for the cash expenditures?
- ▶ Should a higher priority be placed on research and development funds being available at the federal level?
- ▶ Should federal cash be used to create a social adjustment and development fund which could be used to assist poorer communities or those experiencing unusual increases in social need?

2. You might wish to consider or recommend coordinated municipal initiatives. FCM has consistently promoted the inclusion of municipal governments in intergovernmental consultations.

- ▶ For example, the Premiers will be meeting early in 1996 to consider a report from the Ministerial Council on Social Policy Reform and Renewal. Should a municipal meeting be held at that time?
- ▶ Another possibility which might be considered stems from the concern for the need to monitor programs and social conditions across the nation. In the past this has been difficult because of federal-provincial tensions and reticence of provinces to be compared. However,

municipal governments could be strategically placed, and might see it to be of advantage, to be involved in putting such a system in place? . Should such a possibility be explored at a national level?

3. Are there recommendations which FCM should make in respect of other federal decisions, such as Unemployment Insurance reductions?
4. Finally, given the referendum results there is a possibility that the federal government may wish to accelerate the transfer of responsibility to the provinces. Do you have suggestions for an FCM strategy in this regard?

## **PART FIVE: OUTLINE OF STRATEGY DOCUMENT:**

Following is a suggested structure of the FCM strategy document which will be assembled after the consultations. Please make any suggestions you wish about the format, as well as the content and the implementation strategy.

### **1. The Situation Regarding Federal Financing of Social Programs**

- a) Decisions Taken to Date
- b) Decisions Still to Come
- c) Provincial Responses to Federal Actions

### **2. The Observed and Impending Impacts on Municipal Governments**

- a) General . . . Fiscal and Social
- b) Variance with the Range of Municipal Roles

### **3. Major Concerns of Municipal Governments:**

- a) Fiscal
- b) Role of Property Taxes in Social Programs
- c) Offloading Social Problems
- d) The Issue of National Standards
- e) Other

### **4. Strategic Possibilities for Municipal Government**

- a) Consultation Processes
- b) Respecting Federal Cash Transfers
- c) Local Social Adjustment and Development Funds  
(eg for rationalizing service delivery systems, such as the North York experiment on

integrating services around the school system, involving social services, police, health services, young offenders, local community development etc.)

d) Locally-integrated (Service) information and (Social-economic) Monitoring Systems

e) Other

#### 5. FCM National Strategy Objectives

#### 6. Implementation Strategy

**PART SIX: APPENDICES**

Attached are two documents which may provide useful reference information. One is a chronology of federal decisions taken to date. This document was distributed earlier to participants in a conference call regarding this project. The second is a document describing the CHST which was prepared by Human Resources Development Canada (HRDC) to be used in a series of workshops organized by the Canadian Council on Social Development (CCSD). We are grateful to HRDC and CCSD for allowing us to distribute copies of this document.

**MAJOR FEDERAL DECISIONS AND ANNOUNCEMENTS REGARDING  
THE FINANCING OF SOCIAL PROGRAMS, SINCE THE FEDERAL BUDGET OF 1994**

*Note:* The status quo before 1994 was not a stable situation. Previous decisions during the eighties and early nineties had already established a process whereby:

- ◆ The cash portion of the "block fund" transfer for health and postsecondary education (under the Established Programs Financing Act) was decreasing each year as the value of the tax points portion increased.
- ◆ The growth in cash transfers to Ontario, Alberta and British Columbia for Canada Assistance Plan expenditures was capped at 5% per year.
- ◆ The purchasing power of federal transfers to families was decreasing each year by the first three percent of inflation (partial deindexation).

***Budget 1994***

- ◆ Announced the National Forum on Health and the Social Security Review, indicating that expenditures for social security and postsecondary education transfers after the review could be no more than those in 1993/94, which set a target of expenditure reduction of \$1.5 billion per year in 1995/96 from the total projected for 1994/95.
- ◆ Announced reductions in premiums and benefits of Unemployment Insurance . . . resulting in expenditure reductions of \$725 million in 1994/95 and \$2.4 billion per year thereafter.
- ◆ Announced that the tax credit for people over the age of 65 would be income-tested, and phased in over a period of two years, amounting to a reduction in the value of this credit (which means an increase in federal revenues) of \$300 million per year when fully implemented.
- ◆ Announced a review to be undertaken of the retirement income system and public pension programs.
- ◆ The Equalization program was renewed for another five-year period.

***Social Security Review***

- ◆ No official policy changes were announced, although a number of changes were discussed, providing some indications of potential future federal initiatives, whether or not in association with federal-provincial transfers. Such future changes could include Income-Contingent Loan Repayments for student loans or potentially other subsidies. An emphasis was also placed on

improving private child support arrangements for single parent families, and for potentially increasing the Child Tax Benefit for lowest income families or working poor. The exercise was curtailed because of the priority on deficit reduction.

#### *Budget 1995*

- ◆ Announced reductions in departmental structures and program spending amounting to \$877 million in 1995/96 and \$1.38 billion in 1996/97 for social program departments (Citizenship and Immigration, Health Canada, Human Resources Development Canada, Indian Affairs and Northern Development, Canada Mortgage and Housing, and Veterans Affairs).
- ◆ Announced the termination of the Canada Assistance Plan effective March 1996, and its replacement in the form of a block financial transfer which will be integrated into the existing block fund for health and postsecondary education, known as EPPF (Established Programs Financing). The new combined fund was labeled the Canada Social Transfer. The total spending under this transfer was projected to be reduced from the current \$29.6 billion total being spent in 1995/96 under the existing programs, to \$26.9 billion in 1996/97 and further reduced to \$25.1 billion in 1997/98. How much of an actual reduction this represents is difficult to measure exactly since it is not clear how much expenditures would have grown under the present system. Nonetheless it is clear that by the second year, the reduction is at least \$4.5 billion per year. The ongoing formula for the CST has not been finalized but will be after consultations are held with provincial governments about the formula and the national characteristics which might accompany the CST.
- ◆ Announced again that changes will be introduced to retirement benefits, to take effect in 1997. Indicated that OAS benefits will become income-tested, and that the phase-out of the new combined OAS-GIS benefits will be put onto a steeper trajectory. Also that OAS benefits will be pre-taxed, rather than collecting taxes on them after the fact as at present.
- ◆ Announced a number of measures to reduce or limit the tax subsidies for RRSPs and related instruments. These measures will save about \$160 million per year in tax subsidies by 1997/98. Also indicated that Canada Pension Plan contributions will have to be increased at a steeper rate than previously forecast, so that by the year 2030 contributions will increase from their current level of 5.4% to 14% of earnings, up to the Yearly Maximum Earnings level.
- ◆ Announced that legislation will be tabled to further reduce Unemployment Insurance expenditures by at least ten percent when fully implemented, saving \$700 million in 1996/97.

