

**FILE**

DATE: July 19, 1994  
TO: All Departments  
FROM: City Clerk  
RE: PLEASE POST FOR THE INFORMATION OF EMPLOYEES

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**S U M M A R Y   O F   D E C I S I O N S**

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FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL

TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL,

**MONDAY, JULY 18, 1994,**

COMMENCING AT 4:30 P.M.

(1) Confirmation of the Minutes of the Regular Meeting of July 4, 1994.

**DECISION - CONFIRMED MINUTES**

(2) **UNFINISHED BUSINESS**

(3) **PUBLIC HEARINGS**

1) City Clerk - Re: Land Use Bylaw Amendment 2672/Q-94/Redesignation of Area 8 of the CPR Right-of-Way Redevelopment Plan/Kerry Wood Drive to Red Deer River/Residential Development/Walkway . . . 1

**DECISION - NOT APPROVED.**

(4) **REPORTS**

- 1) Director of Financial Services - Re: City of Red Deer Natural Gas Franchise Tax . . . 4

**DECISION - APPROVED FRANCHISE FEE.**

- 2) Land and Economic Development Manager - Re: Riverside Office Plaza/Proposed Parking Lot/49 Avenue, South of 59 Street abutting East Property Line of Lot 5, Block 31, Plan 772-2864/Parkland Properties Ltd. . . . 8

**DECISION - APPROVED SALE.**

- 3) Land and Economic Development Manager - Re: Land Exchange/Lancaster Meadows/Wayne McKee . . . 12

**DECISION - APPROVED LAND SWAP.**

- 4) Land and Economic Development Manager - Re: Red Deer Business One Stop Study and Development Plan . . . 18

**DECISION - APPROVED IN PRINCIPLE.**

- 5) Red Deer Regional Planning Commission - Re: Downtown Concept Plan 1994 . . . 21

**DECISION - APPROVED DOWNTOWN CONCEPT PLAN.**

- 6) E.L. & P. Manager - Re: City of Red Deer Compensation Payment for 1995/Alberta Electric Energy Marketing Agency . . . 29

**DECISION - APPROVED COMPENSATION PAYMENT FOR 1995.**

- 7) E.L. & P. Manager - Re: Public Utilities Board/Electric Energy Marketing Act/Intervention/City of Red Deer . . . 34

**DECISION - AGREED THAT CITY INTERVENE IN 1993 EEMA ADJUSTMENT.**

- 8) Land and Economic Development Manager - Re: Sale of Lot 26, Block 10,  
Plan 922-2183/A.F. Stolz Holdings Ltd./Former Church Site - Deer Park

**DECISION - REQUEST DENIED THAT CITY PAY COSTS OF LANDSCAPING.**

- 9) City Clerk - Re: Downtown Planning Committee/Standing Committee of  
Council/Bylaw 3113/94 . . 43

**DECISION - APPROVED STANDING COMMITTEE OF COUNCIL.**

- 10) Bylaws and Inspections Manager - Re: Alberta Safety Codes Act . . 45

**DECISION - REQUEST PROVINCE GRANT CERTIFICATION AS AN  
ACCREDITED MUNICIPALITY TO ENFORCE PARTS OF SAFETY CODES ACT.  
QUALITY MANAGEMENT PLAN APPROVED.**

- 11) Public Works Manager - Re: Liquid Waste Dumping/Utility Bylaw  
Amendment 2960/E-94 . . 52

**DECISION - 1ST READING GRANTED.**

- 12) City Clerk - Re: County of Red Deer/City of Red Deer/Fringe Area Fire  
Emergency Responses . . 54

**DECISION - RECEIVED AS INFORMATION.**

(5) **CORRESPONDENCE**

- 1) Lorraine McDonald - Re: Seniors Residence/Dale Close/Sports Field. 58

**DECISION - RECEIVED AS INFORMATION.**

- 2) Red Deer Public Library - Re: Letter of Appreciation/CAPL Public Relations  
Award for Literacy & Legacy Campaign . . 67

**DECISION - RECEIVED AS INFORMATION.**

- 3) Red Deer Public Library - Re: 1993 Annual Report . . 68

**DECISION - RECEIVED AS INFORMATION.**

- 4) K. Erickson - Re: Parking Ticket & Towing Bill/May 20, 1994/Request for Rebate . . 69

**DECISION - REBATE REQUEST DENIED.**

- 5) German-Canadian Association of Alberta - Re: Tax Exemption . . 74

**DECISION - TAX EXEMPTION DENIED.**

(6) **PETITIONS & DELEGATIONS**

(7) **NOTICES OF MOTION**

- 1) City Clerk - Re: Alderman Statnyk/Payment of Property Taxes . . 79

**DECISION - DEADLINE OF TAX PAYMENT OF FIRST WORKING DAY FOLLOWING JUNE 30 - DENIED.**

- 2) City Clerk - Re: Alderman Hull/"Developer's Advocate" . . 82

**DECISION - REQUEST DENIED.**

(8) **WRITTEN ENQUIRIES**

(9) **BYLAWS**

- 1) 2672/Q-94 - Land Use Bylaw Amendment/Redesignation of Area 8 of the CPR Right-of-Way Redevelopment Plan/Kerry Wood Drive to Red Deer River/Residential Development/Walkway - 2nd & 3rd readings . . 1

**DECISION - BYLAW NOT APPROVED.**

- 2) 2960/E-94 - Utility Bylaw Amendment/Liquid Waste Dumping - 1st reading . . 52

**DECISION - BYLAW GIVEN 1ST READING.**

- 3) 3113/94 - Downtown Planning Committee Bylaw - 3 readings . . 85  
.. 43  
.. 87

**DECISION - BYLAW GIVEN THREE READINGS.**

# A G E N D A

FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL  
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- 5) German-Canadian Association of Alberta - Re: Tax Exemption . . 74

(6) **PETITIONS & DELEGATIONS**



PUBLIC HEARINGSNO. 1

DATE: July 8, 1994  
TO: City Council  
FROM: City Clerk  
RE: LAND USE BYLAW AMENDMENT 2672/Q-94

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A Public Hearing has been advertised in regard to the above noted Land Use Bylaw Amendment. The Public Hearing is scheduled to be held in the Council Chambers on Monday, July 18, 1994, commencing at 7:00 p.m. or as soon thereafter as Council may determine.

Land Use Bylaw Amendment 2672/Q-94 provides for the redesignation of Area 8 of the CPR Right-of-Way Redevelopment Plan which covers the portion of the abandoned Right-of-Way extending from Kerry Wood Drive to the Red Deer River and encompasses the industrial area comprising of the old Harper's Metals site and the old Pioneer Electric site from I1 to R3 and P1 and from R2 to P1. The area is to be redeveloped as high density residential development with a walkway proposed on the North East side of the development to connect with the historical CPR Bridge.

Following the Public Hearing, Council may choose to give the Bylaw amendment 2nd & 3rd readings.



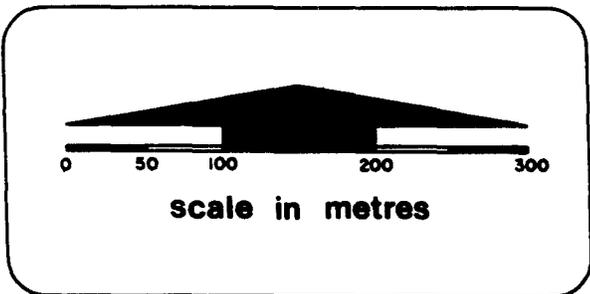
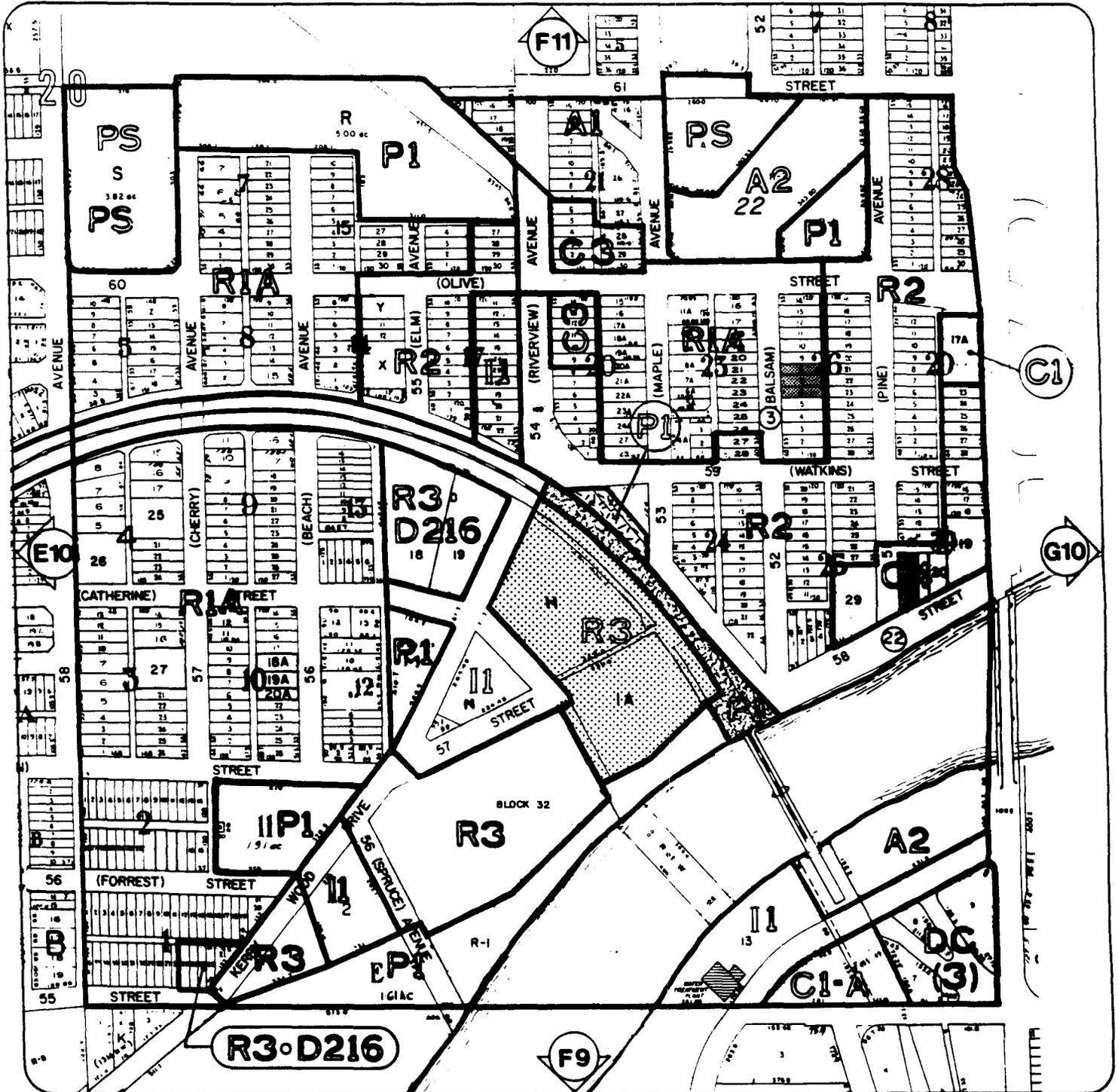
Kelly Kloss  
City Clerk

KK/ds

# City of Red Deer --- Land Use Bylaw

## Land Use Districts

F10



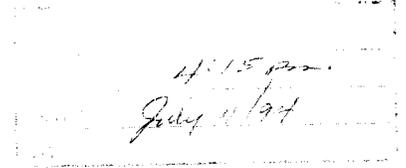
Revisions :

MAP NO. 12/94  
(BYLAW No. 2672/Q-94)

Change from I1 to R3  & P1 , &  
from R2 to P1 .

18 Oslo Close  
 Red Deer, Alberta  
 T4N 5A5  
 July 11, 1994

Mayor & City Council  
 c/o City Clerk's Department  
 2nd Floor, City Hall  
 Red Deer, Alberta  
 T4N 3T4



Dear Members of Council:

RE: **PROPOSED LAND USE BYLAW AMENDMENT 2672/Q-94**  
**AREA 8 IN CPR RIGHT OF WAY AREA REDEVELOPMENT PLAN**  
**OLD HARPERS METALS SITE AND OLD PIONEER ELECTRIC SITE.**

I acknowledge receipt of your letter dated June 27, 1994 regarding redesignation of the above property.

I wish to advise that I object to the redesignation of the Harpers Metals Site and Old Pioneer Electric Site from I1 Industrial Business to R3 Residential - Multiple Family due to the fact that this area is too congested now, with numerous apartments to the south. I fear that more apartments will create a slum area. We, Harpers Metals and Central Alberta Paint Supply, are already experiencing a number of thefts each year, as well as damage to vehicles parked on our site, i.e. broken windows, stolen cars, stolen tires, etc. Residential areas are better to remain away from industrial sites and not be mixed. I feel that if more apartments are constructed around my business, my property value will be greatly decreased.

My future plans are either to sell my property at a fair market value, or to construct a new warehouse on my site when the economy allows, and then at some future date, sell the new warehouse. I do not want to be forced to put bars around my new store to prevent vandalism.

I owned 4 lots in Lower Fairview and applied to the City for a Permit to construct 2 four-plexes on the lots. I was denied, and told at that time (1988) that there is a 20 year freeze on apartments and four-plexes in Lower Fairview because the district was already over populated.

I object to the redesignation for the above reasons and respectfully request it be retained as "Industrial - I1.

Yours truly,

FRED P. LADWIG  
 CENTRAL ALBERTA PAINT SUPPLY (CAPS)



# 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

July 19, 1994

Marian Elizabeth Dietz  
5832 - 53 Avenue  
Red Deer, Alberta  
T4N 4L5

Dear Madam:

RE: PROPOSED LAND USE BYLAW AMENDMENT 2672/Q-94

Further to my letter of June 27, 1994, concerning the above, I wish to advise as follows.

Council of The City of Red Deer at its meeting of July 18, 1994, held a Public Hearing concerning this bylaw. At this meeting Land Use Bylaw Amendment 2672/Q-94 was not passed and as such the property in question was not rezoned.

Council did however, pass the following resolution with regard to the property in question:

"RESOLVED that Council of The City of Red Deer hereby agrees that a bylaw be drafted for consideration of rezoning Area 8 of the CPR Right-of-Way Redevelopment Plan which covers the portion of the abandoned Right-of-Way extending from Kerry Wood Drive to the Red Deer River and encompasses the industrial area comprising of the old Harper's Metals site and the old Pioneer Electric site from I1 to Direct Control and P1 and from R2 to P1."

As directed in the above resolution, City Administration will be bringing back to the Tuesday, August 2, 1994 Council Meeting, a bylaw contemplating a rezoning as outlined in the above resolution. If this Bylaw receives first reading, a Public Hearing will be held on Monday, August 29, 1994 at 7:00 p.m., or as soon thereafter as Council may determine. The main difference between the proposed bylaw and previous Bylaw Amendment 2672/Q-94 is that the portion of land that would have been rezoned R3 residential multi-family, would now be rezoned direct control. This would allow Council more flexibility in dealing with developments on this land, however, the Area Redevelopment Plan for this area still contemplates the development of higher density residential.

... / 2



*a delight  
to discover!*

Marian Elizabeth Dietz  
July 19, 1994  
Page 2

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

A handwritten signature in black ink, appearing to read 'Kelly Kloss', written in a cursive style.

KELLY KLOSS  
City Clerk

KK/clr

cc: Principal Planner



Pillar Real Estate (1993) Corp.

5216 - 48 Avenue  
Red Deer, AB  
T4N 3T9

Phone: 403-346-5566 (24 hrs.)  
Fax: 343-6233

July 14, 1994

Submitted to City Council  
Date: *July 18/94*

Mr. Kelly Kloss  
City Clerk  
City of Red Deer  
Red Deer AB

Dear Mr. Kloss:

RE: Land use By-Law Amendment # 2672/Q-94

As an Ex-Member of the City of Red Deer Economic Development Board, I would Strongly Encourage the passing of this proposed By-Law.

My personal feeling is that, a Good, Well-Planned, R3 Development would greatly enhance the Fabric, and Quality of Life in Lower Fairview. Being adjacent to a Public Reserve along the Red Deer River, has to be a Big Plus for any Future Development Plans.

One observation from past experience, is that Crime Rates do not necessarily rise as a result of Higher Population Density. The main factor seems to be whether a development is geared towards permanent residences (+), or rental units (-).

This proposal deserves not just One Rose, But a Dozen!!!

Best Regards

Neil Evans

**DATE: JULY 19, 1994**  
**TO: PRINCIPAL PLANNER**  
**FROM: CITY CLERK**  
**RE: AREA 8 - CPR REDEVELOPMENT PLAN**

---

At the Council Meeting of July 18, 1994, consideration was given to the above topic and at which meeting the following motion was passed:

"RESOLVED that Council of The City of Red Deer hereby agrees that a bylaw be drafted for consideration of rezoning Area 8 of the CPR Right-of-Way Redevelopment Plan which covers the portion of the abandoned Right-of-Way extending from Kerry Wood Drive to the Red Deer River and encompasses the industrial area comprising of the old Harper's Metals site and the old Pioneer Electric site from I1 to Direct Control and P1 and from R2 to P1."

I ask that you now prepare the necessary Land Use Bylaw Amendment in accordance with the resolution, for Council's consideration of first reading at its meeting of Tuesday, August 2, 1994.



KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Engineering Services  
Director of Community Services  
Bylaws and Inspections Manager  
Public Works Manager  
E. L. & P. Manager  
Fire Chief  
Land and Economic Development Manager  
Council and Committee Secretary, S. Ladwig

**DATE: JULY 19, 1994**  
**TO: PRINCIPAL PLANNER**  
**FROM: CITY CLERK**  
**RE: PROPOSED LAND USE BYLAW AMENDMENT 2672/Q-94**

---

At the Council Meeting of July 18, 1994, a Public Hearing was held with regard to Land Use Bylaw Amendment 2672/Q-94. Following the Public Hearing a motion as set out hereunder was passed amending the above noted Land Use Bylaw Amendment:

"RESOLVED that Council of The City of Red Deer hereby agrees that Land Use Bylaw Amendment 2672/Q-94 be amended by deleting from the bylaw consideration of rezoning of the parcel of land described as the 'old Harper's Metals site'."

Following passage of the above noted resolution, consideration was given to second reading of Bylaw 2672/Q-94 however, second reading was defeated and as such the bylaw was not enacted.

This is submitted for your information.



KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Community Services  
Director of Engineering Services  
Bylaws and Inspections Manager  
Parks Manager  
E. L. & P. Manager  
Land and Economic Development 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

July 19, 1994

Central Alberta Paint and Supplies Ltd.  
5825 Kerry Wood Drive  
Red Deer, Alberta  
T4N 4X4

Dear Sir:

RE: PROPOSED LAND USE BYLAW AMENDMENT 2672/Q-94

Further to my letter of June 27, 1994, concerning the above bylaw I wish to advise as follows.

Council of The City of Red Deer at its meeting of July 18, 1994, held a Public Hearing concerning this bylaw. At this meeting Land Use Bylaw Amendment 2672/Q-94 was not passed and as such the property in question was not rezoned.

Council did however, pass the following resolution with regard to the property in question:

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... / 2



*a delight  
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Central Alberta Paint and Supplies Ltd.

July 19, 1994

Page 2

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 faint, illegible typed name.

KELLY KLOSS  
City Clerk

KK/clr

cc: Principal Planner



# 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

July 19, 1994

Mr. Randy Harper  
8149 Edgar Industrial Close  
Box 8, Site 9, R.R. #1  
Red Deer, Alberta  
T4N 5E1

Dear Sir:

RE: PROPOSED LAND USE BYLAW AMENDMENT 2672/Q-94

Further to my letter of June 27, 1994, concerning the above bylaw I wish to advise as follows.

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Mr. Randy Harper  
July 19, 1994  
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KELLY KLOSS  
City Clerk

KK/clr

cc: Principal Planner

R E P O R T S

NO. 1

**DATE: July 6, 1994**

**TO: City Clerk**

**FROM: Director of Financial Services**

**RE: CITY OF RED DEER NATURAL GAS FRANCHISE TAX**

The City of Red Deer levies a franchise tax on Northwestern Utilities gas sales in Red Deer. The franchise tax appears as a separate charge on the billing received by Red Deer customers of Northwestern Utilities. The amount of franchise paid varies depending on the type of customer:

Rate Code	Number of Customers	Franchise Tax as a % of Gas Charge	Projected 1994 Franchise Tax
1	18,915	8.4%	\$ 1,342,846
2	39	8.4%	191,000
3	5	3.09%	31,672
Totals	18,959		\$ 1,565,518

The description of the customers in the three rate codes are:

Rate Code 1: A general service rate for all customers using less than 8,000 GJ per year. An average residence would use 175 GJ per year. The majority of small commercial customers would be included here.

Rate Code 2: Includes customers who use gas for space heating (usage varies through the year) and uses more than 8,000 GJ per year.

Rate Code 3: Larger customers whose gas usage is fairly even through the year.

Northwestern Utilities is changing its rate structure on January 1, 1995. If the City does not change its franchise tax structure for the new rates, the impact is projected to be as follows:

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City Clerk  
 July 6, 1994  
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New Rate Code	Number of Customers	Franchise Rate		Franchise Tax	
		New	Old	1995	1994
1	18,918	8.4%	8.4%	\$ 1,374,825	\$ 1,342,846
3	39	3.09%	8.4%	66,925	191,000
3	1	3.09%	3.09%	11,525	12,581
13	3	3.09%	3.09%	18,622	19,091
				\$ 1,471,897	\$ 1,565,518

Note: 1995 projected revenue is based on proposed 1995 rate structure.

With the implementation of the new rates on January 1, 1995 by NUL, the City's franchise revenue would decrease by a projected \$93,621. This would be due to a reduction of 65% in the franchise fee charged the 39 customers in the new Rate 3.

It is recommended the City should consider an alternative method of calculating the franchise tax that could:

- maintain the franchise tax total for 1995 at approximately the 1994 level
- over the years achieve an amount of franchise tax not subject to wide fluctuations that would be a more dependable source of revenue
- not impact significantly on the current natural gas utility bills of Red Deer customers.

The current bill for natural gas service can be broken down approximately as follows:

<u>Description</u>	<u>Portion of Bill</u>
Cost of natural gas	50%
Cost of transportation of the natural gas	<u>50%</u>
	<u>100%</u>

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City Clerk  
 July 6, 1994  
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The amount of natural gas bills can vary widely from year to year because of the purchase cost of natural gas by Northwestern Utilities. The portion of the bill related to reimbursing Northwestern Utilities for transportation of natural gas does not change significantly from year to year. If the City was to have the franchise fee calculated based on only the portion of the bill related to transportation costs rather than the total bill, the change in franchise recovery for 1995 is projected as follows:

New Rate Code	Number of Customers	Franchise Tax		% Change
		1995	1994	
1	18,918	\$ 1,406,356	\$ 1,342,846	+ 4.7%
3	40	141,572	203,581	- 30.5%
13	3	17,532	19,091	- 8.2%
		\$ 1,565,460	\$ 1,565,518	

The 1995 projected franchise fee is based on the assumption all customers would now pay the same franchise fee percentage but only levied on about 50% of the total bill instead of 100% of the total bill.. The percentage is estimated to be about 17%.

The projected impact on customers of the proposal is:

- an average \$2 per year increase to residential customers
- a .4% increase in the billings to other customers in Rate 1
- a reduction of about 30% in the franchise tax paid by customers in the new Rate 3
- a reduction of about 8% in the franchise tax paid by new Rate 13 customers.

The only large customer that would be experiencing a significant increase in the franchise tax would be the Hospital. The projected increase is from \$12,581 to \$18,718 per year. This increase would be offset, however, by a new rate code for the Hospital that would reduce their net billing.

City Clerk  
July 6, 1994  
Page 4

**Recommendation:**

That Council agree to:

- calculate the franchise fee effective with the change in rate structure (approximately January 1, 1995) on the transmission cost component of the natural gas charge
- have a franchise fee percentage which is the same for all customers
- set the franchise fee at a percentage to recover a similar revenue for 1995 as for 1994.

If Council agrees to the above, then a bylaw will be required to start the process to request Public Utility Board approval.



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

AW/jt

c. E. L. & P. Manager

PATH: alan\memos\franctax.gas

Commissioners' Comments

We concur with the recommendation of the Director of Financial Services.

"G. SURKAN"  
Mayor

"H.M.C. DAY"  
City Commissioner

**DATE: JULY 19, 1994**  
**TO: DIRECTOR OF FINANCIAL SERVICES**  
**FROM: CITY CLERK**  
**RE: CITY OF RED DEER NATURAL GAS FRANCHISE TAX**

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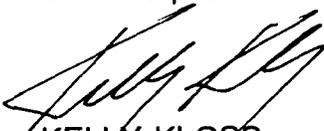
At the Council Meeting of July 18, 1994, consideration was given to your report dated July 6, 1994 concerning the above topic and at which meeting the following motion was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Director of Financial Services dated July 6, 1994, re: City of Red Deer Natural Gas Franchise Tax, hereby agrees to:

1. calculate the franchise fee effective with the change in rate structure (approximately January 1, 1995) on the transmission costs component of the natural gas charge;
2. have a franchise fee percentage which is the same for all customers;
3. set the franchise fee at a percentage to recover a similar revenue for 1995 as for 1994,

and as presented to Council July 18, 1994."

The decision of Council in this instance is submitted for your information and appropriate action. I trust that you will now draft the necessary bylaw for Council's consideration to start the process of approval by the Public Utility Board.

  
KELLY KLOSS  
City Clerk

KK/clr

cc: E.L. & P. Manager

NO. 2

DATE: July 11, 1994

TO: K. Kloss, City Clerk

FROM: A. Scott, Land and Economic Development Manager

RE: **RIVERSIDE OFFICE PLAZA - PROPOSED PARKING LOT**  
**49 AVENUE, SOUTH OF 59 STREET ABUTTING EAST PROPERTY**  
**LINE OF LOT 5, BLOCK 31, PLAN 772-2864**  
(see attached sketch)

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Parkland Properties Ltd., registered owners of Lot 5, Block 31, Plan 772-2864, have requested to purchase that portion of the 49 Avenue road right-of-way which is immediately east of Lot 31 and is shown cross-hatched on the attached sketch.

Parkland Properties Ltd.'s purpose in acquiring a portion of 49 Avenue is to expand the existing parking lot of the Riverside Office Plaza, which is situated on Lot 5.

The Administration has reviewed the request to purchase, and agrees to dispose of that portion of 49 Avenue right-of-way, subject to the following conditions:

1. City Council approval of the sale and purchase price of \$20,000 for 5942± sq. ft. of 49 Avenue. This purchase price of \$20,000 represents the market value determined by in-house appraisal, adjusted to recognize the easements to be registered to cover existing underground water mains and overhead electric transmission lines that cover 4780± sq. ft. of the 5942± sq. ft. to be purchased.
2. Closure of that portion of 49 Avenue (Registered Plan 5427 RS) in accordance with the Municipal Government Act.
3. That portion of 49 Avenue being purchased to be consolidated to Parkland Properties Ltd.'s existing title for Lot 5, Block 31, Plan 772-2864 by a legal plan of survey.
4. All legal fees pertaining to the road closure, legal survey and land transfer pertaining to consolidation of titles to be paid by Parkland Properties Ltd.
5. Parkland Properties Ltd. to sign a standard City of Red Deer Indemnity Agreement for the protection of the utilities within the required easements.
6. The City of Red Deer to be responsible for the cost of the Utility Right-of-Way Plan and easement agreements to be registered at Land Titles at the same time the legal plan of consolidating titles is registered, as these easements are required to protect City trunk services.
7. All fill required to develop that portion of 49 Avenue being purchased as a parking lot to be retained within the boundaries of the lands being purchased.

City Clerk  
Page 2  
July 11, 1994

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8. The existing E.L. & P. wood pole and anchor remains in its present location with the parking lot being built around it. Bollards may be required at the owner's expense.
9. Parkland Properties Ltd. to be responsible for any repairs to the existing servicing facilities in the area being purchased due to damage done during construction (i.e. wood poles, underground lines and mains, etc.)
10. Land to be paid in full prior to development permits being issued.
11. Purchase price to be paid in full in trust to the City Solicitor prior to the release of the land transfer documents for the land being purchased.
12. Parkland Properties' existing driveway to 59 Street from Parkland Properties' Lot 5, not to be moved further east. (Please see attached comments from Streets and Utilities Engineer.)

#### **RECOMMENDATION**

We recommend that a portion of 49 Avenue, as cross-hatched on the attached sketch, be approved by City Council for sale to Parkland Properties Ltd. for parking purposes, subject to items 1 to 12 as noted above.



Alan V. Scott

WFL/mm

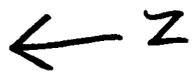
Att.

c: T. Warder, Streets and Utilities Engineer  
D. Scheelar, Electrical Engineer

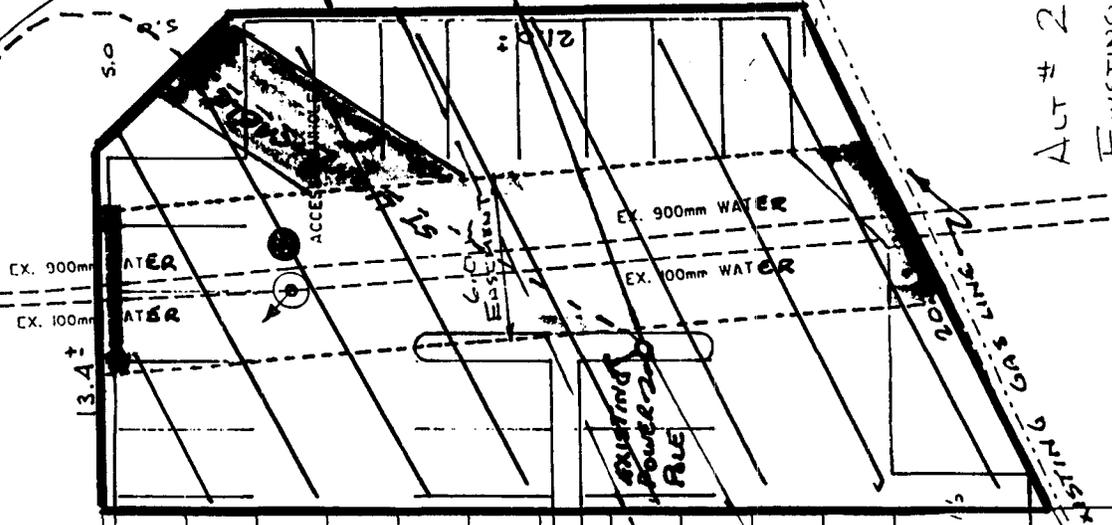
EX. 1050mm STORM

49th AVE.

PROPOSED SALE  
AREA: 552 m<sup>2</sup>  
= 5942 ft<sup>2</sup>



AUT # 2  
EXISTING # OF STAIRS = 11  
REVISED # OF STAIRS = 25  
NET GAIN = 14



DRIVEWAY NOT TO BE MOVED FURTHER EAST

59th ST.

LOT 5 BLK 3/  
PLAN 772-2864

DATE: June 6, 1994  
TO: Land Supervisor  
FROM: Streets and Utilities Engineer  
RE: **PROPOSED PARKING LOT - RIVERSIDE OFFICE PLAZA  
49 AVENUE AND 59 STREET**

---

We have reviewed the request outlined in your memo of May 26, 1994, and have the following comments:

1. We are not in favour of relocating the existing driveway closer to 49 Avenue, as it presently is located less than 30 m from 49 Avenue. Locating it closer to the intersection will make it more difficult for vehicles to enter and exit the site due to vehicles waiting to enter 49 Avenue.
2. As requested, we are forwarding copies of our record plans for the existing roadway and utilities to Parkland Properties.

Please advise if any additional information is required.



Tom C. Warder, P. Eng.  
Streets and Utilities Engineer

SS/cm

Commissioners' Comments

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

"G. SURKAN"  
Mayor

"H.M.C. DAY"  
City Commissioner

DATE: July 14, 1994  
TO: City Clerk  
FROM: Director of Engineering Services  
RE: **RIVERSIDE OFFICE PLAZA**

Submitted to City Council  
Date: July 18/94

We have reviewed the report from the Economic Development Manager with respect to the possible sale of a piece of City land to Parkland Properties Ltd. We would refer Council to point 12 of this correspondence. We would like to take this opportunity to provide some additional background on this issue.

When the Engineering Department was first approached by Mr. Donald on this matter of the possible sale of the land, the reason put forward was that Mr. Donald wished to expand his parking lot to the east. We had no concerns with respect to this proposal and indicated this. At the same time, we indicated that the access point presently existing east of his building could not be moved further east.

We are now given to understand that Mr. Donald may be considering expanding his building to the east and this is, in part, the reason for the offer to purchase. Expansion of the present structure to the east would require that the existing access point off 59 Street be moved further east or eliminated altogether.

We would strongly oppose any relocation of this access point further east based on the following:

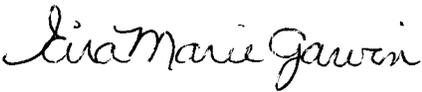
1. Vehicles northbound on 49 Avenue turning westbound to 59 Street may want to turn into the Riverside Office Plaza parking lot entrance. If there is a que of vehicles wanting to access 49 Avenue, the turn into the parking lot cannot be made. This will cause a backup of vehicles on to 49 Avenue, which cannot be permitted especially due to the significant traffic volumes and speed on 49 Avenue.
2. If the entrance is moved closer to 49 Avenue, there will be a good possibility that vehicles exiting the parking lot will interfere with the sight distance for those vehicles on 59 Street waiting to gain access to 49 Avenue northbound.
3. Vehicles exiting the parking lot and turning left or westbound on 59 Street will interfere with those vehicles turning from 49 Avenue to 59 Street. There will be insufficient reaction time or sight distance to observe the vehicle turning from 49 Avenue.

City Clerk  
Page 2  
July 14, 1994

In summary, we believe that any relocation of this access point further east would result in a very hazardous situation and should not be considered.

**RECOMMENDATION**

It is respectfully recommended that Point 12 of the Economic Development Manager's correspondence be emphasized, and that Mr. Donald be aware that relocation of this access point further east will not be approved. If this is a significant consideration for the applicant and his proposal is not feasible without this, we would further recommend that the land not be sold.

*for*   
Bryon C. Jeffers, P. Eng.  
Director of Engineering Services

BCJ/emg

**DATE: JULY 19, 1994**

**TO: LAND AND ECONOMIC DEVELOPMENT MANAGER**

**FROM: CITY CLERK**

**RE: RIVERSIDE OFFICE PLAZA - PROPOSED PARKING LOT  
(49 AVENUE SOUTH OF 59 STREET)**

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At the Council Meeting of July 18, 1994, consideration was given to your report dated July 11, 1994 concerning the above topic and at which meeting the following motion was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Land and Economic Development Manager dated July 11, 1994, re: Riverside Office Plaza - Proposed Parking Lot 49 Avenue South of 59 Street Abutting East Property Line of Lot 5, Block 31, Plan 772-2864, hereby approves the sale of a portion of 49 Avenue as outlined in the above noted report to Parkland Properties Ltd. for parking purposes only, subject to the following conditions:

1. Purchase price of \$20,000 for 5942± sq. ft. of 49 Avenue. This purchase price of \$20,000 represents the market value determined by in-house appraisal, adjusted to recognize the easements to be registered to cover existing underground water mains and overhead electric transmission lines that cover 4780± sq. ft. of the 5942± sq. ft. to be purchased.
2. Closure of that portion of 49 Avenue (Registered Plan 5427 RS) in accordance with the Municipal Government Act.
3. That portion of 49 Avenue being purchased to be consolidated to Parkland Properties Ltd.'s existing title for Lot 5, Block 31, Plan 772-2864 by a legal plan of survey.
4. All legal fees pertaining to the road closure, legal survey and land transfer pertaining to consolidation of titles to be paid by Parkland Properties Ltd.
5. Parkland Properties Ltd. to sign a standard City of Red Deer Indemnity Agreement for the protection of the utilities within the required easements.

6. The City of Red Deer to be responsible for the cost of the Utility Right-of-Way Plan and easement agreements to be registered at Land Titles at the same time the legal plan of consolidating titles is registered, as these easements are required to protect City trunk services.
7. All fill required to develop that portion of 49 Avenue being purchased as a parking lot to be retained within the boundaries of the lands being purchased.
8. The existing E.L. & P. wood pole and anchor remains in its present location with the parking lot being built around it. Bollards may be required at the owner's expense.
9. Parkland Properties Ltd. to be responsible for any repairs to the existing servicing facilities in the area being purchased due to damage done during construction (i.e. wood poles, underground lines and mains, etc.)
10. Land to be paid in full prior to development permits being issued.
11. Purchase price to be paid in full in trust to the City Solicitor prior to the release of the land transfer documents for the land being purchased.
12. Parkland Properties' existing driveway to 59 Street from Parkland Properties' Lot 5, not to be moved further east, as a result of this development or any other development on this property;
13. A sign may be located on this property provided same is approved by the Municipal Planning Commission,

and as presented to Council July 18, 1994."

The decision of Council in this instance is submitted for your information and appropriate action. I trust you will advise Parkland Properties Ltd. of Council's decision, as noted above.

Land and Economic Development Manager  
July 19, 1994  
Page 3

It is my understanding that if Parkland Properties Ltd. proceeds with this purchase, a portion of 49 Avenue will need to be closed and possibly reserve disposed of. If this is the case, I trust you will be forwarding a further report to Council relative to these items.



KELLY KLOSS  
City Clerk

KK/clr

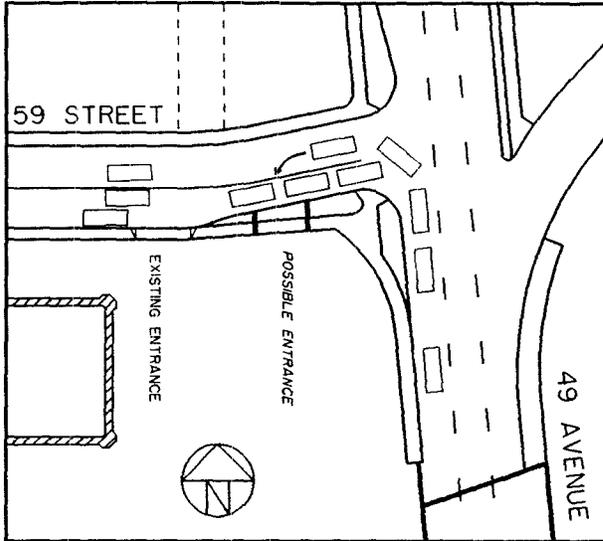
cc: Director of Engineering Services  
Director of Financial Services  
Director of Community Services  
E. L. & P. Manager  
Parks Manager  
Principal Planner

BEST ATTAINABLE  
IMAGE



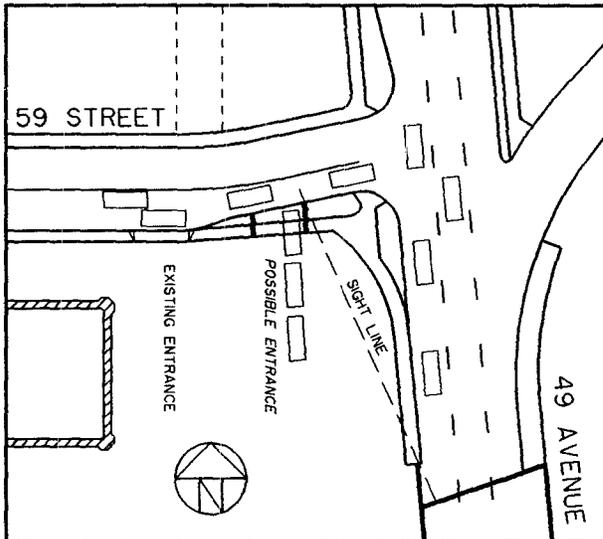
Council  
July 18/94  
PAGE 8

- Submitted to Council  
July 18, 1994



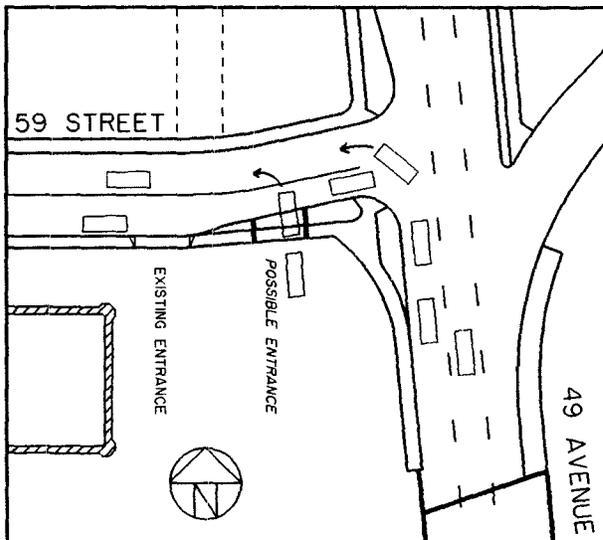
POINT #1:

PROBLEM:  
NORTHBOUND VEHICLE, TURNS LEFT,  
THEN TRIES TO ACCESS PARKING LOT.  
CAUSING VEHICLE BACKUP ON 49 AVE.



POINT #2:

PROBLEM:  
EASTBOUND VEHICLE SIGHTLINE  
MAY BE OBSCURED BY VEHICLES  
TRYING TO EXIT LOT.



POINT #3:

PROBLEM:  
VEHICLE TURNING LEFT FROM  
PARKING LOT MAY BE STRUCK BY  
VEHICLE TURNING FROM 49 AVENUE.



# THE CITY OF RED DEER

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

Land and Economic Development Department  
 Telephone: (403)342-8106 Fax: (403)346-6195

July 22, 1994

Mr. Jack Donald  
 Parkland Properties Ltd.  
 326, 4919 - 59 Street  
 Red Deer, Alberta  
 T4N 6C9

Dear Mr. Donald:

**RE: RIVERSIDE OFFICE PLAZA - PROPOSED PARKING LOT  
 (PORTION OF 49 AVENUE SOUTH OF 59 STREET)**

The July 18, 1994 meeting of City Council passed the following motion:

"RESOLVED that Council of The City of Red Deer, having considered report from the Land and Economic Development Manager dated July 11, 1994, re: Riverside Office Plaza - Proposed parking Lot 49 Avenue South of 59 Street Abutting East Property Line of Lot 5, Block 31, Plan 772-2864, hereby approves the sale of a portion of 49 Avenue as outlined in the above noted report to Parkland Properties Ltd. for parking purposes only, subject to the following conditions:

1. Purchase price of \$20,000 for 5942± sq. ft. of 49 Avenue. This purchase price of \$20,000 represents the market value determined by in-house appraisal, adjusted to recognize the easements to be registered to cover existing underground water mains and overhead electric transmission lines that cover 4780± sq. ft. of the 5942± sq. ft. to be purchased.
2. Closure of that portion of 49 Avenue (Registered Plan 5427 RS) in accordance with the Municipal Government Act.
3. That portion of 49 Avenue being purchased to be consolidated to Parkland Properties Ltd.'s existing title for Lot 5, Block 31, Plan 772-2864 by a legal plan of survey.

2/...



