

DATE: May 22, 1996
TO: All Departments
FROM: City Clerk
RE: PLEASE POST FOR THE INFORMATION OF ALL EMPLOYEES

SUMMARY OF DECISIONS

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

TUESDAY, MAY 21, 1996

COMMENCING AT 4:35 P.M.

- (1) Confirmation of the Minutes of the Regular Meeting of May 6, 1996

DECISION - CONFIRMED AS TRANSCRIBED

PAGE #

- (2) **UNFINISHED BUSINESS**

1. City Clerk - Re: Home Occupations Study

.. 1

**DECISION - TABLED UP TO 6 WEEKS TO ALLOW
ADDITIONAL TIME TO FINALIZE REPORT**

2. Parkland Community Planning Services, Planning Assistant -
Re: Proposed Bed and Breakfast Operation / 3313 Spruce
Drive / Diane McDonell / Land Use Bylaw Amendment 3156/C-
96 (See Bylaw Section for Bylaw)

.. 2

ITEM WITHDRAWN AT THE REQUEST OF THE APPLICANT

3. Land and Economic Development Manager - Re: Former C P Rail Lands - Downtown Area / Future Development / Use of Site . . 9

DECISION - TERMS OF REFERENCE FOR PROPOSAL CALL TO BE SUBMITTED TO CITY COUNCIL BY JUNE 30, 1996; REQUEST FOR PROPOSALS TO CLOSE ON NOVEMBER 30, 1996, AND REPORT BACK TO COUNCIL BY JANUARY, 1997

4. City Clerk - Re: Emergency Services Training Facility . . 44

DECISION - APPROVED TO BE INCLUDED IN EMERGENCY SERVICES BUDGET

5. City Clerk - Re: Golden West Avenue (North of 67 Street) / Petition for Water and Sanitary Sewer Services / Local Improvement Bylaws 3167/96 and 3169/96 (See Bylaw Section for Bylaws) . . 54

DECISION - AGREED WITH RECOMMENDATION OF REPORT AND AGREED TO WORK WITH MR. CADDY TO RESOLVE HIS CONCERNS. SEE BYLAW SECTION FOR BYLAW READINGS

(3) **PUBLIC HEARINGS**

1. City Clerk - Re: Road Closure Bylaw 3166/96, Edgar Industrial Park / Edgar Industrial Crescent (Plan 912-0791) . . 77

2. City Clerk - Re: Land Use Bylaw Amendment 3156/B-96 / Rezoning of Phase 2 and Phase 3 of Lancaster Meadows from A1 to R1, R1A and P1 . . 79

(4) **REPORTS**

1. Director of Community Services, Director of Corporate Services
- Re: Red Deer River Break-up: Damage to Waskasoo Park . . 81

DECISION - AGREED TO PROVIDE ADDITIONAL BUDGET FUNDS IF REQUIRED

2. Director of Community Services - Re: Submission of Community Services Master Plan . . 83

DECISION - ACCEPTED THE UPDATED AND REWRITTEN COMMUNITY SERVICES MASTER PLAN AS A WORKING DOCUMENT

3. Parkland Community Planning Services, Planning Assistant -
Re: Proposed Outline Plan Amendment / Lancaster Meadows Subdivision / Semi-detached Dwellings - Phase 2 / Relocation of Multiple Family Site from Phase 3 to Phase 7 / Conversion of Multiple Family Site in Phase 3 to Single Family Use . . 94

DECISION - APPROVED THE AMENDMENT TO THE OUTLINE PLAN FOR LANCASTER MEADOWS SUBDIVISION

4. Social Planning Manager - Re: Strategic Plan (Draft) / Public Input Phase . . 98

TO DECISION - APPROVED THE DRAFT STRATEGIC PLAN IN PRINCIPLE AND THE PUBLIC INPUT PHASE. FURTHER AGREED TO A SPECIAL COUNCIL MEETING TO BE HELD ON JUNE 24, 1996 DISCUSS THE DRAFT STRATEGIC PLAN

4. Land and Economic Development Manager - Re: Residential Lot Sales - Terms of Payment / Policy Changes . . 100

DECISION - AGREED TO POLICY CHANGE RELATIVE TO TERMS OF PAYMENT FOR RESIDENTIAL BUILDING LOTS

5. Land and Economic Development Manager - Re: Disposal of Municipal Reserve / Lot 8 MR, Block 15, Plan 802-0563 (Clearview) . . 102

DECISION - AGREE TO ADVERTISE AND HOLD A PUBLIC HEARING FOR THE DISPOSAL OF MUNICIPAL RESERVE

6. Parkland Community Planning Services - Re: Land Use Bylaw Amendment 3156/F-96 / Cenalta Well Services Inc. / Edgar Industrial Park et al / Rezone Property from A1 Future Urban Development District to I1 Industrial (Business Service) District (See Bylaw Section for Bylaw and Map) . . 105