# **The Canada Health and Social Transfer**

**Summary for the CCSD Roundtable Discussions**

**October, 1995  
HRDC**

- The February 27 Budget announced that as of 1996-97, the Canada Assistance Plan (CAP) and Established Programs Financing (EPF-Health and EPF-Post-Secondary Education) will be replaced by a new block transfer - the Canada Health and Social Transfer (CHST). The transfer consists of cash and tax points.
- The interim legislation establishing the CHST is contained in the Budget Implementation Act, 1995 (Bill C-76), which received Royal Assent on June 22, 1995.
- In 1996-97, total funding to provinces and territories under the CHST will be \$26.9 billion, a reduction of \$2.5 billion compared with the projected transfer entitlement under the existing set of programs. In 1997-98, the CHST will be \$25.1 billion, a reduction of \$4.5 billion from the currently projected transfer under existing programs. (See Annex One.)
- The CHST will provide provincial and territorial governments with greater flexibility to innovate and improve social programs so that they can better address emerging social issues. The current CAP transfer, with its restrictive cost-sharing requirements, is inhibiting such innovation. The CHST will also eliminate the administrative burden of cost-sharing.
- The CHST remains a significant transfer, and demonstrates the federal government's continuing commitment to the health, post secondary education and social security systems in Canada, even in these times of severe fiscal restraint.
- The federal government has recently stated its commitment to stabilizing the cash component of the CHST.

#### A. Principles and Objectives

- With respect to national principles for programs funded through the CHST, no change will be made to the Canada Health Act (CHA). Its criteria and conditions will continue to be enforced by the Minister of Health by withholding funds, if necessary.
- In addition, provinces and territories will be required - as they are under the rules of CAP - to provide social assistance without any minimum residency requirement. This condition will be enforced in the same manner as the criteria are enforced under the CHA. The enforcement regime specifies that provinces and territories cannot require a period of residence as a condition of eligibility for social assistance. The Minister of Human Resources Development will be responsible for the enforcement of this condition, by recommending action to the Governor in Council.



2 - 51 -

- The CHST legislation states that the Minister of Human Resources Development will invite all provincial and territorial governments to work together on developing, through mutual consent, a set of shared principles and objectives that could underlie the non-Health aspects of the new transfer. In this way, all governments could reaffirm their commitment to the social well-being of Canadians. The timing and format of this process have not been established.
- August Annual Premiers Conference (APC) announced a Ministerial Council on Social Policy Reform and Renewal to draft guiding principles for social policy reform. The Council is to report to Premiers before the end of the year, so that Premiers can convene an early meeting to pursue the matter. (See Annex Two for excerpts related to principles and objectives, from the APC conference and the annual meeting of the provincial and territorial ministers responsible for social services press releases.)

#### B. Allocation

- In 1996-97, the CHST transfers will be allocated among provinces and territories in the same proportion as the provincial or territorial entitlement under combined CAP and EPF transfers (CAP transfers for 1994-95 and EPF transfers for 1995-96).
- The Minister of Finance will be leading consultations with provinces and territories on the principles that should govern allocation of the CHST on a permanent basis for 1997-98 and beyond.

### II. Details of the Budget Implementation Act (C-76) Relating to the CHST (Received Royal Assent June 22, 1996)

#### A. Establishment of CHST

- Purpose of the CHST:
  - "establish interim arrangements to finance social programs in a manner that will increase provincial flexibility;
  - maintaining the national criteria and conditions in the Canada Health Act, including those respecting public administration, comprehensiveness, universality, portability and accessibility and the provisions relating to extra-billing and user charges;
  - maintaining the national standard, set out in section 19, that no period of minimum residency be required or allowed with respect to social assistance; and
  - promoting any shared principles and objectives that are developed, pursuant to subsection (3) (i.e., through mutual consent of provinces and territories), with respect to the operation of social programs, other

than a program for the purpose referred to in paragraph (b)", (i.e., the Canada Health Act) (Section 48, pages 23-24).

- The Minister of Human Resources Development shall invite representatives of all the provinces to consult and work together to develop, through mutual consent, a set of shared principles and objectives for the other social programs (i.e., those not covered by the CHA) that could underlie the CHST (Section 48, page 24).
- Cash contribution of CHST is difference between total entitlement and equalized tax transfer (Section 48, page 24).
- CHST allocation for 1996-97 is \$26.9 billion, beginning April 1, 1996, allocated among provinces in same proportion as provincial entitlements under combined CAP transfers (1994-1995) and EPF transfers (1995-96) (Section 48, page 25).

#### B. Enforcement

- The cash contribution of CHST may be reduced or withheld from provinces for violation of the Canada Health Act (Section 50, page 26).
- The No Period of Residence Condition for Eligibility of Social Assistance:
- "Social assistance" means aid in any form to or in respect of a person in need (Section 50, page 26).
- In order to receive full cash contribution under the CHST a province cannot:
  - "require or allow a period of residence in the province or in Canada to be set as a condition of eligibility for social assistance or for the receipt or continued receipt thereof: or
  - make or allow the amount, form or manner of social assistance to be contingent upon a period of such residence" (Section 50, pages 26-27).
- However, the criteria above are not contravened by a requirement of a health insurance plan of a province of a minimum period of residence in the province or waiting period that does not contravene the Canada Health Act (Section 50, page 27).