*a delight  
to discover!*

4. All legal fees pertaining to the road closure, legal survey and land transfer pertaining to consolidation of titles to be paid by Parkland Properties Ltd.
5. Parkland Properties Ltd. to sign a standard City of Red Deer Indemnity Agreement for the protection of the utilities within the required easements.
6. The City of Red Deer to be responsible for the cost of the Utility Right-of-Way Plan and easement agreements to be registered at Land Titles at the same time the legal plan of consolidating titles is registered, as these easements are required to protect City trunk services.
7. All fill required to develop that portion of 49 Avenue being purchased as a parking lot to be retained within the boundaries of the lands being purchased.
8. The existing E.L. & P. wood pole and anchor remains in its present location with the parking lot being built around it. Bollards may be required at the owner's expense.
9. Parkland Properties Ltd. to be responsible for any repairs to the existing servicing facilities in the area being purchased due to damage done during construction (i.e. wood poles, underground lines and mains, etc.)
10. Land to be paid in full prior to development permits being issued.
11. Purchase price to be paid in full in trust to the City Solicitor prior to the release of the land transfer documents for the land being purchased.
12. Parkland Properties' existing driveway to 59 Street from Parkland Properties' Lot 5, not to be moved further east, as a result of this development of any other development of this property.
13. A sign may be located on this property provided same is approved by the Municipal Planning Commission,

and as presented to Council July 18, 1994"

Mr. Donald  
Page 3  
July 22, 1994

---

Upon receipt of your acceptance of the conditions as outlined in the July 18, 1994 resolution of City Council, we will proceed with the preparation of a land sale agreement.

Sincerely,

A handwritten signature in black ink, appearing to read "W. F. Lees". The signature is written in a cursive style with a large, stylized initial "W".

W. F. Lees  
Land Supervisor

WFL/mm

c: K. Haslop, Engineering Manager  
K. Kloss, City Clerk

NO. 3

DATE: July 7, 1994  
TO: Kelly Kloss, City Clerk  
FROM: Alan Scott, Land and Economic Development Manager  
RE: **LAND SWAP LANCASTER MEADOWS - WAYNE MCKEE**

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Lot A, Plan 3838 KS is a five acre parcel of land in the south-west corner of the Lancaster Meadows quarter section, which is privately owned by Wayne McKee. The McKee family resides in a residence located on the site, and Mr. McKee's business - McKee Manufacturing, is also conducted from the site. Both the residence and the business are long established on this site and it is intended they will remain for a good many years to come.

As development occurs around the McKee property, it is desirable to make certain changes. Eventually, 30 Avenue will have to be widened to four lane status, which would require a portion of the McKee property fronting on 30 Avenue. As well, the overall design of the Lancaster Meadows residential area would benefit from the acquisition of part of the McKee property along the east side.

We therefore approached Mr. and Mrs. McKee to see if there might be some way a land exchange could be agreed to, to allow future development to proceed with minimum impact on the McKee Manufacturing business, as well as the ongoing use of the property as a residence.

We have now reached an agreement with Mr. and Mrs. McKee to a land exchange, which would extend the McKee property north to the future alignment of Lees Street and, in return, the City would acquire a portion of the McKee property along 30 Avenue to allow a widening of the right-of-way, and property along the eastern boundary of the site to simplify the development of Lancaster Meadows. The terms of the land exchange are as follows:

1. The land exchange will involve equal areas, with the McKees acquiring an identical amount of land from the City for that given up along the east and west side of their property.
2. The McKees will be required to connect to City sewer and water when it is available, with costs associated with the hook up to be the responsibility of Mr. and Mrs. McKee.
3. Off-site levies, which would normally be due and payable upon services being extended, will be postponed until such time as the property is redeveloped and at that time become payable at the rate in effect.
4. The City will construct, at their expense, an alternate access to Lees Street, equivalent to what currently exists to 30 Avenue. The access to be provided when required.

2/...

City Clerk  
Page 2  
July 7, 1994

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5. Until such time as City services are extended to the property, the McKee family will be permitted to continue to use the existing sanitary services which will be partially located on the property acquired by the City.
6. The City will be responsible for landscaping that portion of the property which will be transferred to Mr. and Mrs. McKee, and which is currently situated along the northern boundary of his existing property.

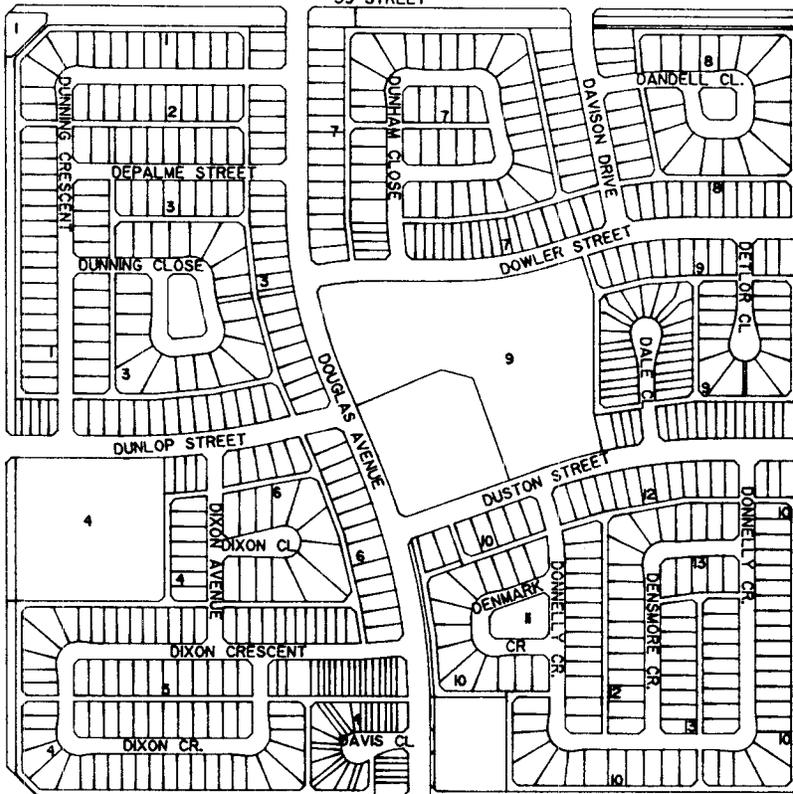
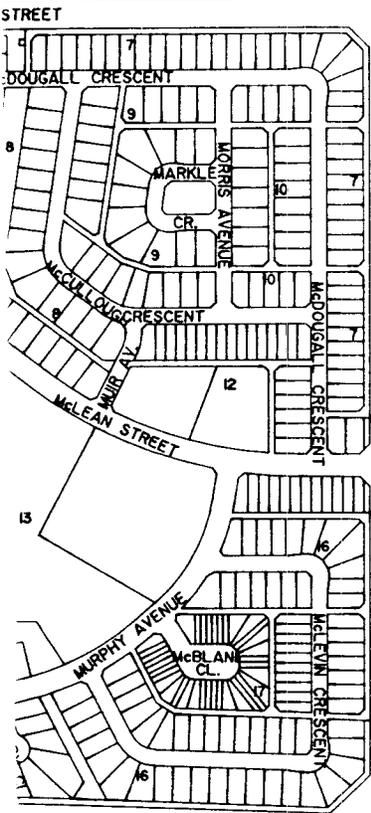
**RECOMMENDATION**

The proposal has been reviewed and agreed to by the Engineering Department and the Red Deer Regional Planning Commission. We would therefore recommend Council approve the land swap, subject to the conditions as described above.



Alan V. Scott

AVS/mm



30 AVENUE

30 AVENUE

LOCKWOOD AVENUE

32 STREET

LEES STREET

S.W. 1/4 SEC. 14-38-27-4

N.E. 1/4

S.E. 1/4

S.E. 1/4 SEC. 10-38-27-4

LOT A

SUBJECT SITE



30TH AVENUE

LEES STREET

R/W PLAN 822 0710  
LAND ADDITION  
5435 sq.m.  
58505 sq.ft.

PROPOSED LOT  
18200 sq.m.  
195910 sq.ft.

LOT A  
PLAN 3838 K.S.



LAND DELETION  
2050 sq.m. 22065 sq.ft.

LAND DELETION  
3385 sq.m.  
36440 sq.ft.

R/W PLAN 2271 K.S.



## W. McKEE Manufacturing Ltd.

P.O. Box 441, Red Deer, Alberta T4N 5E9  
 Phone: (403) 347-7436 Fax: (403) 347-7492

DATE: May 13, 1994

TO: Land and Economic Development Manager

FROM: Wayne S. McKee

RE: LANCASTER MEADOWS - LAND SWAP WITH CITY OF RED DEER

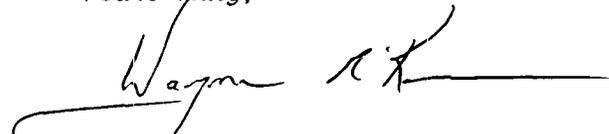
I have reviewed the comments on the proposed land swap in your letter dated May 06, 1994 (file #138-050). I am agreeable to a land swap subject to approval of the following proposals:

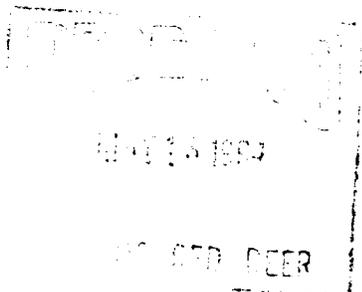
- 1) If (and when) the City requires the closure of my access to 30th Avenue, an equivalent driveway be constructed, and paid for, by the City, from Lees Street to the property line (where it exists today). The location of the driveway would be subject to approval by both the City and myself.
- 2) All off-site levies for public roadway, storm sewer, water main, and sanitary sewer be deferred until the property is redeveloped (by myself or another owner). I would agree to pay the charges for sanitary and water connection (approx. \$5,000.00) from the main property line when the City was ready to connect, being allowed to use the open field discharge system until that time. I would also accept all costs in joining my two septic systems together, (residence and business), in an approved manner, and joining the City system at one point at my new property line.

We appear to agree on other matters, such as landscaping, maintenance, and business continuation. I also have full intentions of beautifying the acreage with extensive landscaping (as time and money permits), for both appearance and noise reduction. I will also install a wire mesh security fence around the entire property.

Thank you for considering my proposals.

Yours truly;

  
 Wayne S. McKee



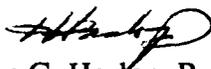
DATE: June 10, 1994  
TO: Land and Economic Development Manager  
FROM: Engineering Department Manager  
RE: **LANCASTER MEADOWS - LAND SWAP WITH WAYNE MCKEE**

---

As we discussed, this will confirm our position in regard to Mr. McKee's counter offer for the above noted land swap, as outlined in your memo of May 17, 1994.

1. We agree that the future alternate access from Lees Street would be extended sufficiently far enough into Mr. McKee's property to give him access at no cost.
2. We agree that all off-site levies be deferred until the property is redeveloped. We would ask, however, that Mr. McKee sign a Deferred Levies Agreement, which would be caveated on his property to alert us to this condition when the property redevelops.

I trust you will find this in order.

  
Ken G. Haslop, P. Eng.  
Engineering Department Manager

TCW/emg

Commissioners' Comments

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

"G. SURKAN"  
Mayor

"H.M.C. DAY"  
City Commissioner

**DATE: JULY 19, 1994**  
**TO: LAND AND ECONOMIC DEVELOPMENT MANAGER**  
**FROM: CITY CLERK**  
**RE: LAND SWAP OF LANCASTER MEADOWS - WAYNE McKEE**

---

At the Council Meeting of July 18, 1994, consideration was given to your report dated July 7, 1994 concerning the above topic and at which meeting the following motion was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Land and Economic Development Manager dated July 7, 1994, re: Land Swap Lancaster Meadows - Wayne McKee, hereby approves said land swap as outlined in the above noted report, subject to the following conditions:

1. The land exchange will involve equal areas, with the McKees acquiring an identical amount of land from The City for that given up along the east and west side of their property.
2. The McKees will be required to connect to City sewer and water when it is available, with costs associated with the hook up to be the responsibility of Mr. and Mrs. McKee.
3. Off-site levies, which would normally be due and payable upon services being extended, will be postponed until such time as the property is redeveloped and at that time become payable at the rate in effect.
4. The City will construct, at their expense, an alternate access to Lees Street, equivalent to what currently exists to 30 Avenue. The access to be provided when required.
5. Until such time as City services are extended to the property, the McKee family will be permitted to continue to use the existing sanitary services which will be partially located on the property acquired by The City.
6. The City will be responsible for landscaping that portion of the property which will be transferred to Mr. and Mrs. McKee, and which is currently situated along the northern boundary of his existing property,

and as presented to Council July 18, 1994."

Land and Economic Development Manager  
July 19, 1994  
Page 2

The decision of Council in this instance is submitted for your information and appropriate action. I trust you will advise Mr. McKee of the above decision.

A handwritten signature in black ink, appearing to read 'Kelly Kloss', written over the typed name and title.

KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Engineering Services  
Director of Community Services  
Public Works Manager  
E. L. & P. Manager  
City Assessor  
Principal Planner

NO. 4

DATE: July 6, 1994

TO: Kelly Kloss, City Clerk

FROM: Alan Scott, Land and Economic Development Manager

RE: **RED DEER BUSINESS ONE STOP STUDY  
AND DEVELOPMENT PLAN**

---

In 1990, a number of agencies involved in economic development commenced meeting on a regular basis in an effort to share information, network, and offer assistance in the field of economic development. As a result of these early meetings, the Business Advisory Network (BAN) was formed in May 1990. Today, some ten agencies are members of the Business Advisory Network, and meetings continue on a regular basis. One of the goals of the organization since its inception, was to explore the viability of establishing a One-Stop Service Centre, to provide services to business. A November 1989 feasibility study on a business incubator, concluded that while space for new businesses was generally not a problem, there was a strong need for more coordination of business development services.

In 1993, with the establishment of the Canada-Alberta Partnership Agreement, BAN applied for support to retain the services of a consultant to work directly with the membership in examining the feasibility of consolidating members organizations in a "One-Stop" Business Service Centre. The study was undertaken through the late fall of 1993 and early winter of 1994, with the final report being submitted in March 1994.

The report concludes that a Business One-Stop Service Centre, consolidating the services of a number of agencies involved in economic development, would be advantageous to the users in the Red Deer area. The Business One-Stop Service Centre would provide a new and efficient delivery of business development services to the clients of some ten agencies.

The report has been submitted to the Provincial Government for review, and is also being circulated amongst the member agencies of BAN, in an effort to gain universal support. A copy of the final report is attached for your review.

The members of BAN believe that there is an opportunity to deliver economic development services in a more cost efficient manner through a Business One-Stop Service Centre. We also believe there is a desire at both the Federal and Provincial Government levels to explore further the development of Business One-Stop Centres.

To this end, members of the Business Advisory Network are presently soliciting the support of their Councils, advisory boards or administrators, prior to going forward with a submission for further support by the Provincial Government. Our intention is to obtain local support by September 30, 1994 and, subsequent to that date, meet with the Provincial and Federal Governments in an effort to proceed with the next step in establishing a Business One-Stop Service Centre in Red Deer.

2/...

City Clerk  
Page 2  
July 6, 1994

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With support being evident for a Red Deer Economic Development Authority, which would operate independently of City Hall, the timing would appear to be appropriate for the City's economic development operation to be involved in the one-stop shopping concept. At least three other member agencies of BAN have also expressed an interest in joint tenancy in a one-stop facility.

### **RECOMMENDATION**

I would recommend that Council support the concept of a Red Deer Business One-Stop Centre, in order that we may proceed to the next step in our efforts to establish a facility in Red Deer.



Alan V. Scott

AVS/mm

Att.

### **Commissioners' Comments**

We strongly support the concept of a one stop business center in Red Deer. The advantages are twofold: first there are potential economies in blending the services and sharing the resources of several agencies; but perhaps more importantly, the opportunity is there to provide a more comprehensive, user friendly service to business people who, by and large, do not understand the scope of services provided by all the agencies involved in business development and have real difficulties in sorting their way through the system.

"G. SURKAN"  
Mayor

"H.M.C. DAY"  
City Commissioner

# THE CHANGE PAGE

MANAGING IN THE NEW WORLD ECONOMY

Tuesday, July 12, 1994



Margaret Tebbutt, (left) a federal employee, is the manager at the Canada-British Columbia Business Service Centre, Harbs Bains, who is in charge of the resource centre, works for the province.

(NEIL GRAHAM/The Globe and Mail)

BY ALAN FREEMAN  
The Globe and Mail  
Vancouver

**B**EHIND plate-glass windows in an old railway station in downtown Vancouver, something revolutionary is happening.

Federal and provincial employees are working side by side, performing similar jobs, reporting to the same boss — all without a hint of jurisdictional squabbling.

The Canada-British Columbia Business Service Centre houses 17 civil servants from two levels of government who dispense information and advice to businesses on everything from the GST to selling meat to Russia.

At a time when taxpayers are calling for governments to set their turf wars aside and eliminate wasteful duplication, the Business Service Centre is a pilot project that will be closely watched.

The logic is simple: Bring together under one roof all the information needed for business to work through the maze of government services — from taxation and business registration to loans and subsidies.

"Most entrepreneurs couldn't tell you the difference between the federal and provincial government, let alone between ministries," says John Dyble, regional director at the B.C. Ministry of Small Business, Tourism and Culture, who helped get the centre off the ground. "The idea was for the customer to see a seamless service."

The B.C. government had been running a business information centre at the same location for several years, but budget cuts had put its future in doubt.

Enter Ottawa. Two years ago, the federal Treasury Board began looking at ways to improve its services to business through no fewer than 18 departments and agencies. The idea was to provide a common "access point" for basic information.

Pilot centres were set up in Edmonton, Winnipeg and Halifax. The centres, which tested walk-in service and province-wide 1-800 numbers, were considered largely successful.

But one issue kept cropping up: customers couldn't distinguish between federal and provincial services. The real improvement would be to create one-stop shopping with the province.

The interests of Ottawa and the province were, for once, in perfect sync. "The stars and the moon have to be in the right position," suggests one federal official.

After five months of negotiations, an agreement was struck last August for the Canada-B.C. Business Ser-

**REINVENTING GOVERNMENT / Firms expect to scramble between federal and provincial offices for information. Now a pilot project in Vancouver is bringing it all under one roof**

## The walls come down

vice Centre to operate for a two-year trial. It opened its doors officially in April.

Margaret Tebbutt, a career federal civil servant, is the manager, overseeing 11 provincial employees and five who work for Ottawa. (The feds pay the salaries of two B.C. employees as part of the deal that sees overall costs split roughly 50-50.)

"We agreed that the manager would be a federal employee this time and it would be open to a provincial employee the next time around," says Mr. Dyble.

Employees are not only paid by the government they work for but remain covered by their own collective agreement. While Ms. Tebbutt has operational responsibility, Mr. Dyble signs leave and overtime forms for the B.C. employees — and even their forms for buying equipment.

The B.C. workers enjoy a 35-hour week, while their federal colleagues put in 37½ hours. The federal workers got a bit of ribbing recently when the B.C. people received a small raise while federal salaries stayed frozen.

Dealing with bilingualism also means compromises. Ottawa pro-

### PUBLIC PARTNERS

The Canada-British Columbia Business Service Centre, Vancouver.

- Pilot project in federal-provincial collaboration aimed at improving service and lowering costs.
- Provides one-stop shopping for business information and advice from two government levels.
- Houses 17 civil servants: One manager (now federal), plus 11 provincial and five federal employees.
- Gains: Clients have access to more information under one roof; costs going down.
- Challenges: Co-ordinating workers with different labour agreements and cultures; some clients miss more specialized treatment.

vides all its services in both English and French, while the province operates officially in English only.

The signs on the door are bilingual

and the receptionist is a bilingual federal employee. Although federal documentation is bilingual and provincial documents are in English only, the centre's 1-800 automatic facsimile response service is operated in both languages, even for provincial services.

Employees say they think the centre is running smoothly so far and sense no federal-provincial conflict. "This merger has enhanced our ability to help business entrepreneurs," says Harbs Bains, a provincial employee who began counselling small business at the old B.C. centre five years ago. "We have a lot more at our disposal here."

Mr. Bains is in charge of the resource centre, which provides books and videos for would-be entrepreneurs, as well as advice to walk-in clients. On this day, he is counselling the owner of an import-export firm who's trying to arrange a sale of chicken meat to Russia.

"What about storage and insurance?" he asks the trader. He also suggests his client get in touch with a customs broker.

The true barometer of effectiveness is customer reaction. Jay Silverberg, a Nanaimo management con-

sultant who frequented the old provincial centre, sees little change except for access to more varied information.

But Peter Georgeau, a Vancouver trade consultant, is unhappy about the loss of specialized service. Previously he used an information centre in Vancouver run by the federal Industry Department that included information on trade opportunities. That office closed after the merger, and was replaced by the new centre.

"I find it's trying to be too many things to too many people," Mr. Georgeau says. Because of its focus on new business startups, "it lacks a veneer of professionalism that was present before. I appreciate that their budgets were cut back but I still think it has lost something in the transition."

Better service is the centre's prime objective, but not the only one. Officials say the centre will cost about \$1-million a year to operate, at least 20 per cent less than for two stand-alone centres.

Despite the smooth startup, cultural differences remain. The provincial employees whisper that Ottawa is more bureaucratic and slower to make decisions.

"It has very rigid rules about dealing with employees," says Jerry Uretsky, the centre's business adviser and a long-time provincial employee.

"The two governments are different in scale," Mr. Dyble said. "One is a larger

bureaucracy than the other."

The Vancouver experiment is the most advanced of a number of jointly operated business centres being negotiated in most provinces. A Montreal centre officially opened on June 20 as a three-way partnership of Ottawa, Quebec and the local Chamber of Commerce, which manages it.

In New Brunswick, the concept is being taken one step further, with the federal-provincial business centre in Fredericton to include the local industrial commission.

Philip Halkett, British Columbia's deputy minister for small business, tourism and culture, thinks the one-stop shopping concept could spread to other parts of government service, particularly in human resources areas like unemployment insurance, training and welfare. The times are right, he says. "Pressure on budgets is a motivator for getting together."

It's a far cry from the '60s and '70s when there was lots of money and less attention to how it was used. Back then, who could have foreseen that the walls would one day begin to come down?

BEST ATTAINABLE  
IMAGE



**RED DEER  
REGIONAL PLANNING COMMISSION**

2830 BREMNER AVENUE, RED DEER,  
ALBERTA, CANADA T4R 1M9

NO. 5

DIRECTOR: W. G. A. Shaw, ACP, MCIP

Telephone: (403) 343-3394  
Fax: (403) 346-1570

**MEMORANDUM**

**TO: City Council**

**DATE: 94 07 11**

**FROM: Paul Meyette, Principal Planner  
Phil Newman, Associate Planner**

**RE: DOWNTOWN CONCEPT PLAN 1994**

The Downtown Planning Advisory Committee presents the attached Downtown Concept Plan to the Council for adoption. This document is an update of the 1986 Concept Plan and it has been prepared to reflect changing economic circumstances and the completion of several major projects in the Downtown area.

The Downtown Planning Advisory Committee was established at the beginning of 1993 to ensure public input to the Concept Plan review process. The Committee brought together six members of the public at large, a representative of the Towne Centre Association and Aldermen Schnell and Volk. The Committee completed a draft of the Plan after reviewing the results of an earlier Downtown stakeholders workshop, holding a public seminar and undertaking a survey of public opinions. The draft Plan was reviewed at an open house on May 25, 1994, following which the Committee amended the document before circulating it to City Boards and Committees, department heads and relevant organisations for comment.

The comments which were received are attached. These comments are generally supportive of the Plan and only the degree of emphasis on the location of a future art gallery was in question (Recommendation 61). The Normandeau Cultural and Natural History Society Board believes that a site adjacent to the Old Court House should be given preference. The Committee discussed this in detail and decided to recommend that an assessment of possible sites be undertaken, including the Old Court House location, before a preference is determined.

The Committee therefore submits the attached Plan for adoption by a resolution of Council. The updated Plan emphasises co-ordinated action by the public and private sectors while recognising that there are limited available resources. The Committee believes that this partnership will best serve the community and enable it to attain the Plan's aim.

MUNICIPALITIES WITHIN COMMISSION AREA

CITY OF RED DEER • MUNICIPAL DISTRICT OF CLEARWATER No. 99 • COUNTY OF STETTLER No. 6 • COUNTY OF LACOMBE No. 14 • COUNTY OF MOUNTAIN VIEW No. 17 • COUNTY OF PAINTEARTH No. 18 • COUNTY OF RED DEER No. 23 • TOWN OF BLACKFALDS • TOWN OF BOWDEN • TOWN OF CARSTAIRS • TOWN OF CASTOR • TOWN OF CORONATION • TOWN OF DIDSBURY • TOWN OF ECKVILLE • TOWN OF INNISFAIL • TOWN OF LACOMBE • TOWN OF OLDS • TOWN OF PENHOLD • TOWN OF ROCKY MOUNTAIN HOUSE • TOWN OF STETTLER • TOWN OF SUNDRE • TOWN OF SYLVAN LAKE • VILLAGE OF ALIX • VILLAGE OF BENTLEY • VILLAGE OF BIG VALLEY • VILLAGE OF BOTHA • VILLAGE OF CAROLINE • VILLAGE OF CLIVE • VILLAGE OF CREMONA • VILLAGE OF DELBURNE • VILLAGE OF DONALDA • VILLAGE OF ELNORA • VILLAGE OF GADSBY • VILLAGE OF HALKIRK • VILLAGE OF MIRROR • SUMMER VILLAGE OF BIRCHCLIFF • SUMMER VILLAGE OF GULL LAKE • SUMMER VILLAGE OF HALF MOON BAY • SUMMER VILLAGE OF JARVIS BAY • SUMMER VILLAGE OF NORGLLENWOLD • SUMMER VILLAGE OF ROCHON SANDS • SUMMER VILLAGE OF SUNBREAKER COVE • SUMMER VILLAGE OF WHITE SANDS • SUMMER VILLAGE OF BURNSTICK LAKE

CITY COUNCIL  
DOWNTOWN CONCEPT PLAN 1994  
94 07 11

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The aim of the Plan is to:

*Establish the Downtown as a vibrant and attractive focal point of the City as the administrative, business, commercial and cultural centre and encourage its development as a unique residential neighbourhood.*

The Plan has been the subject of extensive review and it has found wide acceptance. It is therefore recommended that the Council adopt the Downtown Concept Plan 1994.



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Paul Meyette, Principal Planner

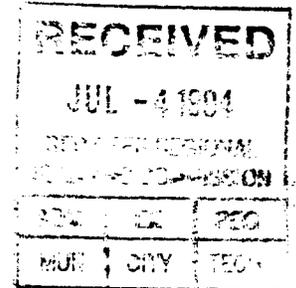


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Phil Newman, Associate Planner

# Normandeau Cultural and Natural History Society

Box 800  
Red Deer, Alberta T4N 5H2  
Ph.: (403) 343-6844  
Fax.: (403) 342-6644



June 27, 1994

- Kerry Wood  
Nature Centre

Downtown Planning Advisory Committee  
c/o Mr. P. Newman  
Red Deer Regional Planning Commission  
2830 Bremner Avenue  
Red Deer, Alberta  
T4R 1M9

- Gaetz Lake  
Sanctuary

- Allen Bungalow

- Fort Normandeau

Dear Mr. Newman:

- Red Deer &  
District Museum

## Re: Downtown Concept Plan - Draft

- Heritage Square

Thank you for your memo of June 21 with copy of Draft #4 of the Downtown concept Plan and your request for our comments on the recommendations.

- Historical  
Preservation  
Committee

The draft was discussed at the Normandeau Board's meeting of June 22 and on behalf of the Chairman, Kevin Majeau, and the members of the Board, I would like to offer the following comments. The Board focused its attention on four aspects, namely the Cenotaph, Parkvale zoning, bicycle trail access and the Art Gallery.

### **Recommendation #28 - re bicycle/trail system**

We are pleased to note the thrust of this recommendation and the 1994/95 timing priority afforded it. This recommendation will be a challenge to designers, however, it is critical that safe and practical access for cyclists travelling into and throughout the downtown core be assured.

### **Recommendation #51 - Cenotaph and C.P.P.**

We strongly support this recommendation as both heritage features are key, landmarks for public orientation and the vista of Ross Street with the two features is itself a heritage resource.

### **Recommendation #61 - Art Gallery**

We strongly support this recommendation as being stronger than its predecessors, however, we feel that the site adjacent to the Old Court House should be given preference. In making our comments we would note that the business of a public art gallery involves considerably more than simply exhibiting artworks. A public

gallery mandate includes building and maintaining a collection, providing public and educational programs to assist the development of visual literacy and art appreciation among the young and the public at large, as well as providing art exhibitions. With the mandate of the Old Red Deer Court House Arts Centre and its public programming facilities and staff, there is a natural and very important connection to a public art gallery. We believe priority should be given to the site adjacent to the Old Court House.

It might be useful to the City and the Allied Arts Council to think of the potential art gallery development as a commemorative project for 2000 or for the 100th Anniversary of the Province in 2005. With respect to the provincial centennial, it could be that the Province may choose to sponsor the Art Gallery of Alberta and to locate it in Red Deer. This was planned at an earlier time, about 1982. The 4,800 piece collection of the Alberta Foundation of the Arts could form the cornerstone of the gallery's collection. The Red Deer College Collection would be another major local collection asset for use in a provincial gallery.

If the province built the Art Gallery of Alberta here, it would greatly diminish the role and the urgency for a municipal art gallery.

We are pleased to note the deletion of any recommendations dealing with altering the zoning of Parkvale.

We have not specifically commented on several other recommendations which relate to heritage resources and their preservation and interpretation. Suffice to say, we support all of these collectively as being helpful in making people aware and appreciative of our heritage and cultural resources and that this will contribute to making the downtown a pleasant and functional part of our city.

If you require further information, please feel welcome to call me.

Sincerely,



Morris Flewwelling  
Executive Director

cc: Kevin Majeau, Chairman  
Craig Curtis, Director of Community Services

**DATE:** June 15, 1994

**TO:** PHIL NEWMAN  
Red Deer Regional Planning Commission

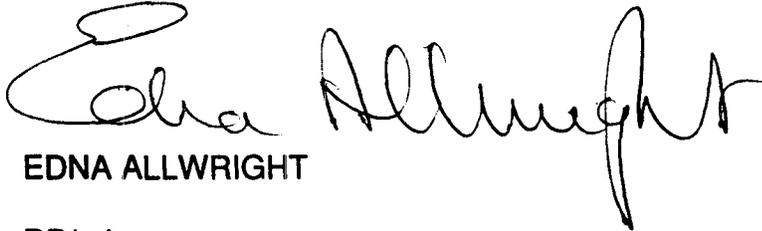
**FROM:** EDNA ALLWRIGHT, Chairman  
Recreation, Parks & Culture Board

**RE:** DOWNTOWN CONCEPT PLAN



The Recreation, Parks & Culture Board considered a joint report (attached) from the Community Services Division at their regular meeting of June 14, 1994, where the following resolution was passed:

"That the Recreation, Parks & Culture Board support and recommend to City Council that the Downtown Concept Plan be approved and that Recommendation #29 be supported as outlined in Draft #4, i.e., "Identify extensions to the bicycle/trail systems to integrate the downtown into the city network, with a timing of 1994/95."



EDNA ALLWRIGHT

DB/ad  
Att.

**DATE:** June 22, 1994

**TO:** P. Newman  
Associate Planner  
Red Deer Regional Planning Commission

**FROM:** Director of Financial Services

**RE:** DOWNTOWN CONCEPT PLAN - DRAFT

<b>RECEIVED</b>		
JUN 23 1994		
RED DEER REGIONAL PLANNING COMMISSION		
ADJ	EC	REG
MUN	<i>AW</i>	TECH

The City of Red Deer is in a period of declining Provincial operating grants and property tax increases of 0%. This has resulted in a five year major capital budget that provides for minimal additional capital expenditure and restricted departmental operating expenditure budget.

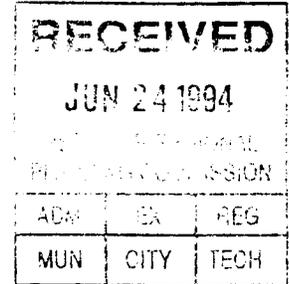
The draft plan appears to recognize the difficulty the City will have for the next few years in providing funding for significant expenditure in the downtown. This recognition should be carried forward to the final draft plan.



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

AW/jt

DATE: June 22, 1994  
TO: Red Deer Regional Planning Commission  
Phil Newman, Associate Planner  
FROM: E. L. & P. Manager  
RE: Downtown Concept Plan - Draft June 8, 1994



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I have reviewed the above, particularly Section 8.0 Public Utilities, and I have no comments to offer.

I would appreciate a copy of the final document when duly approved.

A. Roth,  
Manager

AR/jjd



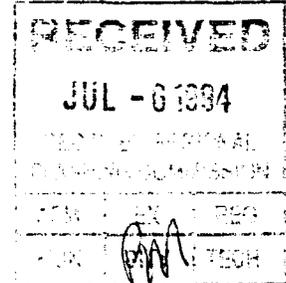
# THE CITY OF RED DEER

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

Public Works Department  
(403)342-8238 FAX (403) 343-7074

June 30, 1994

Red Deer Regional Planning Commission  
2830 Bremner Avenue  
RED DEER, Alberta  
T4R 1M9



Attention: Phil Newman, Associate Planner

Dear Sir:

**RE: DOWNTOWN CONCEPT PLAN - DRAFT**

I have read through the document you sent me although I have not studied it in detail. I support the general intent, but I believe the items identified for The City will be far beyond the dollars, and other resources, available in light of other City needs.

Yours truly,

Gordon Stewart, P. Eng.  
Public Works Manager

/blm

Commissioners' Comments

We recommend Council accept the Plan as prepared. This has been extensively reviewed by the Downtown Planning Committee.

"G. SURKAN"  
Mayor

"H.M.C. DAY"  
City Commissioner



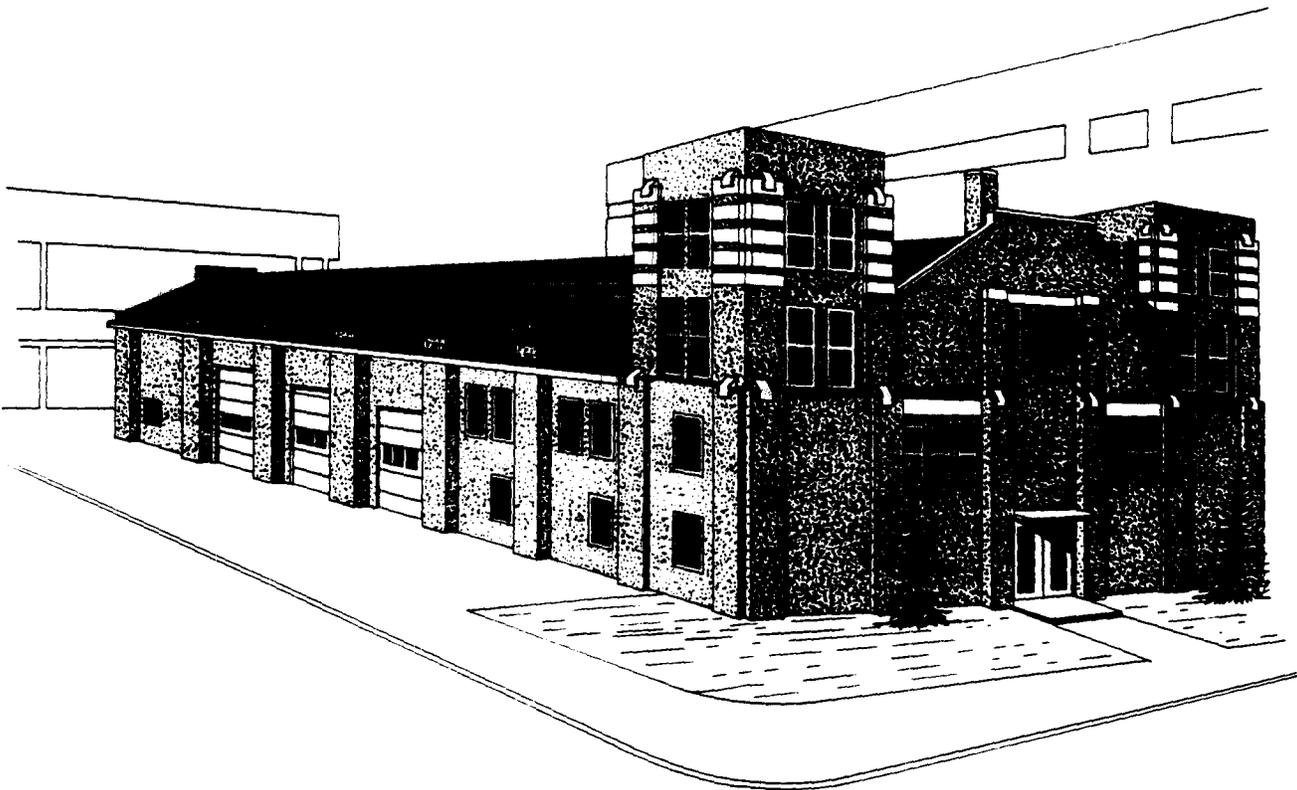
*a delight  
to discover!*



Submitted to City Council

Date: July 18/94

# DOWNTOWN CONCEPT PLAN



City of Red Deer

***DOWNTOWN***  
***CONCEPT PLAN***  
***1994***

Draft 5  
July 6, 1994

# DOWNTOWN CONCEPT PLAN

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	Figure A	Future Land Use

# ***DOWNTOWN CONCEPT PLAN***

## ***1994***

### **1.0 INTRODUCTION**

This Downtown Concept Plan, 1994 is an update of the 1986 Downtown Concept Plan which was prepared for the City of Red Deer by the Red Deer Regional Planning Commission at the direction of the Downtown Planning Advisory Committee and in co-operation and consultation with the City Administration, Red Deer Chamber of Commerce, Towne Centre Association and the general public.

### **1.1 PLANNING AREA**

The Downtown Planning Area is bounded by the Red Deer River to the north, Waskasoo Creek to the east, 42nd and 43rd Street to the south and 53rd Avenue and Taylor Drive to the west (see Figure A). The former CP Rail Yards west of 51st Avenue were added to the Downtown Planning Area in this update.

### **1.2 DOWNTOWN CONCEPT PLAN 1986**

The process leading to the preparation of the 1986 Downtown Concept Plan essentially began in April, 1983 when the Red Deer Chamber of Commerce formed a Downtown Strategy Committee. This committee was set up to examine the opportunities for downtown development and revitalization. One of its first tasks was to urge City Council to initiate the upgrading of a number of rundown sites to improve the appearance of the Downtown. The committee then prepared a policy paper entitled "A Strategy for Downtown Action" which was presented to and accepted in principle by City Council as a "basis for public debate and to develop a consensus for future action for Downtown Red Deer".

One of the key recommendations in "A Strategy for Downtown Action" was the establishment of a Business Revitalization Zone (B.R.Z.) in accordance with newly approved legislation (Bill 43 - June, 1983). This recommendation was well received by City businessmen and, through the efforts of the Downtown Strategy Committee, culminated in the formal establishment of a Business Revitalization Zone by City Council in December, 1983. In February, 1984 the first annual B.R.Z. budget was approved by City Council and the B.R.Z. was officially named the Towne Centre Association.

With these two groups actively pursuing revitalization of the Downtown, the need for a plan to effectively co-ordinate their efforts with those of the City became apparent. On August 7, 1984, City Council authorized the Red Deer Regional Planning Commission to prepare a new Downtown Plan. The Downtown Concept Plan was subsequently adopted January 20, 1986.

Since that time, various significant plans have been implemented, including the removal of the CP railway tracks, the development of the Major Continuous Corridor and the one way couplet system. City Council authorized a review of the Downtown Concept Plan on June 26, 1989 to update the Plan's policies while maintaining the general intent of the Plan.

### 1.3 GOAL AND OBJECTIVES

The goal of the 1986 Downtown Concept Plan was:

**"To strengthen the Downtown as the business, cultural and recreation centre of the City and to provide a planning framework for revitalization."**

The goal acknowledged that, traditionally, the Downtown has been the commercial and cultural centre of Red Deer but that over the previous decade this role had diminished for a variety of reasons, not the least of which had been the advent of shopping centres, tourist facilities and other major entities to the north and south.

However, the Downtown has initiated a comeback, mainly through the efforts of the City Council, the Towne Centre Association and the downtown businesses themselves. This effort is supported by the Vision 2020 Statement, adopted by the City Council in 1991, which assigns a high priority to action through which the City will:

*"Establish the downtown as a vibrant and attractive focal point of the community from an administrative, business, commercial and cultural perspective and encourage its development as a unique residential neighbourhood."*

The purpose of this update is to ensure that the Concept Plan remains effective in pursuing the following objectives which were set in 1986:

- [1] **provide a planning framework for the detailed design of various components of the Downtown including parks, roads, parking, services, etc;**
- [2] **provide a planning framework and incentive for potential developers of commercial and residential projects;**
- [3] **provide a framework for a co-operative effort between downtown businesses, property owners and the City in terms of the revitalization of the Downtown;**
- [4] **provide a framework for City budgeting in regard to Downtown improvements;**
- [5] **provide a framework for possible amendments to statutory plans and the Land Use Bylaw;**
- [6] **to reflect the public's views in regard to the future of the Downtown.**

This update reflects physical and economic changes that have occurred since 1986, as well as progress with respect to the attainment of the original goal and objectives.

## **1.4 PLAN REVIEW AND UPDATE PROCESS**

A Downtown Planning Process Steering Committee comprised of City Council and Administration representatives initially prepared an update of the Concept Plan. The Committee's work brought to light a need to establish a vision or direction for the Downtown. A Downtown Stakeholders Workshop was subsequently held in June, 1992 to identify such a vision and a public seminar in February, 1993 extended that process.

In April, 1993, the City Council adopted an area redevelopment plan for the land west of 51st Avenue (excluding the 5100 blocks north of 43rd, 44th, 47th and 48th Streets) to provide direction for the former CP Rail Yards and the properties to the west of that land following the removal of the railway as a barrier between the area and the downtown.

A Downtown Planning Advisory Committee was established at the beginning of 1993 to ensure public input to the Concept Plan review process. This Committee comprised of two Aldermen, one representative of the Towne Centre Association and six citizens-at-large. It was charged with the preparation of a draft Plan for the Council's consideration and adoption.

In fulfilling its responsibilities, the Advisory Committee undertook an opinion survey of all households in Red Deer during September, 1993. The results of that survey, the February, 1993 public seminar and the June 1992 Downtown Stakeholders Workshop were incorporated into a Draft Plan which was displayed at an Open House in May, 1994. The Plan was then further amended in response to public comment before being circulated for final review and submission to the Council for adoption. The detailed input from the different events is available in an appendix to the Plan.

## 2.0 THE VISION

The purpose of this Downtown Concept Plan is to provide direction for private and public action, both separately and collectively, to

*Establish the Downtown as a vibrant and attractive focal point of the City as the administrative, business, commercial and cultural centre and encourage its development as a unique residential neighbourhood.*

The Downtown is a complex mix of facilities and activities existing in a symbiotic relationship, one activity supporting or encouraging the location and use of another. The Concept Plan addresses various activities separately but the different recommendations must be considered as elements of an integrated overall proposal.

## 3.0 LAND USE

It is important in a time of economic restructuring, fiscal restraint and social change that policies respecting the Downtown afford flexibility in implementation and optimize the use of the available physical, human and institutional resources. Co-operative efforts to capitalize on the positive attributes of the Downtown are essential, if the area is to sustain its significant integral role in the social and economic structure of the City and the vision is to be realized. The Concept Plan aims to establish the framework and direction for such policy initiatives and co-operative efforts.