- Where the Minister of Human Resources Development believes that a province does not comply with the no period of residence condition (S. 19) the Minister shall:
  - send by registered mail to the minister responsible for social assistance in the province a notice of concern with respect to any problem foreseen;
  - seek any additional information available from the province with respect to the problem through bilateral discussions, and make a report to the province within ninety days after sending the notice of concern; and
  - if requested by the province, meet within a reasonable time to discuss the report (Section 50, page 27).
- The Minister may act without consultation if the Minister is of the opinion that a sufficient time has expired after reasonable efforts to achieve consultation were made and that consultation will not be achieved (Section 50, page 27).
- If the above process fails to remedy the situation, the Minister shall refer the matter to the Governor in Council (Section 50, page 27).
- If the Governor in Council is of the opinion that the province does not comply with the condition, it may by order direct that the cash contribution be reduced, by an amount appropriate to the gravity of the default. This reduction can be as great as the entire cash transfer under the CHST (Section 50, page 28).
- In the case of continuing default of the no period of residence condition, any reduction or withholding of cash contribution to a province for a fiscal year shall be reimposed for each succeeding fiscal year as long as the Minister is satisfied, after consultation with the province, that the default is continuing (Section 50, page 28).
- Any other transfer can be used to enforce these conditions ("Where the Governor in Council makes an order in regard to a contravention of the Canada Health Act or a contravention of the no period of residency requirement directing, in respect of a fiscal year, the withholding of an amount that, but for this section, would exceed the amount that could be withheld under the Canada Health Act or the no period of residency requirement of this Act, the Governor in Council may, in that order, deem any federal payment to the province to be, notwithstanding any provision of the Act, arrangement or agreement under which the federal payment is made, a cash contribution to that province for that fiscal year for the purpose

of a reduction by, or a withholding of, the excess amount under either the Canada Health Act or the no period of residency requirement of this Act") (Section 51, page 29).

**C. Reports by Ministers**

- The Minister of Finance, the Minister of Health and the Minister of Human Resources Development may, together or individually, prepare a report on the administration and operation of the CHST and have the report laid before each House of Parliament (Section 50, page 29).

**D. CAP**

- No payment shall be made to a province under the CAP Act in respect of any fiscal year commencing on or after April 1, 1996 (Section 31, page 18).
- No payment shall be made to a province under the CAP Act on or after April 1, 2000 (Section 31, page 18).
- The Canada Assistance Plan is repealed on March 31, 2000 (Section 32, page 18).

8 - 55 -

## Annex

The Canada Health and Social Transfer  
(Estimated Entitlements)\*

	CAP/EPF		CHST	
	1994-95	1995-96	1996-97	1997-98
	(millions of dollars)			
Newfoundland	608	608	551	
Prince Edward Island	137	137	124	
Nova Scotia	964	966	875	
New Brunswick	763	764	692	
Quebec	8,098	8,141	7,376	
Ontario	10,530	10,653	9,653	
Manitoba	1,141	1,143	1,036	
Saskatchewan	982	981	888	
Alberta	2,525	2,552	2,313	
British Columbia	3,573	3,632	3,291	
Northwest Territories	74	75	68	
Yukon	34	35	32	
<b>Total</b>	<b>29,429</b>	<b>29,686</b>	<b>26,900</b>	<b>25,100</b>
	of which		cash: 12,832	10,303
			tax: 14,068	14,797

\*1995 Federal Budget

## **ANNEX TWO**

Recent provincial statements related to principles and objectives for the CHST

### **Provincial Ministerial Council on Social Policy Reform and Renewal (APC)** **Communiqué August 25, 1995**

- Mandate of Ministerial Council on Social Policy Reform and Renewal will be:
- draft a set of guiding principles and underlying values for social policy reform and renewal which provide for:
  - affordability and fiscal responsibility
  - commitment and comparability
  - shared responsibility
  - national standards
  - adequacy and accessibility
  - equity and fairness
  - prevention
  - active vs. passive intervention
  - dignity and independence
  - federal programs for aboriginal peoples
  - the role of the family
  - the role of communities
  - gender equity, and
  - the welfare of children, including child care.
- The Ministerial Council will be asked to report to Premiers before the end of the year so that Premiers can convene an early meeting to pursue the matter.

### **Meeting of Provincial and Territorial Ministers Responsible for Social Services** **(Communiqué September 22, 1995)**

- Provincial and territorial Ministers Responsible for Social Services agreed that they will take a leadership role in the reform and renewal of social service programs across the country.
- They said that social services programs must:
  - give priority to the well-being of children and families;
  - involve communities in seeking solutions to social programs;
  - continue to support Canadians most in need and reinforce Canada's record as a fair and caring society;
  - provide meaningful opportunities to assist people to become more self-sufficient and live with dignity and independence; and
  - be affordable, sustainable and achieve tested results.

- The Ministers agreed to explore a more holistic approach to the well-being of children and families including health, education and social needs.
- The Ministers agreed to begin working together immediately to develop a coordinated position on a plan for persons with disabilities.
- The Ministers also stressed information sharing between governments as a critical element in a strategy to control social assistance costs and preserve the system for those truly in need.

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### **MAJOR MILESTONES AND COMPLETION DATE**

<b>Preliminary Issue paper</b>	<b>November 3</b>
<b>Meetings/workshops/surveys</b>	<b>November 8 to December 16</b>
<b>Draft strategy document</b>	<b>January 5</b>
<b>Final strategy document</b>	<b>January 26</b>



## **FURTHER MEETINGS AND PROGRESS REPORTS**

The purpose of this item is to discuss what further combined meetings of participants should be held. Participants may also wish to discuss the need for an on-site meeting as opposed to a conference call. The following scenario is presented for discussion purposes:

- (1) Start-up conference call on October 17
- (2) Meeting or conference call to deal with unfinished business from (1)
- (3) Mid-term conference call
- (4) Strategy paper conference call
- (5) Wrap-up conference call

**DATE:** December 19, 1995

**TO:** Social Planning Manager

**FROM:** City Clerk

**RE: CHANGES IN FEDERAL FINANCING OF SOCIAL PROGRAMS:  
THE IMPLICATIONS FOR MUNICIPAL GOVERNMENTS**

---

**FILE**

At the Council Meeting of December 18, 1995, consideration was given to your report dated December 11, 1995, concerning the above topic and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Social Planning Manager dated December 11, 1995, re: Changes in Federal Financing of Social Programs: The Implications for Municipal Governments, hereby agrees to forward a letter to the Federation of Canadian Municipalities expressing concern with the potential changes in federal financing of social programs and further that the local implications, as outlined in the report submitted to the Council Meeting of December 18, 1995, be also forwarded as substantiating documentation."

The decision of Council in this instance is submitted for your information. We will be faxing Council's decision to Terrance Hunsley, as the deadline for submissions was December 16, 1995.

Trusting you will find this satisfactory.



KELLY KLOSS  
City Clerk

KK/clr

**THE CITY OF RED DEER**

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4

FAX: (403) 346-6195

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

December 19, 1995

**FILE**

Federation of Canadian Municipalities  
24 Clarence Street  
Ottawa, Ontario  
K1N 5P3  
FAX #(613) ~~241-7440~~ 828-3381

Att: Terrance Hunsley

Dear Sir:

**RE: CHANGES IN FEDERAL FINANCING OF SOCIAL PROGRAMS:  
THE IMPLICATIONS FOR MUNICIPAL GOVERNMENTS**

---

At the City of Red Deer's Council Meeting held December 18, 1995, consideration was given to the Issues Paper concerning the above.

At the above meeting, Council expressed its concern with the potential changes in the federal financing of social programs and agreed to forward to you the attached detailed review of both our direct and indirect local implications.

As you are aware, municipalities have a vital interest in the restructuring of Canada's social programs and the need to continue the consultation process of our future both at the provincial and federal levels.


/2

*a delight  
to discover!*

Mr. Terrance Hunsley, FCM  
December 19, 1995  
Page 2

Thank you for the opportunity to provide comments on this paper. If you have any questions or require additional information, please do not hesitate to contact the undersigned.

Sincerely.



KELLY KLOSS  
City Clerk

KK/clr  
attchs.

cc: Director of Community Services  
Social Planning Manager



# THE CITY OF RED DEER

P. O. BOX 5005, RED DEER, ALBERTA T4N 3T4

FAX: (403) 346-6195

City Clerk's Department  
(403) 342-3132 FAX (403) 346-6195

December 19, 1995

Federation of Canadian Municipalities  
24 Clarence Street  
Ottawa, Ontario  
K1N 5P3  
FAX #(613) 221-7320

Att: Terrance Hunsley

Dear Sir:

**RE: CHANGES IN FEDERAL FINANCING OF SOCIAL PROGRAMS:  
THE IMPLICATIONS FOR MUNICIPAL GOVERNMENTS**

At the City of Red Deer's Council Meeting held December 18, 1995, consideration was given to the Issues Paper concerning the above.

At the above meeting, Council expressed its concern with the potential changes in the federal financing of social programs and agreed to forward to you the attached detailed review of both our direct and indirect local implications.

As you are aware, municipalities have a vital interest in the restructuring of Canada's social programs and the need to continue the consultation process of our future both at the provincial and federal levels.

12



RCD-DCCR

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## TRANSMISSION REPORT

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• RED DEER'S •

**ORIGINAL**

• BUSINESS DISTRICT •

• TOWNE CENTRE ASSOCIATION • B3, 4901 - 48 ST. • RED DEER, ALTA. • T4N 6M4 • (403) 340-TOWN (8696) • FAX (403) 340-8699 •

November 22, 1995

**Mayor Surkan and****City Council**

City of Red Deer

**RE: 1996 BRZ Budget****Dear Mayor and Council,**

The Association is pleased to submit for your approval, our 1996 budget proposal. Once again, the Association budget reflects no increase in the amount requested, making this the 8th year since 1988 that no increase has been reflected in the budget.

This frugal approach to budgeting has meant that the only increases available to support the mandate of revitalization have come from growth in the BRZ. This same growth increases the expectations of what the Association can financially do, but at the same time increases the cost to physically carry out the work required. Since 1988, inflation has taken its toll on the amount of funding available for sponsorships, and direct cash support of many activities in the BRZ.

Our project programs have moved ahead, with the **"GHOSTS"** project receiving the bulk of financial support. Three sculptures have been funded and the third figure, F.W. Galbraith, is expected to be unveiled April or May of '96. In addition, almost 58% of the funding required for our firefighter sculpture, featuring a life sized horse drawn firewagon, (\$250,000) has been raised and we are proceeding with several aggressive options for the balance of sponsorship required.

In 1996, the Association is pleased to carry on with the litter contract at the same cost since 1991. This program has been highly successful and we receive queries from communities all over Western Canada, about how this program works. The fee for service received for Christmas decorations remains unchanged as well, however, the association is reviewing the entire Christmas program with Mr. Hodgson's office, in an effort to improve the decoration program and reduce costs to the association.

Sincerely yours,

**Towne Centre Association**

Barry Wilson, Chairman.

November 22, 1995

**Towne Centre Association  
1996 BRZ BUDGET**

**REVENUE:**

ITEM	1996 Request	1995 Budget
BRZ Business Levy	\$94,000.00	\$94,000.00
Provincial grant in lieu	\$17,000.00	\$17,000.00
Litter Contract	\$43,500.00	\$43,500.00
Christmas Decorations	\$5,400.00	\$5,400.00
KIOSK Ad Sales	\$3,900.00	\$3,500.00
<b>TOTAL REVENUES</b>	<b>\$163,800.00</b>	<b>\$163,400.00</b>

**NOTE:** In 1995, additional revenue items were noted. Because these miscellaneous figures are not predictable, and because they support additional costs, they have not been included in the '96 budget request.

**'96 Expenses by category;**

**ORGANIZATION:** (Administration, rental, and cost of overhead, including insurance, printing, benefits, etc.)  
**\$11,790.00** (1995 - \$11,790.00)

**PROMOTION, ADVERTISING, DESIGN, and PROJECTS:** (Includes, GHOSTS, events, retail co-ordinator, media, facade program, etc.)  
**\$98,010.00** (1995 - \$100,410.00)

**ECONOMIC DEVELOPMENT:** (Includes staff, printing, and travel expenses)  
**\$10,500.00** (1995 - \$10,500.00)

**LITTER CONTRACT:** (Includes all requirements of the contract, plus all vehicle and equipment costs)  
**\$43,500.00** (1995 - \$43,500.00)

As always the expenses will be modified as required to ensure 0 balance on revenues at year end.

**Page Two, Towne Centre Association '96 Budget Request.**

Each category of the expense statement includes percentages as determined by the accountant, for salaries, overhead, and administration, to reflect the total true cost of the categories. ORGANIZATION, includes the actual costs to operate the Association, and also includes a portion of salaries.

In 1996, the Board will continue to bank a contingency fund to a maximum of \$6,000.00. Once the contingency account contains 20% of our annual budget, the board will complete a presentation to council regarding any future plans for the contingency account.