RECOMMENDATION	AGENCY	TIMING
1. Figure A, Future Land Use, be followed as the conceptual guide to the development of the Downtown.	City/TCA	On-going
2. Maintain the Downtown as the only City and regional scale multiple use district allowing for office, retail, public, residential and other commercial uses.	City	On-going
3. Maintain a flexible approach to the mixed use of commercial buildings in the downtown, sensitive to the changing economy and the economic, locational and operational requirements of businesses.	City	On-going

### **3.1 RESIDENTIAL**

Experiences in other urban centres indicate that a strong residential component in the downtown is essential. Residents support all aspects of the downtown, being both employees and consumers and they bring a vitality to the area which remains after regular retail and business operations have closed for the day.

In the downtown area of Red Deer, through gradual redevelopment, single family residences are being replaced by commercial or other business operations. Houses are either being removed or converted to alternative uses and it is anticipated that this process will continue. This redevelopment is being accompanied by an aging of the downtown population and the prospect of a reduction in total residents. New residential development is required to stabilize the population and potentially act as a catalyst for the development of retail and other commercial establishments. A greater emphasis on identifying and developing new and diverse housing is therefore required. However, the character of established neighbourhoods must also be respected.

The high cost of land in the core area suggests that residential development may be best placed as a second or third floor asset. In addition, the land required to provide residents parking would appear to constrain high density development except in the core periphery.

The City, as a major landowner, is viewed as a key proponent of downtown residential development being in a position to support and encourage redevelopment by identifying candidate areas, especially land already owned by the City. Lands identified for residential development should be actively assembled and marketed for redevelopment. Similarly, privately owned areas close to Rotary Recreation Park offer desirable location amenities and could attract residential development. Condominium type developments in similar locations in other centres such as Edmonton, Lethbridge, and Calgary have proven attractive.

The Towne Centre Association (TCA) also has a prominent role in encouraging residential development through such means as encouraging residential uses above ground level commercial floorspace and working with the City, private property owners and the Real Estate sector to identify and realize development prospects.

RECOMMENDATION	AGENCY	TIMING
4. Retain the 56 Street area as a low density neighbourhood.	City	On-going
5. Support the identification, assembly and marketing of potential residential development sites in the downtown area.	City/Realtors	On-going
6. Encourage the use of existing second and higher storey space for residential use in the downtown area.	TCA/Realtors	On-going
7. Encourage seniors activities in the downtown to stimulate interest in downtown residential locations and amenities.	City/TCA	On-going
8. Seek development of quality medium to high density residential development to attract younger age groups.	City/TCA/Realtor	On-going
9. Promote both seniors and family housing in close proximity to major community facilities ie. Rotary Recreation Park and Central School Complex.	City/TCA/Realtor	On-going
10. Research model residential development projects to assist in preparing and marketing development scenarios for the downtown area.	City/TCA	On-going
11. Encourage the mixed use of the land allocated to Commercial/Residential on Figure A with highest priority being given to the land north and south of 45 Street, west of 51 Avenue.	City	1994/95

### 3.2 COMMERCIAL-RETAIL

A focus on independent specialty shops and not large department stores is the key to the future of downtown retail activity. However, the scattered location of retail businesses can be a disincentive for one-stop shoppers. There is a lack of unique and specialized shopping districts which could offer a distinctive shopping experience. However, Gaetz Avenue, from 52 Street to 46 Street, together with 48 to 51 Streets, west of 49 Avenue, present opportunities to create a truly distinctive shopping, personal service and leisure destination in Central Alberta. The attraction of such an area will be based in its diversity and activity with consequential visual and aesthetic appeal. It can be strengthened through an encouragement of mixed upper floor uses, enhanced storefront maintenance and window displays. The creation of such improved shopping and associated facilities will be a joint City and TCA responsibility with the City assisting in service and amenity provision as well as economic development opportunity identification. The Towne Centre Association would co-ordinate the area's promotion on an on-going basis.

The downtown affords certain opportunities for redevelopment but this will not happen on its own and must be stimulated in some manner. The development of the Superstore site, for example, came about as a result of the railway relocation project and major continuous corridor development. The developer was prompted by the site location and access. Other lands within the downtown could also be attractive for redevelopment, if marketed in a focused and direct manner through co-operative efforts by the City, the TCA and private sector.

Retail business activity, with the exception of department store operations, have been growing in the downtown in recent years. However, the locations that become available are not always what the business interests see as the most desirable locations. Movement to a better location is often hindered by the existence of longer term lease agreements which cannot be changed. Another related problem is a lack of suitable sized retail spaces. Businesses are often looking for small rental spaces but there are few available.

One of the first steps must be determining what Downtown land is available for sale/redevelopment. This is a proactive position and one which requires an examination of the larger issues ie. long term downtown viability rather than the short term issues, for example a loss of some parking in favour of a long term revenue and employment producing development. The willingness to view the long term future of downtown as more important than short term convenience, is essential.

The current economic conditions and public sector fiscal restraint policies make it very difficult if not impossible to use general tax revenues as a catalyst for downtown development. It appears that the only way in which major commercial redevelopment will occur is through some form of private/public partnership which does not involve a direct expenditure of public funds. The most desirable candidate for partnership with the City would be the owner of the former Bay and Zellers store properties (in the block north of 48 Street and west of 49 Avenue). The movement of The Bay and Zellers to Bower Mall presents a major redevelopment opportunity in the downtown. As the Downtown changes, the essential goal will be to develop a second anchor complex to balance the rail yards redevelopment. This can be achieved through a combination of key retailers rather than a single large store. The focal points for efforts to achieve this goal will be the former Bay/Zellers properties and the Gaetz Avenue/48 - 50 Street frontages.

RECOMMENDATION	AGENCY	TIMING
12. Develop a long-term strategy to comprehensively market and promote the Downtown's convenience, accessibility, variety and service.	TCA/City	1994-95
13. Create a distinctive shopping, personal service and entertainment area, developing the unique visual character of (1) Gaetz Avenue, from 46 to 52 Streets, and (2) 48 to 51 Streets, west of 49 Avenue.	TCA/City	On-going
14. Support efforts to remove inequities in Provincial and Federal taxation which discourages building renovation.	TCA/City	On-going
15. Encourage the retail use of ground floor space in the distinctive shopping areas on Gaetz Avenue and 48 to 50 Streets with mixed offices and residential uses on second and higher floors.	TCA/City	On-going
16. Undertake a program to encourage co-ordinated storefront improvements.	TCA	On-going
17. Encourage the development of entertainment establishments.	TCA	On-going
18. Create more park and shop areas similar to the Gaetz Avenue Mall.	City	1995
19. Make creative use of widened sidewalks and pedestrian areas for sidewalk cafes, street vendors and markets.	TCA/City	On-going
20. Provide links between shopping areas and between these areas and car parks through new retail development and an integrated pedestrian system including the lanes.	TCA/City	1995 On
21. Encourage businesses to participate in programs oriented to improving customer service.	TCA	On-going

### 3.3 COMMERCIAL OFFICES AND SERVICES

The City of Red Deer maintained a long standing policy, implemented through the provisions of the Land Use By-law (LUB), that most professional and government offices should be located within the Downtown C1 commercial district.

There was however continued pressure to relax the provisions of the LUB in order to permit offices and other uses permitted in the C1 to establish in C2 or C4 districts. A review of the Commercial Districts was undertaken in 1993 and resulted in some changes to the permitted and discretionary uses identified in the various commercial districts. However, the discussions with business owners, operators and real estate professionals as part of the review established a consensus that the location of office space in the downtown area is both logical and desirable.

Completion of the Downtown West Area Redevelopment Plan in 1993 resulted in the redesignation of areas west of the downtown core (including the railway lands) to a new C1-A district which allows for the development of office space as a permitted use. This represents a departure from the previous council policy although it is too soon to tell what the implications, if any, of this change will be. The opportunity to develop office space in a lower cost, lower density area with a requirement for on-site parking provides developers with an alternative location that was previously not available. This may result in office development interest outside the traditional C1 district.

The City has also experienced pressure for office development in the I1 district. This interest, public sector downsizing and an increasing emphasis on home based business reflect changes in the economy that have ramifications for the downtown. A currently high general vacancy rate in downtown office space is not universal, indicating an interplay of different market forces. However, it is expected that new office buildings will be largely confined to locations where on-site parking is provided. In the case of existing office buildings and the C1 district, the City has an economic interest in encouraging beneficial property use and therefore consistency in policy, the maintenance of services, including parking, and flexibility on uses will be important.

Of the other commercial services and uses in the downtown, a hotel/convention centre has attracted most interest. The 1992 Downtown Stakeholders Workshop identified the absence of a centre as a weakness and a particular economic development opportunity, as identified in the Downtown Marketing Study, 1990.

RECOMMENDATION	AGENCY	TIMING
22. Maintain the downtown as the professional and public sector office centre of Red Deer through the control of office development and the provision of an environment conducive to an efficient business office community.	City	On-going
23. Encourage the retrofitting and adaptive re-use of existing office floorspace.	City/TCA	On-going
24. Develop a strategy to market the Downtown as a potential location for additional hotel/convention centre opportunities.	City/TCA	1994-95

## 4.0 ACCESS

### 4.1 ROADS

The completion of the Major Continuous Corridor and the Ross Street/49 Street one-way system in 1992 established a new road network which only requires minor improvement.

As proposed in the Downtown West Area Redevelopment Plan,

- (1) 52 Avenue should be rebuilt from 45 Street north to 47 Street, and
- (2) 55 Street, west of Gaetz Avenue should be realigned, as shown on Figure A. This realignment is not a high priority and could be delayed for 5 or more years. Any realignment should be preceded by discussions with Dairyworld to ensure that truck access is preserved to the Alpha plant.

RECOMMENDATION	AGENCY	TIMING
25. Extend 52 Avenue southwards to 45 Street to intersect opposite 44A Street.	City	1995
26. Realign 55 Street west of Gaetz Avenue to 54 Avenue.	City	1999 On
27. Monitor the pedestrian crossing light system with the objective of maximising crossing time while keeping vehicle delays within acceptable limits.	City	On-going

### 4.2 TRAILS

The Downtown is surrounded by a bicycle/pedestrian trail system but there are no links into the commercial area. The City's Bicycle Master Plan, 1987, recommends trail extensions into the Downtown from

- (1) the Taylor Drive and CPR bridges,
- (2) the ACR Trail at 43 Street,
- (3) Coronation Park, along Ross Street, and
- (4) 43 Street through Rotary Recreation Park to 48 Street.

There is substantial support for such trail extensions and the provision of associated bicycle parking facilities. However, there are also various constraints, including conflicts between bicycles, vehicular and pedestrian traffic and concerns over possible loss of parking stalls.

RECOMMENDATION	AGENCY	TIMING
28. Identify extensions to the bicycle/trail system to integrate the Downtown into the City network.	City	1994/95
29. Encourage the provision of parking facilities for bicycles at high demand destinations.	City/Businesses	On-going

### 4.3 TRANSIT

The off-street bus transfer terminal recommended in the 1989 Transit Study is not programmed within the City's Capital Works Plan but there is a need to reserve the preferred site.

RECOMMENDATION	AGENCY	TIMING
30. Retain the parking lot bordered by 49 Avenue and 48 & 49 Streets (known as the "Sports World" and "Gehrke" Lots, P5 and P6) as a preferred location for the future development of an off-street bus transfer terminal, to be reviewed in 1997.	City	On-going to 1997

## 5.0 PARKING

The Downtown Concept Plan (1986) questionnaire found that 81% of the respondents felt that the location and availability of parking was the major problem in the downtown. Since that time there have been major changes to the supply and management of parking facilities but the issue remains controversial. It is the intent of this Concept Plan to achieve agreement on action and this will require a coordinated and comprehensive approach to the provision of parking and a rationalization of locations.

The City of Red Deer, until approximately 1968, followed a policy of requiring developers to pay into a parking fund. Contributions were based on parking requirements not supplied by the developer. This approach was designed to accumulate funds that would eventually be used to finance the development of necessary parking facilities. Such a policy is not without problems. In other communities where the policy still exists, contributors to the fund expect that any new parking facility should be in close proximity to their location but invariably long delays occur between the contribution and subsequent parking development and the eventual location may be unsatisfactory as well.

The Land Use By-law now provides that in the C1 district a developer may fully develop a particular site and no parking facilities are required. Implicit in this provision is that parking will be available through public facilities. In reality, many developers have had to purchase additional land for parking purposes in order to attract and maintain tenants. The end result is that there are numerous privately owned parking lots in addition to Empire Paarking (sic) lots and those owned and operated by the City. The proliferation of small parking lots breaks up the continuity of downtown streetscapes and the achievable density in the downtown.

Another consequence of the policy adopted by the City is a significant investment in terms of infrastructure to supply the parking required by downtown business with consequent operating and maintenance costs. This also results in the City becoming more of a partner with business in terms of supplying customer parking convenient to the business location.

A review of Land Use By-laws from other cities in Alberta presents a clear contrast to the position adopted by the City of Red Deer. The Cities of Grande Prairie, Leduc, Lethbridge and St. Albert all have mandatory parking requirements stipulated for developments within the downtown area. Provisions are also made in Grande Prairie, Leduc and St. Albert for developers to make a cash payment in lieu of the parking requirement. This payment is based on the cost of supplying the parking requirement not provided directly. All or a portion of the requirement may be covered in this manner. The City of Lethbridge makes provisions for the granting of a waiver for parking requirements but does not have a parking fund charge to cover the space not provided.

Utilization rates for City owned public lots present an interesting contrast to the issue of parking shortages. Peak period occupancy counts in October/November, 1992 showed that only the Windsor lot (between 49 and 50 Streets, west of 51 Avenue) was operating at or near capacity, with the Valley lot (between 48 and 49 Streets, east of 51 Avenue) being the second busiest. Average occupancy rates ranged from 45% to 63%, which means that between 55% and 37% of City owned public spaces were available during peak hours (between 369 - 245 vacant public parking spaces during peak hours). The occupancy rate may be expected to increase on the Windsor and Turbo(at 50 Avenue and 52 Street) lots as long-term parking on the Superstore lot is discouraged but it appears, based on this analysis, that some of the public lots may not be conveniently located or that the supply exceeds the demand. The occupancy rates may also be influenced by parking charges.

The present parking lots are also regarded as prime development locations eg. the Windsor, Bay, Post Office (at 49 Street and 49 Avenue) and Sports World lots. The financial return to the City through taxation would be far greater if a parking lot were to be redeveloped for a commercial purpose but the loss of these lots would have a negative impact on existing businesses, unless replacement parking is developed to a standard offering comparable service and accessibility. The sale of any parking lot is currently subject to a replacement policy adopted by City Council through the 1989 Parking Strategy. This policy also calls for an increase in parking to accommodate increased demand resulting from development. The required parking could be supplied through a combination of public and private sites. Since there is no requirement for the developer to supply parking in the C1 district, the responsibility falls upon the City. However, in some instances the sale price for a parking lot would not cover the cost of obtaining replacement land for parking purposes and the sale has been refused. Thus what is good for the City in a long term revenue sense may not be good for the parking supply situation in the short term. These conflicting objectives must be reconciled if redevelopment is to occur.

The Downtown Planning Advisory Committee is of the opinion that parking in the downtown is more of a perceptual problem than an actual one. In this regard the issue appears to be how the City and Towne Centre Association can overcome this perception. A marketing program which focuses attention on the availability of parking rather than calling attention to perceived shortages would be a step in the right direction. A combined marketing strategy with Empire Paarking (sic) may also be a possibility.

There are several alternative courses of action with respect to the supply of parking facilities. Rather than increasing the City's share of the public off-street parking, consideration could be given to a rationalization of the current locations. If a lot is under utilized it could be marketed or redevelopment with the funds raised put towards the acquisition of parking lots in higher demand areas. This could stimulate developers currently holding land for parking purposes to seek some form of redevelopment. Alternatively, the City could require all new developments to supply the parking required and phase out or reduce their role in providing parking by encouraging the private sector to assume this role entirely.

In summary, the following parking issues require resolution:

- (1) there is no clear consensus as to how much parking is required in the downtown;
- (2) in spite of the number of parking spaces available (approximately 6400), there is perceived a shortage of customer parking space in the ten block central area during peak demand periods;
- (3) public parking lots appear to be under utilized in the high demand area suggesting that the location may not be convenient to the customer and/or that parking charges are deterring use;
- (4) peripheral lots designated for long term or lease parking are under utilized;
- (5) there are not downtown parking standards in place to guide how much parking should be supplied;
- (6) the Land Use By-law does not require developers to supply on-site parking facilities but developers are not required to contribute to a parking fund in order to assist in the financing of additional public parking areas;
- (7) sale of City owned parking lots has been contemplated on numerous occasions but the dilemma of replacing the lost parking has itself become an issue in that
  - (a) revenue available from the sale may not be sufficient to purchase and develop new parking spaces, and
  - (b) potential replacement lots do not afford the equivalent level of service to existing businesses;
- (8) funding arrangements for any future parkade require clarification.

RECOMMENDATION	AGENCY	TIMING
<p>31. Retain the City off-street parking lots shown on Figure A to provide a constant level of service for the long term future, subject to an acceptance, in principle, of</p> <ol style="list-style-type: none"> <li>(1) the use of the Windsor lot (at 49 &amp; 50 Streets, west of 51 Avenue) for redevelopment, given its replacement by a facility of similar capacity in an appropriate location, and</li> <li>(2) the redevelopment of the Post Office lot (at 49 Street and 49 Avenue) upon               <ol style="list-style-type: none"> <li>(a) the construction of a parkade on the site or                   <ol style="list-style-type: none"> <li>(i) on the Sports World/Gehrke/48 Street lots (east of 49 Avenue, between 48 &amp; 49 Streets), or</li> <li>(ii) as part of a redevelopment of the Bay/Zellers block (west of 49 Avenue between 48 &amp; 49 Streets), or</li> </ol> </li> <li>(b) the provision of alternative parking to ensure the retention of a minimum of 200 off-street stalls on the four blocks bordered by 48 &amp; 50 Streets and 48 &amp; 50 Avenues.</li> </ol> </li> </ol>	City	On-going

32. Maintain the Parking Fund from net proceeds of parking operations, lot sales and land purchase and development. Identify the fund as the source of City funding of any public or joint venture parkade.	City	On-going
33. Examine the potential of establishing larger consolidated lots north of 51 and 52 Streets and south of 47 Street for both employee and customer use for the long term future.	City/Owners Lot Operators	1994/95
34. Maintain a customer parking validation or discount program.	TCA/Businesses	On-going
35. Maintain the exemption from the requirement to provide on-site parking in the core area shown on Figure A and designated C-1.	City	On-going
36. Establish a requirement to provide off-street parking in the downtown outside the core C-1 area shown on Figure A through the institution of a new C1B district which would allow the same uses as the C-1 District but include on-site parking (and landscaping) standards.	City	1994
37. Establish parking service levels to be sustained in the downtown core.	City/TCA	1994/95
38. Maintain public awareness programs to increase public awareness of the availability of downtown parking and the available alternatives to the private car.	City/TCA Private Operators	On-going
39. Ensure the off-street lots are maintained to a high standard, particularly during winter months.	City	On-going

## 6.0 PEDESTRIAN ENVIRONMENT

The creation of a high quality environment which encompasses all aspects of the appearance and convenience of the downtown area including, the physical streetscape, pedestrian access, open air assembly venues, facade treatment and signage is integral to the process of downtown revitalization. Such an environment will be an attractive and safe setting in which to conduct business and will complement economic initiatives.

A high standard has been established by the nurturing of City Hall Park and sidewalk improvements. City Council adopted the Downtown Sidewalk Landscape Project in 1989 and it has been partially implemented. Additional improvements have been added in conjunction with the construction of the Major Continuous Corridor and the Ross/49 Street one way system. However, key core area locations along Gaetz Avenue from 52 Street to 48 Street and 48 Street from 51 Avenue to 48 Avenue have not been completed. A time frame for completion of this project is essential. The Downtown business community have supported the project and are anxious for its completion.

Those areas already completed were financed through a combination of Provincial grants and local improvement charges to business. The Provincial Government grant program has expired and in a difficult economic climate other means must be found to assist with this project.

It would appear that, if an early completion is desired, the benefitting businesses will need to substantially fund the project with assistance from such private foundations as may be possible. There is evidently a significant majority of the public opposed to property tax increases, even on a minor scale, to support downtown environmental improvements. The City will otherwise continue a policy of implementing the new sidewalk standards when significant repairs are undertaken. It can also negotiate improvements as part of the redevelopment review process. A program incorporating substantial City funding will be liable to be a longer-term prospect.

More convenient pedestrian access to various shopping areas could also be facilitated by identifying key lanes which provide "short cuts" from one area to another. Such lanes should be part of a physical improvement program. Improved lighting and reductions in vehicle/pedestrian conflict eg. delivery vehicle access only, are some possible improvement measures. This may also increase the development potential for some buildings by affording rear pedestrian access thus creating a laneway mall. Costs relating to such a development could be covered through local improvement charges to the benefiting businesses and the creative use of private and other funding, as available.

The Downtown Planning Advisory Committee feels that the lack of a public venue is a major limiting factor for the Downtown. The Towne Centre Association has explored different options relating to this over the past seven years. The 1986 Downtown Concept Plan promoted the development of a public venue on the Sports World parking lot (at 48 & 49 Streets, east of 49 Avenue) but funding arrangements were not successful. The site has now been identified as a preferred location for a transit terminal and parkade, subject to a review in 1997 (see Recommendation 30, Section 4.3).

A review of the Sports World parking lot site and possible alternative parking lot locations raises the following points:

**(1) Sports World Lot (48 & 49 Streets, east of 49 Avenue)**

- Positive**
- central location
  - largest site potentially available for such a development
  - linkage to City Hall Park easily established
  - City owned land
  - joint venture development potential
  - adds landscaped area to downtown core area
  - site plans have already been done and made public
  - endorsed by the 1986 Downtown Concept Plan
- Negative**
- Sports World lot selected as a preferred location for transit terminal/parkade (subject to a review in 1997)
  - loss of parking
  - difficulty and cost of replacing parking
  - requires a land commitment from the City

**(2) Post Office Lot (49 Street, west of 49 Avenue)**

- Positive**
- Towne Centre Association has developed a concept/feasibility report on this site
  - would promote the pedestrian laneway concept included in the 1986 Downtown Concept Plan with links to Gaetz Avenue and 50 Street
  - adds landscaped space to the downtown core area
  - linkage to City Hall Park easily established
  - central location
- Negative**
- requires a land commitment from City
  - economic conditions are not favourable for the project as it was originally designed
  - loss of parking
  - difficulty and cost of replacing parking
  - possible alternative site for a transit terminal/parkade

**(3) Windsor Lot (49 & 50 Streets, west of 51 Avenue)**

- Positive**
- historical attachment - former CP garden site
  - highly visible location
  - gateway to the downtown from the west
  - link to railway station possible
  - City owned land
  - adds landscaped space to the downtown
  - identified as a possible public venue site in Downtown West Area Redevelopment Plan

- Negative**
- loss of most heavily used parking lot in the downtown
  - traffic island situation - conflict between pedestrians and cars
  - site has generated some interest for commercial development
  - small site for a significant venue

A public venue should be central to the downtown. In Red Deer, this has been viewed as City Hall Park but redevelopment of the rail lands and Cronquist area will likely result in a shift westward towards Gaetz Avenue and Ross (50) Street intersection. A peripheral location such as Maclean Field at Central School or Rotary Recreation Centre Park would not appear to be feasible.

The lack of funding for a fully developed public venue suggests that a temporary facility should be established on the more central Post Office or Sports World lots (at the 49 Street/49 Avenue intersection) with a very limited reduction in parking capacity. A review of location options should be undertaken periodically in the light of changing circumstances with attention paid to potential innovative approaches such as a second floor roof top location linked to adjacent buildings and facilities by walkways.

Making walking more enjoyable by encouraging variety in the shop windows, and well designed and maintained building facades would further increase the quality of the downtown shopping experience. There is a related need to ensure that, upon redevelopment, blank street frontages are not created. Facade treatments are not regulated or encouraged through any City program or policy and no guidelines exist for reference purposes although the Towne Centre Association does provide design suggestions, if approached.

The streetscape created by well-designed and sensitively renovated facades can be devalued by inappropriate signs. Signage for business is regulated in terms of size and height by the Land Use By-law. There is a need to encourage signs which contribute to the appearance and vitality of streets in a positive manner and to give consideration to the standardization of public street and directional signs, especially for parking locations.

RECOMMENDATION	AGENCY	TIMING
40. Complete the Downtown Sidewalk Landscape Project and installation of electrical outlets on corner nodes for display purposes in accordance with a firm schedule established in conjunction with benefitting property owners, business operators and the Towne Centre Association.	City	To be Established
41. Implement the new sidewalk standards when significant repairs are undertaken within the area designated in the Sidewalk Landscape Project.	City/TCA	Annually
42. Develop an interim public entertainment venue on the Post Office parking lot (at 49 Street & 49 Avenue).	TCA/City	1995

43. Review the potential sites for a permanent public entertainment venue having regard for the development of the Downtown and private sector involvement.	TCA/City	Annually
44. Develop pedestrian laneway malls with restricted vehicle access in those blocks where property owners and business operators are supportive of the concept, focusing design efforts initially on the Post Office and Bay/Zellers blocks (between 49 & 50 Avenues and 48 & 50 Streets).	City/TCA Owners	1994-95
45. Require all improvements, where practical or in accordance with Alberta Building Code requirements, to be accessible to the physically handicapped.	City	On-going
46. Encourage safe and convenient pedestrian linkages and movement between the principal retail areas.	City/TCA	1994-95/ On-going
47. Create pedestrian leisure space in laneway malls and upon redevelopment.	City/TCA/Owners	On-going
48. Prepare design options for building facades.	TCA/City	1994-95
49. Enhance downtown signage through a coordinated program of pedestrian and vehicular signage improvement and the preparation of options for private signs.	City/TCA	1994-95
50. Increase the public perception of safety through the encouragement of later opening hours, additional residential use of the Downtown and additional security patrols.	City/TCA	On-going

## 7.0 CULTURE AND COMMUNITY ACTIVITY

Social and cultural activities are an integral part of the appeal and vitality of a downtown. This was confirmed for Downtown Red Deer at the June, 1992 Stakeholders Workshop and again at the public seminar of February, 1993. Participants identified several features as strengths upon which to build a strong cultural base, including:

- Old Courthouse
- Red Deer Museum
- Library and Old Firehall
- City Hall Park
- transportation system (providing better access)
- Rotary Recreation Centre
- Golden Circle and Downtown House (seniors activities)
- movie theatres
- sports venues (arena, curling rink, speed skating oval, swimming pool)
- heritage resources

Key weaknesses identified were:

- need for more evening activities and cultural events
- no live theatre facility
- presence of undesirable elements
- lack of marketing/advertising/promotion

These weaknesses may in part be addressed through greater utilization of the existing resources or assets available.

The weaknesses may also be recognized as equating to opportunities. Active marketing of the available sites and promotion of the market potential to key business interests is an essential component of redevelopment. It is important to recognize the opportunity for an activity or development and take the necessary steps that will allow it to happen.

Heritage resources are numerous in the downtown area. However, the majority are located in the residential areas. Three walking tours of the downtown area have been developed and have proven very popular. The commercial portion of the downtown has limited historic resources. Those that are present are identified through the historic plaque program and are part of the walking tour route(s). Of these resources, the former CPR station is of particular interest in terms of downtown development. The sale of the building was conditional upon its preservation in its current architectural form and that all renovations reflect its historic designation. However, while the use of the building for any C2 use has been accepted, there is no timetable for its adaptive re-use. The long-term future of the building and its contribution to the downtown depends on securing an active use.

The Towne Centre Association is pursuing a project commemorating local historical personalities through bronze statues. This Ghosts Project will add a new dimension to the cultural aspect of the downtown.

RECOMMENDATION	AGENCY	TIMING
51. Retain and preserve the former CPR Station and the Cenotaph in their present locations.	City/Historical Preservation Committee	On-going
52. Pursue the early adaptive reuse of the former CPR Station building.	City/Historical Preservation Committee	1994
53. Identify buildings of local historic and streetscape interest and maintain a design service to encourage their sensitive restoration.	TCA/Historic Preservation Committee	On-going
54. Support the implementation of the Ghosts Project.	TCA	On-going
55. Develop and promote cultural activities such as art and craft displays, workshops and a Fringe like theatre event, encouraging greater utilization of existing facilities.	TCA/City/Allied Arts Council	On-going
56. Continue the active programming and family activities in the renovated and expanded library.	Library Board	On-going
57. Actively promote downtown sports and recreation facilities and opportunities, encouraging the support of the events by downtown businesses.	TCA/City Public School Board	On-going
58. Encourage commercial recreation facilities to locate downtown.	TCA/City	On-going
59. Promote the expansion of the range of entertainment and social activities and attractions.	TCA/City	On-going
60. Encourage greater coordination between: (1) entertainment venues, restaurants and lounges for mutual promotional activities, and (2) public and private sector cultural, leisure and related activities.	TCA  TCA/City/Allied Arts Council	On-going  On-going
61. Endorse the development of a community art gallery downtown and assess possible locations, including the site adjacent to the old Court House.	City/Allied Arts Council	1994/95
62. Encourage and promote the development of live theatre in the downtown.	Allied Arts Council/TCA	On-going
63. Promote interest in the historical resources of the downtown through the maintenance of programs of guided tours and the facilitation of self-guided walking tours.	City/Historical Preservation Committee	On-going

64. Retain City Hall Park as a passive park with limited modifications for the existing floral gardens to permit the use of the area in front of the City Hall steps for small cultural and entertainment activities in a manner sensitive to the park	City	On-going
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## 8.0 PUBLIC UTILITIES

The continued investment in, and redevelopment of, the downtown is an essential component of a healthy economy. Of the public utility systems necessary to serve this development, the electrical system and its upgrading has been the focus of review.

The cost for the underground 25 KV line, which was originally installed to allow higher density development, was charged to developers as redevelopment occurred. The \$7.6m invested in the underground grid system from 1976 to 1993 was financed from the utility's annual revenue and developers reimbursed \$1.4m. The rate of reimbursement was very slow with only \$0.45m being paid by developers during the 1986 to 1993 period when new construction was limited to seven buildings.

The development industry viewed the charges as an additional cost which was not placed against developments outside of the downtown electric system area making it less attractive to develop in that area. The Advisory Committee felt that an equalisation of service costs to eliminate this differential was critical to the health of the downtown. Therefore, prior to the finalization of this Plan, the Advisory Committee made two recommendations to the Council with respect to grid charges for future development. These recommendations were:

- [1] recategorize the Downtown 25 KV system infrastructure expenditure as a system upgrade cost and calculate the electrical connection fee for all future development and redevelopment in the downtown identically to the electrical connection fee of an equivalent connection in any other area of the City; and
- [2] adopt a policy of identical fees for identical services throughout the City for connection to electrical services.

At its meeting on May 24, 1994, the Council resolved that the policy with regard to Downtown Electrical Underground Grid Charges be amended to adopt a uniform charge throughout the City and to accept that a portion of the existing investment will be unrecoverable as an additional grid charge.

The future extension of the underground grid also requires careful examination.

RECOMMENDATION	AGENCY	TIMING
65.Reassess the extension of the Downtown underground grid based on clear cost/benefit analysis.	City	On-going

## 9.0 IMPLEMENTATION

The successful implementation of this Downtown Concept Plan is dependent upon a close working relationship between the City, developers, downtown land owners and business operators, as represented by the Towne Centre Association. The changing economy, social trends and public sector fiscal constraints point to the need for flexible, innovative and co-operative ventures. The co-ordination of the process of implementation will be of fundamental importance.

RECOMMENDATION	AGENCY	TIMING
66. Identify means by which increased funding may be secured by the Towne Centre Association.	TCA	On-going
67. Appoint a Standing Committee to prioritize and recommend implementation of the recommendations in the Downtown Concept Plan.	City	1994 & On-going

# CITY OF RED DEER

## DOWNTOWN CONCEPT PLAN

### FUTURE LAND USE

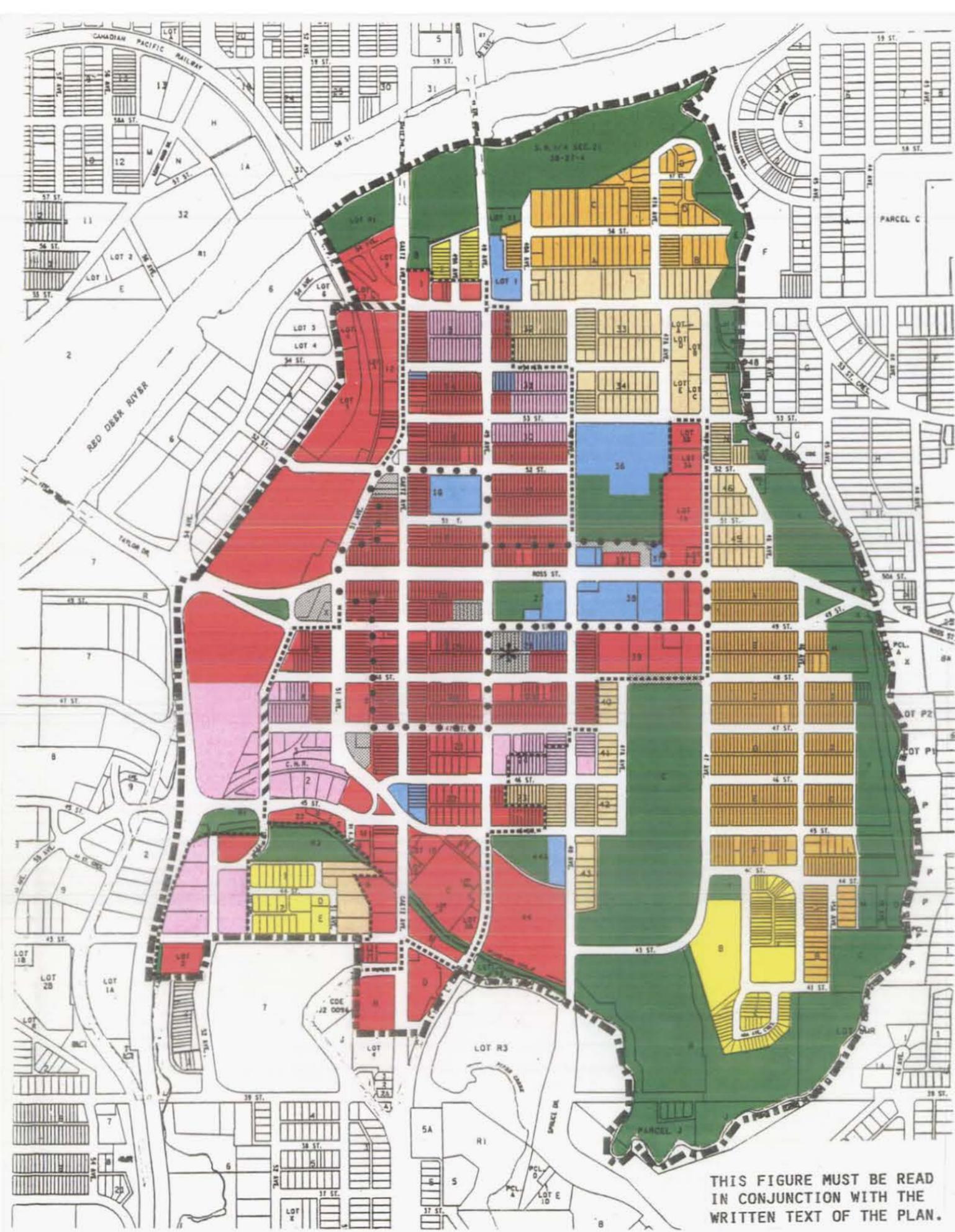
-  COMMERCIAL
-  RESIDENTIAL-HIGH DENSITY
-  RESIDENTIAL-MEDIUM DENSITY
-  RESIDENTIAL-LOW DENSITY
-  PARKS/OPEN SPACES
-  INSTITUTIONAL/PUBLIC
-  COMMERCIAL/RESIDENTIAL
-  PARKING/TRANSIT TERMINAL \*
-  RESIDENTIAL MIXED USE
-  FUTURE ROAD
-  CORE AREA (C1 DISTRICT)
-  OUTER LIMIT OF C1B DISTRICT



FIGURE A

Red Deer Regional Planning Commission

July 1994



THIS FIGURE MUST BE READ  
IN CONJUNCTION WITH THE  
WRITTEN TEXT OF THE PLAN.

**DATE: JULY 19, 1994**  
**TO: RED DEER REGIONAL PLANNING COMMISSION**  
**FROM: CITY CLERK**  
**RE: DOWNTOWN CONCEPT PLAN 1994**

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At the Council Meeting of July 18, 1994, consideration was given to your report dated July 11, 1994 concerning the above topic and at which meeting the following motion was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Red Deer Regional Planning Commission dated July 11, 1994, re: Downtown Concept Plan 1994, hereby adopts the Downtown Concept Plan 1994 as submitted to Council July 18, 1994."

The decision of Council in this instance is submitted for your information and appropriate action. On behalf of Council I would like to thank you and all of the other parties involved in this update of the Downtown Concept Plan.



KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Engineering Services  
Director of Community Services  
Director of Financial Services  
Public Works Manager  
E. L. & P. Manager  
Downtown Planning Committee  
Normandeau Cultural and Natural History Society  
Recreation, Parks and Culture Board  
Towne Centre Association

NO. 6

DATE: June 24, 1994

TO: City Clerk

FROM: E. L. & P. Manager

RE: City of Red Deer Compensation Payment for 1995  
Alberta Electric Energy Marketing Agency

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The attached correspondence of June 17, 1994 from the Electric Energy Marketing Agency (EEMA) advises that the agreed upon City of Red Deer compensation payment for calendar year 1995 is \$154,500 per month (\$1,854,000 per year).

The Alberta Electric Energy Marketing Act and Regulations make provision for a compensation payment to the non-generating municipalities who own transmission facilities. This compensation payment is an amount equivalent to each municipality's cost of owning and operating its transmission facilities which, if owned by one of the generating utilities, would be included in their forecast of costs into EEMA. Under the EEMA system, the municipalities' costs of owning and operating transmission facilities is recovered from EEMA and the cost is included in the pooling process which determines the provincial average cost for generation and transmission.

The compensation payment process is initiated by an annual filing of forecast costs by each municipality. This forecast is reviewed by EEMA, discussed with the individual utility, and an agreement is reached. Uniform guidelines are used by each municipality for the rate of return on equity, cost of debt, a deemed equity/debt ratio, inflation rate, and the unit value of demand and energy losses. All other costs are based on each utility's own forecast.

The 1994 compensation payment was \$1,561,500 per year and the 1993 figure was \$1,060,400. The \$292,500 annual increase in the 1995 payment is attributable primarily to the inclusion of our new substation in the calculations for an entire year instead of only for half a year as was the case in 1994. The largest increase was \$164,800 in the return resulting from the increased capitalization which more than offset the decrease in the rate of return on equity from 12.25% to 11.875% and the decrease in the cost of debt from 10.57% to 10.27%. The other significant increase was \$155,900 in property taxes which resulted from the new substation improvements being taxable in 1995 and a reassessment of all our substation property. These increases were offset somewhat by a reduction in depreciation expense, electrical losses and operations expenses.

With respect to the increase in the property tax expense, I wish to direct a well deserved compliment to Myron Chilibeck in the Assessment and Tax Department who carried out a comprehensive review of the operation and taxation of electric utility substations. In his opinion, all of the electrical equipment in the substations is taxable. In previous years only the taxes on property and improvements were included in the tax expense. In my discussions with EEMA, this matter was questioned to some length and the much higher tax costs, as submitted, were accepted.

City Clerk  
Page 2  
June 24, 1994

RECOMMENDED

It is respectfully requested that Council approve the 1995 City of Red Deer Compensation Payment as outlined in the June 17, 1994 correspondence from the Alberta Electric Energy Marketing Agency.

A handwritten signature in black ink, appearing to read 'A. Roth', with a horizontal line drawn through the middle of the signature.

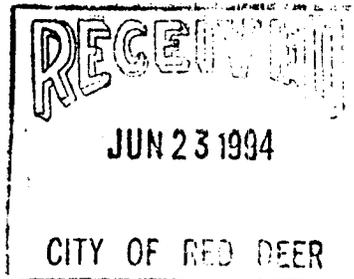
A. Roth,  
Manager

AR/jjd

Attachment

June 17, 1994

Mr. Al Roth, Manager  
Red Deer Electric Light  
and Power Department  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4



Dear Mr. Roth:

Re: City of Red Deer Compensation Payment for 1995

I am pleased to advise you that a payment of \$154,500.00 per month has been determined as compensation for your upstream transmission facilities for the fiscal year January 1, 1995 to December 31, 1995.

The compensation determined by the Electric Energy Marketing Agency as being payable to the City of Red Deer (\$1,854,000.00 for fiscal year 1995) requires the approval of your City Council before being accepted by the Electric Energy Marketing Agency. For your convenience, I have set out a brief form which can be completed and returned to me without the actual wording of your Council's Motion being included. I would appreciate receiving your Council's decision as soon as possible.

The determination of 1995 Cities Compensation in no way prejudices the right of the City of Red Deer or the Electric Energy Marketing Agency with respect to future negotiations or with regard to the position either party may take in any arbitration of future compensation.

Cities Compensation is based on Section 15 (attached) of the Electric Energy Marketing Act General Regulation.

.../2

On behalf of Pat Black, Minister of Energy, I express appreciation for the City of Red Deer's cooperation in determining the compensation for the upstream component of your electric system.

Yours truly,



Larry Charach  
Senior Director  
Electricity Policy

cc: Honourable Pat Black  
D.J. Manning, Q.C.

City of Red Deer

Date \_\_\_\_\_

1. Approved: per: \_\_\_\_\_

\_\_\_\_\_

per: \_\_\_\_\_

\_\_\_\_\_

Dated at the City of Red Deer this \_\_\_\_\_ day of \_\_\_\_\_, 1994

per: \_\_\_\_\_

Section 15 of the Electric Energy Marketing Act General Regulation states in part:

15(1) If the Agency resells electric energy at pooling interfaces to an owner that sells the electric energy to a municipality, the Agency shall pay to the municipality an amount equivalent to the cost to the municipality of supplying electric energy that relates to its ownership and operation of those of its facilities that, if owned and operated by the owner, would have been included in determining the cost to the owner of supplying electric energy upstream from a pooling interface.

(2) The Agency may enter into an agreement with the municipality with respect to the payment under subsection (1) for a year.

(3) Subject to subsection (4), if the Agency and the municipality have not entered into an agreement under subsection (2) in respect of a year before September 15 of the preceding year, the Agency or the municipality may apply to the Board before September 25 of that preceding year for an order of the Board respecting the payment under subsection (1).

Commissioners' Comments

We concur with the recommendation of the Electric, Light & Power Manager.