In 1995, the GHOSTS project received a total of \$156,000.00 in AFA grants and \$20,000.00 in sponsor grants. Combined with the '94 project, total value of the first three pieces, plus the firefighting wagon will be **\$394,000.00**. The Fire wagon is expected to be commissioned by spring '96 and with almost 2 years of construction involved, could be mounted by Christmas '97, or spring of '98.

We anticipate receiving an additional **\$145,000.00** in GHOSTS sponsorships in 1996, allowing commission of 3 more pieces to the collection. Once completed, this project will contain a total of 11 bronze figures plus the actual wagon. I believe this will make GHOSTS the largest collection of life sized bronze heritage figures in the province. A few additional figures and we will have the largest collection of this type in Canada.

By the year, 2000, not only will we all enter the new millennia, but Red Deer will be **87** years old, by that time, it is hoped that GHOSTS will be the largest collection of its type in North America. This only gives us 5 years to complete a total of 18 pieces. By the time Red Deer celebrates its **100th** birthday, we have full confidence that GHOSTS will be the World's Largest collection of life sized heritage bronzes. With a goal of 30 pieces, we have 18 years to complete an additional 27 figures. That averages 1.5 pieces a year, or total sponsorships of \$54,000/year. A very aggressive proposal.

The potential return for GHOSTS is; Investment \$1.4 million. **Annual** return of **\$6 million**. To achieve this, GHOSTS must attract only 1% of existing Alberta visitors to spend one day at \$50/person.



### **TCA MANAGERS ANNUAL REPORT**

1995 was unlike any year since the incorporation of the BRZ in 1984. Our downtown, like all downtowns, has begun a new cycle of business and growth, and at the same time has been subject to major International changes to the retail industry. In the City of Red Deer, dramatic change has occurred and it appears that this revolution in retail trends will continue over the next several years. Big Box stores, category killers, power centres, as well as regional shopping centres are all being effected by this transition.

New trends are emerging for success of downtowns, and we are well positioned to take advantage of these trends. Faced with vacant Bay and Zellers properties, we have a real estate situation that has never been faced in Red Deers history. Combined with the availability of rail road land, downtown is in an excellent position to realize new, substantial growth.

However, trends from major retail players, can affect this opportunity significantly. The proposed new REVY HOME CENTRE is one example of a development that can dramatically change retail across the entire City.

While '95 was a very soft retail year, the downtown has enjoyed substantial growth, although not in areas we have become used to. Mostly peripheral development, the total of new construction, renovation, expansion and rehabilitation, exceeded **\$5.6 million**. That is approximately 20% more than the 12 year annual average.

A big part of this investment downtown is the new Discount Movie Theatre, under construction at the present time.

The Association will continue its efforts in managing, and taking advantage of change.

### **EVENTS**

In '95, the Association hosted or sponsored several events including;

AGT Winter Games Relay

ARTWALK

MIDWEEK MUSIC SERIES IN CITY HALL PARK

(cont'd)

IMMIGRATION DAY FESTIVAL  
 MEET THE AIRSHOW PERFORMERS NIGHT  
 TWO GUYS ON THE CORNER BUSKER PROGRAM  
 BUMPER TO BUMPER CAR SHOW  
 LIGHT UP CHRISTMAS  
 CHRISTMAS VILLAGE AT HERITAGE SQUARE  
 ZEDSTOCK 2

as well as being present at various activities outside the downtown.

The BRZ events are estimated to have brought as many as **14,000** people to the core area.

#### **PROJECTS:**

In '95 the **GHOSTS** project proceeded with two additional sculptures receiving sponsorship. Number two was scheduled for unveiling December 1st, and number three is planned for unveiling in May of '96. In addition, "Sound the Alarm", a \$260,000 life sized horse drawn firewagon sculpture, received \$135,000 in sponsorships, and we anticipate contracting the artist as early as March '96.

With two years for construction of this piece, we expect to have Alberta's largest life sized heritage bronze collection by 1998.

The second project co-sponsored by the Association was the opening of downtowns first bicycle route system. This project now ties the entire trail system not just to, but through the downtown.

Planning continues on development of the Interim Plaza, and the Association has received a \$5,000 grant for development of the plaza stage.

#### **DESIGN PROGRAM;**

This year, the office completed 5 interior or facade concepts for members, 2 Bay property concepts, a rail property concept, and a plaza illustration. Of these designs, 4 have been either completely or partially constructed.

Through the City's concept plan, the transit terminal, downtown landscape plan, and the interim plaza will all be addressed in '96.

#### **PLANNING:**

In 1995, the downtown planning committee began its annual

(cont'd)

review of the Concept Plan, and while many of the recommendations are ongoing, progress has been made on several issues.

At our request, the Downtown Planning Committee in co-operation with the Mayor, initiated the Mayors Task Force on the Bay block. This group is challenged with identifying needs and options for the properties on this vital block, and making recommendations before year end to assist in the successful re-development of the block.

In 1995, the downtown lost approximately 14 businesses, but we had 20 new openings with a total of 36 new businesses, renovations or expansions. Clearly another growth year overall.

#### **SHORT TERM GOALS:**

The Board of Directors began a new visioning process this past September, and the final result of this will provide re-affirmation and/or re-creation of the Associations short, medium and long term goals.

The vision of downtown is essentially the same, a centre for business, culture, and government, but the tools to realize true economic growth are being changed. The priorities most often discussed have been;

- identify and develop new markets
- recruitment and retention of new business and investment, with an urgency on new retail
- development of residential dwelling units
- completion of a major market attraction
- increase awareness of downtown facts with the consumer..

The **GHOSTS** project will continue and the potential of this project to make major contributions to the City are substantial. By the year 1998, it is expected that the **GHOSTS** project could draw up to \$1,000,000 in visitor spending in the City. Upon completion, it could generate more than **\$6 million** a year, if it attracts only 1% of Alberta's existing visitors for a one day visit.

The Board is redesigning how we deliver services to our members, including the employment of a full time retail co-ordinator, co-op promotion items like the Club Downtown TV project or the Lights Up Christmas tabloid, the downtown litter program, Christmas decorations, sponsorships for the First Nights Festival, and creation of a sidewalk market throughout the core BRZ.

Adequate funding to meet all the expectations remains a significant challenge, and the Association looks forward to a rejuvenated and aggressive revitalization program.

John P. Ferguson.

PRIMESTOCK THEATRE MOVE	\$6,000
FISH OVER THE MOON LIQUOR STORE	\$36,000
1st.CLASS PROF.EDUCATION SERVICES	\$6,000
RED ALTA SURVEYS	\$6,000
O.L.OPTICAL	\$12,000
ESKIMO BILLIARDS	\$36,000
COMFORTS THE SOLE	\$36,000
SUTTER CLUB	\$160,000
Rockyview Massage and Therapy	\$40,000
Tommy Chu's	\$200,000
Dave's Family Restaurant	\$150,000
GEM Enterprises	\$6,000
Patti Falconer Agencies	\$15,000
CompuSoft	\$30,000
Walsh Building	\$40,000
The Loot Shop	\$5,000
Grabba Jabba	\$36,000
Field's	\$30,000
Great Little Batteries	\$10,000
Speakeasy Blues Bar	\$20,000
Shangri La	\$20,000
DOTS Ladies Wear	\$20,000
Hoedel Mall	\$450,000
24 hour Gas Bar	\$150,000
Train Station	\$800,000
Discount Theatre	\$2,500,000
Pro Collision	\$500,000
Downtown Liquor Store	\$100,000
Peavey warehouse	\$250,000
Night & Gayle	\$5,000
Wholly Bagel	\$20,000
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TOTAL	\$5,695,000

**DATE:** December 7, 1995  
**TO:** City Council  
**FROM:** City Clerk  
**RE:** 1996 TOWNE CENTRE ASSOCIATION BUDGET

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The proposed 1996 budget, as submitted by the Towne Centre Association, is submitted for Council's consideration.


The regulations of the Municipal Government Act provide as follows:

- 11 (1) The municipality must take reasonable steps to ensure that a notice of the proposed budget and the date and place of the council meeting at which the proposed budget will be considered is mailed or delivered to every taxable business in the business revitalization zone.
- (2) Persons representing those businesses may, with the permission of council, speak at the meeting.

In accordance with the above regulations, we recommend the following:

1. That the Towne Centre Association's 1996 Budget be considered at the regular Council Meeting to be held on Monday, January 29, 1996, commencing at 7:00 p.m., or as soon thereafter as Council may determine.
2. That the individual notices of the meeting date be mailed out as in the past.

Respectfully submitted.

  
KELLY KLOSS  
City Clerk

KK/clr  
attchs.

**DATE:** December 4, 1995  
**TO:** City Clerk  
**FROM:** Director of Corporate Services  
**RE:** 1996 BUSINESS REVITALIZATION ZONE BUDGET

---

The City is responsible for the following payments to the BRZ:

- BRZ Business Levy - \$111,000
  - this is a tax levied on the assessment of downtown businesses. No increase in the rate is requested for 1996.
- Litter Contract - \$43,500
  - this is an amount paid by the City for downtown litter pickup by the BRZ. It is funded by the Garbage Collection Utility.
- Christmas Decorations - \$5,400
  - this is for the BRZ installing and removing downtown Christmas street decorations. It is funded by City property taxpayers.

The past procedure has been to advise downtown businesses of the BRZ business levy and when it will be considered by Council. This allows businesses to make representation to Council before the budget is approved if they so desire.

The other two revenue items will be considered by Council as part of the 1996 budget deliberations.

### **Recommendation**

Council set a date at a regular Council meeting to consider the BRZ budget and advise downtown businesses.



A. Wilcock, B. Comm., C.A.  
Director of Corporate Services

AW/jt

**DATE:** December 12, 1995

**TO:** KELLY KLOSS  
City Clerk

**FROM:** LOWELL R. HODGSON  
Community Services Director

**RE:** 1996 BUSINESS REVITALIZATION ZONE BUDGET

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The Community Services Division supports the proposed BRZ 1996 Budget. The cultural and community collaborative initiatives of the Towne Centre Association in the Business Revitalization Zone should be applauded.

Programs and special events, such as First Night, Idea Bank, Ghosts, Art Walk, Christmas Village and Zed Stock at Heritage Square are all examples of partnerships established with The City of Red Deer, Recreation, Parks & Culture Department and other groups and agencies. We look forward to another year of working with the Towne Centre Association. The Christmas decorations program is presently under review, but is intended to operate with the same budget allocation as 1995.

A handwritten signature in black ink, appearing to read 'D. Hodgson', with the word 'for' written in smaller letters below it.

LOWELL R. HODGSON

:dmg

- c Don Batchelor, Recreation, Parks & Culture Manager
- Lesia Davis, Culture Development Supt.
- Paul Meyette, Parkland Community Planning Services
- John Ferguson, Towne Centre Association

DATE: December 7, 1995

TO: City Clerk

FROM: Public Works Manager

**RE: TOWNE CENTRE ASSOCIATION  
1996 BUSINESS REVITALIZATION ZONE BUDGET**

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We have reviewed the Towne Centre Association budget dated November 22, 1995. The portion of this budget which is funded from the Public Works Department is the litter contract. This contract provides for the picking up of litter in the downtown area.

Over the past year we have raised some safety issues with the Towne Centre Association around the litter contract. We have been pleased with the response we have now received and will continue to work with the Association in this regard.

We have included the litter contract in the proposed 1996 Solid Waste Utility budget.

**RECOMMENDATION**

We respectfully recommend that Council support the continuation of the litter contract with the Towne Centre Association in the amount of \$43 500.00, including G.S.T.



Gordon A. Stewart, P.Eng.  
Public Works Manager

/blm

c Director of Community Services  
Director of Corporate Services  
Director of Development Services

**COMMENTS:**

We concur with the recommendation of the City Clerk.

"G.D. SURKAN"  
Mayor

"H.M.C. DAY"  
City Manager





# THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4

FAX: (403) 346-6195

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

# FILE

December 19, 1995

Towne Centre Association  
B3, 4901 - 48 Street  
Red Deer, Alberta  
T4N 6M4

Att: Mr. Barry Wilson, Chairman

Dear Sir:

**RE: 1996 TOWNE CENTRE ASSOCIATION BUDGET**

At the City of Red Deer's Council Meeting held December 18, 1995, consideration was given to setting a date for consideration of the 1996 Towne Centre Association Budget. At this meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Towne Centre Association dated November 22, 1995, re: 1996 BRZ Budget, hereby agrees as follows:

1. That the Towne Centre Association's 1996 Budget be considered at the regular Council Meeting to be held on Monday, January 29, 1996, commencing at 7:00 p.m., or as soon thereafter as Council may determine.
2. That the individual notices of the meeting date be mailed out as in the past,

and as presented to Council December 18, 1995."