"G. SURKAN"  
Mayor

"H.M.C. DAY"  
City Commissioner

**DATE: JULY 19, 1994**

**TO: E. L. & P. MANAGER**

**FROM: CITY CLERK**

**RE: CITY OF RED DEER COMPENSATION PAYMENTS FOR 1995 -  
ALBERTA ELECTRIC ENERGY MARKETING AGENCY**

---

At the Council Meeting of July 18, 1994, consideration was given to your report dated June 24, 1994 concerning the above topic and at which meeting the following motion was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the E. L. & P. Manager dated June 24, 1994, re: City of Red Deer Compensation Payments for 1995 - Alberta Electric Energy Marketing Agency, hereby approves the 1995 City of Red Deer Compensation Payment in the amount of \$154,500.00 per month for the fiscal year January 1, 1995 to December 31, 1995, as outlined in the June 17, 1994 correspondence from the Alberta Electric Energy Marketing Agency, and as presented to Council July 18, 1994."

The decision of Council in this instance is submitted for your information and appropriate action. Trusting you will find this satisfactory.



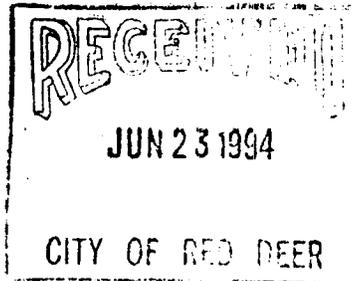
KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Financial Services

June 17, 1994

Mr. Al Roth, Manager  
Red Deer Electric Light  
and Power Department  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4



Dear Mr. Roth:

Re: City of Red Deer Compensation Payment for 1995

I am pleased to advise you that a payment of \$154,500.00 per month has been determined as compensation for your upstream transmission facilities for the fiscal year January 1, 1995 to December 31, 1995.

The compensation determined by the Electric Energy Marketing Agency as being payable to the City of Red Deer (\$1,854,000.00 for fiscal year 1995) requires the approval of your City Council before being accepted by the Electric Energy Marketing Agency. For your convenience, I have set out a brief form which can be completed and returned to me without the actual wording of your Council's Motion being included. I would appreciate receiving your Council's decision as soon as possible.

The determination of 1995 Cities Compensation in no way prejudices the right of the City of Red Deer or the Electric Energy Marketing Agency with respect to future negotiations or with regard to the position either party may take in any arbitration of future compensation.

Cities Compensation is based on Section 15 (attached) of the Electric Energy Marketing Act General Regulation.

.../2

Section 15 of the Electric Energy Marketing Act General Regulation states in part:

15(1) If the Agency resells electric energy at pooling interfaces to an owner that sells the electric energy to a municipality, the Agency shall pay to the municipality an amount equivalent to the cost to the municipality of supplying electric energy that relates to its ownership and operation of those of its facilities that, if owned and operated by the owner, would have been included in determining the cost to the owner of supplying electric energy upstream from a pooling interface.

(2) The Agency may enter into an agreement with the municipality with respect to the payment under subsection (1) for a year.

(3) Subject to subsection (4), if the Agency and the municipality have not entered into an agreement under subsection (2) in respect of a year before September 15 of the preceding year, the Agency or the municipality may apply to the Board before September 25 of that preceding year for an order of the Board respecting the payment under subsection (1).

On behalf of Pat Black, Minister of Energy, I express appreciation for the City of Red Deer's cooperation in determining the compensation for the upstream component of your electric system.

Yours truly,

*L Charach*

Larry Charach  
Senior Director  
Electricity Policy

cc: Honourable Pat Black  
D.J. Manning, Q.C.

City of Red Deer

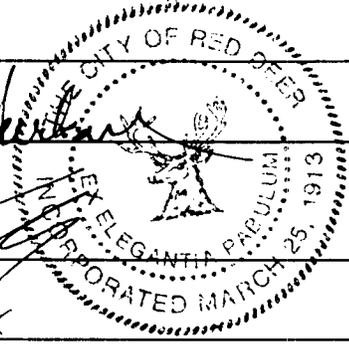
Date July 21, 1994

1. Approved: per: \_\_\_\_\_

*Mayor* *[Signature]*

per: \_\_\_\_\_

*[Signature]*  
CITY CLERK



Dated at the City of Red Deer this 21 day of July, 1994

per: *[Signature]*

NO. 7

DATE: June 28, 1994  
TO: City Clerk  
FROM: E. L. & P. Manager  
RE: Public Utilities Board/Electric Energy Marketing Act

---

The Public Utilities Board has initiated hearings into the following matters:

- 1) The 1993 Electric Energy Marketing Act Adjustment
- 2) The 1995 Electric Energy Marketing Act Forecast

Both of these hearings, the past year Adjustment and the next year Forecast, are annual hearings. In the past, the City of Red Deer has always participated as an Intervenor in EEMA matters and has been well represented by the firms of Bryan and Company and R. L. Bruggeman Regulatory Consulting Ltd.

#### RECOMMENDATION

It is recommended that the City of Red Deer intervene in the 1993 EEMA Adjustment and the 1995 EEMA Forecast proceedings before the Public Utilities Board and that the firms of Bryan and Company and R. L. Bruggeman Regulatory Consulting Limited and any others which may be required during the course of the proceedings be retained to present the intervention.



A. Roth,  
Manager

AR/jjd

#### Commissioners' Comments

We concur with the recommendation of the E.L. & P. Manager.

"G. SURKAN", Mayor

"H.M.C. DAY", City Commissioner

**DATE: JULY 19, 1994**  
**TO: E. L. & P. MANAGER**  
**FROM: CITY CLERK**  
**RE: PUBLIC UTILITIES BOARD / ELECTRIC ENERGY MARKETING ACT - INTERVENTION**

---

At the Council Meeting of July 18, 1994, consideration was given to your report dated June 28, 1994 concerning the above topic and at which meeting the following motion was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the E. L. & P. Manager dated June 28, 1994 re: Public Utilities Board/Electric Energy Marketing Act, hereby agrees that The City of Red Deer intervene in the 1993 EEMA Adjustment and the 1995 EEMA Forecast proceedings before the Public Utilities Board and that the firms of Bryan and Company and R.L. Bruggeman Regulatory Consulting Limited and any others which may be required during the course of the proceedings, be retained to present said intervention, and as presented to Council July 18, 1994."

The decision of Council in this instance is submitted for your information and appropriate action. Trusting you will find this satisfactory.



KELLY KLOSS  
City Clerk

KK/clr

NO. 8

DATE: July 13, 1994

TO: Kelly Kloss, City Clerk

FROM: Alan Scott, Land and Economic Development Manager

RE: **SALE OF LOT 26, BLOCK 10, PLAN 922-2183  
TO A. F. STOLZ HOLDINGS LTD.  
(FORMER CHURCH SITE - DEER PARK)**

---

Attached is a letter from A. F. Stolz Holdings Ltd. requesting that the City relieve them of responsibility for construction and landscaping of the berm situated in the Municipal Reserve fronting on Douglas Avenue. The purchaser indicates that his original offer to acquire the property was on the understanding that all off-site costs were included in the purchase price. Because the Municipal Reserve is situated outside of the property boundaries, Mr. Stolz is indicating he assumed costs related to landscaping and berming of the area would be covered by the City.

At the Council meeting of February 14, Council passed a resolution directing the Administration to obtain an in-house appraisal of the above site, and contact those parties who had previously expressed an interest in said site and request they submit proposals to the City. The Administration was also directed to hold a public meeting to give Deer Park residents an opportunity to express their opinions over a possible rezoning change to the said site. On completion of the public meeting and submission of proposals for development, the information would be presented back to Council for a final decision.

We subsequently wrote to seven developers who had, at one time or another, expressed an interest in this particular site. A copy of the letter which was sent out to each developer is attached for your information. In paragraph four, it is stated specifically that the developer who acquires the site, will be responsible for landscaping of the Municipal Reserve.

A public hearing was then held in Deer Park at the Holy Family School on March 21, 1994. Two submissions were received from Avalon Homes (Red Deer) Inc. and A. F. Stolz Holdings Ltd. It was clear from the public meeting that only single family development would be acceptable on the site.

Based upon this, Council passed the following resolution at the regular meeting of March 28, 1994:

"RESOLVED that Council of The City of Red Deer, having considered the report from the Land and Economic Development Manager dated March 22, 1994 and the report from the Red Deer Regional Planning Commission dated March 23, 1994, both regarding Lot 26, Block 10, Plan 922-2183 (Deer Park Church Site), hereby agrees as follow:

2/...

City Clerk  
Page 2  
July 13, 1994

---

1. That said site be sold to A. F. Stolz Holdings Ltd. for the price of \$160,000 per acre for the purpose of developing 9 single family building lots;
2. That the Outline Plan be amended to allocate the site for single family use, and as presented to Council March 28, 1994."

The A. F. Stolz Holdings Ltd. letter, which accompanied the offer, is also attached. In it, Mr. Stolz indicates that it is his "understanding that this sum includes all off-site costs except for the services inside of the property."

On April 7, 1994, we delivered two copies of a land sale agreement to A. F. Stolz Holdings Ltd. and requested that they review same and, if acceptable, sign them and return as soon as possible. Clause 2 of the agreement, signed by A. F. Stolz Holdings Ltd., is as follows:

"The Purchase price includes all off-site levies, recreation levies, boundary charges and services adjacent to the property. Additional servicing within the site, internal roads, fees associated with any additional subdivision, transfer fees, landscaping of the Municipal Reserve, and service connection fees tying internal servicing to services adjacent to the property, are the responsibility of the Purchaser."

Mr. Stolz contacted our office approximately three weeks ago to indicate he did not feel he should be responsible for any costs associated with the landscaping of the Municipal Reserve. Total cost for this work had been estimated by the Parks Department to be approximately \$7000.

### **RECOMMENDATION**

We believe that the original letter to those developers expressing an interest in the site, along with the clause contained within the land sale agreement, were very clear in indicating that landscaping of the Municipal Reserve would be the responsibility of the developer. When establishing an in-house appraisal on the property, the cost of landscaping the Municipal Reserve was taken into consideration, and the appraised value was discounted accordingly.

We would therefore recommend that Council turn down the developer's request for City assistance in covering costs associated with the construction and development of the berm and landscaping on the Municipal Reserve.

Respectfully submitted,



Alan V. Scott

AVS/mm  
Att.

47 Dunning Close  
Red Deer, Alberta  
T4R 2G8



Phone (403) 347-6757  
(403) 347-9005

## A.F. Stolz Holdings Ltd.



July 12, 1994

City of Red Deer  
P.O. Box 5008  
Red Deer, Ab.  
T4N 3T4

Attention: Land Development

Dear Sir or Madam:

Re: Lot 26, Block 10, Plan 922-2183  
Construction and Landscaping of Berm

In our proposal to purchase the above land we stated that the purchase price should include all off-site costs, except for services within the property. Since the berm area is outside the property boundaries of this lot, we had not included any allowance for landscaping of this area.

Because we were proposing single family development instead of multi family we felt that the costs per lot would be higher and therefore our offer would not include any additional off-site development.

We hereby propose that we will construct the berm and black loam it, but we would not be responsible for any further landscaping.

We ask that you consider this matter and we await your response.

Yours truly,

A.F. Stolz Holdings Ltd.  
Alvin F. Stolz

<b>The City Of Red Deer</b>	
Date:	<u>July 12/94</u>
Time:	<u>4:00 pm</u>
Rec'd By:	<u>M.</u>

The following letter sent to the attached list

COPY

March 4, 1994

FIELD(name)  
 FIELD(business)  
 FIELD(address)  
 FIELD(red deer)  
 FIELD(postal code)

Dear FIELD(dear):

**RE: LOT 26, BLOCK 10, PLAN 922-2183**

On February 14, 1994, Red Deer City Council passed the following resolution:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Volk Builders Ltd., dated February 1, 1994, re: Church Site (17 Douglas Avenue) - Request for Rezoning to Accommodate a Senior Housing Project, hereby agrees as follows:

1. That the Offer to Purchase from Volk Builders Ltd. be not accepted at this time.
2. That the Administration be directed to:
  - a) Obtain an in-house appraisal for said site based on a zoning of R1 and R2.
  - b) Contact those parties who had previously expressed an interest in said site and request they submit proposals to the City.
3. That once proposals are received, a public meeting be held to give Deer Park residents an opportunity to express their opinions over a possible rezoning change to said site.
4. That once the preceding information is available, it be presented back to Council to determine if rezoning is required,

and as presented to Council February 14, 1994."

2/...

FIELD(dear)  
Page 2  
March 4, 1994

---

According to our records, FIELD(busines) inquired with respect to the availability of this site. As a result, we are advising of the procedure we intend to follow, inviting you to make a proposal, should you continue to have an interest.

A public meeting will be held at Holy Family School on March 21, 1994, beginning at 7:30 p.m. Each developer will be asked to make a short presentation to explain his proposal. Any site plans, elevations, etc. that you can develop, would be helpful. We will solicit comments from those in attendance and summarize them for consideration by Council.

We would then propose to submit all proposals, together with pertinent information collected, to the March 28 meeting of Red Deer City Council. Council will then make a decision with respect to the future of the site, and if they favour an alternate use from a church, select a successful candidate for development.

The site is 1.64 acres and is fully serviced. Additional internal services may be required, depending upon your development intentions. Any additional costs beyond the services currently provided, would be the responsibility of the developer. The developer will also be responsible for all costs associated with a further subdivision of the site, transfer fees, and landscaping of the Municipal Reserve.

We have undertaken an internal appraisal of the site, according to Council's request contained within the February 14 resolution. Our appraisal indicates a value of \$160,000 per acre, or a total value for the site of \$262,200. Off-site levies, boundary charges, etc., are included within this price. Only the internal servicing remains to be completed.

Should you wish to make a submission for consideration by Council, your proposal, together with a plot plan and elevations, should be submitted to the Department of Land and Economic Development, City Hall, by 2 p.m., March 18, 1994.

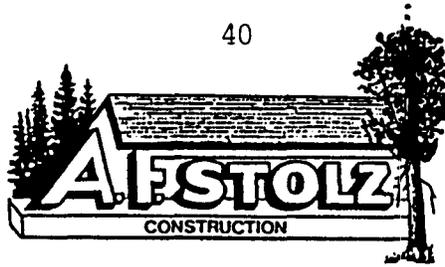
The Land and Economic Development Department would be pleased to provide you with any information relating to the site, or answer your questions with respect to the procedure that will be followed. Please do not hesitate to contact us at your convenience.

Sincerely,

Alan V. Scott  
Land and Economic Development Manager

AVS/mm

47 Dunning Close  
Red Deer, Alberta  
T4R 2G8



Phone (403) 347-6757  
(403) 347-9005



## A.F. Stolz Holdings Ltd.

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

Attention: Land Department

Dear Sir or Madam:

Re: Lot 26, Block 10, Plan 922-2183      17 Douglas Ave.  
(Church Site - Deer Park)

I wish to express my interest in the development of the above said land into 9 single family lots, as per the attached layout. Should this proposal be accepted, I would be prepared to pay the sum of \$ 264,000.00 for this property.

It is my understanding that this sum includes all off-site costs except for the services inside of the property.

Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Alvin F. Stolz', written in dark ink.

Alvin F. Stolz  
A. F. Stolz Holdings Ltd.

AFS/mes

the Vendor the said lands at and for the price of \$264,000.00 ("the purchase price") of lawful money of Canada, plus any applicable goods and services tax (G.S.T.) which the City is required to collect, calculated on the purchase price at the rate specified in the legislation establishing G.S.T.

- (2) The purchase price shall be paid upon execution of this agreement.
2. The Purchase price includes all off-site levies, recreation levies, boundary charges and services adjacent to the property. Additional servicing within the site, internal roads, fees associated with any additional subdivision, transfer fees, landscaping of the Municipal Reserve, and service connection fees tying internal servicing to services adjacent to the property, are the responsibility of the Purchaser.
3. (1) The Purchaser shall submit to and obtain from the Municipal Planning Commission of the City an overall site plan showing the layout of the said development specifying all side yards and front yards for the said development.  
  
(2) The Purchaser shall cause a survey and preparation and registration of a plan of subdivision to enable development of the said lands for single family dwellings, acceptable to the Red Deer Regional Planning Commission.  
  
(3) All costs associated with further subdivision and the development, shall be the responsibility of the Purchaser.
4. The Purchaser shall have the right to possession of said lands upon payment in full of the purchase price (herein called "the possession date").
5. All outgoings, including taxes, rates, levies, charges, assessments, and other impositions, whatsoever, rated, charged, assessed or imposed on the said lands and premises shall be discharged and paid by, and the rents and profits from said lands and premises shall belong to the Vendor up to, but not after the possession date and from and after that date all outgoings, including said taxes, rates, levies, charges, assessments and other impositions on said lands shall be paid and discharged by, and the rents and profits from said lands and premises shall belong to the Purchaser, and said rents, profits and outgoings shall, if necessary, be apportioned between the Vendor and Purchaser for the purpose of this provision.
6. The Vendor shall at its cost, prepare, execute and deliver to the Purchaser a registrable transfer of the said lands under the *Land Titles Act*, and the Duplicate Certificate of Title therefor, subject to the following:
  - a) the Purchaser shall enter into a development agreement consistent with City policy and satisfactory to the City Engineer;
  - b) title to the said lands shall be subject to such encumbrances, liens, or charges as may have been made or suffered by the Purchaser;
  - c) the Purchaser shall pay all additional servicing costs associated with development of the said lands, including the development of the municipal reserve to the satisfaction of the Parks Manager.
7. The Owner shall not be entitled to obtain nor shall the City be required to issue a building permit for any residential building which does not conform to the overall site plan approved by the Municipal Planning Commission under clause 3.(1).

CS-P- 4.982

**DATE:** July 5, 1994

**TO:** AL SCOTT  
Land & Economic Development Manager

**FROM:** NEIL EVANS  
A/Parks Manager

**RE:** Stoltz Development: Dann Close  
Plant Proposal for Lots 24 & 25 MR

---

In reply to your inquiry, the breakdown of the \$7,000 estimate for landscaping the a/n site is as follows:

**PLANTING MATERIAL**

Shrubs, 26 @ \$20 . . . . .	\$ 520
Schubert Choke Cherry, 2 @ \$90 . . . . .	180
Colorado Blue Spruce, 3 @ \$110 . . . . .	330
Lowering Poplar, 6 @ \$90 . . . . .	540
Tree spade and operator, 11 hrs. @ \$55 . . . . .	605
Mulch . . . . .	300
Labour, 32 hrs. @ \$17 . . . . .	544

**SEEDING**

Equipment rototilling, 8 hrs. @ \$36 . . . . .	288
Float and seed, 8 hrs. @ \$41 . . . . .	328
Seed . . . . .	200
Labour, 24 hrs. @ \$17 . . . . .	408

Sub-total . . . . .	\$ 4,243
Contingency @ 10% . . . . .	425

**TOTAL . . . . . \$ 4,668**

In addition, the placement of topsoil on the berm and rough levelling would be approximately \$2,300 if the Parks Department were to undertake that portion of the work.

I trust this information is satisfactory.



NEIL EVANS

:dmg

Commissioners' Comments

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

"G. SURKAN", Mayor

"H.M.C. DAY", City Commissioner

**DATE: JULY 19, 1994**

**TO: LAND AND ECONOMIC DEVELOPMENT MANAGER**

**FROM: CITY CLERK**

**RE: SALE OF LOT 26, BLOCK 10, PLAN 922-2183 TO A.F. STOLZ HOLDINGS LTD. (FORMER CHURCH SITE, DEER PARK) CONSTRUCTION AND DEVELOPMENT OF BERM AND LANDSCAPING**

---

At the Council Meeting of July 18, 1994, consideration was given to your report dated July 13, 1994 concerning the above topic and at which meeting the following motion was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Land and Economic Development Manager dated July 13, 1994, re: A.F. Stolz Holdings Ltd./Sale of Lot 26, Block 10, Plan 922-2183/Request for City Assistance to Cover Costs Associated With Construction and Development of a Berm and Landscaping on the Municipal Reserve Located On Said Property, hereby agrees that said request be denied, and as presented to Council July 18, 1994."

The decision of Council in this instance is submitted for your information and appropriate action. I trust that you will advise Mr. Stolz of the above decision.



KELLY KLOSS  
City Clerk

KK/clr

cc: Parks Manager

NO. 9

**DATE: JULY 12, 1994**  
**TO: CITY COUNCIL**  
**FROM: CITY CLERK**  
**RE: DOWNTOWN PLANNING COMMITTEE**

---

In 1987, Council agreed that an Adhoc Downtown Planning Committee be established to include Members of Council, the Administration and the Towne Centre Association. On December 21, 1992 Council expanded this adhoc committee to include six citizens-at-large.

Over the past one to two years, the main focus of this committee has been to review the Downtown Concept Plan, however, in October of 1993 when the Parking Commission was disbanded, all parking policy issues were to be referred to this committee. In addition, it was agreed that this committee should be established as a standing committee with any changes in membership to be done at the Organizational Meeting in October of 1994.

A bylaw is required to form a standing committee. This bylaw provides for membership, meeting dates, terms of office, responsibilities, etc. A draft bylaw has been prepared for Council's consideration in this regard with same being forwarded to the Downtown Planning Committee for comment.

#### RECOMMENDATION

That Council adopt the Downtown Planning Committee Bylaw.



**KELLY KLOSS**  
City Clerk

KK/clr

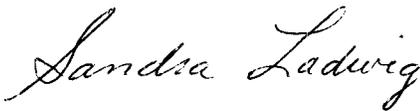
DATE: JULY 11, 1994  
 TO: CITY COUNCIL  
 FROM: DOWNTOWN PLANNING ADVISORY COMMITTEE  
 RE: DOWNTOWN PLANNING COMMITTEE -  
 STANDING COMMITTEE OF COUNCIL.

---

I enclose herewith Bylaw No. 3113/94, which will establish the Downtown Planning Committee as a Standing Committee of Council. The passage of this Bylaw will allow advertisement for nomination of citizens at large on this Committee in August-September, along with all other existing Boards and Committees.

The Bylaw was drafted in consultation with administration, members of Council and the Committee. Please note that paragraph 4 (c) relating to citizens at large, was previously suggested as three (3) members. The Downtown Planning Advisory Committee members would prefer and respectfully request that this be designated as five (5) citizens at large as they felt that three would be too few to rotate on a 2 year cycle. They are pleased with the two aldermanic representatives and two Towne Centre Association representatives.

The enclosed Bylaw is respectfully submitted for Council's approval and passage.



SANDRA LADWIG  
 Council & Committee Secretary  
 DOWNTOWN PLANNING ADVISORY COMMITTEE  
 Encl.

Commissioners' Comments

We recommend Council adopt the Downtown Planning Committee Bylaw and support the recommendation of the Downtown Planning Committee with respect to the increased membership.

"G. SURKAN"  
 Mayor

"H.M.C. DAY"  
 City Commissioner

**DATE: JUNE 21, 1994**

**TO: DOWNTOWN PLANNING ADVISORY COMMITTEE**

**FROM: CITY CLERK**

**RE: ESTABLISHMENT OF DOWNTOWN PLANNING ADVISORY  
COMMITTEE AS A STANDING COMMITTEE**

---

In 1987, Council agreed that an ad hoc Downtown Planning Committee be established to include Members of Council, the Administration and the Towne Centre Association. On December 21, 1992, Council expanded this ad hoc committee to include six citizens-at-large.

The main focus of the Committee has been to update the Downtown Concept Plan. However, in October of 1993 when the Parking Commission was disbanded, all parking policy issues were to be referred to this Committee. In addition, it was agreed that this Committee be established as a standing committee with any changes to be done at the Organizational Meeting of Council in October of 1994. In order to establish a standing committee, a bylaw outlining such things as membership, meeting dates, terms of office, responsibilities, etc. is required.

At the Committee of the Whole Meeting of Council on June 20, 1994, consideration was given to proposed Terms of Reference for the Downtown Planning Advisory Committee. Council agreed that these Terms of Reference should be encompassed in a bylaw and submitted to the Downtown Planning Advisory Committee for their review and comments. It should be noted that the intent of the proposed bylaw is to establish a committee that would be considering policy related issues as opposed to day-to-day implementation.

As we anticipate the presentation of the proposed bylaw back to the Council Meeting of Monday, July 18, 1994, I ask that you provide your comments to me by Monday, July 11, 1994.

Thank you for your consideration of this matter.



**KELLY KLOSS**  
City Clerk

KK/clr

**DATE: JULY 19, 1994**  
**TO: DOWNTOWN PLANNING COMMITTEE**  
**FROM: CITY CLERK**  
**RE: DOWNTOWN PLANNING COMMITTEE BYLAW 3113/94**

---

At the Council Meeting of July 18, 1994, three readings were given to Bylaw 3113/94 which establishes the Downtown Planning Committee as a standing committee of Council. A copy of this bylaw is attached hereto for your information.

The membership of this committee will be formally established at the Organizational Meeting of Council on Monday, October 24, 1994. Should you wish to let your names stand as citizens-at-large on this committee, you may obtain a "Citizen-at-Large Nomination Form" from the City Clerk's Office. These forms must be returned to the City Clerk's Office by September 30, 1994.

On behalf of Council I wish to thank all Members of the Committee for their time and work relative to the Ad Hoc Downtown Planning Committee.



KELLY KLOSS  
City Clerk

KK/clr  
attch.

cc: Assistant City Clerk  
Council and Committee Secretary, S. Ladwig  
Committee Directory, C. Rausch

NO. 10

DATE: June 29, 1994  
TO: City Clerk  
FROM: Bylaws and Inspections Manager  
**RE: ALBERTA SAFETY CODES ACT**

---

Please place the following matter before City Council for their consideration.

The provincial government has recently approved legislation that governs construction and maintenance of structures in Alberta. Previous legislation governing building, gasfitting, plumbing, electrical, fire regulations, and elevators has been consolidated into one Act (the Alberta Safety Codes Act). Provisions have been made for "Safety Councils" to administer the various disciplines in this Act (building, gas, etc.). These Safety Councils are comprised of persons involved in the various aspects of construction and will be self financing. How the funding is to be found has not been entirely decided, however, it seems likely that some type of surcharge on all types of permits issued in Alberta will be introduced.

The Safety Codes Act requires a municipality to make a decision as to whether they wish to enforce all, part of the Act, or none of it within their boundaries. If a municipality decides not to enforce any part of the Act, the responsibility will fall to the province. The province will not do Code enforcement but will assign the work to "accredited agencies". How a company or person becomes an "accredited agency" has not been fully determined at this time.

As well, the Act sets standards for inspector's education and experience and requires municipalities to file a "Quality Management Program" with the appropriate Safety Council if the municipality decides to enforce the Act or portion of it.

The City has since the mid 1950's, enforced all aspects of the Building Code with the exception of electrical installations. Under provisions of the Safety Codes Act, all of the staff inspectors have become certified to conduct inspections in their various disciplines.

Council has several options:

- 1) Request certification as an "accredited" municipality to enforce those parts of the Safety Codes Act currently being enforced (building, fire, gas, plumbing, heating & fire safety).
- 2) Request certification as an "accredited" municipality for only some of the construction disciplines mentioned.
- 3) Advise the province that the City does not wish to enforce any part of the Safety Codes Act.

## ALBERTA SAFETY CODES ACT

June 29, 1994

Page 2

The advantages of maintaining our current level of involvement are somewhat difficult to quantify as we do not have full information on how the province intends to charge for inspections or how they will regulate "accredited" agencies and the fees these agencies will charge. Attached is a list of charges that are currently in force for plans checking, etc.

**Province**

Building Permit - \$208.00  
 Plumbing Permit - Minimum \$40.00  
 Gas Permit - Minimum \$40.00  
 Heating Permit - \$40.00  
 Ditch Permit - \$40.00

**City of Red Deer**

Building Permit - \$5.50/\$1000 of  
 Construction Costs (\$705/m<sup>2</sup>)  
 Plumbing Permit - Minimum  
 \$30.00  
 Gas Permit - Minimum \$30.00  
 Heating Permit - Minimum \$35.00  
 Ditch Permit - \$30.00

If these charges are applied to a typical single family dwelling (1200 sq. ft. bungalow):

Total \$368.00  
**Does not include inspection fees.**

Total \$559.50  
**Includes inspection fees (minimum  
 11 inspections).**

**NOTE\*\***

Plan Checking \$75.00/hr.(Min. 2 hrs.)

Plan Checking included in building  
 permit fee

Other Buildings - \$5.50/\$1000 of  
 Construction Costs

Although Provincial fees are not known, I personally doubt they will be less than the plan checking cost per hour which would mean an increased cost to the builder/owner as there would be a minimum of 5 hours chargeable time (\$368 + \$375 = \$743.00). For the same number of inspections as done by the City the cost would probably double.

There are other benefits such as time taken to issue permits, availability of inspectors, and that after a project is finished the City has a history of the project including plans, documentation of inspections, etc. Commercial building permit costs would be in the same order of magnitude with inspections by the Province costing more because the hours would be increased.

Currently single family dwelling permits are issued within 10 working days, and we can issue foundation permits where required by the builder if the time lines are critical. Our commercial plan checking works on the same principles of issuing partial permits to speed the process along if needed.

**ALBERTA SAFETY CODES ACT**

June 29, 1994

Page 3

We can provide future owners of property with a history of the construction of their building as well as site and building plans.

With respect to the fire discipline, the Safety Codes Act, Section 62(3)(a)(b) allows the municipality to make bylaws to establish fees for conducting fire inspections, or for any service provided to the public pursuant to the Act.

Should the municipality decide against being accredited in the fire discipline, the Administrator of the Safety Codes Act may appoint an accredited agency to conduct inspections or provide any service to the public pursuant to the Act.

An accredited agency would charge a fee for service for conducting inspections, investigating fires, or consulting on matters related to the Building or Fire Codes. These fees are not established under the regulations, and would vary according to the expertise of the accredited agency.

It is possible that an accredited agency would not have the expertise to supply all the services required by the Act, resulting in a number of agencies operating within the municipality providing various levels of expertise that are presently provided by our Fire Prevention Bureau.

All our staff inspectors and Fire Marshal are currently certified as Safety Codes Officers under the new Act, and are qualified to conduct fire inspections in all structures. In addition, they meet the discipline requirements to act as certified fire investigators.

Other important functions offered by our Fire Prevention Branch that are not a requirement of the new Act are the Fire Prevention education programs such as the "Learn Not to Burn" program, and the monitoring of dangerous goods locations, and the transportation of dangerous goods within our community.

In order to ensure the industry's awareness of the proposed Quality Management Plan, we discussed the matter with the Red Deer Home Builder's Association, and a representative from the Construction Association, who are in support of The City continuing its inspection service, subject to the Fire Department's proposal of annual inspection of residences being eliminated. This has been corrected in the proposal before Council. Attached are letters from both groups outlining their position.

ALBERTA SAFETY CODES ACT

June 29, 1994

Page 4

**Recommendation:**

That Council request certification as an "accredited" municipality to enforce those parts of the Safety Codes Act currently being enforced in the disciplines of building, fire, gas, plumbing, and heating.

Respectfully submitted,

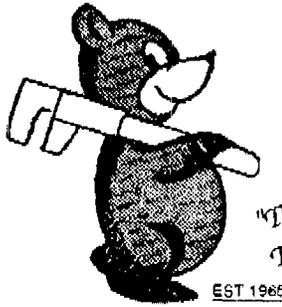


R. Strader  
Bylaws and Inspections Manager  
BUILDING INSPECTION DEPARTMENT



Robert Oscroft  
Fire Chief

RS/cp



"The Bear  
That Cares"

# Bruin's PLUMBING

Ltd.

MECHANICAL CONTRACTORS

4811 - 78th STREET RED DEER, ALBERTA T4P 1N5  
Phone 343-6060 Fax 346-5240

July 8, 1994

City of Red Deer  
By-Laws & Inspection Department  
City Hall  
4914 - 48 Ave  
Red Deer, AB  
T4N 3T4

Attention: **Peter Holloway**

Re: Safety Codes Act/Quality Management Plan

Dear Peter:

On behalf of Bruin's Plumbing Ltd. I would like to give your our support as per discussion toward the Quality Management Plan as presented at our meeting on July 6, 1994.

I would like to thank you for the opportunity to have some input into the City inspection department. I trust that our relationship may be as good in the future as it has been in the past.

The part of your Quality Management Plan I do object to is the section that deals with annual fire inspection in every residence. I cannot support this section (5A) of your Quality Management Plan.

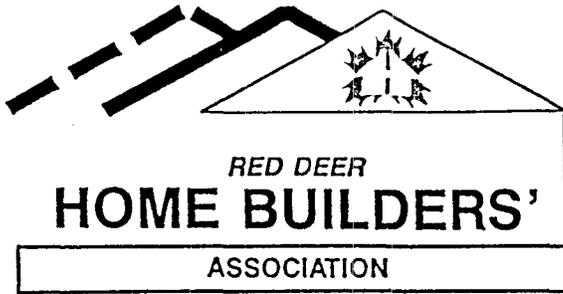
Trusting the above is satisfactory and that we may be of service in the future, we remain

Yours truly,

**BRUIN'S PLUMBING LTD.**

Herman Bruin

HB/gjs



#201, 7819 - 50 Avenue Red Deer, Alberta T4P 1M8  
 (403)346-5321 Fax (403)342-1301

July 8, 1994

City of Red Deer  
 By-Laws & Inspection Department  
 City Hall  
 4914 - 48 Avenue  
 Red Deer, Alberta  
 T4N 3T4

Attention: Peter Holloway

Dear Peter:

On behalf of the Red Deer Home Builders' Association, I would like to give you our support toward you Quality Management Plan. In the past, the Building Inspection Department has worked well with the professional builders and listened to their needs. I hope this rapport can be maintained and would like to commend you and your department for your efforts.

The only portion of the Quality Management Plan that we have trouble with is the Fire Prevention Bureau. We could not support annual inspections of residences as is proposed in Section 5A.

Yours truly,

RED DEER HOME BUILDERS' ASSOCIATION

Art Anastasi  
 Chairman, Civic Liaison Committee

JUL 11 1994

Commissioners' Comments

We concur with the recommendation of the Bylaws & Inspections Manager and Fire Chief. Council should be aware that becoming an accredited municipality does not require the municipality to stay in the inspection and approval business, should Council at some point decide to privatize this part of the operation. None of the recommended direction here would inhibit that. Currently, however, the variable costs of our involvement in inspection and approval are more than covered in our fee structure.

"G. SURKAN"

Mayor

"H.M.C. DAY"

City Commissioner

**DATE: JULY 19, 1994**

**TO: BYLAWS AND INSPECTIONS MANAGER  
FIRE CHIEF**

**FROM: CITY CLERK**

**RE: ALBERTA SAFETY CODES ACT - ACCREDITATION**

---

At the Council Meeting of July 18, 1994, consideration was given to your report dated June 29, 1994 concerning the above topic and at which meeting the following motion was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Bylaws and Inspections Manager dated June 29, 1994, re: Alberta Safety Codes Act, hereby agrees:

1. to request the Province of Alberta to grant The City of Red Deer certification as an "accredited" municipality to enforce those parts of the Safety Codes Act currently being enforced in the disciplines of building, fire, gas, plumbing and heating,
2. that The City of Red Deer Quality Management Plan, as submitted to Council July 18, 1994, be approved,

and as recommended to Council July 18, 1994."

The decision of Council in this instance is submitted for your information and appropriate action. I ask that your office contact the Province to request that The City of Red Deer become an accredited municipality with a carbon copy of said request being forwarded to this office for our records.

Trusting you will find this satisfactory.



KELLY KLOSS  
City Clerk

KK/clr

NO. 11

FILE: gord\memos\lqd-wste.cc

**DATE:** July 12, 1994  
**TO:** City Clerk  
**FROM:** Public Works Manager  
**RE: LIQUID WASTE DUMPING**

---

Over the past several years the Public Works Department has been reviewing the whole area of liquid waste. This report is related to the liquid waste we receive at the Wastewater Treatment Plant.

In the past, we have made a manhole available to truckers for the discharge of liquid sewage type wastes. This manhole is located immediately adjacent to the Wastewater Treatment Plant. Our understanding with the trucking firms is that they would only discharge sewage.

Over time we ran into some difficulties with some loads containing oil field or other types of wastes being dumped and upsetting the treatment process of the plant.

We have recently implemented a policy whereby the trucker must provide a sample of waste prior to dumping. This has improved our control.

Very recently we have noticed an increase in the number of haulers using our dump station. We have been told that a number of area communities have stopped allowing dumping in their sewer systems.

Most of the liquid waste we are receiving is being generated outside the city of Red Deer. We think the time has come to apply formalized regulations and charges for the dumping of sewage at the Wastewater Treatment Plant. We are proposing that the discharge limits be the same for truckers dumping at the Wastewater Treatment Plant as for our other customers.

The charge we are proposing is the same rate as applies to waste at the Solid Waste Disposal Site. The process we are proposing to implement the new regulations and charges is as follows:

1. If Council supports this approach, then we would have first reading of the bylaw.
2. We would then call a meeting of all the haulers that dump at the Wastewater Treatment Plant to discuss the proposed amendment and listen to any concerns they may have.

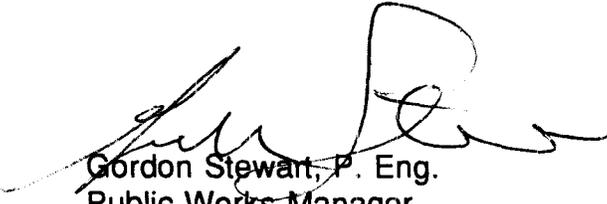
. . . 2

July 12, 1994  
City Clerk  
Page 2 of 2

3. After that meeting, we would summarize the comments and bring this information and the bylaw back to Council for second and third reading.

**RECOMMENDATION**

It is respectfully recommended that Council give first reading to the amendment to the utility bylaw.



Gordon Stewart, P. Eng.  
Public Works Manager

/blm

- c Mechanical Services Superintendent  
Wastewater Treatment Plant Supervisor  
Director of Engineering Services

Commissioners' Comments

We concur with the recommendation of the Public Works Manager that the bylaw amendment be given first reading only.

"G. SURKAN"  
Mayor

"H.M.C. DAY"  
City Commissioner

**DATE: JULY 19, 1994**  
**TO: PUBLIC WORKS MANAGER**  
**FROM: CITY CLERK**  
**RE: LIQUID WASTE DUMPING**

---

At the Council Meeting of July 18, 1994, consideration was given to your report dated July 12, 1994 concerning the above topic. At this meeting, first reading was given to Utility Bylaw Amendment 2960/E-94, a copy of which is attached hereto.

I trust you will now be conducting the necessary public meetings concerning this bylaw and presenting a further report back to Council so consideration can be given to second and third readings of the above noted bylaw amendment.

I look forward to receiving your report in due course.



KELLY KLOSS  
City Clerk

KK/clr  
attch.

cc: Director of Engineering Services  
Director of Financial Services

NO. 12

**DATE: JULY 13, 1994**  
**TO: CITY COUNCIL**  
**FROM: CITY CLERK**  
**RE: COUNTY OF RED DEER / CITY OF RED DEER  
FRINGE AREA FIRE EMERGENCY RESPONSES**

---

At the Council Meeting of October 12, 1993 the following resolution was passed concerning the above topic:

"WHEREAS there have been a number of previous incidents where a caller of a fire emergency is unsure of the exact location in either jurisdiction when reporting a fire in the fringe areas of the County of Red Deer or the City of Red Deer; and

WHEREAS this sometimes results in delays in dispatching emergency equipment as the County or City dispatchers attempt to determine which emergency service to dispatch, or they dispatch the wrong emergency service; and

WHEREAS this results in an invoice from either party being sent to the other party for service provided; and

WHEREAS delays in dispatching an emergency service can result in higher property or life loss, and could lead to lawsuits against either party;

THEREFORE be it resolved, that in order to ensure an effective level of emergency fire service to City and County residents in the fringe areas of either municipality, and in order to prevent dispatching delays for that service, the respective dispatchers will immediately dispatch the fire department they believe should provide that service. Should the dispatch be in error, the first responding fire department would initiate fire control procedures and notify the correct fire department to respond. The first responding fire department would remain on scene until the arrival of the second responding fire department and together they will complete the fire extinguishment. There would be no charge by either municipality for the service of the other in this instance.

Council further agrees that this matter be reviewed in six months time with a report to be brought back to City Council."

City Council  
July 13, 1993  
Page 2

As indicated in the above resolution, this matter was to be reviewed and a subsequent report presented back to City Council. Following hereafter is the required report.

A handwritten signature in black ink, appearing to read 'Kelly Kloss', written over a faint, illegible background.

KELLY KLOSS  
City Clerk

KK/clr  
attchs.

---

**DATE: JULY 11, 1994**

**TO: KELLY KLOSS - CITY CLERK**

**FROM: D.A. Dubois**  
**D/C Operations - Fire**

**RE: FRINGE AREA FIRE EMERGENCY RESPONSES**

---

At the October 12, 1993 Council meeting, a motion regarding County of Red Deer/City of Red Deer Fringe Area Fire Emergency Responses was discussed and passed with a request that a report be presented for Council's review in six months time. The following information is provided in accordance with that request.

For the time period of Oct. 13, 1993 to July 11, 1994 the City of Red Deer Fire Department responded to six fringe area fire calls. With the exception of two of the calls, all were responses to vehicle fires. A breakdown of all the calls follows:

Oct 13/93	Vehicle Fire	No Overtime Expended
Nov 23/93	Vehicle Fire	No Overtime Expended
Jan 02/94	Truck Fire	No Overtime Expended
May 05/94	Brush Fire	\$300.00 in Overtime Expended
May 12/94	Natural Gas Leak - River View Park	\$300.00 in Overtime Expended
Jun 05/94	Vehicle Fire	No Overtime Expended

Given the foregoing, it appears the total costs associated with the six calls in question is \$600.00

The County of Red Deer Fire Department reports three responses in the above noted time period to City of Red Deer jurisdiction fires. A breakdown of the calls follows:

Apr 20/94	Brush Fire
May 11/94	Brush Fire
Jun 05/94	Vehicle Fire

Normal fees associated with the above noted calls would have amounted to \$600.00 (\$200.00 per hour per call).

It would appear from the foregoing that the intent of the resolution of October 12, 1993 is being met at this time.

All of which is respectfully submitted for your information.



Dennis Dubois  
Deputy Fire Chief  
I/C Operations

Commissioners' Comments

Submitted for Council's information.

"G. SURKAN"  
Mayor

"H.M.C. DAY"  
City Commissioner

**DATE: JULY 19, 1994**  
**TO: FIRE CHIEF**  
**FROM: CITY CLERK**  
**RE: FRINGE AREA FIRE EMERGENCY RESPONSES**

---

At the Council Meeting of July 18, 1994, consideration was given to the report from the Deputy Chief of Operations dated July 11, 1994, concerning the above. At this meeting it was agreed that said report be received as information.

Thank you for providing this update to Council.



KELLY KLOSS  
City Clerk

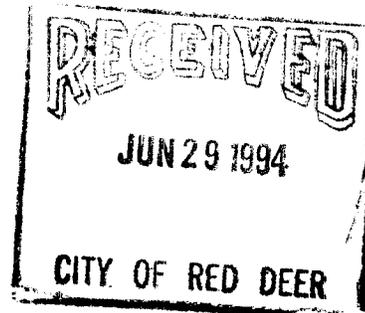
KK/clr

C O R R E S P O N D E N C ENO. 1

46 Dale Close  
Red Deer, Alberta  
T4E 2L5

June 23, 1994

Red Deer, Mayor and City Council  
Red Deer, City Hall  
Red Deer, Alberta



Re: Seniors Residence-Dale Close

In Deer Park

I would very much like to know if there was ever any town planner involved with the placement of the above project.