The decision of Council in this instance is submitted for your information. This item will now be brought back to the January 29, 1996 Council Agenda.

... / 2

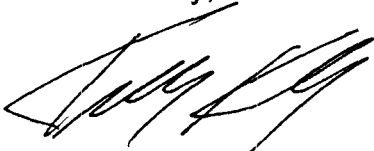


*a delight  
to discover!*

Mr. Barry Wilson  
December 19, 1995  
Page 2

If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kelly Kloss', written over a horizontal line.

KELLY KLOSS  
City Clerk

KK/clr

cc: Towne Centre Association Manager

**DATE:** December 19, 1995  
**TO:** Tax Supervisor, Norm Ford  
**FROM:** City Clerk  
**RE:** 1996 TOWNE CENTRE ASSOCIATION BUDGET

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**FILE**

As in past years, Council has agreed that our office will notify every person assessed for business purposes in the Business Revitalization Zone area, of the date and place Council will be considering the 1996 Towne Centre Association Budget.

Would you please provide our Department with a complete mailing list and address labels, as you have done in previous years, by the end of December 1995. It is our intention to send the notices out early in January 1996.

Your assistance in this matter is appreciated.



KELLY KLOSS  
City Clerk

KK/clr

cc: Assistant City Clerk

**BYLAW NO. 2672/EE-95**

Being a Bylaw to amend Bylaw No. 2672/80, the Land Use Bylaw of the City of Red Deer.

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

- 1 The "Use District Map" as referred to in Section 1.4 is hereby amended in accordance with the Use District Map No. 17/95 attached hereto and forming part of the Bylaw.
- 2 This Bylaw shall come into full force and effect upon the passage of third reading.

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

READ A SECOND TIME IN OPEN COUNCIL this                      day of                      A.D. 1996.

READ A THIRD TIME IN OPEN COUNCIL this                      day of                      A.D. 1996.

AND SIGNED BY THE MAYOR AND CITY CLERK this                      day of                      A.D. 1996.

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MAYOR

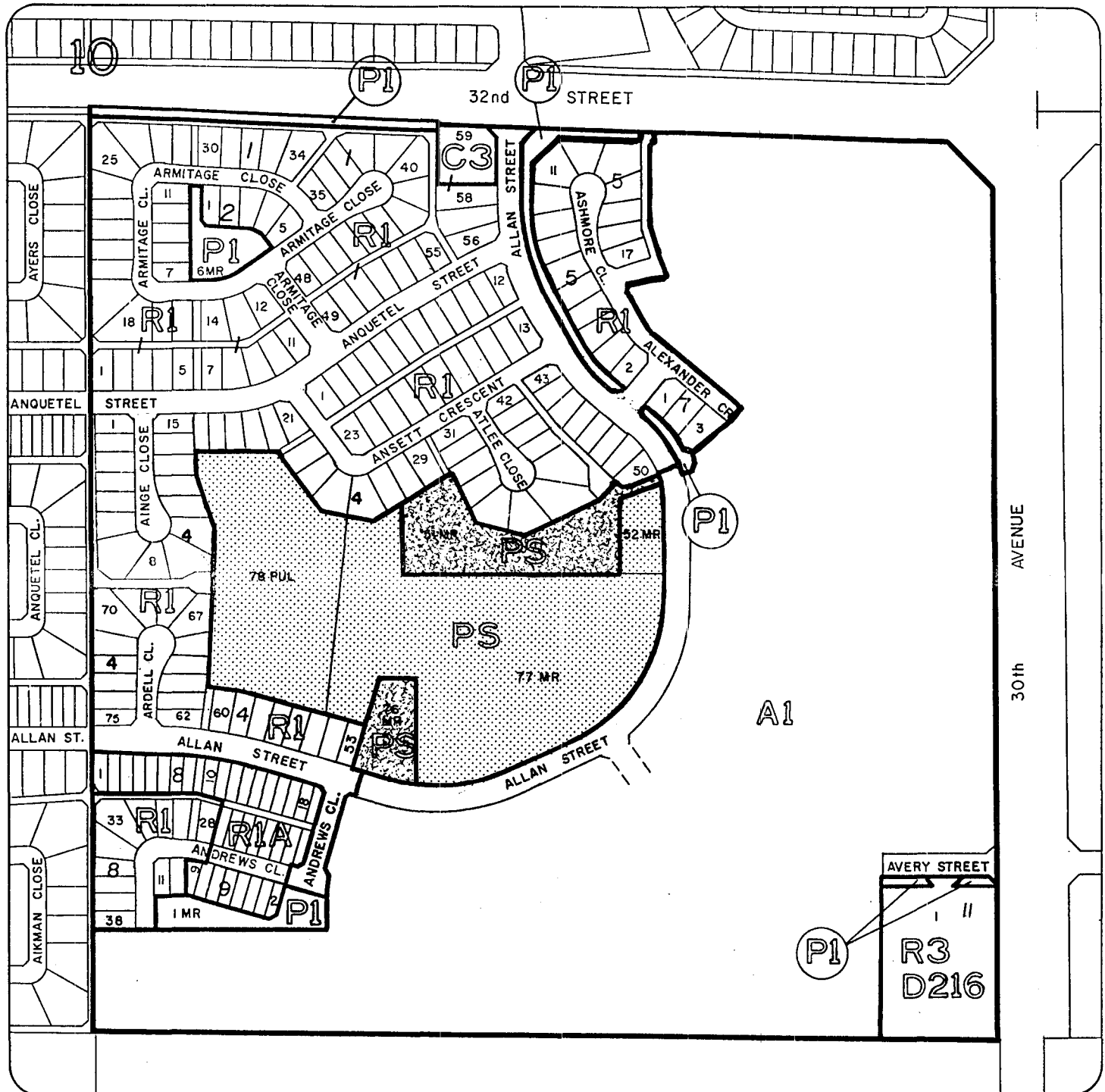
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CITY CLERK

# City of Red Deer --- Land Use Bylaw

## Land Use Districts



J6



scale in metres

Revisions :

MAP NO. 17/95  
(BYLAW No. 2672/EE-95)

Change from A1 to PS  &  
from P1 to PS .