As to place seniors, whose backyard is right beside a ball diamond seems a bit much, every-nite of the week and sometimes on Sunday mornings, we have the balls flying in our yards, and cars parked all over the lane some right up against our gates, and noise, you cannot enjoy an evening on your patio for the noise, I have talked to a Don Batchelor in the Parks section, and he said they would never fence this schoolground, but that he would advise whoever sets the time with the teams not to park in the lane, well this certainly hasn't been done either, now how would any of you like to live where any time if you are foolish enough to go out in your back on a summer nite, might get beaned by a ball. Not to forget how they just vault over our fence and retrieve these balls. Never mind that they really have no right to be there or what damage they might do.

/

A concerned Senior

Lorraine McDonald.

page 2

ADDITIONAL SIGNATURES;

ADDR

ADDITIONAL SIGNATURES;	ADDR
Edna Dicks	36 Dale Close RD T4R2L5
Al & Karlene Morrow	38 Dale Close RD T4R2L5
Elsie L'Amour	40 Dale Close RD T4R2L5
Lerna Jones	44 Dale Close R.D. T4R2L5
Florence C Duncan	48 Dale Close, R.D. T4R2L5

**DATE:** July 5, 1994

**TO:** KELLY KLOSS  
City Clerk

**FROM:** LOWELL R. HODGSON, Manager  
Recreation & Culture Department

**RE:** LORRAINE McDONALD - SENIOR'S RESIDENCE: DALE CLOSE  
Request for Comment

---

Lorraine McDonald has written the Mayor and Council, questioning the wisdom of placing ball diamonds on the Holy Family School and recreation site. Attached to this memo is a site plan showing the various facilities on it.

This 12.5 acre site is similar to that in other subdivisions. The existing standards have been met providing a school site, one class "B" ball diamond and one class "C" ball diamond, a class "B" soccer/football field, tennis courts/hard surface play area, community shelter, two play structures, and a small sliding hill. The only unique feature on this site is the natural tree area that was saved.

The two ball diamonds on the site are regulation in size and development, however, the issue of the complainant is that, apparently, foul balls from the diamond are being hit off of the site, across the laneway, and into their backyard. The complainant is also upset with the patron parking in the alley adjacent to these diamonds.

The Recreation & Culture Department schedule these diamonds for use, and they are heavily used May 1st through June 30th. However, for the remainder of the summer, the use is not as extensive. These facilities are booked during the evening hours, however, the schools use them during the school day.

We seem to be in a "no win" situation in providing these facilities as we get many calls for more facilities such as this from one segment of the community, while another wants only passive beautification areas. The compromise has been the current standard. If it were possible, we would only schedule youth activity on these diamonds as we recognize the tightness of them on this site. However, there is such a demand for playing fields that we need to utilize every diamond available in the city and, thus, we do not have the luxury of booking adult activity only on district sites. Youth activity, however, will still generate parent support and, with that, there is cheering and response to the game in hand. Therefore, the issue of noise would not disappear for the complainant. While we can encourage sports field users not to park in the lane, it is difficult to control; if they were not parking here, then they would be on the street in front of these residences.

**Lorraine McDonald**

**July 5, 1994**

**Page 2**

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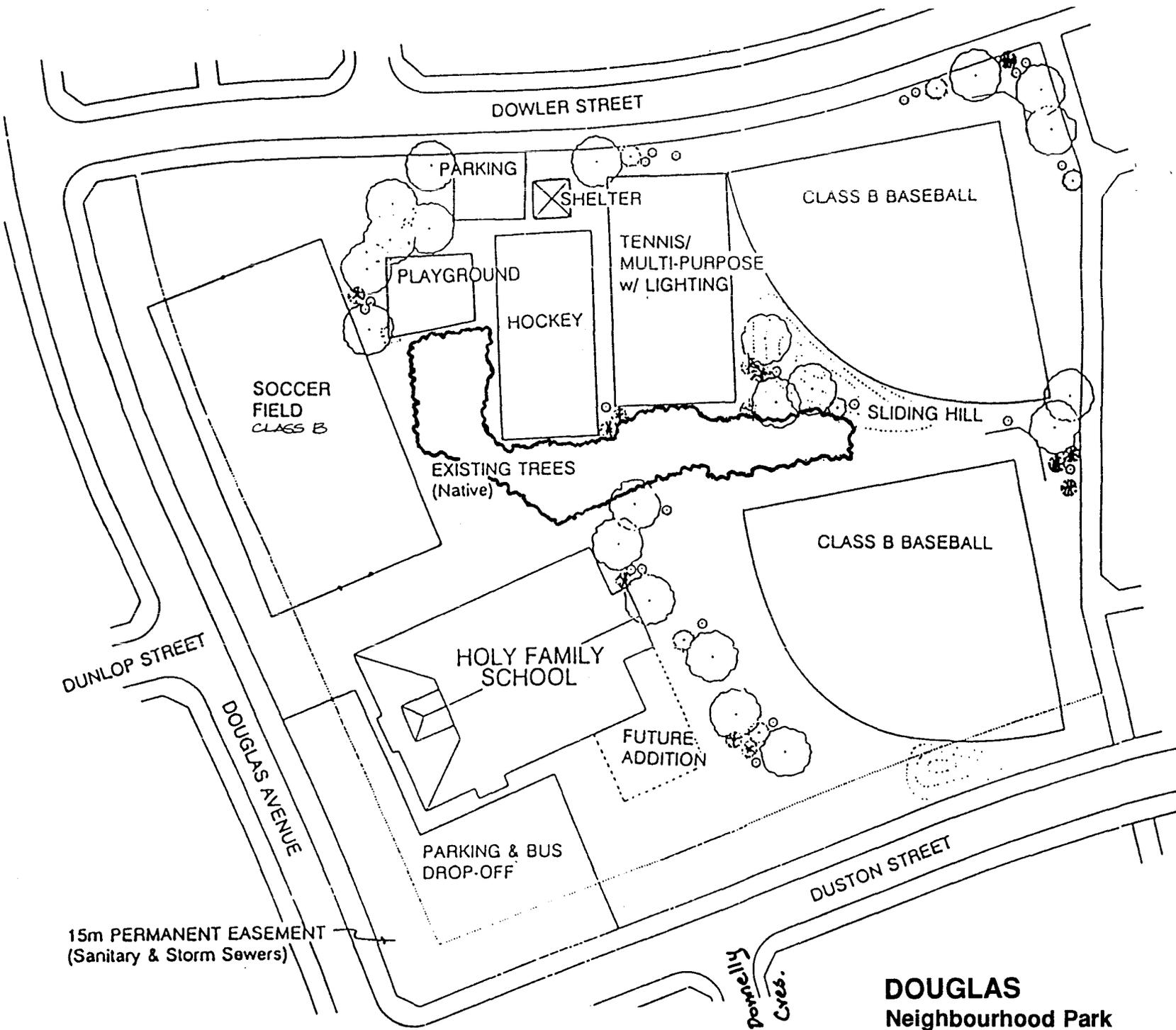
This site was developed prior to the adjacent residential development, and so we have not added something to the site since the construction of these homes. I would again reiterate that we use absolutely every diamond in the city each weeknight during May and June, and the demand is for even more diamonds. Therefore, I see no alternative other than to continue to use this diamond. To extend the backstop in order to prevent foul balls would be costly and would not catch all of the balls, and so the issue will never completely disappear. Thus, we are left simply to encourage the ball players to be respectful of private property and we will continue to stress this to the various user groups and, as much as possible, we will only schedule youth activity on these diamonds due to the tightness of these fields to the perimeter of the park.



LOWELL R. HODGSON, Manager  
Recreation & Culture Department

:lb  
Attach.

cc. Neil Evans, A/Parks Manager  
Craig Curtis, Community Services Director



**DOUGLAS**  
 Neighbourhood Park  
 (City-Deer Park)  
 (Council Nov. 26/90)

Not To Scale

CS-P-4.984

**DATE:** July 5, 1994

**TO:** KELLY KLOSS  
City Clerk

**FROM:** NEIL EVANS  
Acting Parks Manager

**RE:** Lorraine McDonald: Seniors' Residence - Dale Close  
Your memo dated June 30, 1994 refers.

---

The ball diamond referred to in Ms. McDonald's letter has been fully operational for at least two years. I will address Ms. McDonald's concerns in point form as follows:

1. **PARKING**

There is evidence that cars are parking in the lane running behind Dale Close. However, adequate on-site and street parking are available. A fence line running alongside the lane would only compound the problem by restricting the site further.

2. **ERRANT/MISPLAYED BALLS**

The backstops on site are to City of Red Deer Parks Department standards and are adequate to meet all reasonable play. It is possible that "foul balls" will not be trapped by the backstops and could, in fact, end up in people's backyards.

An extension of approximately 20 feet to the backstop could be installed at a cost of approximately \$2,000 per backstop (2). This would reduce, but not eliminate, the problem. At present, no funds can be identified for the expenditure in this time of fiscal restraint.

We could coordinate with the Recreation & Culture Department to book only children's teams on these diamonds. However, this would increase the pressure on an already very short supply of adult ball diamonds in the city.

3. **NOISE**

There is very little that can be done in this regard, as the site includes not only ball diamonds, but soccer fields, playgrounds, and an elementary school.

**RECOMMENDATION**

In conclusion and with regret, we are unable to recommend any viable or economical solution to the comments expressed in Ms. McDonald's letter. I would recommend that no further action be taken on this matter.



NEIL EVANS

:dmg



## M E M O R A N D U M

**DATE:** July 7, 1994

**TO:** City Clerk

**CC:** Director of Engineering Services  
Bylaws & Inspections Manager  
Land and Economic Development Manager  
Parks Manager  
Recreation & Culture Manager

**FROM:** Paul Meyette, Principal Planner

**RE:** **SENIORS' RESIDENCE - DALE CLOSE**

Mrs. McDonald has indicated a concern regarding the planning for the seniors housing development in Dale Close and a concern regarding the recreational use of the adjacent park and it's impact on the senior's development in Dale Close.

### PLANNING FOR THE SITE

The Dale Close site was initially designed for innovative (multi-family) housing. When this site was advertised by the City only two proposals were received - both for seniors' developments. Public meetings to discuss the development indicated that the neighbourhood would accept seniors' development although they preferred single family use. There was a great deal of concern with other forms of multiple family housing.

At the time this use was proposed, planning staff had several discussions regarding the appropriateness of seniors' development adjacent to a park. It was felt that the amenities of the park would appeal to seniors as well as families. Some seniors we spoke to indicated a preference for being in an area where there would be children playing. The parks were planned and constructed prior to the development of the seniors' housing on Dale Close.

#### MUNICIPALITIES WITHIN COMMISSION AREA

CITY OF RED DEER • MUNICIPAL DISTRICT OF CLEARWATER No. 99 • COUNTY OF STETTTLER No. 6 • COUNTY OF LACOMBE No. 14 • COUNTY OF MOUNTAIN VIEW No. 17 • COUNTY OF  
PAINTERTH No. 18 • COUNTY OF RED DEER No. 23 • TOWN OF BLACKFALDS • TOWN OF BOWDEN • TOWN OF CARSTAIRS • TOWN OF CASTOR • TOWN OF CORONATION • TOWN OF  
DIDSBURY • TOWN OF ECKVILLE • TOWN OF INNISFAIL • TOWN OF LACOMBE • TOWN OF OLDS • TOWN OF PENHOLD • TOWN OF ROCKY MOUNTAIN HOUSE • TOWN OF STETTTLER  
TOWN OF SUNDRE • TOWN OF SYLVAN LAKE • VILLAGE OF ALIX • VILLAGE OF BENTLEY • VILLAGE OF BIG VALLEY • VILLAGE OF BOTHA • VILLAGE OF CAROLINE • VILLAGE OF CLIVE  
VILLAGE OF CREMONA • VILLAGE OF DELBURNE • VILLAGE OF DONALDA • VILLAGE OF ELNORA • VILLAGE OF GADSBY • VILLAGE OF HALKIRK • VILLAGE OF MIRROR • SUMMER VILLAGE  
OF BIRCHCLIFF • SUMMER VILLAGE OF GULL LAKE • SUMMER VILLAGE OF HALF MOON BAY • SUMMER VILLAGE OF JARVIS BAY • SUMMER VILLAGE OF NORGLLENWOLD  
SUMMER VILLAGE OF ROCHON SANDS • SUMMER VILLAGE OF SUNBREAKER COVE • SUMMER VILLAGE OF WHITE SANDS  
SUMMER VILLAGE OF BURNSTICK LAKE

**MEMO - CITY CLERK  
SENIOR'S RESIDENCE - DALE CLOSE  
JULY 7, 1994**

---

### **RECREATIONAL USE OF THE PARK**

As Council may be aware, the parks are used heavily for team sports through the months of May and June. Where residents back onto the park, residents in various parts of the City are inconvenienced through occasional stray balls, parking problems and the noise associated with athletic events. After the May/June period, the level of activity is substantially diminished and the parks cater more to individual use. The concerns outlined by Mrs. McDonald are valid in many areas of the City and are a recognized part of living adjacent to a park.

### **RECOMMENDATION**

Some residents are willing to put up with the two months of more intense activity in order to enjoy the benefits of living adjacent to a park. It is a lifestyle choice made by individuals when they decide on the location of their home. While I sympathize with Mrs. McDonald's concern, Planning Staff do not have any solutions to deal with the issues outlined. The park was there prior to Mrs. McDonald moving into the area and has been and should continue to be scheduled for team sport use. The only solace I can offer Mrs. McDonald is that the most intense period of park use is over.

I will defer to the Bylaws and Inspections Manager to deal with the issue of cars parking in the lane.



---

Paul Meyette, Principal Planner

DATE: July 6, 1994  
 TO: City Clerk  
 FROM: Bylaws and Inspections Manager  
**RE: L. McDonald**

---

In response to your memo regarding the above subject, we have the following comments Council's consideration:

The school and playground were situated and in use prior to the start of construction of the seniors units. Under the R1A zoning of Dale Close, the type of occupancy was not specified. Occupancy is left to the judgement of the developer of these projects. We assume that the developer and the purchaser take into account a number of factors including the proximity of schools, playgrounds, bus service, etc., before committing to a project.

**Recommendation:** The concerns expressed do not result from action taken by the City after Dale Close was developed; therefore we suggest no action be taken now.

Yours truly,



R. Strader  
 Bylaws and Inspections Manager  
 BUILDING INSPECTION DEPARTMENT

RS/cp

Commissioners' Comments

As pointed out, the concerns expressed by Ms. McDonald reflect a situation which exists throughout the entire community where there are sports fields. In essence, adjacent residents experience some trade-off between exposure to the more intensive use of the fields, and enjoyment of the amenities of the park during the majority of the year when use is much less intensive. The Recreation staff have indicated a willingness to try and schedule youth activities wherever possible on the field which may limit some of the difficulties. Aside from that, we cannot recommend any changes.

"G. SURKAN"  
 Mayor

"H.M.C. DAY"  
 City Commissioner

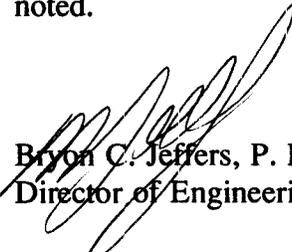
Copy

055-059

DATE: July 4, 1994  
TO: City Clerk  
FROM: Director of Engineering Services  
RE: **DALE CLOSE - LORRAINE MCDONALD**

---

Please be advised that the Engineering Department has no comment with respect to the above noted.

  
Bryon C. Jeffers, P. Eng.  
Director of Engineering Services

/emg

TO:

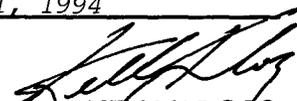
- DIRECTOR OF COMMUNITY SERVICES
- DIRECTOR OF ENGINEERING SERVICES
- DIRECTOR OF FINANCIAL SERVICES
- BYLAWS & INSPECTIONS MANAGER
- CITY ASSESSOR
- COMPUTER SERVICES MANAGER
- LAND AND ECONOMIC DEVELOPMENT MANAGER
- E.L. & P. MANAGER
- ENGINEERING DEPARTMENT MANAGER
- FIRE CHIEF
- PARKS MANAGER
- PERSONNEL MANAGER
- PUBLIC WORKS MANAGER
- R.C.M.P. INSPECTOR
- RECREATION & CULTURE MANAGER
- SOCIAL PLANNING MANAGER
- TRANSIT MANAGER
- TREASURY SERVICES MANAGER
- PRINCIPAL PLANNER
- CITY SOLICITOR
- \_\_\_\_\_

FROM:

CITY CLERK

RE: LORRAINE McDONALD - Senior's Residence: Dale Close

Please submit comments on the attached to this office by July 11, 1994  
for the Council Agenda of July 18, 1994.

  
KELLY KLOSS  
City Clerk



# THE CITY OF RED DEER

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

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

June 30, 1994

Mrs. Lorraine McDonald  
46 Dale Close  
Red Deer, Alberta  
T4R 2L5

Dear Mrs. McDonald:

RE: SENIORS RESIDENCE - DALE CLOSE

Receipt of your letter dated June 23, 1994 is hereby acknowledged.

This item will be discussed and possibly a decision made at the meeting of Red Deer City Council on Monday, July 18, 1994. 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.

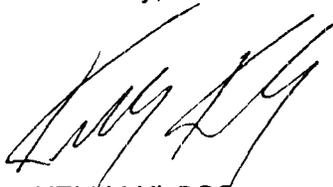
In the event you wish to be present at this Council Meeting, please call our office on Friday, July 15, 1994 and we will advise you of the approximate time that Council will be discussing this item.

Please enter City Hall on the park side entrance upon arrival and proceed up to the second floor Council Chambers.

This 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 Friday, July 15, 1994, or if it would be more convenient for you, please let us know and we will fax same to you.

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

Sincerely,



KELLY KLOSS  
City Clerk

KK/clr



*a delight  
to discover!*

**DATE: JULY 19, 1994**  
**TO: RECREATION AND CULTURE MANAGER**  
**FROM: CITY CLERK**  
**RE: LORRAINE MCDONALD -**  
**SENIOR'S RESIDENCE ON DALE CLOSE**

---

At the Council Meeting of July 18, 1994, consideration was given to correspondence from Lorraine McDonald expressing concerns of activities on the sports field adjacent to her property.

Although Council did not take any action, it was suggested that either the R.C.M.P. or the Bylaw Enforcement Officers periodically patrol the lane to determine if vehicles are parking illegally during sporting activities. I trust you will review this suggestion to determine whether or not same is feasible.



KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Community Services  
Insp. R. Beaton  
Bylaws and Inspections 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

July 19, 1994

Ms. Lorraine McDonald  
46 Dale Close  
Red Deer, Alberta  
T4R 2L5

Dear Ms. McDonald:

At the City of Red Deer Council Meeting held July 18, 1994, consideration was given to your correspondence dated June 23, 1994 concerning the senior's residence on Dale Close in Deer Park. Same was received as information.

Although no action was taken relative to your correspondence at this time, we will be requesting the Recreation and Culture Manager to review the possibility of having either the R.C.M.P. or the Bylaw Enforcement Officers do periodic checks of the lane adjacent to your property to discourage people from parking illegally in the lane.

Thank you for expressing your concerns to Council. 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  
Recreation and Culture Manager  
Bylaws and Inspections Manager  
Parks Manager  
Principal Planner

*a delight  
to discover!*

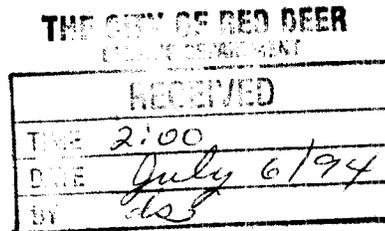


# Red Deer Public Library

4818 - 49th Street, RED DEER, Alberta, Canada T4N 1T9  
 Telephone: (403) 346-4576 Fax: (403) 341 3110

July 6, 1994

Her Worship Mayor Surkan  
 City Hall  
 Box 5008  
 Red Deer, AB  
 T4N 3T4



Dear Mayor Surkan:

Early in June 1994 the Library received word from the Canadian Association of Public Libraries (CAPL) that we won the CAPL Public Relations Award for our Literacy & Legacy Campaign. The winning of this award is quite a coup for the Library and for Red Deer since we competed against major libraries across Canada, such as Toronto Public, who have their own in-house public relations department.

We would like to be placed on the July 18 City Council Agenda in order that Hazel Flewwelling could show this award to Council members and give our thanks to City Council and the Community for their overwhelming support of our project, which contributed in a large part to this CAPL Public Relations Award.

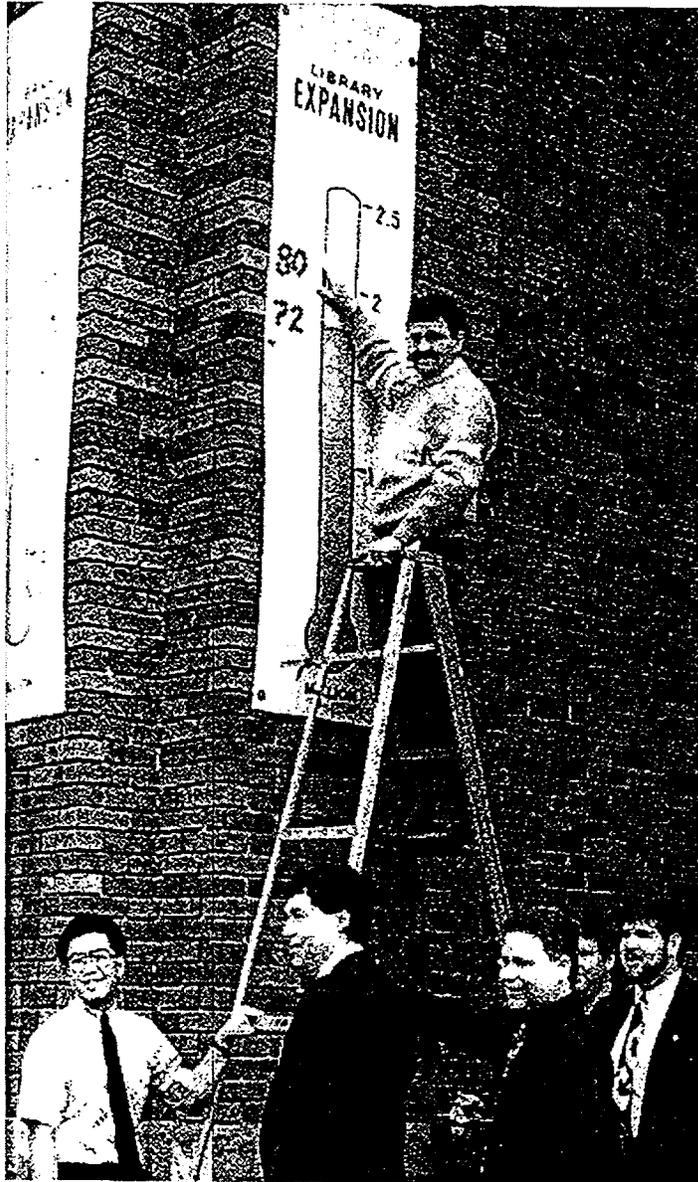
If we can be placed on the July 18 Agenda, please call me or Lolita Wiesner at 342-9100 to confirm. Thank you.

Sincerely,

Dean Frey  
 Director

Submitted to Council July 18/94

# LITERACY & LEGACY



BEST ATTAINABLE  
IMAGE

*The Red Deer Public Library  
Expansion Fundraising Project*

*Cover: Members of the Red Deer Kinsmen Club add  
4% to the Fundraising Thermometer in May, 1993.  
It reached 100% in May, 1994.*

## Past, Present & Future



*Soldiers from Central Alberta leaving the newly-built Armoury to fight in the trenches of France, 1914.*

In January of 1914 the Red Deer Armoury was built in the centre of the city, just in time to muster the troops bound for the Great War. That same year saw the establishment of Red Deer Public Library, one of the first public libraries in the province.

More than fifty years later, in 1967, the Library moved to its new facility, just a few yards west of the Armoury building, which had in the meantime been converted to Firehall Number One. The new Centennial Library was soon too small for Red Deer's needs, and in 1974 an addition was made: a second floor was added to the original building.

Ten years later it was evident that the Library would soon need to be enlarged. With the Fire Department planning a new firehall for downtown Red Deer, the idea of expanding the Library by joining the two buildings was discussed. By 1990 a preliminary plan was in place, and in 1991 the Literacy & Legacy expansion fundraising campaign was underway.

This is the story of that campaign.

## The Project Plan

### Expansion Design

In 1990 a conceptual design of the expanded facility was prepared for the Board by architect Wayne Wright. This concept was the basis of the final design. It linked the Centennial Library (housing adult services and collections), with a Children's Library moved from the basement to the Firehall/Armoury.

In early 1992, a class of 2nd-year architecture students from the University of Calgary prepared designs for an expanded facility as a class project. The innovative solutions these students developed got everyone's creative juices flowing, and helped focus the library staff on the functional design process ahead. This fun project also helped introduce the community to the project.

Group 2 Architects of Red Deer worked with the Library's Expansion Committee and a Functional Analysis Committee of the Library staff and management, and by December 1993 had developed a final design. This design, fleshed out with detailed specifications, went to tender in February of 1994.

### The Fundraising Plan

The fundraising plan targetted a number of sectors, including:

**Government:** a rare case of Federal funding for cultural components of the public library took place when \$100,000 in Cultural Initiative Program funding was pledged by the Department of Communications. Provincial Community Recreation and Culture grants and Community Facility Enhancement Program funding were approved following in-depth work with local MLA's. Close liaison with City Administration and elected municipal officials helped to obtain a \$1,250,000 commitment from the City of Red Deer. This most important piece of the puzzle was in place early in the process, and ongoing advocacy and the demonstrated success in community fundraising kept City Council support solid to the end.

**Service Clubs & Foundations:** this is an indicator of community support. Nearly every service club in the City became active sponsors of the project by the end of the campaign. The Kinsmen pledged \$200,000, the Piper Creek Optimists \$100,000, and other groups came up with \$50,000, or \$5,000. The high profile of the campaign, the fact that an ongoing dependency with the Library need not be undertaken, and the careful attention to appropriate recognition all played a part in this success.

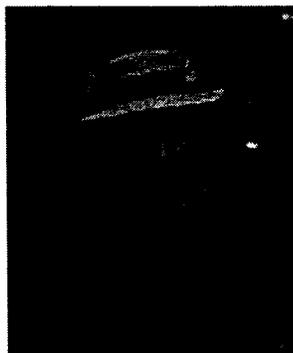
**Individuals:** a big portion of the \$2,500,000 was raised a loony (even a penny!) at a time, in fundraising projects. A Campaign Committee planned the project and kept everyone up to date with regular Link Updates. The focus of the programs was a physical facility: the Firehall Fun Factory, and the keynote was Fun!

## The Volunteer Component

### Making It Happen

Raising \$2.5 million is a daunting task. Those who committed to the project in the late 80's couldn't have anticipated the downturn in the economy that was coming. It was going to be harder than anyone imagined.

Luckily for the project, Hazel Flewwelling had signed on. Fundraiser extraordinaire, the former Library Board Chairman had the imagination, the willingness to work, the right connections in the community and the tenacity to come up with large commitments in spite of the economic climate.



#### **Hazel Flewwelling**

*For her work with  
Literacy & Legacy,  
Hazel was named  
Red Deer's 1992  
Citizen of the Year.*

### Acknowledging Volunteers

The important part that volunteers play in a fundraising campaign is apparent to those with an active involvement in the project. It is not always made explicit, though, and the volunteer's work is often taken for granted. Besides two Volunteer Appreciation teas, we made sure that we provided a great deal of support and positive re-inforcement, which minimized volunteer burn-out.

### Marketing & Lobbying

There were a number of important spin-offs to the involvement of volunteers in the fundraising campaign. As an indication of community support the high number of volunteer hours showed City Council that the project had more than just a nominal connection to the library. Recruiting volunteers from many community groups broadened the base of library users. Finally, active volunteers, each with his or her own connections in the community, helped cement large Service Club and Foundation commitments.

# Firehall Fun Factory



## Eileen Cole

Eileen Cole was the Firehall Fun Factory; she managed the facility as a full-time volunteer. Her background as a teacher and her retail experience running The Children's Corner store in Red Deer made her the perfect person to represent the new Children's Library in the community. Even more important than these, though, were her infectious enthusiasm, her wild imagination, her marvellous volunteer-management skills and her contacts in the Canadian children's entertainment field.

## A Place to Have Some Fun

The Firehall Fun Factory had many things going for it. As an Armoury and Firehall it was designed as a big rectangular barn, perfect for programs of 50-200 people. It also has enough smaller spaces to handle meetings and seminars. It has a concrete floor, well-drained; this helped in cleaning up after country dances and children's craft programs, not to mention petting zoos, llama exhibitions and dalmatian shows. It has big overhead doors, allowing the easy movement in and out of large garage sale items, sound equipment for concerts and parade floats. On warm days the doors could be opened, bringing in people from the street and allowing larger crowds than the fire marshall wants in an enclosed space. The large doors also allowed us to move the Old Armouries Tea Room outside, giving customers the chance to sip their tea in a sidewalk cafe and watch the world go by on 49th Street. The Firehall's location was also great; its proximity to the Library enhanced library programs and such special events as the Library book sales.

The Firehall theme was a gold-mine. Latching onto the Dalmatian merchandizing craze meant high sales of white-with-black-spotted items: night-shirts, mugs, pencils, books, stickers, bookbags, aprons, and all sorts of other things. The number one question asked during tours and programs: "Are you going to keep the fire-pole in the new library?" Yes. "Can I slide down it?" No.

There were some problems with the building as well. Though it was proven structurally sound by experts, the Firehall wasn't in great repair, and it required some fixing up to meet fire regulations. It wasn't the most energy-efficient building, and its temperamental boiler required some special attention. Overall, though, a fundraising campaign couldn't ask for too much more in a headquarters.

## The Gift Shop

### Retail Sales

Though in-house boutiques have been around for many years in museums and galleries, public libraries have been strangely reluctant to incorporate retail sales into their operations. A look in a typical book-store demonstrates the range of items that can be sold in a library boutique: stationery, pens & pencils, literary t-shirts, book bags and mugs are common enough. The Firehall Fun Factory sold all of these (especially if those items with a Firehouse or Dalmatian theme), plus local authors' books, CDs and tapes of entertainers visiting the FFF, and all sorts of local crafts. Many of the items were placed in the Gift Shop on consignment; some were donated for tax receipts.

The success of the Gift Shop has helped to foster an entrepreneurial attitude among Library staff. The experience gained in this venture will be helpful in the operation of an on-going library boutique in the expanded facility.

## The Old Armouries Tea Room

### On the Menu Today...

A tea room in the Firehall Fun Factory was a natural, considering the baking skills and community-fair hospitality experience represented by the core volunteers. Cafe tables, donated fine china, a tastefully-decorated tea room (in winter) and the sidewalk cafe (in summer) made the Old Armouries Tea Room a popular spot to meet downtown. The same expertise was put to good use during program intermissions, where special treats like Dalmatian (chocolate chip) ice cream and Christmas baking was sold.

## The Programs

In all, more than 100 programs were undertaken by Literacy & Legacy from July 1992 to December 1993: concerts, special day celebrations, parties, workshops, seminars, displays, dances, garage and craft sales, lectures, films, readings, plays, and more. These programs were attended by more than 15,000 people; planning them and running them took up much of the 10,000 volunteer hours used in the project.



*Red Deer Symphony's conductor Claude Lapalme explains Saint-Saen's "Carnival of the Animals" to grade 3 and 4 students. More than 1,500 Central Alberta school children attended six symphony concerts in the Firehall Fun Factory.*

These programs raised a considerable amount of money for Literacy & Legacy, but perhaps even more important was the high profile the programs brought to the campaign. Media coverage was excellent; Literacy & Legacy and Firehall Fun Factory became well-known names in the community. This high profile translated into large-scale commitments from service clubs and solid support for the expansion and the Library from City Council.

# The Peres Project

## The Pianist

Ricardo Peres, a native of Brazil, is a concert pianist who lives in Red Deer. In 1993, the Peres Project was undertaken as a partnership between Ricardo and Red Deer Public Library. The project had two missions: to raise money for Literacy & Legacy through the sale of a compact disk, and to raise the profile of institutions in the province which support literacy.

Ricardo Peres has an exceptional ability to convey his love of music to diverse audiences. The tour was an opportunity to bring great music to public library customers and promote literacy at the same time.



*Ricardo Peres*

## The Tour

In the spring of 1993, Ricardo performed benefit concerts in five Alberta communities; all the money raised in these concerts was shared between the host institutions and Literacy & Legacy. This tour not only raised money but awareness. Besides helping public libraries with their own marketing strategies, the tour was developing a market for the CD.

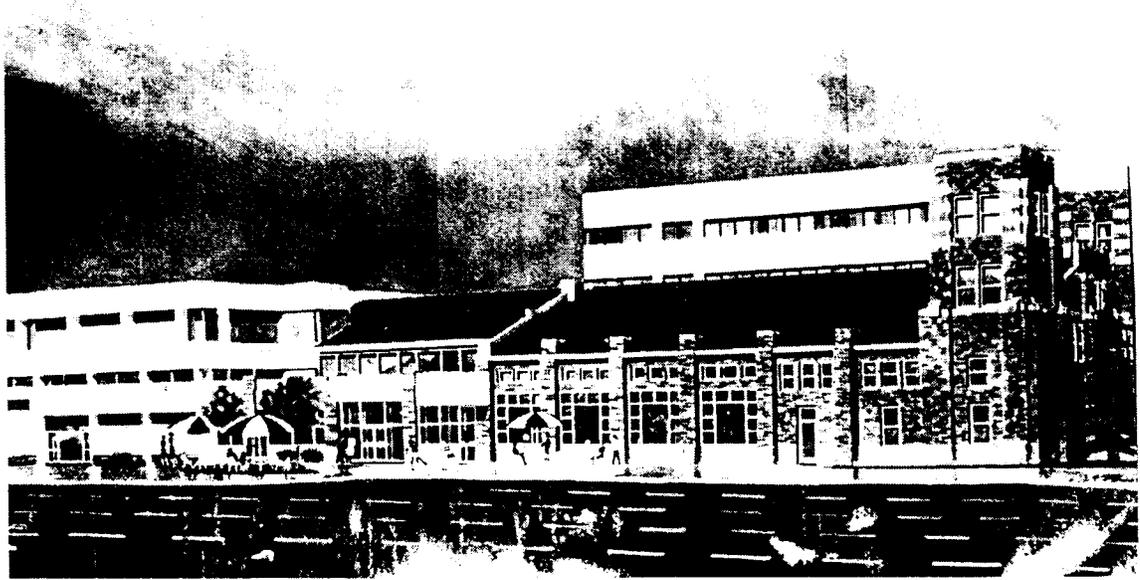
The host institutions were: Barrhead Public Library, Slave Lake Musical Theatre, Lloydminster Public Library and Edmonton Public Library. The tour ended with a concert in Red Deer's Memorial Centre and a reception in the Firehall.

## The CD

With the money from the tour and corporate donations, a CD was produced. Recorded in Toronto in the summer of 1993, the CD has been warmly received by the public and the critics. All the profits from this CD, entitled "The Dance of the White Indian: Piano Music of South America," go to Literacy & Legacy.

For his work with Literacy & Legacy, Ricardo Peres was awarded an Award of Merit by the Alberta Association for Adult Literacy. The Library has been privileged to have been involved with such a talented and generous performer. We look forward to his future world-wide success.

## The Future Expansion



*The new facility joins the 1967 Library with the 1913 Armoury/Firehall. The design is by Group 2 Architects of Red Deer, the painting by Shane Young.*

By the end of December, 1993, the final design for the expanded facility was complete. The project went to tender in February of 1994. Felco Construction of Red Deer began construction in May, 1994. The first phase of the new facility will be complete in October, 1994, when the Children's Department moves into the Firehall. The entire facility will be complete by the late spring of 1995. After years of planning and fundraising, Red Deer's new library will be ready for its first customers very soon.

### The Society of Friends and Beyond

January 1994 saw the official formation of the Society of Friends of Red Deer Public Library. This organization will carry on the fundraising goals of Literacy & Legacy, continuing its tradition of bringing the Library to the community through volunteer activism, imagination, good humour and lots of work.

There will be another reminder of Literacy & Legacy surviving long after the thermometer has passed \$2.5 million. The management and staff of Red Deer Public Library display a new marketing approach resulting from their close proximity to this outpouring of public relations and fundraising activities. An entrepreneurial attitude, an openness to change, and breaking the old public library paradigms are all now evident. Most importantly, we have learned that this organization can make its own future, in spite of what the future brings.



# 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

July 19, 1994

Red Deer Public Library  
4818 - 49 Street  
Red Deer, Alberta  
T4N 1TN

Att: Dean Frey, Director

Dear Sir:

At The City of Red Deer Council Meeting held on Monday, July 18, 1994, your letter dated July 6, 1994 concerning the Canadian Association of Public Libraries Public Relations Award was presented to Council.

On behalf of Council, please accept their congratulations on receiving this award for the Literacy and Legacy Campaign. Council appreciated very much the efforts and work of all those associated with the Literacy and Legacy Campaign and the national recognition that such an award brings to our city.

Sincerely,

KELLY KLOSS  
City Clerk

KK/clr



*a delight  
to discover!*



# Red Deer Public Library

4818 - 49th Street, RED DEER, Alberta, Canada T4N 1T9  
 Telephone: (403) 346-4576 Fax: (403) 341-3110

July 6, 1994

Her Worship Mayor Surkan  
 City of Red Deer  
 Box 5008  
 Red Deer, Alberta  
 T4N 3T4

Dear Mayor Surkan:

Enclosed is a copy of the Library's 1993 Annual Report, which we would request be filed at your next City Council meeting.

Sincerely,

for Dean Frey  
 Director

Commissioners' Comments

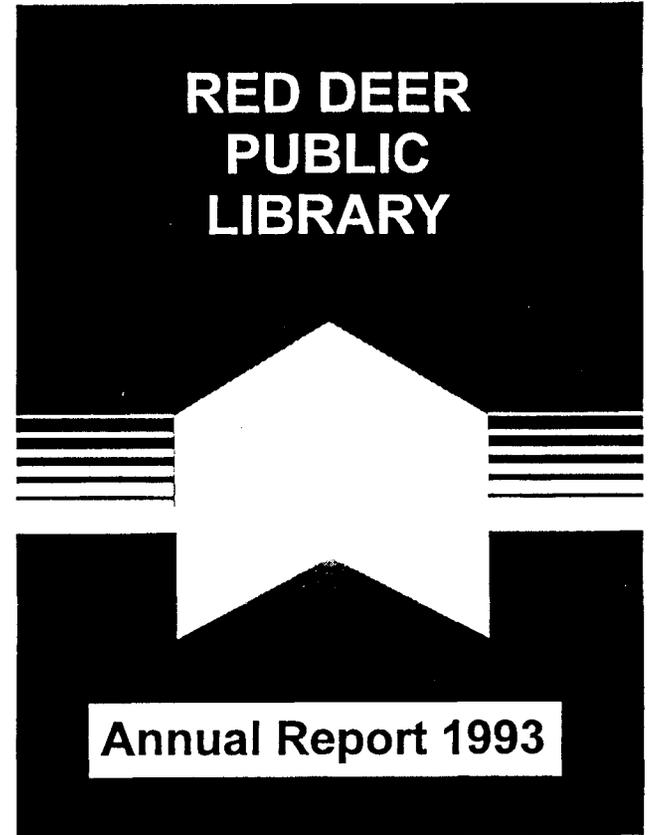
For Council's information.

"G. SURKAN"  
 Mayor

"H.M.C. DAY"  
 City Commissioner

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**Red Deer Public Library**

4818-49 Street  
Red Deer, Alberta  
T4N 1T9  
(403) 346-4576  
Fax: 341-3110

## Red Deer Public Library is...

29,500 registered borrowers in Central Alberta.

More than 500 volunteers.

### Library Board:

Barbara Scammell (Chairman), Gail Garbutt, Mary Lou Armstrong, Joe Foley, Alderman Larry Pimm, Ian Hills, Alan Chan, Larry Kemshead, Rob Elliot, Jack Laverick

### Circulation Department:

346-7470  
Glenys Russell, Supervisor

### Children's Services Department:

346-4688  
Donna Alberts, Children's Librarian

### Adult Services Department:

346-2100  
Cindy Belanger, Adult Services Librarian

### GH Dawe Branch Library:

341-3822  
Jill Griffith, Librarian  
Joan Suchotzky, Assistant Librarian

### Technical Services Department:

Dev Yadav, Systems & Technical Services Librarian  
Ebba Dyck, Technical Services Supervisor

### Administration:

346-4576  
Fax: 341-3110  
Dean Frey, Director  
Lo Wiesner, Secretary

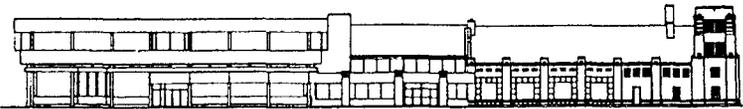
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## Statement of Revenues & Expenditures

OPERATING REVENUE	1993	1992
City of Red Deer		
Operating Grant	883,066	859,012
Debenture Levy	101,493	102,642
Provincial Grant	249,901	249,901
Other Grants	5,895	3,862
Memberships	57,097	56,640
Fines + Book Sales	54,987	56,785
Interest Income	10,220	17,444
RESTRICTED REVENUE		
Red Deer Community Foundation	812	5,312
<b>TOTAL REVENUE</b>	<b>\$1,363,471</b>	<b>\$1,351,286</b>
<b>EXPENDITURES</b>		
Building Maintenance	52,923	52,211
Computer Operations	21,115	19,821
GH Dawe Library	57,731	56,580
Debt Repayment	101,494	102,642
GST Expense	9,846	13,335
Library Materials	190,731	209,976
Capital Assets	6,012	10,105
Utilities	39,552	42,157
Other Library Operations	76,140	78,947
Wages + Benefits	793,655	760,994
<b>TOTAL EXPENDITURES</b>	<b>\$1,349,199</b>	<b>\$1,346,768</b>
<b>SURPLUS</b>	<b>\$14,272</b>	<b>\$4,830</b>

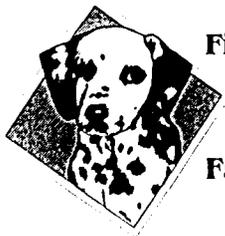
## Library Expansion



*The expanded facility, to be completed in the spring of 1995.*

Planning for the expanded facility was completed in 1993. Working with Group 2 Architects of Red Deer, a staff/board Functional Analysis Committee prepared a needs assessment. A board Expansion Committee, with special expertise from City Administration and the community, developed the final design, with input from all major stakeholders.

The design process stressed architectural integrity, with special attention to the historic nature of the Armoury/Firehall; functionality for staff and customers; and access to all, with no physical barriers to use. The final design was the result of a consensual process.



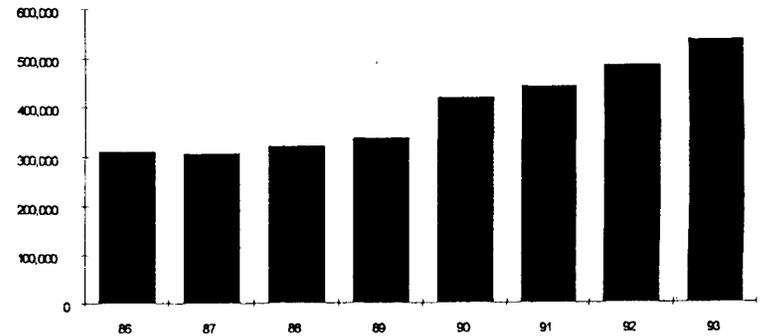
**Firehall  
Fun  
Factory**

*... will be back, as the  
Children's Department,  
in the fall of 1994!*

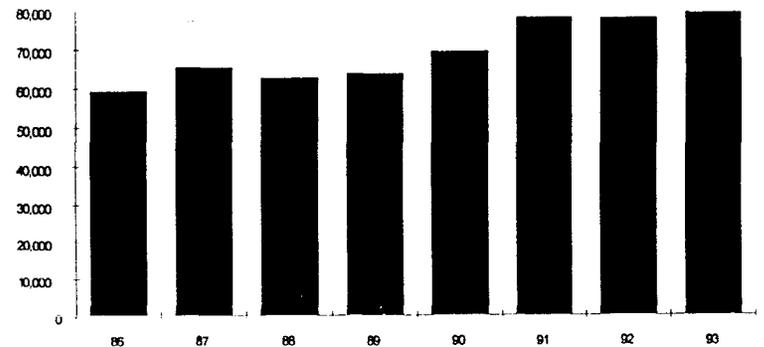
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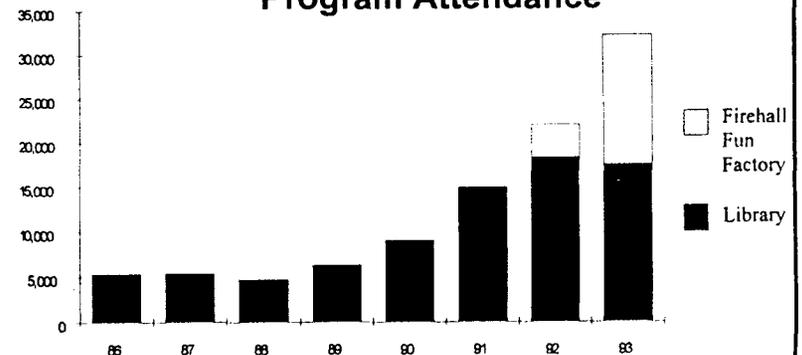
### Circulation



### Reference Questions



### Program Attendance



## Mission Statement

The Red Deer Public Library exists to acquire, house, promote and provide public access to educational, cultural and recreational materials, services and programs.



In 1993 we developed new partnerships with groups in Red Deer and across Alberta. Cooperative programming ventures such as the Jay Ingram tour involved public libraries and other institutions across Alberta, as did cooperative fundraising projects such as the Ricardo Peres concert tour and compact disc production. Groups and individuals working with the Literacy & Legacy Fundraising effort became new friends of the Library, and partners for future projects.

The expansion fundraising proceeded successfully, but more importantly, it was fun! Everyone took seriously the business of planning a functional new facility, providing informational, educational and cultural services and programs to the citizens of Red Deer, and continuing the strategic planning for the future. But having the Firehall Fun Factory next door made us all realize that we could do all this and have a good time too. I think we probably did it better because it was so much fun.

*Dea Frey*

COMMUNITY CONNECTIONS

FUNDRAISING EXCELLENCE

## Literacy & Legacy

By the end of 1993, the Literacy & Legacy Expansion Fundraising Campaign was well on the way to reaching its \$2.5 million goal. Literacy & Legacy began its fundraising campaign in 1991, under the leadership of Hazel Flewwelling. The 1913 Armoury building that was converted to a Firehall in the early 1960's became campaign headquarters, as the Firehall Fun Factory. This building will become the Children's Department of Red Deer Public Library with the expansion from the Centennial Library building next door. Construction begins in the spring of 1994.

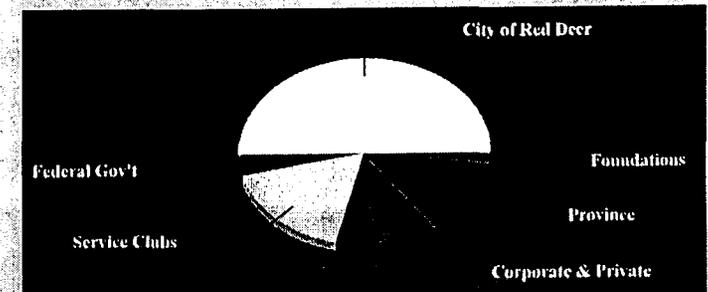


*\$2.5 million goal*

Using a well-planned mix of programs: concerts, author talks, dances, and special day celebrations, Literacy & Legacy soon had a high profile in the community. The project made use of more than 300 volunteers, who gave more than 7,000 hours to the project. The Firehall Fun Factory's volunteer-run Old Armoury Tea Room became an important downtown meeting place and marketing centre for the project; along with a Gift Shop, it generated revenue as well. The success of Firehall Fun Factory programming was due largely to Eileen Cole's imagination, verve and community connections.

The success of Literacy & Legacy has been in marketing as well as in fundraising. A plan which targetted market segments to raise funds ended up selling the Public Library idea to the entire community.

Literacy & Legacy Fundraising  
by Sector



**DATE: JULY 19, 1994**

**TO: DEAN FREY, DIRECTOR  
RED DEER PUBLIC LIBRARY**

**FROM: CITY CLERK**

**RE: 1994 ANNUAL REPORT - RED DEER PUBLIC LIBRARY**

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At the City of Red Deer Council Meeting held on Monday, July 18, 1994, the Red Deer Public Library's 1993 Annual Report was submitted to Council and it was agreed that same be received as information.

Thank you for providing this report to Council.



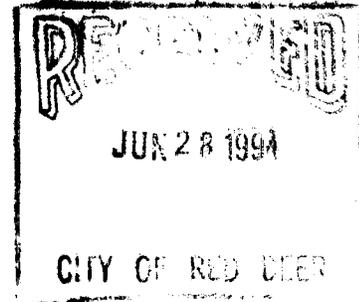
KELLY KLOSS  
City Clerk

KK/clr

NO. 4

K. Erickson  
 87 Ellis Street  
 Red Deer, AB  
 T4R 2C6

June 22, 1994



ATTN: CITY CLERK

RE: PARKING TICKET & TOWING BILL OF MAY 20, 1994

I recently purchased parking from Empire Parking in Lot 24 behind the Winners Casino. The second day I received my pass, I parked facing the sign which was clearly marked "Parking Lot 24". On this morning there was only parking left on the one side of the ties where I would normally park. I would normally park on the southside of the ties, but parked on the northside of the ties (ties-tires facing the ties). When parking, I noticed there were a couple other vehicles parked in this area as well. I checked to see if they had passes for Lot 24 and they did.

Due to the sign facing this way, as well as other people parked in this area, I thought it would be okay to do so. That evening after work my car had been towed by "Key Towing". I got my car out of the impound for a \$50 fee. I also received a ticket for parking on private property. I had my pass hanging on my mirror and parking was paid for at this time. After putting a complaint in about my ticket, I received a letter saying that it was "annulled".

Attached are the copies of the ticket, towing bill, proof of parking, and letter annulling the ticket.

Please take into consideration the above information and determine whether or not I'm eligible for a rebate for my towing expenses.

Thank you for your time and cooperation.

Sincerely,

*Kristin Erickson*  
 K. Erickson

*Enclosure*



# THE CITY OF RED DEER

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

May 27, 1994

Kerstin Erickson  
87 Ellis Street  
Red Deer, AB  
T4R 2C6

Dear Madam:

RE: Violation tag R 25029

We wish to advise you that we have investigated the issuance of the above noted tag. These investigations included the officer who issued the tag, and the circumstances as outlined in your inquiry. After reviewing your complaint, our decision is to stop the processing of your tag this time only.

We apologize for any inconvenience this has caused you.

Yours truly

for Doug Kutinsky  
Parking Administrator  
Bylaws and Inspections Dept.  
The City of Red Deer

/cab

DESIGNATED LOT 24  
 LOT ADDRESS 4616 50 AVE  
 MONTHLY RATE 29.43 Inc GST  
 PASS NUMBER 242  
 RESERVED \_\_\_\_\_ RANDOM   
 SPACE NUMBER N/A  
 NO. OF STALLS 1



CONTRACT No. 0612  
 START DATE May 18/94  
 FIRST PAYMENT 13.75 + GST = 96 14  
 PASS DEPOSIT 5.00  
 RENTAL DEPOSIT N/A  
 TOTAL PAYMENT 19.71  
 POST DATED CHEQUES TO \_\_\_\_\_

**MONTHLY PARKING CONTRACT**  
 VALID ON DESIGNATED LOT ONLY

BEST ATTAINABLE  
 IMAGE

NAME: Kerstin Erickson (PLEASE PRINT) (hereinafter called "PARKER") HOME PHONE: 347 9411  
 ADDRESS: 87 Ellis St. CITY: Red Deer POSTAL CODE: T4R 2C6  
 EMPLOYER: Co-operators WORK PHONE: Co-operators  
 VEHICLE MAKE: 1980 Chev Monza LIC. PLATE # KT5 104 DR. LIC. #: 137062-725

**TERMS AND CONDITIONS**

- It is agreed between EMPIRE PARKING INC., hereinafter called "EMPIRE" and the PARKER, that rental of parking space shall be on a month to month basis, commencing on the first day of each month.  
 One full calendar months' written notice must be given by PARKER to EMPIRE to terminate this contract.
- Rental payment for parking space must be made to EMPIRE in advance by the first day of each month. Rent in full must be paid whether the space is being used by PARKER or not. All payments must be identified by inserting contract number on cheque or money order.
1. Facilities are controlled by EMPIRE PARKING PASS, hereinafter called "PASS". Failure of PARKER to clearly display VALID PASS on vehicle rearview mirror will result in PARKERS' vehicle being tagged and/or towed away at PARKERS' cost, including storage and collection expenses.
  2. Rent not paid in full by the first day of each month invalidates PASS. RENTAL deposit will be forfeited to EMPIRE.
  3. PARKER to pay a \$10.00 replacement fee to replace lost PASS. PASS becomes invalid on termination date, therefore PASS must be returned promptly to receive return of PASS deposit.
  4. PARKER must provide one full calendar months' WRITTEN notice to EMPIRE at its address shown below for termination of this contract.
  5. PARKER shall park only in lot or stall as designated by EMPIRE from time to time.
  6. The within PASS is not transferable.
  7. PARKER agrees to abide by all rules and notifications posted by EMPIRE from time to time.
  8. PARKER agrees that he has inspected the parking lot facility and that there are no representations or warranties respecting same and PARKER will be using the lot as is.
  9. PARKER agrees not to abandon vehicle or to leave a vehicle unattended for a period in excess of three days without prior notice to and approval from EMPIRE.
  10. PARKER agrees not to bring onto or park on lot any unsafe or unroadworthy vehicle or any vehicle which fails to comply with Government safety standards.
  11. PARKER agrees that EMPIRE shall have the right to distraint any parked vehicle in the event of nonpayment of any amounts owing hereunder. Further in the event of any breach of this agreement, EMPIRE shall also have the right to tag or tow away PARKERS' vehicle at PARKERS' cost, including storage.
  12. PARKER agrees to be responsible for all damages arising as a result of PARKERS' use of the lot and agrees to indemnify and save harmless EMPIRE in respect to any claim brought against EMPIRE as a result thereof.
  13. EMPIRE assumes no liability for any loss or damage howsoever arising to PARKER, PARKERS' vehicle or other property and PARKER hereby specifically releases EMPIRE from such liability.
  14. PARKER agrees to be responsible for all costs incurred by EMPIRE arising as a result of PARKERS' breach of any of the terms and conditions contained herein, including any legal fees incurred by EMPIRE on a solicitor and client basis.
  15. Any notice required to be given to PARKER may be posted on PARKERS' vehicle or mailed to the mailing address set out above by ordinary mail.
- PARKER agrees that charges made by EMPIRE entitle PARKER to parking space only. EMPIRE assumes no liability whatsoever for any loss of or damage from any cause to PARKERS' vehicle or other property.

I ACKNOWLEDGE THAT I HAVE READ AND UNDERSTAND THE TERMS AND CONDITIONS OF THIS CONTRACT AND AGREE TO ABIDE BY THEM AT ALL TIMES.

SIGNATURE OF PARKER: Kerstin Erickson DATE: May 18-94  
 PARKER NAME (Print): Kerstin Erickson COMMENCE DATE OF CONTRACT:  
 WITNESS: \_\_\_\_\_ (Start Date): \_\_\_\_\_



THE CITY OF  
**RED DEER**

4914 - 48 AVE., RED DEER, ALBERTA T4N 3T4

THIS TAG ISSUED FOR  
BREACH OF SECTION

**33(1) R 025029**

TRAFFIC BYLAW  DOG BYLAW  HIGHWAY TRAFFIC ACT  1975

**PENALTY**

15.00 18.00 20.00 25.00 30.00 **35.00** 40.00

- A) PENALTY REDUCED \$10.00 IF PAYMENT RECEIVED BY CITY CASHIER WITHIN 7 DAYS. Thurs-Fri
- B) PENALTY REDUCED \$5.00 IF PAYMENT RECEIVED BY CITY CASHIER BETWEEN 8 & 15 DAYS.
- C) NO REDUCTION IN PENALTY AFTER 15 DAYS.

VEHICLE LICENCE NO. **KTS 104** MAKE **Chevrolet**

DAY **20** TIME **11 55** AM  P.M.

OFFENCE AND EDUCATION  METER VIOLATION **Parked On Private Property**

LOCATION OF VEHICLE **Lot 55 side 4620-50 Ave**

NAME **BA**

ADDRESS **BA**

YOU MAY AVOID PROSECUTION FOR THIS OFFENCE BY PAYING THE PENALTY REQUIRED, WITHIN 22 DAYS, TO THE ABOVE ADDRESS.

FAILURE TO COMPLY WILL RESULT IN PROSECUTION IN THE PROVINCIAL COURT OF ALBERTA.

**DO NOT DETACH**

PENALTY MAY BE REMITTED BY MAIL (CHEQUE OR MONEY ORDER ONLY) OR BY DEPOSITING IN BOX PROVIDED AT CITY HALL. TAG MUST ACCOMPANY PAYMENT.

RECEIPT SUPPLIED ON REQUEST IF SENDER'S NAME AND ADDRESS ARE FURNISHED.

FURTHER INFORMATION REQUIRED REGARDING THIS OFFENCE MAY BE OBTAINED FROM THE BYLAW DEPT., THE CITY OF RED DEER.

CASH REGISTER FIGURES CONSTITUTE A RECEIPT FROM THE CITY OF RED DEER FOR THE AMOUNT SHOWN.

**R 025029**

COMPLETE TAG MUST BE PRESENTED.

BEST ATTAINABLE  
IMAGE

4083 - 78 STREET CRESCENT  
RED DEER, ALBERTA  
T4P 3E3



PHONE 343-1668

**KEY TOWING & STORAGE (ALTA.) LTD.**

G.S.T. REGISTRATION # 102825833

UNIT <b>6</b>	DRIVER <b>Rick</b>	DATE IN <b>20 05 94</b>	DATE OUT <b>20 05 94</b>
NAME <b>Kerstin Ericson</b>		<b>7-9411</b>	
ADDRESS <b>87 ELLIS ST Red Deer</b>			
YEAR <b>81-84</b>	MAKE/MODEL <b>Chev Monza</b>	COLOR <b>Black</b>	LICENSE PROV. <b>KTS-104 A1</b>
LOCATION OF VEHICLE <b>South Side 4620 50 Ave</b>			
TOWED TO <b>Key Towing</b>			
MISC.			
TOW IN <b>24 00</b>	PO. #	CASH <input type="checkbox"/>	CHARGE <input type="checkbox"/>
SERVICE CALL	FINISH KM. START KM.	TOTAL KM	
TOW OUT	TERMS		
MILEAGE	1. The person signing hereunder warrants that he is the owner, or authorized agent of the owner of the above-described vehicle, for the purposes hereinafter set forth.		
WINCHING	2. Key Towing is hereby authorized to do whatever is necessary with the above-described vehicle to gain access, to enter, start, tow or winch it, and shall be indemnified and held harmless for any resultant damages of any nature from doing whatever is necessary in dealing with the said vehicle as hereinbefore authorized or otherwise.		
DOLLIES	3. If payment is not made for the above services, or if payment is made by an N.S.F. cheque, the person signing hereunder authorizes Key Towing at its option, to take and retain possession of the said vehicle until all payments and subsequent resulting storage and other related charges are paid, and if all amounts due are not paid within a further 30 days of taking possession, the person signing hereunder further authorizes Key Towing to have the said vehicle sold and recover all amounts payable to it herein from the proceeds of the sale, including any costs of the sale.		
BOOST	4. Interest will be charged at 1/2% per month on accounts over 30 days.		
LABOUR	CUSTOMER'S SIGNATURE <b>Kerstin Ericson</b>		
WAITING TIME	DRIVER'S SIGNATURE <b>Rick</b>		
AFTER HRS. RELEASE <b>18 00</b>	35233		
STORAGE <b>5 00</b>			
SUB TOTAL <b>47 00</b>			
G.S.T. % <b>3 29</b>			
TOTAL <b>50 29</b>			

ROAD SERVICE

DATE: July 12, 1994  
 TO: City Clerk  
 FROM: Bylaws and Inspections Manager  
 RE: **K. Erickson**  
**Refund of Towing Bill**

---

In response to your memo regarding the above referenced application to Council, we have the following comments for Council's consideration:

The Bylaw Department received a call from Empire Parking requesting a vehicle be removed from a lot managed by themselves. A "tow form" was signed by an authorized representative of Empire Parking and the vehicle removed. The complainant contacted our office regarding the ticket and towing charges and after reviewing the matter with Empire Parking the ticket was cancelled. Empire Parking explained that there was a valid parking permit issued to Ms. Erickson. As there was no to substantial cost to the City for issuing the ticket, Empire Parking was not billed for any expenses. With regards to the towing bill, I agree Ms. Erickson should not be responsible; however neither should the City. The matter should be the responsibility of Empire Parking who authorized the towing of Ms. Erickson's car. However the management of Empire has advised that they have considered the matter and do not feel responsible for the charge.

**Recommendation:** The matter is, in our opinion between the applicant and Empire Parking. It should not be the parking fund paying for a private matter.

Yours truly,



R. Strader  
 Bylaws and Inspections Manager  
 BUILDING INSPECTION DEPARTMENT

RS/cp

Commissioners' Comments

We concur with the comments of the Bylaws and Inspections Manager that this is not a City matter, but one that should be resolved between Ms. Erickson and Empire Paarking.

"G. SURKAN"  
 Mayor

"H.M.C. DAY"  
 City Commissioner

**THE CITY OF RED DEER**

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

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

June 28, 1994

Ms. K. Erickson  
87 Ellis Street  
Red Deer, Alberta  
T4R 2C6

Dear Ms. Erickson:

RE: PARKING TICKET AND TOWING BILL OF MAY 20, 1994

---

Receipt of your letter dated June 22, 1994 is hereby acknowledged.

This item will be discussed and possibly a decision made at the meeting of Red Deer City Council on Monday, July 18, 1994. 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.

In the event you wish to be present at this Council Meeting, please call our office on Friday, July 15, 1994 and we will advise you of the approximate time that Council will be discussing this item.

Please enter City Hall on the park side entrance upon arrival and proceed up to the second floor Council Chambers.

This 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 Friday, July 15, 1994, or if it would be more convenient for you, please let us know and we will fax same to you.

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

Sincerely,

KELLY KLOSS  
City Clerk

KK/clr

**RED DEER**

*a delight  
to discover!*

TO:

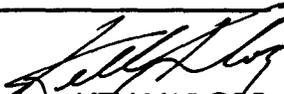
- DIRECTOR OF COMMUNITY SERVICES
- DIRECTOR OF ENGINEERING SERVICES
- DIRECTOR OF FINANCIAL SERVICES
- BYLAWS & INSPECTIONS MANAGER
- CITY ASSESSOR
- COMPUTER SERVICES MANAGER
- LAND AND ECONOMIC DEVELOPMENT MANAGER
- E.L. & P. MANAGER
- ENGINEERING DEPARTMENT MANAGER
- FIRE CHIEF
- PARKS MANAGER
- PERSONNEL MANAGER
- PUBLIC WORKS MANAGER
- R.C.M.P. INSPECTOR
- RECREATION & CULTURE MANAGER
- SOCIAL PLANNING MANAGER
- TRANSIT MANAGER
- TREASURY SERVICES MANAGER
- PRINCIPAL PLANNER
- CITY SOLICITOR
- \_\_\_\_\_

FROM:

CITY CLERK

RE: K. ERICKSON - REFUND OF TOWING BILL

Please submit comments on the attached to this office by July 11, 1994  
for the Council Agenda of July 18, 1994.

  
KELLY KLOSS  
City Clerk



# 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

July 15, 1994

Ms. Kerstin Erickson  
87 Ellis Street  
Red Deer, Alberta  
T4R 2C6

Dear Ms. Erickson:

RE: PARKING TICKET AND TOWING BILL - MAY 20, 1994

At The City of Red Deer Council Meeting held July 18, 1994 consideration was given to your letter dated June 22, 1994 concerning the above. At this meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Kerstin Erickson dated June 22, 1994, re: Parking Ticket and Towing Bill of May 20, 1994 - Request for Refund of Towing Charge, hereby agrees that said request be denied and as presented to Council July 18, 1994."

As outlined in the above resolution, Council did not approve your request for reimbursement of your towing bill. As the towing of your vehicle was authorized by a representative of Empire Paarking, I would suggest that you direct your request for a refund to Empire Paarking.

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: Bylaws and Inspections Manager



RED DEER

*a delight  
to discover!*



NO. 5

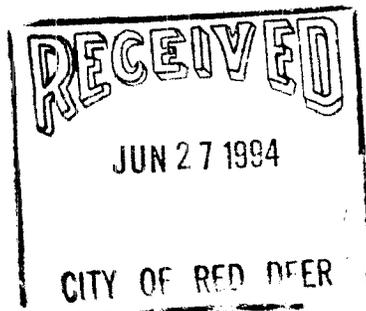
# German-Canadian Association of Alberta

Provincial Umbrella Organization

#203, 8708 - 48 Avenue, Edmonton, Alberta T6E 5L1 Tel./Fax. 465-7466

June 16, 1994

Her Worship  
Mayor Gail Surkan  
City of Red Deer  
P.O. Box 5008  
Red Deer AB T4N 3T4



Dear Mayor Surkan,

I am writing to you today in regards to a matter which the German-Canadian Association of Alberta has long been pursuing on behalf of its member organizations. The matter relates to property taxes levied against German-Canadian community organizations operating within your municipality. As non-profit cultural and community centres, these organizations feel that they - and all other ethno-cultural community organizations owning property that is taxed at similarly high rates - are being subjected to grossly unfair overtaxation.

You may recall our correspondence of October 26, 1993 when we first approached municipal bodies on this matter. All municipalities that responded referred us to provincial officials, emphasizing that property taxation assessments were governed by the dictates of the Municipal Taxation Act (MTA), which is provincial legislation. We subsequently brought the matter to the attention of provincial officials. As it was our understanding that the new Municipal Government Act, to be drafted in February, was to supersede the MTA, we requested - in the interest of all non-profit community and ethnocultural organizations - that this Act include a separate property tax category for such groups. We regret to report that our efforts in this regard did not meet with success; in fact, trying to bring our point across was rather like bashing one's head against a brick wall.

Regardless of what provincial office we turned to, we were repeatedly referred back to the municipal level and informed that municipal governments have the authority and power to reduce/refund all or part of an organization's taxes. We are aware of a number of local cases where this has been done. For example, the City of Edmonton recently wrote off \$400,000.00 in property taxes owed by the Citadel Theatre. Branches of the Royal Canadian Legion are tax exempt with regard to their facilities. In view of the role of such non-profit organizations as ethnocultural and multicultural

. . . 2

- 2 -

community centres, we would like to request partial taxation exemptions for the German-Canadian community organization within city limits:

German-Canadian Club of Red Deer: 5014 - 49 Street

We would like to emphasize that the German-Canadian clubs are non-profit cultural organizations which serve as community centres for the German-speaking community. They are meeting places for choirs, theatre and dance groups, soccer clubs, community groups, etc. Some also house facilities for heritage language schools, and some also include restaurant facilities with regular hours. Yes, a large part of the function of these clubs is social and recreational with a strong cultural emphasis, but is not the function of most community centres social and recreational? We are well aware of a few ethnic communities that have total or partial tax exemptions, but to the German-Canadians this has been repeatedly denied. All we are seeking is a fair tax to eliminate the tax burden which is financially destroying our organizations - say 50% of present property taxes. We are not expecting a total tax exemption.

Because of our lack of success with provincial authorities in this matter, we will now also be approaching the other municipalities in which German-Canadian clubs are located as well.

Looking forward to your reply,

sincerely,



Benno Knodel,  
President.

KB/sd

cc: affected GCAA member clubs  
Dr. Steve West, Minister, Municipal Affairs  
Ralph Klein, Premier

**DATE: July 5, 1994**  
**TO: City Clerk**  
**FROM: Director of Financial Services**  
**RE: GERMAN CANADIAN ASSOCIATION - TAX EXEMPTION**

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The City Assessor will be providing Council with information on the type of facility for which a tax exemption is requested and what the property taxes are for the property.

As Council is aware, effective January 1, 1995, the new Municipal Government Act gives the City the ability by bylaw to:

- cancel exemptions from taxation that have been granted to non-profit organizations by the Provincial Local Authorities Board
- exempt from taxation property held by a non-profit organization.

The new Municipal Government Act transfers the power to grant tax exemptions from the Provincial Local Authorities Board to City Council. In addition, City Council can review previous exemptions granted by the Local Authorities Board and cancel them.

City staff are preparing a list for Council of properties held by non-profit organizations that have been granted tax exempt status by the Local Authorities Board. As Council is aware, some of these exemptions were opposed by City Council.

In addition to the list of properties, City staff will be proposing to City Council a policy that would determine what properties held by non-profit organizations should be eligible for property tax exempt status. Council could then use the policy, once it has been reviewed and approved, to determine:

- what properties previously granted tax exempt status by the Local Authorities Board should now be taxable, and
- whether new applications for tax exempt status should be approved.

The German Canadian Club is requesting an exemption from 50% of the property taxes payable on their property. It is recommended this request be tabled until Council has an opportunity to consider and approve a policy on what non-profit organization properties should be eligible for consideration for tax exemption. It is anticipated this review would occur this fall.

City Clerk  
July 5, 1994  
Page 2

**Recommendation**

That the request from the German Canadian Club for an exemption from 50% of their property taxes be tabled until Council has established a policy on the granting of property tax exemptions to non-profit organizations.



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

AW/jt

c. City Assessor

PATH: alan\memos\german.cdn

**DATE:** 5 July 1994  
**TO:** City Clerk  
**FROM:** City Assessor  
**RE:** GERMAN CANADIAN ASSOCIATION - TAX EXEMPTION

---

The Provincial Government has passed legislation, Bill 31, that incorporates 21 Acts that affect municipalities. Included in these are the Municipal Taxation Act and the Tax Exemption Act.

Within this new legislation that will come into effect on January 1, 1995, is the provision that municipalities will have the jurisdiction and/or authority to exempt from taxes (not assessment) properties that they consider are of a public benefit. Our interpretation of this legislation is that these decisions will be made in 1995 for the 1996 taxation year. To accomplish this, we suggest that a summary of all existing exemptions by use category be put before Council in the latter part of 1994 for consultation and finalization in early 1995.

We respectfully recommend that this request be tabled at this time and considered with the other properties that will come before Council in late 1994.

#### RECOMMENDATION

Table the request, to be included with report on all exempt properties in late 1994, and considered at that time.



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

AK/ngl

c.c. Al Wilcock, Director of Finance

#### Commissioners' Comments

As outlined by the administration, a policy will be presented to Council for consideration in late 1994 on the granting of property tax exemptions to non-profit organizations. At this point in time, we recommend that Council deny this request. In principle, we cannot support requests of this kind, but Council may wish to reconsider this item later this year when a policy on tax exemptions is presented to Council.

"G. SURKAN", Mayor  
 "H.M.C. DAY", City Commissioner

TO:

- DIRECTOR OF COMMUNITY SERVICES
- DIRECTOR OF ENGINEERING SERVICES
- DIRECTOR OF FINANCIAL SERVICES
- BYLAWS & INSPECTIONS MANAGER
- CITY ASSESSOR
- COMPUTER SERVICES MANAGER
- LAND AND ECONOMIC DEVELOPMENT MANAGER
- E.L. & P. MANAGER
- ENGINEERING DEPARTMENT MANAGER
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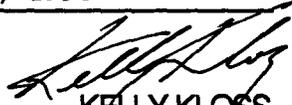
FROM:

CITY CLERK

RE: GERMAN CANADIAN ASSOCIATION - TAX EXEMPTION

Please submit comments on the attached to this office by July 11, 1994

for the Council Agenda of July 18, 1994.

  
**KELLY KLOSS**  
 City Clerk



# THE CITY OF RED DEER

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

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

June 28, 1994

German-Canadian Association of Alberta  
203, 8708 - 48 Avenue  
Edmonton, Alberta  
T6E 5L1

Att: Benno Knodel, President

Dear Mr. Knodel:

RE: GERMAN-CANADIAN ASSOCIATION - TAX EXEMPTION

---

Receipt of your letter dated June 16, 1994 is hereby acknowledged.

This item will be discussed and possibly a decision made at the meeting of Red Deer City Council on Monday, July 18, 1994. 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.

In the event you wish to be present at this Council Meeting, please call our office on Friday, July 15, 1994 and we will advise you of the approximate time that Council will be discussing this item.

Please enter City Hall on the park side entrance upon arrival and proceed up to the second floor Council Chambers.

This 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 Friday, July 15, 1994, or if it would be more convenient for you, please let us know and we will fax same to you.

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

Sincerely,

KELLY KLOSS  
City Clerk

KK/clr



*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

July 19, 1994

German-Canadian Association of Alberta  
203, 8708 - 48 Avenue  
Edmonton, Alberta  
T6E 5L1

Att: Benno Knodel, President

Dear Sir:

RE: PARTIAL TAX EXEMPTION FOR PROPERTY LOCATED AT 5014 - 49 STREET,  
RED DEER, ALBERTA

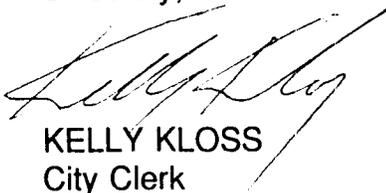
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At The City of Red Deer Council Meeting held on July 18, 1994, consideration was given to your letter dated June 16, 1994 concerning a request for partial tax exemption for the above noted property. At this meeting, the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the German-Canadian Association of Alberta dated June 16, 1994, re: Request for Partial Tax Exemption, hereby agrees that said request be denied and as presented to Council July 18, 1994."

As indicated in the above resolution, your request was not approved. 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 Financial Services  
City Assessor



*a delight  
to discover!*

**NOTICES OF MOTION**

---

**NO. 1**

**DATE: JULY 5, 1994**  
**TO: CITY COUNCIL**  
**FROM: CITY CLERK**  
**RE: NOTICE OF MOTION - ALDERMAN STATNYK**  
**PAYMENT OF PROPERTY TAXES**

---

At the Council Meeting of July 4, 1994, the following Notice of Motion was submitted by Alderman Statnyk:

"RESOLVED that Council of The City of Red Deer hereby agrees that the deadline for property tax payments be changed from June 30 to July 4."

This is submitted for Council's consideration.



**KELLY KLOSS**  
City Clerk

KK/clr

**DATE: JULY 19, 1994**  
**TO: CITY ASSESSOR**  
**FROM: CITY CLERK**  
**RE: ALDERMAN STATNYK:  
PAYMENT OF PROPERTY TAXES**

---

At the Council Meeting of July 18, 1994, consideration was given to the above Notice of Motion submitted by Alderman Statnyk regarding a change of the deadline for property tax payments from the present date of June 30 to the first working day following June 30.

Although this resolution was introduced to Council same was defeated and as such there will be no change to the deadline date for property tax payments.

Trusting you will find this satisfactory.



KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Financial Services

**DATE:** 12 July 1994  
**TO:** City Clerk  
**FROM:** City Assessor  
**RE:** NOTICE OF MOTION  
CHANGE OF TAX DUE DATE TO JULY 4

---

The Municipal Taxation Act, Section 117(6), states that "no penalty under this section shall be imposed before July 1 in any year". Therefore, it would be of no effect to have property taxes payable at a date earlier than June 30, 1994.

To provide some consistency within the Province of Alberta, we researched the other larger municipalities. The Cities of Medicine Hat, Lethbridge, St. Albert, Grande Prairie, and Edmonton have June 30 due dates with penalties effective July 1 of any year. The City of Calgary has a due date of June 29 on property.

If a date could be established that avoided a holiday or weekend, there may be some advantage in terms of outside box clearing and postage stamp. However, there isn't any one date that would provide this advantage every year.

### **RECOMMENDATION**

**For consistency, we respectfully recommend that The City of Red Deer not amend the tax due date to July 4 from June 30 of any year.**



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

AK/ngl

c.c. Director of Finance

**DATE: July 5, 1994**  
**TO: City Clerk**  
**FROM: Director of Financial Services**  
**RE: NOTICE OF MOTION -**  
**CHANGE OF TAX DUE DATE TO JULY 4**

---

My understanding is the Notice of Motion is proposing to change the due date for property taxes from June 30 to July 4.

The purpose in proposing the change in date is not disclosed in the Notice of Motion. My understanding, however, is the proposal was made because of some taxpayers complaining they had to mature investments early to pay taxes. More interest could have been earned if the investments had been cashed or withdrawals from savings accounts made after the end of June.

An average residential taxpayer would pay about \$1,600 in taxes. The loss in interest for June, based on a 7% interest rate, would be \$9.33 for a taxpayer who had to withdraw savings.

It is estimated if the due date had been July 4 this year, the City would have lost \$12,000 in interest earnings.

It would not seem justified for the City to lose \$12,000 interest revenue for the few people that might benefit by about \$10. As a result, I could not recommend any change in the due date.

### **Recommendation**

That the June 30 due date not change.



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

AW/jt  
 c. City Assessor

PATH: alan\memos\tax\dudat.clk

### **Commissioners' Comments**

We concur with the comments of the Administration that there would not appear to be any significant benefits to change the date, but there would be a significant cost to the City. So for the sake of consistency, we recommend Council retain June 30 as the tax payment deadline.

"G. SURKAN"  
 Mayor

"H.M.C. DAY"  
 City Commissioner

**DATE: JULY 5, 1994**

**TO: CITY COUNCIL**

**FROM: CITY CLERK**

**RE: NOTICE OF MOTION - ALDERMAN HULL  
"DEVELOPER'S ADVOCATE"**

---

At the Council Meeting of July 4, 1994, the following Notice of Motion was submitted by Alderman Hull:

"WHEREAS developers of property or enterprise must interface with numerous city departments, officials, bylaws, regulations and guidelines; and

WHEREAS the one-stop concept as a facilitator to development has been recommended by other communities and business advisory networks;

THEREFORE BE IT RESOLVED that the function of a 'Developer's Advocate' be created (without incremental cost to The City) and an appropriate program proposal be prepared for Council's consideration."

This is submitted for Council's consideration.



KELLY KLOSS  
City Clerk

KK/clr

DATE: July 12, 1994

TO: Kelly Kloss, City Clerk

FROM: Ken Haslop, Engineering Manager  
 Ryan Strader, Bylaws and Inspections Manager  
 Alan Scott, Land and Economic Development Manager  
 Al Roth, Electric Light and Power Manager

RE: **NOTICE OF MOTION - ALDERMAN HULL  
 "DEVELOPER'S ADVOCATE"**

The Strategic Marketing Task Force Report, which was adopted by Council approximately one year ago, had a number of recommendations which Council requested the Administration review, and incorporate those that could be contained within existing City budgets. One of the very strong recommendations within the report urged City staff to establish "round table" access to businesses requiring our services. This is one of the recommendations which we felt could be incorporated within existing budgets.

As a result, we have endeavoured, where possible and when requested, to assemble representatives from various departments who can provide input on specific projects. It has worked extremely well and, we think, simplifies the process of dealing with City Hall.

We are also reviewing the entire City Hall operation in an effort to "cluster" specific services which would simplify dealings with the operation. Services presently provided by Engineering Services, Bylaws and Inspections Services, Planning, and Land and Economic Development would lend themselves to this "cluster" approach. The whole idea of one-stop shopping for various City services, provides benefits to both sides. From our point of view, we believe there would be cost savings to the City.

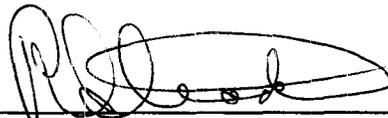
We think we have made some advances in addressing the concerns expressed by Alderman Hull. We also believe that ongoing discussions with respect to changes within City Hall to make the delivery of services more efficient will become a reality. We can appreciate that there may be some specific cases, which have been brought to the attention of members of Council, where this more simplified access to City Hall was not evident. We would urge those businesses which are dealing with City Hall to make their first contact through the Land and Economic Development Department, so that the necessary arrangements can be made to deliver services, where possible, in a more efficient manner.



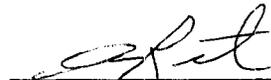
K. Haslop, Engineering Manager



A. V. Scott, Land & Economic Dev. Manager



R. Strader, Bylaws & Inspections Manager



A. Roth, Electric Light & Power Manager

AVS/mm

### Commissioners' Comments

As noted in the attached report we are currently working toward the concept of "One Stop Shop" to facilitate the development process. While we have made a number of strides forward, it is evident that there may be other useful suggestions that we could incorporate. In order to identify what specifically could be done to further the process, we recommend that Alderman Hull work with the Land & Economic Development Manager to identify a number of representatives from the development industry to review the current process which is being used and identify specific steps which might be taken to improve it.

As Council will recall the Strategic Marketing Task Force report adopted by Council on August 30, 1993, included in its recommendations the use of "Round Table Discussions with Developers" to identify means of streamlining our procedures. The intent of this motion supports and gives effect to that recommendation.

Elsewhere on the agenda is a report recommending that Council also support the concept of a "One Stop Shop" to coordinate the development programs and processes of all three levels of government.

"G. SURKAN"  
Mayor

"H.M.C. DAY"  
City Commissioner

Submitted to City Council  
Date: July 18/99

**RED DEER  
BUSINESS ONE-STOP STUDY  
AND  
DEVELOPMENT PLAN**

A study prepared for  
**The Red Deer Business Advisory Network**

Supported by



**CANADA - ALBERTA  
PARTNERSHIP AGREEMENT**  
ON BUSINESS AND COMMUNITY DEVELOPMENT



**RED DEER  
BUSINESS ONE-STOP STUDY  
AND  
DEVELOPMENT PLAN**

Jim Renick, Business Consultant  
11 Warwick Drive  
Red Deer, Alberta  
March, 1994

**RED DEER**  
**BUSINESS ONE-STOP STUDY**  
**and**  
**DEVELOPOMENT PLAN**

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**RED DEER  
BUSINESS ONE-STOP STUDY  
and  
DEVELOPMENT PLAN**

**1. EXECUTIVE SUMMARY**

A window of opportunity is present in Red Deer for a business one-stop. This one-stop would be a cooperative venture of the agencies providing business development service in the area. A willingness has been expressed by several agencies to co-locate their operations to a central facility to form a One-Stop Business Services Centre. The Business Advisory Network (BAN) has set the stage for a successful cooperative operation.

This study builds from the experience of BAN and other one-stop initiatives to formulate a basic development framework. This framework leads, through discussion and analysis with BAN members to four one-stop models:

- 1 – an enhanced business advisory network,
- 2 – a hosted one-stop business information centre,
- 3 – a cooperative one-stop business services centre,
- 4 – an independent one-stop business development centre.

The cooperative one-stop business services centre was selected for completion of a development plan. This model achieves the greatest advantages at least cost with some potential for reduced costs through the use of shared facilities and elimination of duplicated administrative services. All of the necessary components are present in Red Deer.

A development and operating plan for the business one-stop services centre shows a pooling of talents and resources would bring together a staff of 15 people and require a facility of approximately 8000 square feet (800 sq. m.). The only new staff would be a coordinator for the centre. At a later time and as experience dictates, the one-stop services centre could grow to a regional business development centre operated as an independent partnership

The business one-stop services centre would provide a new and efficient delivery of business development services.

## **PART I – RESEARCH**

### **2. INTRODUCTION**

*A business one-stop* is a central facility offering a wide range of business assistance services. It exists to enhance entrepreneurial competitiveness and new business successes. One-stops provide a one-window approach to business development resources that typically includes planning, marketing, financing, information, guidance and training assistance, and provides pathways to legal, technical, and other business needs. A one-stop has many advantages over existing methods of delivering assistance to business. It is a place where an entrepreneur can go for information and assistance needed to start, operate or improve his/her business. A business one-stop provides a focus for business development activities and serves as a central point of contact.

Small business plays a highly important role in the Canadian economy. Industry Canada reports in *Growing Small Businesses*<sup>1</sup> that 53% of all Canadians are now either self-employed or work for a small business of less than 100 employees. This growing sector of our economy created more than 2.3 million jobs from 1979 to 1989. Unfortunately, the failure rate for small business is also high which seriously weakens this economic engine. Effective delivery of business development services, such as through a one-stop centre, could significantly help many of these firms.

#### **2.1 BACKGROUND**

In November 1989, a feasibility study<sup>2</sup> was completed on the merits of establishing a small business incubator in Red Deer. This study recommended that a small business incubator be established. The incubator was seen as a step towards addressing the pre- and post-launch developmental needs of business start-ups. The study noted that while space for new businesses was generally not a problem, there was a strong need for more coordination of business development services.

<sup>1</sup> GROWING SMALL BUSINESSES. Industry Canada, Ottawa, February 1994

<sup>2</sup> RED DEER SMALL BUSINESS INCUBATOR STUDY. New Ventures Associates, Edmonton, September 1989, 82 pp + append

The concept of a business incubator/one-stop was discussed in the feasibility study<sup>2</sup>. The study recommended a "fully integrated business incubator housing other small business support organizations in addition to the incubator." Considerable advantage could be achieved by including the business support agencies. A number of supportive comments were also made by the incubator steering committee:

- "an integrated support centre is the most effective manner to support the development of new business"
- "a one-stop must be more than just convenient, it must reflect needs of the marketplace"
- "we need to create a unique, friendly and facilitative environment for new business"
- "we need to improve access and 'hand-holding'"
- "we need to create a distinct culture ..... this is a place where 'better businesses are born' "

While the study noted there was support in principle for a one-stop, practical problems were anticipated in implementing the idea.

## 2.2 BUSINESS ADVISORY NETWORK FORMATION

In early 1990, the business support agencies in Red Deer met to review the considerations of the incubator study and agreed to commence regular meetings to exchange information on programs and to coordinate activities wherever possible. Regular meetings began in May, 1990 and soon led to the formation of the Business Advisory Network (BAN).

The inaugural meeting on May 1, 1990 saw an initial BAN membership of eight:

- Mr. R. Kennedy, Business Counsellor, Alberta Economic Development & Trade
- Mr. J. Renick, Technology Advisor, Alberta Research Council
- Ms. S. Dandurand, Business Counsellor, Federal Business Development Bank
- Mr. A. Scott, Manager, City of Red Deer Department of Economic Development
- Ms. W. Martindale, Manager, Red Deer Visitor & Convention Bureau
- Mr. K. Pasula, Managing Director, The Centre for Business Development
- Mr. P. Henry, General Manager, Red Deer Chamber of Commerce
- Mr. M. Knopp, Director, Red Deer College Management Development Center

Mr. D. McVety, Manger, Canada Employment Centre joined the group in August 1990.