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

- AND SIGNED BY THE MAYOR AND CITY CLERK this                      day of  
A.D.                      .

CITY CLERK

ROLL	ROLL	ROLL	ROLL	ROLL	ROLL	ROLL	ROLL	ROLL
330300	540015	920425	931435	932320	932685	1022475	1032250	1120105
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ROLL	ROLL	ROLL	ROLL	ROLL	ROLL	ROLL	ROLL	ROLL
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3805210					
3805310					
3805410					

## ADDITIONAL AGENDA

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FOR THE **REGULAR MEETING** OF RED DEER CITY COUNCIL

TO BE HELD ON **MONDAY, DECEMBER 18, 1995,**

IN THE COUNCIL CHAMBERS OF CITY HALL,

RED DEER, COMMENCING AT **4:30 P.M.**

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1) PUBLIC HEARING -

Land Use Bylaw Amendment 2672/CC-95 - Lap Dancing

.. 1

2) *WRITTEN INQUIRY - COUNCILLOR HULL*

*COLLECTION PROCEDURES OF NON-RESIDENTIAL ACCOUNTS*



**DATE: DECEMBER 15, 1995**  
**TO: CITY COUNCIL**  
**FROM: City Clerk**  
**RE: LAND USE BYLAW AMENDMENT 2672/CC-95**

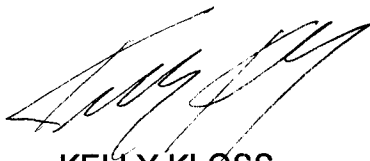
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A Public Hearings has been advertised in regard to Land Use Bylaw Amendment 2672/CC-95. The Public Hearing is scheduled to be held in the Council Chambers on Monday December 18, 1995, commencing at 7:00 pm or as soon thereafter as Council may determine.

Bylaw 2672/CC-9 amends the Land Use Bylaw of The City of Red Deer as follows:

1. by defining lap dancing and requiring that Council approve any application to have lap dancing in the city;
2. by prohibiting lap dancing within 150 metres of every lot in a residential district and from the lot line of any lot accommodating a public, separate or private school, any church, any public park or playground or any adult mini-theatre or facility in which lap dancing is performed; and
3. by requiring that any application for lap dancing must be referred to City Council for approval; any approval would be subject to a land use bylaw amendment which would include a public hearing. In order to ensure that residents and property owners have an opportunity to comment, notification of the application to zone a site for lap dancing will be advertised in the newspaper and property owners within 200 feet of any proposed site will receive notification by mail.

Following the Public Hearing, Council may choose to give the Bylaw amendment 2<sup>nd</sup> and 3<sup>rd</sup> readings.



**KELLY KLOSS**  
City Clerk

**DATE:** December 19, 1995  
**TO:** Parkland Community Planning Services  
**FROM:** City Clerk  
**RE:** LAND USE BYLAW AMENDMENET 2672/CC-95 -  
LAP DANCING

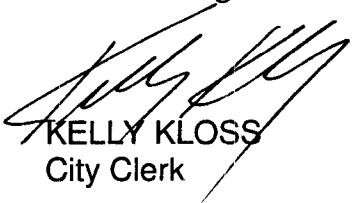
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**FILE**

At the Council Meeting of December 18, 1995, a Public Hearing was held with regard to the above Land Use Bylaw Amendment. Following the Public Hearing, third reading was given to Land Use Bylaw Amendment 2672/CC-95.

Land Use Bylaw Amendment 2672/CC-95 provides for restrictions relative to lap dancing within the City of Red Deer.

I trust that you will now be updating the Land Use Bylaw in accordance with the above change and forwarded to our office for circulation, the amended pages.

  
KELLY KLOSS  
City Clerk

cc: Director of Development Services  
Director of Community Services  
Inspections and Licensing Manager  
Insp. Sutton  
Council and Committee Secretary, S. Ladwig

**DATE:** December 19, 1995

**TO:** Director of Corporate Services

**FROM:** City Clerk

**RE:** **COUNCILLOR HULL - WRITTEN INQUIRY:**  
**COLLECTION PROCEDURES OF NON-RESIDENTIAL ACCOUNTS**

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**FILE**

At the Council Meeting of December 18, 1995, the following Written Inquiry was submitted by Councillor Hull:

"Requesting a review of collection procedures relation to non-residential accounts. Where notification has been received of cessation of business pursuant to a court order, all city services be stopped immediately and resumed when the account has been cleared and a prepaid account established."

Please respond to the above Written Inquiry which will be presented to the Council Meeting of January 15, 1996. The deadline for receipt of items for this agenda is ***Tuesday, January 9, 1996.***



KELLY KLOSS  
City Clerk

KK/clr

cc: Treasury Services Manager  
Utility Billing Supervisor

DATE: December 19, 1995

TO: Mayor  
Councillors

FROM: City Clerk

RE: MEETING WITH RED DEER ADVOCATE -  
MONDAY, MARCH 4, 1996 AT 4:00 P.M.

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At the Committee of the Whole Meeting of Red Deer City Council held December 18, 1995, it was agreed that a meeting would be held with Howard Janzen and the Advocate's senior newsroom staff on the above noted date and time.

We will be contacting the Advocate to determine more details of this meeting. Should you have any issues that you would like to discuss with the Advocate, please submit same to me by **Monday, January 29, 1996**.

This is submitted as a reminder.



KELLY KLOSS  
City Clerk

KK/clr

**FILE**

**THE CITY OF RED DEER**

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4

FAX: (403) 346-6195

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

**FILE**

December 19, 1995

Red Deer Advocate  
P. O. Bag 5200  
2950 Bremner Avenue  
Red Deer, Alberta  
T4N 5G3

Att: Joe McLAUGHLIN, Managing Editor


Dear Sir:

Thank you for your letter inviting the Mayor and Councillors to meet with Howard Janzen and the Advocate's senior newsroom staff. This item has been discussed with Council and they accept your invitation. They suggest that the meeting be held on Monday, March 4, 1996 at 4:00 p.m.

If this date is convenient for you, please contact the undersigned to discuss format, location and possible agenda items.

I look forward to hearing from you in the near future.

Sincerely,



KELLY KLOSS  
City Clerk

KK/clr

cc: Mayor's Office

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to discover!*