Formally launched in October 1990, the Red Deer Business Advisory Network is an innovative network group comprising representatives from agencies and community organizations directly

involved in the provision of programs and services to entrepreneurs. It is a unique partnership of eleven federal, provincial, municipal and community organizations working together for a common purpose.

The stated mission of the Business Advisory Network is:

*"to coordinate, integrate and enhance business development services in the City of Red Deer in order to improve the competitiveness of aspiring entrepreneurs, the business community and other organizations."*

BAN strives to broaden the public's knowledge and awareness of the various services provided by the member organizations through coordinated information sharing and the provision of co-sponsored workshops. Alberta Agriculture (Food & Rural Development) joined the Network in May 1991 and Alberta (Advanced Education &) Career Development in September 1991. Current membership is shown below.<sup>3</sup>

BAN members have met monthly to discuss common areas of interest and to share information about programs and services offered through their agencies. The associationship has clearly enhanced the familiarity and sense of cooperation between the member organizations.

## 2.3 PROJECT OVERVIEW

While members find BAN unique and useful, they want to take a leadership role in advancing its success. The members believe that BAN can achieve its true potential by consolidating its members' services in a business one-stop.

The investigation of a business one-stop is timely. The mood of fiscal restraint, downsizing and restructuring has opened a "window of opportunity" to redesign the delivery of business

### <sup>3</sup> BUSINESS ADVISORY NETWORK MEMBERS

Alberta Economic Development & Tourism	Alberta Advanced Education & Career Development
Alberta Research Council	Alberta Agriculture, Food & Rural Development
Canada Employment Centre	The Centre for Business Development
City of Red Deer Economic Development	Federal Business Development Bank
Red Deer Chamber of Commerce	Red Deer College Management Development Center
Red Deer Visitor & Convention Bureau	

development services. There is a political will and a genuine desire to improve the delivery and operating efficiency of all services. Apart from the initial cost to set up a one-stop, no increase in operating cost is expected. Increased visibility and accessibility of business services through a one-stop would clearly bring in more clients. A higher business entry rate plus an improved survival rate resulting from an effective one-stop would bring economic benefits to the community.

BAN applied to the Canada-Alberta Partnership Agreement for support to retain the services of a consultant to work directly with the membership to examine the feasibility of consolidating member organizations in a "one-stop" business services centre and prepare a development plan.

#### **2.4 PROJECT OBJECTIVES:**

The primary objective of the project is:

"to examine the opportunity of consolidating the member organizations (of BAN) towards a 'one-stop' comprehensive business services centre to improve linkages between existing business information services and to improve and strengthen information accessibility."

A number of options are investigated to establish a basis for a business one-stop in Red Deer and a plan set out for its development. A number of steps necessary for the successful establishment and operation are identified.

### **3. PHILOSOPHY FOR A BUSINESS ONE-STOP**

The Nebraska Small Business Development Center (SBDC) sums up the underlying philosophy of a business one-stop most succinctly. The SBDC notes that traditional economic growth is "focused on attracting new businesses to move to the community and assumes that business owners are business-wise and make logical decisions based on the greatest economic return. Therefore, business support programs should provide access to money and low cost real estate. It is presumed that the business will operate successfully returning advantage to the community."

The SBDC states that "it seems clear that small business development centres operate from a different assumption. This assumption is that many small business owners are not business-wise, that decisions involve other factors besides financial incentive, that businesses often make decisions without sufficient information, and that businesses fail."

### **3.1 EXISTING BUSINESS ONE-STOP CENTRES**

While the term "one-stop" has become popular only recently, the concept of a comprehensive business development centre is not new. Medical one-stops, ie. clinics, have existed for decades. Business one stops began in the United States in the mid- 1970s. Now, a number of business one-stop initiatives are underway.

#### **3.1.1 CANADA BUSINESS SERVICES CENTRE (CBSC)**

The CBSC aspires to be a comprehensive resource for information on government programming and technological support to entrepreneurs. The Centre provides technological support through database access for business related information. Clients can access databases themselves or have someone assist them. At the time of visitation to the Edmonton CBSC, it was not yet fully operational and its services were limited to program information and referrals. However, when completed, this CBSC will offer information sourcing from a number of databases such as Statistics Canada, IBIS, BOSS, OBS, etc. No information was made available on the number and types of client enquiries.

Industry Canada is planning for similar CBSCs in at least one major city in each province. Smaller communities such as Red Deer, will potentially be served by a "satellite office" electronically connected to the nearest CBSC.

#### **3.1.2 UNITED STATES SMALL BUSINESS DEVELOPMENT CENTERS (SBDC)<sup>4</sup>**

The SBDC Program was established to provide management and technical assistance to small businesses for help in keeping pace with today's competitive world. The SBDCs were formally started in 1980 after several years of trial operation. It is a national program that

<sup>4</sup> Sources: Mr. Leon Mollobar, Small Business Development Center, Omaha, Neb.  
Mr. Jay Kryslar, Alberta Economic Development & Tourism, Edmonton, Ab.

includes at least one principle centre in each state and several sub-centres in small communities, resulting in a network of over 700 Centers. A summary on the SBDCs prepared by its Association is included as Appendix 17.1.

Centers vary in each state with funding provided from federal, state and local sources all channelled through one administration to link resources for the delivery of business development services. Table 3.1 shows a comparison of four centers.

The SBDCs conduct research, counsels, and trains business people in management, financing, and operating small businesses, and provides comprehensive information services and access to experts in a variety of fields. They provide network linkages to the business community, develop practical solutions to business problems, give low cost seminars and workshops on business topics, and offer special programs related to local needs.

The program has had a positive effect on the economy. The Association of SBDCs notes from a University of Georgia study that sales growth averaged 18% for non-preventure clients and 106% for preventure clients. Growth in full-time employment averaged 16% and 93% with these respective clients.

Another study conducted in 1991 of the clients of a Texas SBDC found that sales growth for pre-venture clients averaged 209% for their first year of operations and sales growth for clients with exiting businesses averaged 22%. Full-time employment grew by 53% for pre-venture clients and 16% for other clients.

The SBDC services are presently provided to clients at no cost, but according to the Association's October 1993 News bulletin, the Clinton Administration wants SBDCs to charge clients for services (and return the moneys to the federal administration).

Table 3.1

**SBDC COMPARISON TABLE**

SBDC COMPARISON TABLE				
	Alabama	Nebraska	South Dakota	Texas (Houston)
Funding Mix	SBA 39%	SBA 28%	SBA 47%	SBA 32%
	State 19.9%	State 44%	State -	State 40%
	Univ. 33.6%	Univ. -	Univ. (cash) 21%	Univ. Inc. Other
	Other	Other	Other(in-kind)	Other
	Fed. 7.5%	Fed. -	Fed. -	Fed. 9%
	State -	State -	State 17.5%	State 19%
	Priv.S -	Priv.S 27%	Priv.S 7.5%	Priv. Inc. Other
Annual Budget	\$3.1 mil.	\$2.0 mil.	\$0.6 mil.	\$4.3 mil.
Sub-Centres	11	10	8	15
Total Staff	90	39	22	52 prof. 27 support
Consulting clients	4,425	2,291	880	5,100
Training clients	6,709	2,760	943	9,473

**3.1.3 AUSTRALIAN SMALL BUSINESS DEVELOPMENT CENTRE <sup>5</sup>**

The Small Business Development Centre of Western Australia is based upon a crown corporation model with an independent six member, state appointed board of directors. The managing director is a government employee who maintains operating links to the state government. The Centres focus on generating small business success through developing management skills and the use of specialist advisors. Over 50 business management products are offered. The Centres work in partnership with local business and economic development groups to provide information and advice through a network of 18 small business development centres. They provide information, advice and assistance to over 45,000 people per year.

<sup>5</sup> Source: Mr. Jay Kryslar, Alberta Economic Development & Trade, Edmonton, Ab.

Evaluations show that 16% of the visitors and 11% of callers claimed the Centre contributed to their decision to start a business and 83% of the counselled clients claimed it improved their business. The Centres claim to have helped in the creation of 2300 new businesses.

#### **3.1.4 UNITED KINGDOM BUSINESS LINKS**

Britain launched a new plan in 1993 to "revolutionize the delivery of support services for business" with the opening of the first Business Links. These one-stop centres will form a national network offering a full range of business support services. At the heart of the initiative is a partnership between all the leading business support agencies overseen by a National Steering Group. No information is yet available on the success of the Links initiative.

#### **3.1.5 OTHER EFFORTS**

- a. Alberta Economic Development & Tourism branch offices offers, in very a limited way, a wide range of services for business development.
  
- b. "New Business Handbook" – Economic Development Edmonton has prepared a handbook identifying various organizations that provide information and assistance to entrepreneurs in establishing a business in the city.

#### **3.2 BENEFITS**

Direct benefits of a one-stop to new and existing businesses can be seen in the information presented. The U.S. and Australian one-stops are having significant impact on business success and growth. Entrepreneurs are obviously unable to make use of resources they do not know exist. Gathering the multiple resources, which are now scattered in a number of locations, into a common, visible and readily accessible location, will result in enhanced and more complete use of these resources. "Getting to know businesses" plus ready access to marketing and technological information is expected to result in more "networking" among members of the business community, which in turn will lead to improvements in management and competitiveness.

If the objectives of the one-stop are fulfilled, enhanced new business formation rates (start-ups minus exits) and increased sales as noted in the Georgia and Texas studies mentioned

above, will translate into a healthier and growing local economy providing increased employment.

#### **4. ECONOMIC OVERVIEW OF RED DEER**

Red Deer's economy can be summarized as "in a state of vigorous recovery."

Red Deer, a community of 60,000 located midway between Edmonton and Calgary, is central Alberta's trading and distribution centre. It provides the retail, medical, service, professional and educational needs of residents from the foothills East to the Saskatchewan border. Many diversities are found in its economy; oil, natural gas, sulphur, coal, sand, gravel and timber. In addition, there are the rich agricultural resources, food processing, petrochemical industries, oilfield servicing and manufacturing. These all combine to provide an enviably stable economic base.

Red Deer provides a business focus for central Alberta and is the only city within the Canadian Prairies that can claim a potential market of 1.75 million people within a radius of 100 miles (160 Km).

##### **4.1 RECENT TRENDS:**

Slowness in the energy field at the turn of the decade and decreased manufacturing levels were buoyed by construction activities related to several commercial developments and the relocation of the railway tracks in 1991. The economic buoyancy initiated by the construction activities is now being sustained by increased manufacturing and oil/gas activity.

Red Deer's population continued to show moderate growth of 2% in 1993 with the number of businesses (based upon the tax role) increasing by 39 through the year to a total of 1,991. Home-based businesses, listed separately, increased by 15 to 643 in 1993 providing a total of 2634 businesses. Statistics Canada reports in the 1991 census that 2610 individuals in Red Deer claimed to be self-employed.

Manufacturing continues as a critical mainstay for Red Deer's economy with \$2.4 Billion in sales in 1993. However, due to closure of two major plants, sales are down from 1992 and well below the \$3.2 Billion recorded in 1990. Several local manufacturers have been successful with export sales of \$1.2 Billion. Economic strength is reflected in the present all-time high number of 140 manufacturing firms and 3,628 jobs in the city.

#### 4.2 ENTREPRENEURIAL ACTIVITY:

New Ventures Associates reported in the incubator study<sup>1</sup> that the number of licensed businesses in Red Deer grew by an average of 100 per year from 1,700 in 1986 to approximately 2,000 in 1989. The study reported an average of 126 new business start-ups per year through that period which gave an average new business formation rate of 6.8%. This rate was the second highest in North America exceeded only by Austin, Texas with an average business birth rate of 7.3% from 1981 to 1985.

Updated statistics indicate there were 1,952 licensed businesses in the City at the end of 1992, showing a small decline from 1989. By the end of 1993 however, this number had again climbed to 1,991 businesses. There were 165 new businesses started during the year and 126 discontinued businesses, a net gain of 39. The new business birth rate in 1993 was 8.5%, again very high.

In addition, there were 15 new home-based businesses licensed in 1993 bringing the total of home-based businesses to 643, down from 648 in 1989. A combined total of licensed businesses operating in the City at the end of 1993 was 2,634.

#### 4.3 ENTRY/EXIT RATE:

Historical data on the number of business start-ups in Red Deer is difficult to obtain. The feasibility study<sup>1</sup> estimated an average of 126 new businesses per year for the 1986 to 1989 period and an exit of 26 businesses per year showing a net annual average growth of 100 businesses per year. This gave an exit rate of 20% for Red Deer during the 1986-1989 period compared to a rate of 26% in Edmonton. While specific figures are not available for the 1990 to 1992 period, there was a net decrease of some 50 businesses which indicates negative growth (exit rate exceeded 100%) sometime during that period. The business growth

rate returned to positive again in 1993. The 165 business entries and 126 exits give an exit rate of 76% for 1993. While this exit rate is still high in relationship to the 1986 to 1989 period it is much improved from the over 100% rate during 1990 to 1992. The continuing high exit rate demonstrates that a large number of businesses are in need of assistance before they reach a critical state.

#### **4.4 NEEDS FOR BUSINESS DEVELOPMENT SERVICES**

A business services Needs Questionnaire was developed to:

1. confirm if the business development needs noted in the 1989 incubator study were still relevant
2. investigate the level of interest among this group in the one-stop concept
3. seek information on the level of awareness of:
  - the Business Advisory Network,
  - BAN member agencies
  - services offered.

The questionnaire was distributed to 45 new and prospective entrepreneurs. Twenty completed questionnaires were returned. Detailed results are shown in Appendix 2.

In summary, the most frequent types of assistance requested were marketing, business planning, financial planning, business training and cash flow development. Again, although the sample is not large, the results confirm the findings reported in the 1989 study<sup>1</sup>.

Information on the degree of assistance wanted by entrepreneurs was also requested in the questionnaire. It was noted that while 70% of the respondents wanted information on starting and operating their business, they also wanted general guidance, help in interpreting the information, and assistance in planning. Forty percent of the respondents wanted hands-on assistance in putting their business development plan together. Only 10% wanted someone to do their business plan for them.

The level of awareness and use of agency services varied from a high of 95% for the Canada Employment Centre to a low of 30% for the Red Deer College Management Development

Center. Nearly all respondents were aware of or had used at least one of the agency services but only 15% had heard of the Business Advisory Network.

The number of responses on the level of satisfaction with agency services was low.

All respondents liked the concept of a one-stop and were strongly in favour of its development. Interestingly, the respondents felt that the one-stop should be funded about one-third by each of the three levels of government, municipal, provincial and federal, however, were not averse to user fees as a means to support one-third of the costs. A preference was shown for a one-stop located downtown with available parking.

## **5. FRAMEWORK**

An initial framework leading to a business one-stop was developed for discussion purposes based on several sources of information. These sources included a review of the Business Advisory Network, a review of the business incubator study, a review of the incubator committee's analysis, and examination of existing one-stops. This developmental framework consists of six steps which progress from the current business advisory network to a full-scale regional business development centre. The six steps are summarized in Table 5.1. The services that could be offered at each step are listed separately in Table 5.2.

This developmental framework was used to focus discussion during interviews with the members of the BAN. The interviews acquired information on the services provided by each of the member agencies, its level of interest, its potential contribution to a one-stop, and the criteria and level of participation each would consider. The interviews revealed a high level of interest in the one-stop concept and a willingness to act on the opportunity. The members felt that BAN, while informal and "much behind the scenes," serves a very useful purpose in familiarizing members with other agencies and with exchange of information. The members felt strongly that focus should be on phases 5 or 6 and only be limited to phases 2 or 3 if dictated by financial restrictions.

TABLE 5.1: POTENTIAL DEVELOPMENT STEP TO A REGIONAL BUSINESS SERVICES CENTRE

PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5	PHASE 6
					<p><b>REGIONAL BUSINESS SERVICES CENTRE</b>                      A proactive regional hub with consulting staff, tutoring, training programs, information sourcing &amp; interpretation, opportunity sourcing, network linkages, multi-agency representation, pathways to legal and other services, meeting rooms, temporary client work space</p>
				<p><b>ONE-STOP BUSINESS SERVICES CENTRE</b>                      Small staff (1 prof/1 clerical) development guidance, library &amp; info resources, central point of contact</p>	==>
			<p><b>BUSINESS SERVICES CENTRE</b>                      Co-located nucleus group, appointments scheduling, joint meetings, synergy, visibility</p>	==>	==>
		<p><b>BAN iii</b>                      Hosted Business Info Centre with centralized phone #, literature, client referrals</p>	==>	==>	==>
	<p><b>BAN II</b>                      Bi-monthly meetings, increased commitment, promotional activities</p>	==>	==>	==>	==>
<p><b>BAN (existing)</b>                      information exchange, coordinated activities</p>	==>	==>	==>	==>	==>

MODEL

#1

#2

-----#3-----

#4

TABLE 5.2: BUSINESS DEVELOPMENT SERVICES AT EACH PHASE

SERVICE / PHASE	1	2	3	4	5	6
Program info exchange	==	==	==	==	==	==
Coordinated activities	==	==	==	==	==	==
Agency referrals	==	==	==	==	==	==
Promotional activities		==	==	==	==	==
Coordinated deliveries		==	==	==	==	==
Central call number			==	==	==	==
Central literature source			==	==	==	==
Client referrals		--	==	==	==	==
Appointment scheduling				==	==	==
Joint meetings with clients				==	==	==
Membership resources				==	==	==
General guidance				==	==	==
Central contact point					==	==
Development guidance					==	==
Review services					==	==
Library resources					==	==
Regional hub						==
Counselling services						==
Tutoring						==
Training						==
Information sourcing					--	==
Information interpretation						==
Network linkages						==
Bus. opportunity sourcing						==
Pathways to legal, financial and technical services						==
Meeting rooms						==
Temporary office space(?)						==
MODE	<===	=RE-	ACT	IVE =	====>	PRO-ACTIVE
ACCESSIBLE		<..	<--	<===	====	====>
VISIBLE			<--	<===	====	====>
SYNERGISTIC				<===	====	====>

MODEL

#1

#2

---#3---

#4

## 5.1 POTENTIAL MODELS

Based on the above considerations and the existing business one-stops summarized in section 3.1, four one-stop models with potential applicability to Red Deer were formulated.

These models with descriptive titles are:

1. An enhanced Business Advisory Network;

Essentially, this is a more active and visible Business Advisory Network.

2. A single-agency hosted business information centre;

This model would see one agency displaying program information materials for all of the BAN members and directing enquiries through a one-number telephone access to all members.

3. A multi-agency co-located one-stop business services centre;

A group of BAN member agencies relocated to a common facility. Agencies would remain independent but operate in a coordinated manner to provide one-stop delivery of services and information.

4. An integrated, multi-agency partnership business development centre;

A fully functional, independent business development centre formed as an independent partnership of the participating agencies and offering a full range of business development services.

These models are more fully described in Table 5.3.

TABLE 5.3: OPTIONS for BUSINESS DEVELOPMENT CENTRES

TITLE	#4 One-Stop REGIONAL BUSINESS DEVELOPMENT CENTRE	#3 One-Stop BUSINESS SERVICES CENTRE	#2 One-Stop BUSINESS INFORMATION CENTRE	#1 ADVISORY NETWORK II
PURPOSE	Promote business development and economic growth in Red Deer and area. Be an advocate of business growth. Be THE PLACE to go for business support.	Strengthen businesses and support development through enhanced delivery of services.	Improve awareness of business development services through single information source	Enhance awareness and coordinate business development services.
FUNCTION	Provide an easily accessible comprehensive package of development resources to new and existing businesses at one location.	Provide one window access to business development services by relocating existing services to a common facility.	Provide a one location source of program information on business assistance and self-help materials.	Provide a cohesive business support group/network.
SERVICES	Single point of contact for business planning, training, marketing information & interpretation, financial planning, cash flow, counselling, tutoring, consulting, operating reviews, assessments, opportunity sourcing, library resources, network linkages & gateways to other services.	General guidance and business counselling, information sourcing, library resources, central point of contact, appointment and activity scheduling, joint meetings and functions.	Self-help literature and guide books, program brochures for relevant agencies, central point of contact & phone number, referral services, information on business development activities	Coordinated member services, activities, promotional materials. Become a visible entity to the public and business community.
OPERATION	An independent business development partnership corporation drawn from existing business development agencies. Agencies work collectively under one-stop management. Centre advisory staff act as "traffic managers" and assist with general enquiries, client directing, appointment scheduling, course and seminar registration and housekeeping.	A co-located group of business service agencies with shared reception, display and information areas. Agencies operate independ, activities linked by coordinator.	Single agency hosted program information and literature source for all BAN members. Provides single point of contact and referrals.	Enhancement of existing BAN networking by increased commitment, joint activities, bi-monthly meetings and a formalized structure.
POTENTIAL PARTNERS	RDC/MDC, AEDT, FBDB, CBD (Community Futures), City of Red Deer ED, Alberta Agriculture, Alberta AE & Career Development, C of C	AEDT, FBDB, RDED, CBD, AAFRD, AAECD, C of C, RDC/MDC	All BAN members	All BAN members
MANAGEMENT	Board of Directors made up of reps from partner agencies plus directors at large from the business community. Centre manager and core staff facilitate operation.	Management board of reps for involved agencies and BAN members.	Agency plus BAN advisory group.	BAN
STAFFING	Direct: 1 manager, 1 info assistant/librarian, 2 receptl. Agencies: RDC/MDC 3; AEDT 1; FBDB 3+2; CBD 3+1; RDED 1; AAFRD 1; AAECD 1; C of C/EDA 1 Total: 15 prof + 6 support	Direct: Coord'r. Agencies: AEDT 1+1, FBDB 3+2, CBD 3+1; RDED 1; AAFRD 1; AAECD 1; MDC/RDC 1. Total: 12 prof + 4 support	part-time assistant-receptionist	Present
FUNDING	Multi-level government cost-shared partnership supports 50-65% with balance of operating costs drawn from service fees, training, and representation agreements such as industry Canada.	Agency covers own operation and shares communal costs. Fee revenues shared.	Shared by BAN members and City or C of C. Fees for literature, telephone recept'n	Membership fees, prorated share of activity costs
LOCATION	Central location in Red Deer with some storefront exposure and ample parking.	Visible storefront location in business area with parking.	Storefront location most desirable, parking	
FACILITY	Minimal 15,000 sq ft facility containing reception area, display area, 18 offices, 2 meeting/board rooms, 5 classrooms, library, information networking room, storage, service area.	Some 8000 sq ft with main reception-display area, 12 offices, 2 meeting rooms, 2 class rooms, library	300-400 sq ft additional space for display area,	
ADVANTAGES	A highly visible, full service facility that essentially becomes an entity in itself with services valuable to all sizes and stages of businesses.	High visibility, synergy. Little change in total operating costs.	Visibility, information access, ready referrals. Low cost.	Increased function, low cost. More joint activities. Mutual benefit.
DISADVANT.	Start-up costs.	Start-up costs	Limited to published information.	Services located at several locations .
MODEL	U.S. Small Business Development Centers		Ind. Can. Business Info Centre	BAN

AAFRD Alberta Agriculture, Food & Rural Development  
 AEDT Alberta Economic Development and Tourism  
 AAECD Alberta Advance Education and Career Development  
 BAN Business Advisory Network, Red Deer

C of C Red Deer Chamber of Commerce  
 CBD Community Futures Centre for Business Development  
 RDED City of Red Deer Economic Development Departments  
 RDC/MDC Red Deer College Management Development Center

## 5.2 DISCUSSION

All of the above models support the mission statement of the Business Advisory Network, *"...to improve the competitiveness of aspiring entrepreneurs, the business community and ..."*.

Each successive one-stop models achieves some advantages through the introduction of additional services as shown in Tables 5.1 and 5.2.

Enhancement of services begins with program coordination and joint client services available in Model #1. Model #2 adds visibility and public awareness of business services and one-stop access to agency program information at minimal additional cost. It introduces ready inter-agency referrals. A one-number telephone line would be a logical inclusion.

Model #3 is the first level of a one-stop business services centre. Its primary advantage is one-window access but it achieves several additional advantages. It is a significant, visible facility that offers a central point-of-contact, inter-agency client access, and centralized resources such as information sourcing and library facilities. Co-location of these services brings synergism, cooperation and networking.

Model #4 can be considered as the mature stage of Model #3. It takes on a pro-active role in business development becoming the business assistance supermarket. All forms of services, including training and consulting would be offered. Networking links to markets, information, technology, quality management, capital and other professional services would be available. This model requires an enthusiastic, knowledgeable manager who is well known and respected by the business community. He must make this business development centre THE PLACE for business assistance in central Alberta. A Model #4 centre would be a focal point for businesses in the community and could link business development with economic development. This is the most attractive because it formally links the existing agencies and provides the most comprehensive package of services and functionality.

Cost structures change with the progression of the models. Direct costs increase with each step while indirect costs decrease. Direct costs are those visible costs dealt with directly by the one-stop such as office lease and services. Indirect costs are items such as salaries that are currently included in each agency's budget. In Model #4, nearly all indirect costs surface and appear in the one-stop centre's budget and drop from the agencies' budgets. Total salary costs, already included in the agency's budgets, do not change until additional staff are hired for the one-stop. Costs to operate the Model #4 business development centre are higher. However, these increased costs can be offset by revenues obtained from training seminars, courses and fees charged for services.

The relationship between costs and benefits is illustrated schematically in Fig 5.1. This shows the relationship of direct to indirect costs for each model. Direct costs for models #1 and #2 are low but rise linearly for models #3 and #4. Conversely, indirect costs decrease as the expenses transfer to the direct cost side. Total costs are expected to remain about the same up to model #3 but increase for model #4. The increase will depend on the increased offerings versus reduced administrative activities. The greatest non-linearity and thus the highest benefit to cost increment occurs between models #2 and #3. Here, a major increase in benefits is achieved with little change in total costs. Total NET costs to the sponsoring agencies are expected to decrease with the introduction of fees (shown as \$\$\$\$) in models #3 and #4. There could be a small decrease in costs as office efficiencies are obtained.

### 5.3 MODEL SELECTION

One-stop models operating elsewhere offer important insight on what can be achieved. The U.S. SBDCs were specifically established as independent centres to channel federal, state, and municipal resources for business development through one outlet. The SBDCs offer the greatest range and depth of resources of models investigated. This type of model is applicable in Red Deer. Its application would involve amalgamation of several BAN agencies. The depth of resources is important. While data were not provided, it was learned in discussion with the Nebraska Center that SBDCs associated with educational institutions seem to be more effective than those without such an association. This claim appears to be supported by the results from the Western Australian SBDC. The Australian SBDCs, which lack any educational institute involvement, report successes somewhat less than the U.S. SBDCs.

The recent establishment of the Business Links in the U.K. also provides an example of what can be achieved. Business Links, in contrast to the U.S. SBDCs, are a multi-agency partnership established for the same purpose as the SBDCs. This approach is an important reference as Business Links appears to have captured very closely the multi-agency partnership represented by BAN in Red Deer. Unfortunately, as the program is a new initiative, no information is available on its level of success.

Red Deer is well positioned to take advantage of several opportunities in developing a one-stop. The BAN has developed a high degree of cooperation in the business support community and a willingness to work together. Examples of effective business one-stops are available in the U.S. and U.K. models. To follow the U.S. model implies a multilevel government partnership and amalgamation of agencies for delivery of services. Alternately, the U.K. model is a multi-agency partnership implying a more cooperative arrangement for delivery of services. In either route, Red Deer has the additional advantage of having an educational institute as a member. The interest and support of the Red Deer College Management Development Center in this potential partnership would appear to give it all of the necessary elements for a successful business development centre.

The forgoing discussion leads to the selection of Model #3, the co-located multi-agency services centre, as a first one-stop objective for Red Deer. It could begin with less than full BAN membership participation and then advance later to a full-service business development centre (Model #4) when the other members are in a position to join. The advancement step requires the key participation of the Management Development Center.

## **6 RECOMMENDATIONS**

The establishment of a Model #3 one-stop business services centre in Red Deer is both feasible and desirable. The feasibility is shown by:

- the results of the research and analysis presented,
- the business needs questionnaire,
- the strong business growth rate,
- the 1989 incubator study,
- economic motivation for cost efficiency and to achieve more with less,
- the need for many businesses to be able to compete globally,
- the growing desire and need for self-employment as means to self-sufficiency.

Fig. 5.1. BENEFIT / COST SCHEMATIC

TOTAL COSTS (+++)	+++++	+++++	+++++	+++++ XXXXX
INDIRECT COST (—)	—	—	XXXXX =	— \$\$\$\$\$
BENEFITS (xxxx)	xxxxx	xxxxx	\$\$\$\$\$	—
DIRECT COSTS (---)	---	---		
	MODEL 1	MODEL 2	MODEL 3	MODEL 4

A Model #3 one-stop business services centre is recommended at this stage as the most economical and effective way for consolidating the existing business support services. A one-stop will convert what is seen as a "number of assorted agencies" that offer some assistance with various business development activities into a **clearly identified source for business information and assistance.**

The need is clear, the economic mood is favourable and a willingness to cooperate is present. The Business Advisory Network should capture the opportunity and proceed as quickly as possible in establishing a Business One-Stop Services Centre in Red Deer.

The one-stop should have a five year trial period to demonstrate its effectiveness. During this period, all opportunities for improvement should be explored with a view towards becoming an independent, Regional Business Development Centre.

## **PART II – DEVELOPMENT PLAN**

### **7. DEVELOPMENT OF A ONE–STOP BUSINESS SERVICES CENTRE IN RED DEER**

#### **7.1 INTRODUCTION**

A one–stop "business services centre" is proposed for Red Deer as a central facility where an entrepreneur, either new or experienced, is able to obtain a wide range of services related to business development. The business one–stop will have a broad set of resources and services useful for starting a new business and/or improving or enhancing an existing business. These services will include planning, marketing, financing, information, guidance counselling and training plus provide pathways to legal, technical and other business needs. The business one–stop will serve as a central point of contact for outside firms or agencies seeking a local business contact or for local business seeking an export contact.

The one–stop will promote business development in Red Deer and central Alberta through a fully coordinated and enhanced delivery of existing business assistance services.

The one–stop offers many advantages over the present method of delivering assistance to business. The one–stop provides ready access to all services plus adds a high level of visibility to the services advertising their existence and usability. The co–location and coordination will add a significant degree of enhancement through synergistic interaction of the member agencies. Many activities, such as advertising, promotional functions, program directories, seminars, library and reading resources, information sourcing and external networking, often considered too difficult or costly alone, can now be carried out effectively.

Patrick Olive<sup>6</sup> notes that "entrepreneurs usually display strength in talent and in technical ideas but lack capital and the know–how needed to turn an idea or venture into a successful business." Similar needs are noted in the Needs Questionnaire and the 1989 incubator study. Seventy percent of the questionnaire respondents wanted information on starting and operating

<sup>6</sup> Olive, Patrick W., 1988: Small Business Enterprise Centres; The Manager – The Critical Link to Success. Canadian Economic Development, Vol 12, p79–86.

their business plus planning guidance and help in interpreting the information. Forty percent of the respondents also wanted someone to work with them to help put their business or business development together.

Support for a business one-stop is strong among the BAN members as noted by the level of interest and continued work of the Business Advisory Network. Evidence continues to mount on better ways to deliver such services as seen by the U.S. SBDC's and the Business Links in England. The present economic mood with downsizing and restructuring has built a collective will to be more efficient and effective in using what we already have. Co-locating business services in a one-stop will achieve these results. The need is also illustrated by the high number of business entries (165) and exits (126) in 1993.

## **8. PURPOSE**

The purpose of the Red Deer business one-stop is to provide a client oriented, one-window approach to business development services by co-locating most agencies that provide such services into a unified operation. A "one-window" or "one-stop" offers enhanced access for entrepreneurs to a multitude of agencies and services at one location.

Many advantages are obtained for the client, the agency and the community. Efficiencies are achieved for the client. All of an entrepreneur's business investigation can be done at one location where he/she can readily see what is available. He can easily arrange all necessary appointments and meet with several agencies simultaneously. Services and efficiencies are enhanced by the pooling of resources. Collectively, the agencies become an impressive resource, highly visible to the business and community-at-large. The one-stop will quickly become known as THE PLACE to go for business related assistance of any kind.

### **8.1 STATUS OF BUSINESS SUPPORT AGENCIES**

Table 8.1 shows the agencies that currently offer business development services in Red Deer and their status regarding participation in a business one-stop. The description in the services column captures the rationale for each agencies' interest in the one-stop.

Seven of the present ten agency members of the Business Advisory Network have shown an initial willingness to participate in the business one-stop. This is a substantial group and would have a full staff component of 15.

## 8.2 REGIONAL REPRESENTATION

Regional representation is inherent in the one-stop as most of the representatives that will occupy the one-stop are mandated by their parent agency to serve the central Alberta region.

**TABLE 8.1: AGENCIES AND STATUS Re ONE-STOP**

AGENCY	SERVICES	STATUS
Ab. Economic Development & Tourism.	<ul style="list-style-type: none"> <li>- Counselling</li> <li>- Planning &amp; development</li> <li>- Market information</li> <li>- Community development</li> </ul>	Interested locally in co-locating Senior level approval unknown
Federal Business Development Bank	<ul style="list-style-type: none"> <li>- Management training</li> <li>- Financial assistance</li> <li>- Mentoring</li> <li>- Seminars</li> </ul>	Interested locally in full re-location Senior level approval unknown
City of Red Deer Land & Economic Development	<ul style="list-style-type: none"> <li>- Economic Development</li> <li>- Demographics</li> <li>- Liaison &amp; bus. facilitation</li> </ul>	Willing to re-locate one EDO
Red Deer Visitor & Convention Bureau	<ul style="list-style-type: none"> <li>- Convent'n service coord't'n.</li> <li>- Tourism devlpt. &amp; promotion</li> </ul>	Will consider Location critical
Red Deer Chamber of Commerce	<ul style="list-style-type: none"> <li>- Economic Development</li> <li>- Business information</li> </ul>	Interested and supportive Maintain close liaison
Ab. Advanced Education & Career Development	<ul style="list-style-type: none"> <li>- Labour market information</li> <li>- Career counselling</li> <li>- Training</li> </ul>	Willing to re-locate one advisor
Centre for Business Development (Community Futures)	<ul style="list-style-type: none"> <li>- New venture development</li> <li>- Counselling</li> <li>- Seed funding</li> <li>- Training</li> </ul>	Willing to co-locate Awaiting mandate renewal
Red Deer College Management Development Center	<ul style="list-style-type: none"> <li>- Management training</li> <li>- Business skills</li> <li>- Computer training</li> <li>- Consulting</li> </ul>	Willing to re-locate one staff
Ab Agriculture, Food & Rural Development	<ul style="list-style-type: none"> <li>- Technical assistance for Food processing</li> </ul>	Willing to re-locate one advisor
Canada Employment Centre	<ul style="list-style-type: none"> <li>- Job sourcing</li> <li>- Job retraining</li> </ul>	Maintain close liaison

**9. MARKET**

The primary markets are the entrepreneurs and pre-entrepreneurs seeking business information. These entrepreneurs are the existing client sources of the member agencies. The total number of business related contacts and enquiries is estimated by BAN members to be 500 to 600 per month. However, this number does not accurately reflect the number of entrepreneurs because of duplication of enquiries. Assuming each entrepreneur enquirers at two or three agencies, a more realistic estimate would be 250 enquiries per month.

Development of the one-stop will increase visibility and public awareness of available services. This is expected to attract 50 additional enquiries per month, particularly from communities outside of Red Deer.

An additional 25 enquiries per month are expected from existing businesses because of the scope and depth of the resources available at the one-stop. These firms will see the centralized one-stop as now having something to offer them.

Several of the BAN member agencies, CBD, AEDT, FBDB, VCB, C of C, currently host business training courses and seminars. If most of these training activities are held at the one-stop, it is estimated that 250 additional people will be in contact with the centre per month. Expanded offerings resulting from the one-stop is estimated to increase attendance by 25%.

The total monthly enquiries to the centre is estimated to exceed 500 per month:

business enquiries	250
outside communities	50
existing businesses	25
training	<u>250</u>
TOTAL	575

Any use by the Red Deer College would be in addition to the above.

## 10. **MARKETING PLAN**

The marketing strategy is to promote the Business Services Centre as THE SOURCE for all business information and assistance in central Alberta. The Centre should be promoted as a single unit, multi-agency cooperative partnership existing to assist all businesses. The Centre should be known for WHAT IT DOES for businesses.

Networking should be a major component of its marketing strategy. Frank Sonnenberg (1990)<sup>7</sup> provides considerable insight in his article on "How to reap the benefits of networking." He notes that "networks are built on mutual trust ... by participants with common interests and objectives." "Networking is an excellent way to gain access to resources that might be hard to find." "Networking ... is a source of leads – people who will watch out for new business opportunities and then alert you to them." The article is included in Appendix 3.

Memberships in local organizations such as the Chamber of Commerce and service clubs, should be encouraged to develop relationships with the business community. Also, all opportunities should be taken to offer seminars and presentations to business groups.

Advantage should be taken of the Visitor and Convention Bureau. The VCB provides a dual role in developing the tourism/convention business sector and promoting the City. The VCB should be used as part of the one-stops "extended network." It would act as an additional access and referral point, available seven days per week, providing a link for the one-stop to visitors to the City and the tourism/convention business sector.

General advertising should promote the one-stop while course and seminar offerings could highlight the appropriate agency members.

<sup>7</sup> Sonnenburg, Frank K., 1990: HOW TO REAP THE BENEFITS OF NETWORKING. The Journal of Business Strategy, Jan/Feb 1990, p 59-62

## **11. MANAGEMENT**

### **11.1 PARTNERSHIP AGREEMENT**

A partnership agreement must be drawn up setting out the terms and conditions of the cooperative partnership. This agreement should address:

- the entry and exit conditions,
- define the common area, activities and staffing,
- establish a formula for cost sharing of the common area elements; these could be prorated on an area or clientele basis or, perhaps best, on the number of full-time-equivalent staff,
- a standardized fee schedule for certain services.

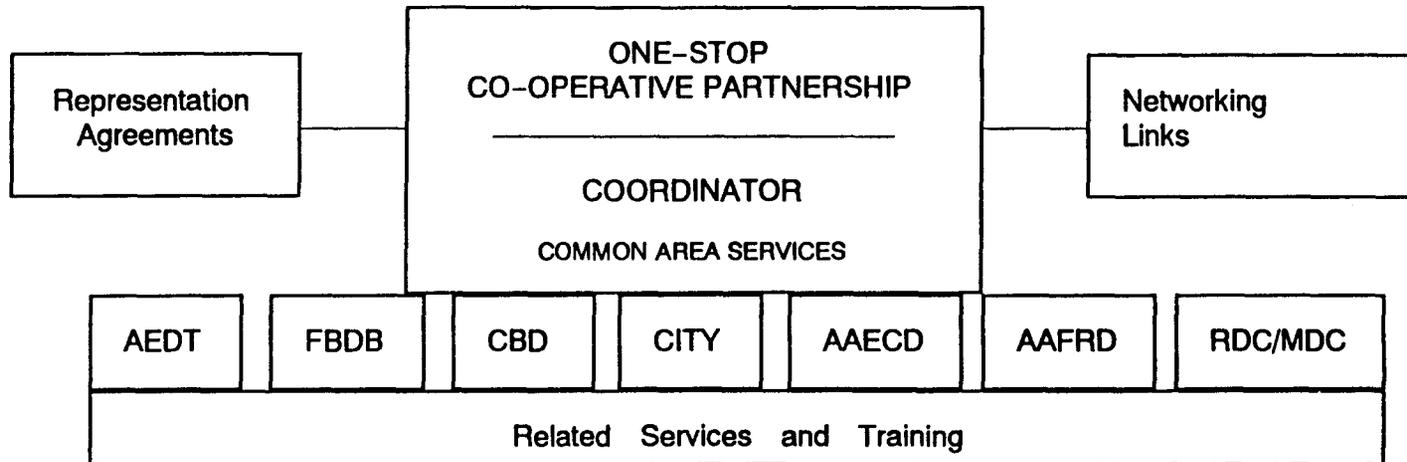
General direction will be from a board of directors made up of the members of the one-stop partnership plus directors drawn from the remaining BAN membership. The board should choose its chairman from the membership and hire a managing coordinator for the one-stop. Figure 11.1 shows a potential organizational structure.

Individual agencies will operate their own agency programs and assure that their activities are coordinated with the other agencies. The leasing agency would manage the facilities to the mutual benefit of all parties.

### **11.2 ONE-STOP COORDINATOR/MANAGER**

In such a voluntary and cooperative environment, management could prove to be awkward without the services of a Coordinator. From an internal perspective, each agency has its own manager who reports to its parent administration. Yet, from an external perspective, a leader and central contact, who can act on behalf of the one-stop, must be identified. The one-stop coordinator will lead and coordinate activities at the one-stop and be a common resource that all participating members can draw upon. He/she must ensure the one-stop operates in a client oriented manner. The coordinator will provide assistance in all areas and conduct first-level interviews to assess new client's needs.

FIG. 11.1: ORGANIZATION CHART FOR ONE-STOP SERVICES CENTRE



- AAECD Alberta Advanced Education & Career Development
- AAFRD Alberta Agriculture, Food & Rural Development
- AEDT Alberta Economic Development & Tourism
- CBD Centre for Business Development
- CITY City Red Deer Economic Development Department
- FBDB Federal Business Development Bank
- RDC/MDC Red Deer College Management Development Center

**TABLE 11.1: ONE-STOP BUSINESS SERVICES CENTRE**

	PARTNERS	SERVICES	\$ SUPPORT
O N E - S T O P  B U S I N E S S  S E R V I C E S  C E N T R E	Leasehold Agency	- Coordination - Reception - Library	Fees Rep ageements (Self-supporting)
	-----	-----	-----
	Ab Econ Development & Tourism	- Information sourcing - Counselling - Planning & developmt - Market information - Community	Fees Prov. Gov't  -----
	-----	-----	-----
	Federal Business Development Bank	- Management training - Financial assistance - Mentoring - Seminars	Fees Fed. Gov't  -----
	-----	-----	-----
	City of Red Deer	- Economic Development - Licensing - Tourism infrastruct	Fees Mun. Gov't  -----
	-----	-----	-----
	RD Chamber of Commerce	- Economic Development	Fees Chamber  -----
	-----	-----	-----
Ab Advanced Ed & Career Development	- Labour market	Prov. Gov't  -----	
-----	-----	-----	
Centre for Business Development	- New venture developm't - Counselling - Seed funding - Training	Fees Comm. Futures  -----	
-----	-----	-----	
RDC Mangement Development Center	- Management training - Business skills - Computer training - Consulting	Fees (Self-supporting)  -----	
-----	-----	-----	
Ab Agriculture & Rural Development	- Food processing	Prov. Gov't	

The coordinator can be key to the success of the one-stop. He/she needs to be a facilitative team player and leader to operate the facility and pull the agency staff together. The coordinator needs a broad range of skills to draw out business and community support, be able to assist entrepreneurs and supervise the one-stop operation.

## **12. OPERATIONS**

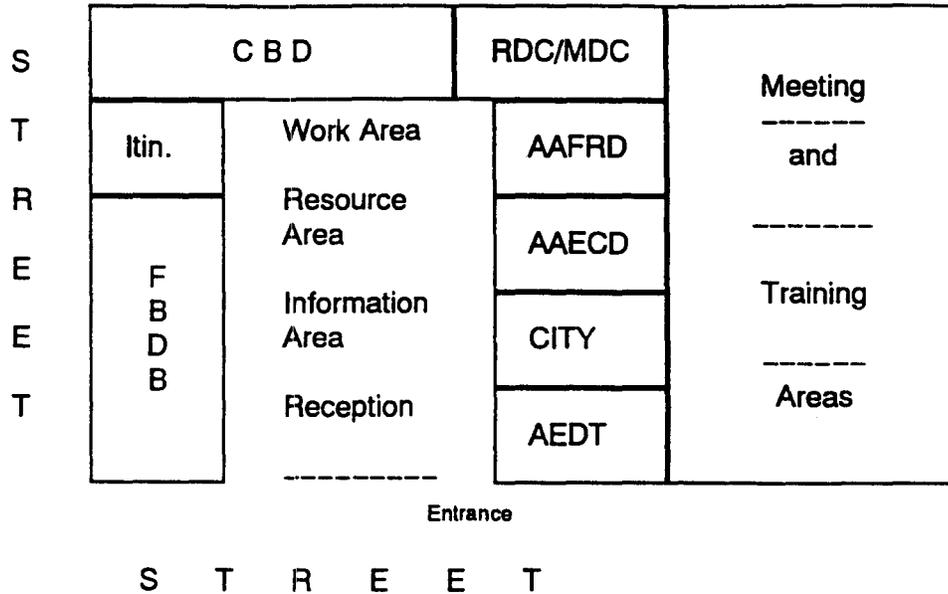
The business one-stop would function similarly to many other multi-service professional firms such as lawyers or medical clinics. To the client arriving at the front desk, he sees, much like a patient at a medical clinic, a coherent, organized operation with a number of specialists to meet his needs. He is largely unaware that each practitioner is operating his own specialized service (such as orthopaedics, pediatrics, x-ray, etc.). The receptionist ensures that clients are acknowledged and receive information on the services and operation of the one-stop. One or two receptionists should be available to take all general enquiries, accept training and seminar registrations and attempt to assist the enquirent wherever possible.

First time enquirents to the one-stop, will be escorted by the receptionist to the information and resource area for general assistance. When the enquirent seeks additional assistance, he/she will be directed to the one-stop coordinator. The coordinator will speak confidentially with the enquirent in a helpful "getting to know you and your needs" manner. This brief interview would form the basis for further assistance. Information from this interview will be circulated to agency members of the one-stop and a plan established for serving this client. Appropriate appointments will follow.

An information browsing area for clients is planned next to the reception. A business resource library will be developed from the collective in-house agency resources. The business related resources of the Red Deer Pubic Library need to be identified and promoted as an important community resource. Any acquisitions of business materials by the public or the one-stop library should be coordinated to avoid duplication. A computerized interactive business information station that would enable clients to access information directly should be considered at a later stage.

Both formal and informal networks can be extremely useful for incoming and outgoing information. For this reason, formalized relationships need to be developed with several business networks, such as the Industry Canada Small Business Networks, the Alberta Manufacturing Network, and accounts established with numerous databases to provide on-line business information services. Informal networks must also be pursued whenever and wherever possible. These develop through various communication mediums and expand by

FIG. 12.2: SCHEMATIC LAYOUT OF BUSINESS ONE-STOP



- |         |   |
|---------|---|
| AAECD   | Alberta Advanced Education & Career Development |
| AAFRD   | Alberta Agriculture, Food & Rural Development   |
| AEDT    | Alberta Economic Development & Tourism          |
| CBD     | Centre for Business Development                 |
| CITY    | City Red Deer Economic Development Department   |
| FBDB    | Federal Business Development Bank               |
| RDC/MDC | Red Deer College Management Development Centre  |
| Itin.   | Itinerant Associates                            |

sharing information and contacts. Sonnenburg<sup>6</sup> notes there are no special rules or format, just the rewards of a mutual desire to help each other.

## 12.1 LAYOUT

A simple schematic layout of the one-stop is shown in Fig 12.1. The actual layout should include office space for itinerant visitors such as the National Research Council and Industry Canada.

## 12.2 LOCATION

The underlying premise for locating a business one-stop is that it should be in a business setting and close to the business community. It should not be seen as an extension of government.

A downtown location with a "storefront" image is desirable but not necessary. While this location was favoured, only 45% of respondents to the Needs Questionnaire showed a preference for a downtown location. Other potential locations are anywhere in the North or South commercial strips. Two respondents, or 10%, preferred an industrial setting.

Several advantages accrue with a downtown location. The downtown area has the highest number of businesses per unit area, everyone knows where it is, and it has the highest visibility and people traffic flow. Parking requirements may be a disadvantage depending on the site chosen. While the questionnaire did not specifically ask about parking, many respondents commented that the availability of parking was important. Fortunately, the downtown area is well served by all major transit routes.

## 12.3 SPACE

Locating adequate space for the business one-stop will not be difficult. Discussions with two commercial Realtors quickly yielded a list of several available properties such as the previous liquor stores, Tom Boy site, 5010 Centre, Peavey warehouse, etc. These properties range from several hundred square feet in size to several tens of thousand square feet. Estimates are that some 100,000 square feet of commercial space is presently available in downtown Red Deer with little reason to believe that this situation will change very soon. Storefront

quality areas lease, on average, for \$8 to \$10 per square foot per year for the base lease plus \$4.00 to \$4.50 per square foot per year for services. Lower rates might be negotiated for large areas. For calculation purposes, a rate of \$15 per square foot is assumed. A specific list of acceptable locations was not developed because of the uncertainty of timing of the one-stop and the inability to secure any site. However, finding a location is unlikely to present a problem.

With the downsizing of a number of government departments and agencies, opportunities may arise to utilize existing surplus office space such as at the Regional Planning Commission. Here, few modifications are required for a nucleus group to get established. Additional area may be available for expansion when other agencies are able to join.

#### **12.4 STAFFING**

Staffing of the one-stop will be the existing personnel of the various agencies. These staff would re-locate to the one-stop and continue to be employed by their respective agency. The one-stop coordinator would be the only new position created. The initial staff compliment is expected to be 10 to 16 people depending on which agencies participate in the one-stop. Three of the staff would provide clerical/administrative support. These support staff could work directly for the one-stop or continue to be employed by their current agency but share duties with the one-stop. The staff compliments of the various agencies is shown in Table 5.3.

### **13. FINANCING**

The financial considerations of the one-stop fall into four categories as discussed below.

#### **13.1 AGENCY BUDGETS**

Program funding for agencies re-located in the one-stop is assumed to remain with each agency. However, these agencies must recognize that some costs will be transferred to the one-stop for shared support services. As such, each agency will continue to have its own internal agency budget to deal with staff, literature, materials, travel and expenses. These costs are not discussed here.

## **13.2 PROPERTY LEASE**

Lease arrangements could best be handled by one agency agreeing to be the leaseholder or landlord for the combined space of the one-stop. Each agency would sublet the area it requires from the leaseholder. Alternately, a separate company could be formed to manage the building space and common activities of the one-stop. This latter approach is a simpler arrangement for the handling the costs of the shared common areas and support activities.

## **13.3 COMMON AREA COSTS**

The third category of costs relate to the shared support activities such as the centre coordinator, centre operations, reception, promotion and all activities that provide a common benefit to the one-stop tenants. These costs are shared on a per professional staff ratio at the one-stop assuming that all staff will use the common facilities and services equally. Several other formulas are possible based upon experience such as client ratios, etc. Costs to develop a library are not included as many agencies already have such resources.

## **13.4 TRAINING AND MEETING AREA COST**

Separate consideration is given to the meeting and training areas. Costs associated with these areas could be prorated into the common areas whereby each one-stop tenant pays a share. However, some agencies, due to the nature of their programs, will likely use these areas far more frequently than others. A more suitable arrangement may be for either the one-stop management company or one of the agencies that use these areas frequently, to assume financial responsibility for this portion of the lease. These facilities could then be rented to the other tenants or anyone wishing to use them. The training support activities could managed as a separate cost centre.

## **13.5 BUDGET**

Internal operating costs will remain with each agency. For budgetary purposes, a full lease rate (including utilities) of \$15.00 per square foot per year is assumed. Lower rates may be found for large areas. In many instances, because of the shared facilities, agencies may not require as much private area when they re-locate in the one-stop. Reductions in private area may be as much as 50%. The equivalent of these costs reoccur in the common area costs.

**LEASE:**

Private areas	SQ.FT.	Approx. cost per month
AAFRD	250	\$ 312.50
AAECD	250	\$ 312.50
AEDT	300	\$ 375.00
CBD	750	\$ 937.50
FBDB	1000	\$1,250.00
MDC	250	\$ 312.50
RDED	<u>250</u>	<u>\$ 312.50</u>
	3050	\$3,812.50

**COMMON/SHARE SERVICES (turnkey office support)**

	Cost per month	
Lease (25% of 8000 sq. ft.)	\$2,500.00	
One-stop staff		
Coordinator/manager	4,000.00	
Reception/admin support (2)	3,500.00	\ these positions
Information assistant	2,000.00	- are tranfered from
Benefits (@15%)	1,500.00	/ existing staffs
Telephone	500.00	
Fax	250.00	
Photocopy	500.00	
Supplies & maintenance	1,000.00	
Promotion for one-stop	1,000.00	
Travel (one-stop only)	300.00	
Parking (all)	<u>1,000.00</u>	
	\$15,550.00	

**TOTAL COSTS PER MONTH (using prof. staff formula):**

	Staff	Share	Common	Lease	Total
AAFRD	1	9.1%	\$1,412.00	\$312.50	\$1,724.50
AAECD	1	9.1%	1,412.00	312.50	1,724.50
AEDT	1	9.1%	1,412.00	375.00	1,787.00
CBD	3	27.3%	4,245.00	937.50	5,182.50
FBDB	3	27.3%	4,245.00	1,250.00	5,495.50
MDC	1	9.1%	1,412.00	312.50	1,634.50
RDED	1	9.1%	<u>1,412.00</u>	<u>312.50</u>	<u>1,634.50</u>
			\$15,550.00	\$3,812.50	\$19,362.50

**TRAINING/MEETING ROOMS:**

Area	approximated 3000 square feet
Monthly lease(inclusive)	\$3,750.00

### 13.6 REVENUES

Revenues to support the operation of the one-stop would be derived from the following activities.

FEES (per month)	
Consultation (10% of 325 enquiries @ \$50)	1,625.00
Information sourcing (10% of 325 @ \$50)	1,625.00
Registrations (handling fee 250 @ \$10)	2,500.00
Rentals (meeting rooms) (4 rms x 25 days x 60% @ \$75/day)	4,500.00
Representation agreements	
Alberta Research Council and Industry Canada	1,000.00
[Cost reduction from transfer of support staff	<u>7,000.00</u>
	\$18,250.00

### 13.7 START UP COSTS

Start up costs to develop the one-stop could vary considerably depending upon the location and type of facility chosen. Renovations may range from a low of \$3 to \$5 per square foot for existing office area to as high as \$50 per square foot if major upgrading is required such as a former large retail location. Assuming an area of 8,000 square feet is required, renovation costs could range from \$25,000 to \$400,000.

#### PROJECTED STARTUP COSTS:

Renovations	\$25,000.00 – 400,000.00
Moving (agency)	25,000.00
Setup	20,000.00
Display/Library	10,000.00
Installations (phone,etc)	5,000.00
Furniture (common training areas)	25,000.00
Equipment (info, training)	<u>15,000.00</u>
Total	\$125,000.00 – 500,000.00

### 13.8 SOURCES OF FUNDING

Start up funding for the business one-stop should be sought from the federal, provincial and municipal governments. The one-stop fulfils the objectives laid out by Industry Canada in "Growing Small Business."<sup>1</sup> This document states "the federal government is working with the provincial governments . . . to create single windows through which small business can easily access programs and services. . . ." Industry Canada should be approached to support the one-stop in Red Deer as a satellite centre to the Business Services Centre in Edmonton.

A request for start up funding and interim support should be made to the provincial government under the Infrastructure Works program. The one-stop can clearly assist Alberta Economic Development and Tourism deliver its mandate in central Alberta. This mandate was recently re-stated in the "Backgrounder" on the Alberta Budget of February 24, 1994, "to develop and facilitate a favourable business climate and infrastructure . . ." The Red Deer business one-stop supports these objectives. It will: "help build a healthy business climate," "build strategic partnerships with business," and "be an advocate for business growth." The one-stop is an innovative initiative that will epitomise "intergovernmental partnerships . . . . reducing overlap and duplication . . ." with a streamlined delivery of business support services.

Municipal governments should also be approached to support the one-stop. The one-stop will be an important engine of business growth. Economic spin-offs will be reflected directly in the municipalities of central Alberta. Municipalities could look for indirect methods of support, such as tax incentives, that are more acceptable than direct financial support.

#### **14. SCHEDULE**

Given the present degree of unknowns, such as parent agency approvals and current lease arrangements, there is little merit in developing a detailed schedule. The following steps are set out with the assumption that agreements will be made to proceed with a business one-stop.

- 1 - choose a one-stop model,
- 2 - obtain formal agreement from parent agencies and funding,
- 3 - develop terms for operating agreement on shared items (reception, etc.),
- 4 - determine a lead agency and development schedule,
- 5 - determine detailed physical requirements for each member,
- 6 - select a suitable site,
- 7 - develop suitable lease and sublease arrangements,
- 8 - complete leasehold improvements,
- 9 - commence re-location.

This process could require 6 to 12 months.

An in–depth visit to a Small Business Development Center such as the Nebraska SBDC in Omaha or the Washinton SBDC in Pullman is recommended. During this visit, careful note should be taken of how the SBDC was established, its various operating agreements, how it interfaces with various agencies and clients, its location, appearance and budget.

## **15. RISKS AND PROBLEMS**

Two primary risks must be considered in agreeing to launch a cooperative business one–stop; community acceptance and the cooperative nature of the operation.

Community acceptance was addressed fully in section 8 of the incubator study under "Concerns About Competitiveness." The study found that the existing business community was generally not concerned (only 7 out of 40) that new businesses could receive help (such as in an incubator) to start a business in competition to theirs. As no incubator is involved at this stage, the concern is very low.

However, the voluntary nature of this cooperative venture introduces risks because its success relies on the good will of its participants. While this may appear trivial, a number of issues have the potential to create friction between the agencies. Some of these are:

- the collective good must predominate,
- agencies may need to shed some of their individual identity resulting in a risk of being "lost in the crowd,"
- agency members must work noncompetitively amongst themselves,
- the voluntary nature of the co–cooperative leaves no formal method to deal with an errant member,
- individual personalities and competition for clients could undermine the operation.

While none of these potential difficulties are projected, all members of the one–stop need to appreciate their potential to seriously affect the image and operation of the centre.

In a Model #4 operation where a formal multi-agency partnership is struck to operate the centre, the risks discussed above largely disappear.

## **16. PHASE 2 – A REGIONAL BUSINESS DEVELOPMENT CENTRE (RBDC)**

A Regional Business Development Centre is a scaled up version of the Business Services Centre (BSC) with a broader mandate and capability. A RBDC includes all of the functions of the one-stop services centre, but with greater depth and has the resources to conduct research, provide counselling and will train business people in management, financing and operating a business. It provides comprehensive information services and access to experts in a variety of fields. It links business with community organizations and all levels of government. It is an advocate of business and strives to promote business growth and economic development. The objectives and purpose of the RBDC are much the same as the BSC. Table 5.3 provides some details on the two different centres.

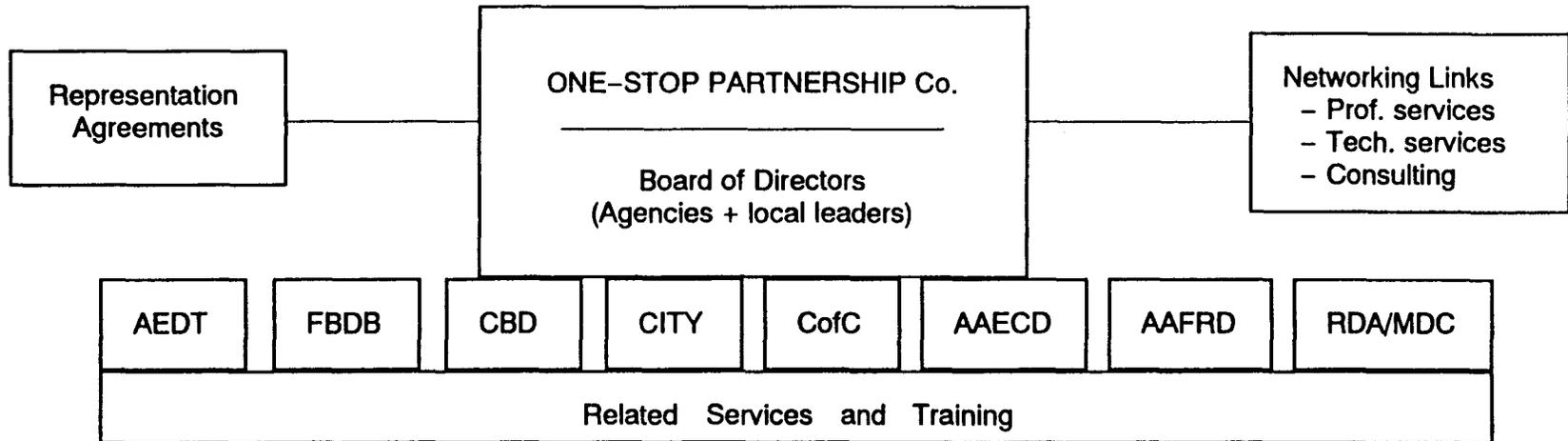
### **16.1 MANAGEMENT AND OPERATION**

Management of the RBDC is stronger. Here, the best model to follow is that of the U.S. SBDCs. The RBDC would be established under a partnership agreement of the federal, provincial and municipal governments. That agreement should establish the RBDC and an independent corporation with a board of directors drawn from the partnerships and business community. Some agencies might be absorbed into the centres management while others would remain as an identified partner. The Board would choose its chairman and hire a manager for the Centre. The RBDC may have to be a not-for-profit corporation to obtain government financial support.

The manager would be responsible for the operation of the RBDC. He would supervise its direct activities and coordinate activities with the partner members. Management would be through a more direct chain of command than the voluntary operation of the co-located one-stop. The client would see a more visible team working for him under a common "banner".

As an independent corporation, the RBDC would have considerable more flexibility to deal with local businesses and organizations as the need arises.

FIG. 16.1: ORGANIZATION CHART FOR PHASE 2 BUSINESS DEVELOPMENT CENTRE



AEDT Alberta Economic Development & Tourism  
 CED Canada Employment Centre  
 CITY City of Red Deer Economic Development  
 VCB Red Deer Visitor & Convention Bureau  
 C of C Red Deer Chamber of Commerce

AAECD  
 FBDB  
 AAFRD  
 CBD  
 RDC/MDC

Alberta Advanced Education & Career Development  
 Federal Business Development Bank  
 Alberta Agriculture, Food & Rural Development  
 The Centre for Business Development  
 Red Deer College Management Development Center

## **17. APPENDICES**

**17.1 Association of Small Business Development Centers**

**17.2 Business One-Stop User Questionnaire Results**

**17.3 How to Reap the Benefits of Networking**



# Association of Small Business Development Centers

## 8 Reasons Why America's Small Business Resource Can Help You!

### An Aid for Stable Growth

In 1980, Small Business Development Centers were authorized by an act of Congress to provide management and technical assistance to the nation's small businesses. SBDCs are funded jointly by the federal government, through the Small Business Administration, and public and private agencies at the state and local level.

### 500 SBDCs

SBDCs are located in all 50 states, as well as in Puerto Rico and the Virgin Islands. Within each state the SBDCs have created a system that links the resources of federal, state and local governments with those of universities and the private sector to meet the specialized needs of small businesses.

### Links to the Business Community

At each center, the SBDC staff has developed a network that provides small businesses with access to the expertise and experience of professional firms, banks, chambers of commerce, trade associations, university faculty, economic development organizations, and community and technical colleges.

### Counseling

SBDC consultants work with entrepreneurs and pre-venture clients to produce practical solutions to business problems. SBDCs provide free one-on-one counseling in the following areas of basic operational and strategic planning:

- business plan development
- financing
- marketing and advertising
- accounting and bookkeeping
- product development
- long-range planning

### Education

SBDCs offer low cost seminars and workshops on topics such as:

- marketing strategies
- international trade
- high technology applications
- business opportunities for women
- personnel management
- how to start a business
- financing alternatives

### Special Programs

Each SBDC offers special assistance programs based on the needs of its state or region and the particular strengths of the host organization, including:

- procurement *identifying purchasing agencies, bidding for contracts*
- international trade *identifying target markets, export procedures, regulations*
- research and development funding *proposal writing, identifying funding opportunities*
- rural and community development

### Success

The SBDC program has had a positive impact on the nation's economy. A University of Georgia study indicated that sales growth averaged 18 percent for non-venture clients and 106 percent for venture clients. Growth in full-time employment was 16 percent for non-venture clients and 93 percent for venture clients.

### Clients Apply Results of Counseling

The U.S. General Accounting Office found that 92 percent of SBDC clients made business-related decisions subsequent to contact with the program. Nearly 70 percent of the clients who made business decisions believed that their experience with the SBDC program affected their decisions. The same study indicates that, following SBDC counseling, the number of clients in business increased by 13 percentage points.

*Take Advantage  
of Your SBDC's Expertise!  
Call Your Local Contact  
Listed on the Next Page*





## 17.2 BUSINESS ONE-STOP USER QUESTIONNAIRE RESULTS

	<u>Responses</u>	<u>Percent</u>
What type of business do you plan to launch or are you currently operating?		
	Retail 3	15
	Service 16	80
	Manufacturing 1	5

What is the status of your venture (furthest stage of advancement)?	Idea 5	25
	Completed Market Research 1	5
	Have Business Plan 4	20
	Approached Lenders 2	10
	Started 4	20
	Operated over 1 year 3	15

What is the most difficult task now facing your venture?  
 Responses: Marketing, financing, business plan,  
 location, time management

Which of the following services would be of value to you?

	RESPONSES		WEIGHTED RATING		RANK
	Important	Useful	Total	(2xImp + Use)	
a - business planning	17	1	18	35	2
b - financial planning	15	3	18	33	3
c - marketing information	18	2	20	38	1
d - distribution	6	8	14	20	6
e - technical information	3	9	12	15	9
f - information interpretation	6	6	12	18	8
g - training information	6	8	14	20	6
h - business training	10	5	15	25	4
i - mentoring	7	4	11	18	8
j - operations assessments	9	4	13	22	5
k - cash flow	11	4	14	25	4
l - patent development	3	4	7	10	11
m - product development	5	3	8	13	10
n - access to capital sources	7	5	12	19	7
o - business library resources	6	8	14	20	6

	<u>Responses</u>	<u>Percent</u>
What degree of assistance would you like see or have available?		
Self-help information on how to do it?	9	70
General guidance on steps/options to take?	9	70
Someone to work with you (tutorial-type assistance)?	5	40
Someone to do it for you?	1	10

\* Sample size 13 - Question not included on all forms.

	<u>Responses</u>		<u>Percent</u>
Are you interested in obtaining any other services?	Yes	5	25
	No	10	50

If yes, what types of services would you be interested in seeing?

Responses: message, workspace, meeting rooms, evaluating ideas

What do you think of the ONE-STOP concept?

Excellent	5	25
Great	5	25
Good	5	25

Other: convenient, easier, helpful, hope it works out

	<u>Responses</u>		<u>Percent</u>
Would its location be important to you?	Yes	5	25
	No	10	50
If Yes, where should it be?	Downtown	9	45
	Industrial	2	10
	Other	-	

	<u>Responses</u>		<u>Range %</u>	<u>Average %</u>
How do you think a ONE-STOP should be funded?	Federal	8	10-50	32
	Provincial	10	10-50	33
	City	10	10-75	31
	User fees	10	5-100	29

What would you consider to be an acceptable fee range? \$10-500 \$135

	<u>Responses</u>		<u>Percent</u>
Have you heard of the Business Advisory Network?	Yes	3	15%
	No	13	65%

Which members of the NETWORK and services do you know of and/or have used?

	RESPONSES			TOTAL	PERCENT
	Used Services	Aware Services	Aware Agency		
1 - Alberta Economic Development & Tourism?	9	4	4	17	85
2 - Red Deer Chamber of Commerce?	5	8	4	17	85
3 - Canada Employment Centre?	3	11	5	19	95
4 - Federal Business Development Bank?	7	8	2	17	85
5 - City of Red Deer Economic Development?	1	3	3	7	35
6 - Alberta Research Council	0	4	6	10	50
7 - Alberta Agriculture, Food & Rural Development	2	4	3	9	45
8 - Red Deer Visitor & Information Bureau	5	7	5	17	85
9 - The Centre for Business Development	5	8	2	15	75
10 - Alberta Advanced Ed. & Career Development	8	4	3	15	75
11 - RD College Management Development Centre	3	2	1	6	30

	<u>Responses</u>		<u>Percent</u>	
Did these Agencies fulfil your needs?	Yes	10	50	
	No	4	20	
Which were most satisfactory?				
1 - Alberta Economic Development & Tourism?		6	30	
2 - Red Deer Chamber of Commerce?		3	15	
3 - Canada Employment Centre?		3	15	
4 - Federal Business Development Bank?		3	15	
5 - City of Red Deer Economic Development?				
6 - Alberta Research Council				
7 - Alberta Agriculture, Food & Rural Development		2	10	
8 - Red Deer Visitor & Information Bureau		1	10	
9 - The Centre for Business Development		5	25	
10 - Alberta Advanced Ed. & Career Development		1	10	
11 - RD College Management Development Centre		2	20	
Which were least satisfactory?				
1 - Alberta Economic Development & Tourism?				
2 - Red Deer Chamber of Commerce?		1	5	
3 - Canada Employment Centre?				
4 - Federal Business Development Bank?		3	15	
5 - City of Red Deer Economic Development?		1	5	
6 - Alberta Research Council		1	5	
7 - Alberta Agriculture, Food & Rural Development				
8 - Red Deer Visitor & Information Bureau				
9 - The Centre for Business Development				
10 - Alberta Advanced Ed. & Career Development		2	10	
11 - RD College Management Development Centre				
Which services did you require/use?				
a - business planning		10	50	
b - financial planning		8	40	
c - marketing information		10	50	
d - distribution		1	5	
e - technical information				
f - information interpretation				
g - training information		2	10	
h - business training		3	15	
i - mentoring		1	5	
j - operations assessments				
k - cash flow		5	25	
l - patent development		1	5	
m - product development		1	5	
n - access to capital sources		3	15	
o - business library resources		3	15	
What other services would you like to see?				
Responses: message service, office equipment, business planning, financial planning				
Could access to these existing services be improved?	Yes	7	35	
	No	1	5	

# How to Reap the Benefits of Networking

Frank K. Sonnenberg

**T**oday, people network by joining clubs, going to lunch with friends, attending conferences, joining industry associations, and going to alumni dinners and reunions; others network with church members, school buddies, and community organizations. But what do these activities help them achieve in return for their time and effort? Are they worth the investment? In other words, is there a right and a wrong way to network?

Those who know how to network swear by it. "Experienced networkers claim they can reach anyone in the world with only six interactions," says John Naisbitt in his book, *Megatrends*.

There are others, though, who treat networking as a game of business bumper cars—they show up at a meeting two minutes before it starts, they never make a contribution, and they do not spend the time needed to get to know people on a personal level. And they measure their networking performance by the number of business cards that they exchange at the end of a function.

Networks are not formal groups operating under formal rules. Their structure tends to be polycentric rather than monocentric, taking on a spider-web-like design; connections are made laterally, up and down, or across to other networks. Networks can be extensive or simple; the strength of the relationships among its members varies and is visible only to the individuals that are involved.

Networks are not hierarchical: There is no one in charge, and the group is not dependent on any single individual

for its survival. Participation by members of the network is optional, and members treat each other as equals rather than as superior or subordinate. There are no boundaries, formal agendas, or prescribed sets of rules that must be adhered to; membership varies greatly in size as networks expand and contract at various times; in addition, the life cycles of networks vary enormously.

Networks are built on a foundation of mutual trust and support between and among members. Participants come together because of common interests and objectives, and they voluntarily give of themselves (primarily through a barter system) because they know that by helping others, they will eventually end up helping themselves.

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## An Activity With a Purpose

As Regis McKenna, author of *The Regis Touch*, has said: "Word of mouth is probably the most powerful form of communication in the business world. . . . Word of mouth is so obvious a communications medium that most people do not take the time to analyze or understand its structure. To many people, it is like the weather. Sure, it's important. But you can't do much about it. You never see a Word-of-Mouth Communication Section in marketing plans." What McKenna describes is the failure to give networking the priorities it deserves and the missed opportunities that result from this.

From a marketing perspective, net-

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*Frank K. Sonnenberg is Director of Marketing in the Management Consulting Group at Ernst & Young in New York City. He is the author of the forthcoming book Marketing to Win, which will be published in the summer of 1990 by Harper & Row.*

working provides much more than the short-term gains traditionally associated with new business leads or referrals. It provides knowledge, resources, positioning of your organization, opportunities, referrals, solidification of existing relationships, and leads.

**Knowledge.** If you are an executive who believes that you can learn from the experiences and successes of others, networking provides a vehicle to gain knowledge (from those inside or outside your industry) and to apply it to your organization. The key is to ask questions and listen to others.

A good example was described in the *Wall Street Journal* not long ago: "Networking is becoming something more like what happened to Chris Hoezle, owner of a Santa Ana, California, computer products company. Back in 1986, his company was 'within inches of failing,' as he puts it. While attending several discussion sessions for executives on how to improve management techniques, sponsored by the American Electronics Association, he got to know a business owner who had weathered the same kind of crisis and came through it a spectacular success. Hoezle was invited to spend an afternoon touring his fellow executive's organization and reviewing the key elements of his turnaround. He received insights on eliminating certain fixed expenses, reducing staff, and reorganizing for efficiency. Mr. Hoezle's revenues have since tripled, with a staff one-third the size it was in 1966."

**Resources.** Networking is an excellent way to gain access to resources that might be hard to find. For example, how often have you heard someone on the 5:45 evening train say: "I just lost a technical writer on my staff. Do you know a writer with a background in manufacturing technology who might be interested in the position?" Or, "I was thinking of making the switch, as you did, to internal production of our newsletters. What equipment did you buy?"

Or, "I'm just not happy with one of our suppliers. Where do you get your ink?"

**Positioning.** Networking is an indirect strategy that allows you to favorably position your organization by influencing those who influence the decision-making process. Regis McKenna has noted that "10 percent of the people in an industry influence the other 90 percent. If a company can win the hearts and minds of the most important 10 percent, its market position is assured." You can enhance your position by getting an endorsement from an important business figure (e.g., a corporate CEO, a banker, an accountant, an attorney, or a consultant), an influential client, a noted Wall Street analyst, a widely read publication, a leading reporter, a trade association, a politician, or an academic researcher.

**Opportunity.** You can use networking to favorably position yourself or your organization to take advantage of being at the right place at the right time. For example, you can serve as keynote speaker at a conference (which demonstrates your expertise among your buying audience), publish an article in an industry publication (which will probably be circulated), or become active in an association (which gives you visibility); any of these increase the likelihood of meeting people that can assist you.

A top executive at a Fairfax high-technology firm stated in the *Washington Post* that "other executives say they also pick the charities that they get involved in with an eye toward helping causes that are complementary with their business. For some guys, it's almost a science. They choose charities with high recognition or good penetration into the business sectors they're involved in."

One word of caution, though. Sometimes people who speak at conferences, write articles, or join associations for the sole purpose of selling turn off their audience. You must first provide value

**“Word of mouth is so obvious a communications medium that most people do not take the time to analyze or understand its structure.”**

without any expectations of receiving benefits.

**Referrals.** Another benefit of networking is referrals. These come in many forms and from many sources. Let's say you perform work for a respected individual or company in the community. At a later date, during a business presentation, the mere fact that you casually drop their name as a client in the course of a discussion (without giving any details) leads your potential client to think: "If it was good enough for them, it's good enough for me."

Another type of referral is using a firm or individual's name (with their agreement, of course) to endorse your product or service. Yet another form of referral is a reference from a satisfied client. In addition, referrals may take the form of comments made about a product or a person in the company of others. There may or may not be anyone present who currently needs the services of the person mentioned, but when that time comes, what was said will be remembered. And then there is the most active form of referral, usually seen in politics, where an individual, such as a member of Congress, aggressively speaks out on behalf of another person.

There are some basic rules when using someone as a referral:

1. Never use your contacts' name without first securing their permission. Even if these contacts are close friends, their organizations may prohibit the use of their name.
2. In the event that you are given the name of someone to call, it is a professional courtesy to keep the initial contact informed of any actions that are taken or results that occur.
3. People who allow you to use their name do so only because they assume that you will provide the same or better service to others and that you will make them look good. (If you do not, you may destroy two relationships in the process.)
4. Never take someone's good nature for granted—a "thank you" is a must.
5. When asking your contacts to speak on your behalf, make sure that you either know what they are going to say or see to it that you adequately prepare them with information to use.
  - Solidifying existing relationships.** Those people who tend to be the best at handling their clients usually become so intertwined in their business that it is hard to imagine that they are not full-time employees. This helps them market successfully by allowing them to learn where and why clients are using their products and services and whether they are using them properly. They can also discover what new services the client needs that their firm might be able to provide or to develop. Networking also provides a chance to respond to questions or solve small problems as well as to discover whether competitors are making inroads.
  - Leads.** The final benefit of networking is also the most obvious: It is a source of leads—people who will watch out for new business opportunities and then alert you to them.

In order to be part of a successful network, you must follow a few rules:

1. Don't wait until you desperately need a network to begin developing one.
2. Get involved in organizations, and be an active participant.
3. Remember that seminars, conferences, and association committee meetings are not a substitute for one-on-one meetings. In group meetings, some members are intimidated and suppress their opinions. Because large meetings tend to have established agendas that remain the focus of discussion, it may be difficult to get members to devote attention to anyone's personal situation. Moreover, in large groups, a few may dominate a discussion. In addition, there may be

**“Networking is an indirect strategy that allows you to favorably position your organization by influencing those who influence the decision-making process.”**

certain people at the meeting that prevent you from discussing your personal situation.

4. Maintaining your network by collecting a lot of business cards and then wrapping them up in a rubber band will not help you.
5. Successful networks change and evolve, expand and contract. Therefore, they must be continually nurtured by all their members.

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## The Networking Process

**Establishing the start-up phase.** In order to establish a relationship, you often have to make the first move; however, your initial gesture should be something other than a request. For example, sending out promotional literature as an initial overture is not networking—it is selling.

**Being prepared.** Keep in mind that you are not likely to be of any help to someone in your network if you know of information about a problem that they need to solve, but you just cannot seem to place your finger on it.

**Making the approach.** When you decide that you really need the help of your network, you have to decide which member to approach with your request and how to make the request. If timing is not critical to the process, you can ask a number of members for help. And you can ask them to ask people that they know for help.

**Avoiding mistakes.** There are many ways to become an unpopular member of a network. Most people generally like to help others and give advice. (When you ask for help, you are paying that person a compliment.) But remember that people should be approached gradually and that they should not be put under pressure. Be sure to carefully assess the ability of the person whom you ask for help. If you rush out and ask people to respond to a request for help without thinking of their ability to

offer assistance, you may embarrass them. They may be forced to admit they are not capable of providing what you need. In addition, there are other tenets to apply to avoid making mistakes in your network:

- *Use other people's time wisely.* Know what you want before making a request. Too many people make a call and ask for help before they have decided exactly what they need.
- *Evaluate the reasonableness of your request.* Are you asking someone to put his or her neck on the line? Will it cost them a lot of time and money? Would you do it for them if the tables were turned?
- *Respect other people's priorities.* Your request may be a priority to you and may not seem like a major undertaking. Yet the person you ask may just not have the time to help you.
- *Be specific in your requests.* If you are vague, you may end up getting something that you do not need. Tell your contacts exactly what you need, and ask them how they would deal with the same problem. This approach allows them to be creative; in addition, they might have a different perspective, or they might approach the situation from an angle that you have not yet explored. Also, be sure to explain what has been done so far so that your contacts do not spend valuable time duplicating someone else's efforts.

If you make networking a part of your life, you will find yourself part of a larger, richer world filled with new relationships, new opportunities, and vast resources. It will be a world in which you will constantly meet new people that you enjoy and admire, people who can learn from you and from whom you can learn, and people who are willing to lend an ear when things are going wrong or who will give you a pat on the back when they are going right. ■

**“Successful networks change and evolve, expand and contract; they must be continually nurtured by all their members.”**

**DATE: JULY 19, 1994**  
**TO: LAND AND ECONOMIC DEVELOPMENT MANAGER**  
**FROM: CITY CLERK**  
**RE: RED DEER BUSINESS ONE STOP STUDY AND DEVELOPMENT PLAN**

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At the Council Meeting of July 18, 1994, consideration was given to your report dated July 6, 1994 concerning the above topic and at which meeting the following motion was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Land and Economic Development Manager dated July 6, 1994, re: Red Deer Business One Stop Study and Development Plan, hereby supports the concept of a one stop business centre in Red Deer and directs the Land and Economic Development Manager to proceed with efforts to establish a facility in Red Deer and as presented to Council July 18, 1994."

The decision of Council in this instance is submitted for your information and appropriate action. I trust that you will keep Council informed as to your progress in the development of the above concept.



KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Engineering Services  
Bylaws and Inspections Manager

**DATE: JULY 19, 1994**  
**TO: LAND AND ECONOMIC DEVELOPMENT MANAGER**  
**FROM: CITY CLERK**  
**RE: NOTICE OF MOTION: ALDERMAN HULL**  
**"DEVELOPERS ADVOCATE"**

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At the Council Meeting of July 18, 1994, consideration was given to the above Notice of Motion, however, although same was introduced at the Council Meeting the motion was defeated.

Council did however request that you continue to review your processes to determine if there are areas which may be improved. A few suggestions were made to include other information such as utility hook-ups, alarm permits, etc., in the material which you provide to businesses and the general public.

Please keep Alderman Hull apprised of any changes or enhancements that you do make.



KELLY KLOSS  
City Clerk

KK/clr

cc: Bylaws and Inspections Manager  
Engineering Manager  
E. L. & P. Manager

**BYLAW NO. 2960/E-94**

Being a Bylaw to amend Bylaw No. 2960/88, The Utility 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 Bylaw No. 2960/88 is hereby amended as follows:

(a) by adding the following to Section 91:

"(3) No person shall discharge, cause, or permit to be discharged into the Wastewater Treatment Plant dump station, wastewater which contains more than:

Suspended Solids	1000 MG/L
B.O.D.S.	1000 MG/L
C.O.D.	2000 MG/L
Oil & Grease	500 MG/L
Hydrocarbons	100 MG/L
Phosphates	100 MG/L

or a pH which is outside the range of 5.5 to 10.0. The Director may cause samples to be taken to determine content and concentration of material being dumped. Should the concentration exceed that specified, The City may refuse to accept the material or charge at three times the specified rate."

(b) by adding the following to Schedule "B":

"5 Under the authority of the Director, wastewater dispelled into the Wastewater Treatment Plant dump station will carry a charge of \$0.025 per litre."

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. 1994.

READ A SECOND TIME IN OPEN COUNCIL this      day of                      A.D. 1994.

READ A THIRD TIME IN OPEN COUNCIL this      day of                      A.D. 1994.

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MAYOR

\_\_\_\_\_  
CITY CLERK

**BYLAW NO. 3113/94**

Being a Bylaw of The City of Red Deer to establish a Downtown Planning Committee.

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

SHORT TITLE

1 This Bylaw may be called the "Downtown Planning Committee Bylaw".

DEFINITIONS

2 In this bylaw, the following words shall have the following meanings:

- (a) "Committee" means the Downtown Planning Committee established by this Bylaw,
- (b) "Member" shall mean a member of the Downtown Planning Committee.

COMMITTEE

3 A Downtown Planning Committee for the The City of Red Deer is hereby established.

## MEMBERSHIP

- 4 (1) The Committee shall consist of seven (7) voting members as follows:
- (a) 2 members of Council,
  - (b) 2 members of the Towne Centre Association,
  - (c) 5 citizens at large, who shall be appointed by Council for a term not exceeding 2 years.
- (2) A Chairman and Vice-Chairman shall be elected annually by the Committee.
- (3) Non-voting representatives of the following departments/agencies shall normally be available to provide advice at each meeting:
- City Commissioner
  - Community Services
  - Bylaws & Inspections
  - Land & Economic Development
  - Red Deer Regional Planning Commission
  - Towne Centre Association

The Committee may request additional staff to provide advice on any specific agenda item.

## TERMS OF OFFICE

- 5 (1) Members shall be appointed as follows:
- At the statutory meeting of Council, to be held in October 1994,
- the two members of Council appointed to said Committee shall each hold office for a term of 1 year;

- one Towne Centre Representative and two citizens at large shall hold office for a term of 1 year, with the remaining members appointed for two year terms.

At all succeeding statutory meetings of Council,

- all members appointed, with the exception of the members of Council, shall be appointed for two year terms, and shall remain in office until their respective successors are appointed.

- (2) Any member may be reappointed to the Committee at the expiration of his term, not to exceed four (4) consecutive years of service to the Committee. Retiring members may be eligible, however, for reappointment after one (1) year's absence from the Committee.

#### TERMINATION OF MEMBERSHIP

- 6 Except in the event of illness, or absence authorized by resolution of the Committee, a member who is absent from 3 consecutive meetings of the Committee shall cease to be a member.

#### MEETINGS

- 7 The Committee shall hold meetings semi-annually, or as required.
- 8 (1) The City Clerk, or a person designated by the City Clerk, shall act as the Secretary of meetings of the Committee and shall prepare an Agenda for each meeting in consultation with the Bylaws & Inspections Department (parking issues), the Red Deer Regional Planning Commission (Planning issues), and the Chairman, and shall keep a written record of all of the proceedings of the Committee.

- (2) The Secretary shall not be a member of the Committee and shall not be entitled to vote.

#### QUORUM AND VOTING:

- 9 A quorum of the Committee shall be not less than five of the members.
- 10 All members of the Committee, when present, shall vote on questions put to the Committee, unless excused from voting by declaration of a conflict of interest.
- 11 Decisions of the Committee shall be by majority vote. In the event of a tie vote, the motion will be deemed defeated.

#### DUTIES AND RESPONSIBILITIES OF THE COMMITTEE:

- 12 The Committee shall be responsible:
- (a) to review and advise Council on policies related to parking within the Downtown. Policy matters related to parking shall normally be referred to the Downtown Planning Committee through the Bylaws and Inspections Manager. The Committee will be responsible to monitor the implementation of the Downtown Parking Strategy at least annually;
  - (b) to review and advise Council on policies related to downtown planning; Policy matters related to planning shall normally be referred to the Downtown Planning Committee through the Red Deer Regional Planning Commission;

- (d) to monitor and advise Council on the progress of implementing the Downtown Concept Plan. The Committee shall review progress reports submitted by public and private Downtown Plan partners and report on the progress of implementation to Council.

13 This Bylaw shall come into force and effect upon the passage of third reading.

READ A FIRST TIME IN OPEN COUNCIL this            day of            A.D. 1994.

READ A SECOND TIME IN OPEN COUNCIL this            day of            A.D. 1994.

READ A THIRD TIME IN OPEN COUNCIL this            day of            A.D. 1994.

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MAYOR

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CITY CLERK