DECISION - REPORT RECEIVED AS INFORMATION, SEE BYLAW SECTION FOR BYLAW READINGS

(5) **CORRESPONDENCE**

1. Federation of Canadian Municipalities - Re: Bill to Amend Copyright Act / "Neighbouring Rights" / Society of Composers, Authors and Music Publishers (SOCAN) . . 107

DECISION - REPORT RECEIVED AS INFORMATION

2. Land and Economic Development Manager - Re: Discussion Paper: Prosperity for Albertans / Recommendation for "Business Service Centre" . . 111

DECISION - AGREED TO FORWARD COMMENTS OF THE LAND & ECONOMIC DEVELOPMENT MANAGER TO THE PROVINCIAL GOVERNMENT

3. M & K Home Sales, A.G. Oakes - Re: M & K Mobile Home Sales Limited / Extension of Temporary Use Permit - Sale of Mobile Homes / Land Use Bylaw Amendment 3156/E-96 / Land Use Exception . . 114

DECISION - AGREED TO LAND USE EXCEPTION SUBJECT TO PASSAGE OF A LAND USE BYLAW AMENDMENT. SEE BYLAW SECTION FOR BYLAW READINGS.

4. Deputy Chief, Emergency Medical Services - Re: Ground Ambulance Services Task Force Report / "Toward a Model of Governance and Funding of Ground Ambulance Services in Alberta" . . 118

DECISION - AGREED TO FORWARD REPORTS FROM THE ADMINISTRATION TO THE GROUND SERVICES AMBULANCE TASK FORCE

(6) PETITIONS AND DELEGATIONS

(7) NOTICES OF MOTION

(8) WRITTEN INQUIRIES

(9) **BYLAWS**

1. 3156/B-96 - Land Use Bylaw Amendment / Rezoning of Phases 2 and 3 Lancaster Meadows from A1 to R1, R1A and P1 - 2nd and 3rd Readings . . 79

DECISION - BYLAW GIVEN 2ND & 3RD READINGS

2. 3156/C-96 - Land Use Bylaw Amendment / Rezoning for a Bed and Breakfast Operation at 3313 Spruce Drive - 1st Reading . . 2

. . 125

DECISION - WITHDRAWN

3. 3156/E-96 - Land Use Bylaw Amendment / Sales and Service of Mobile Home and Mobile Home Park / Lot 1, Plan 800 H.W. (7920 Gaetz Avenue) / Land Use Exception / Extension of Temporary Use Permit - 1st Reading . . 114

. . 127

DECISION - BYLAW GIVEN 1ST READING

4. 3156/F-96 - Cenalta Well Services Site / Rezone from A1 Future Urban Development District to I1 Industrial (Business Service) District / Northwest Area Structure Plan Compliance - 1st Reading . . 105

. . 129

DECISION - BYLAW GIVEN 1ST READING

5. 3166/96 - Road Closure Bylaw / Edgar Industrial Park / Edgar Industrial Crescent (Plan 912-0791, contained within Lot , Block 2) - 2nd and 3rd Readings . . 77

DECISION - BYLAW GIVEN 2ND & 3RD READINGS

6. 3167/96 - Local Improvement Bylaw / Water Mains in the
Golden West Subdivision / 3 Readings . . 54
. 131

DECISION - BYLAW GIVEN 3 READINGS

7. 3169/96 - Local Improvement Bylaw / Sanitary Mains in the
Golden West Industrial Subdivision / 3 Readings . . 54
. 136

DECISION - BYLAW GIVEN 3 READINGS

A G E N D A

FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL

TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL

TUESDAY, MAY 21, 1996

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

- (1) Confirmation of the Minutes of the Regular Meeting of May 6, 1996

PAGE #

(2) **UNFINISHED BUSINESS**

- | | |
|--|-------|
| 1. City Clerk - Re: Home Occupations Study | .. 1 |
| 2. Parkland Community Planning Services, Planning Assistant -
Re: Proposed Bed and Breakfast Operation / 3313 Spruce
Drive / Diane McDonell / Land Use Bylaw Amendment 3156/C-
96 (See Bylaw Section for Bylaw) | .. 2 |
| 3. Land and Economic Development Manager - Re: Former C P
Rail Lands - Downtown Area / Future Development / Use of Site | .. 9 |
| 4. City Clerk - Re: Emergency Services Training Facility | .. 44 |
| 5. City Clerk - Re: Golden West Avenue (North of 67 Street) /
Petition for Water and Sanitary Sewer Services / Local
Improvement Bylaws 3167/96 and 3169/96 (See Bylaw Section
for Bylaws) | .. 54 |

(3) **PUBLIC HEARINGS**

1. City Clerk - Re: Road Closure Bylaw 3166/96, Edgar Industrial Park / Edgar Industrial Crescent (Plan 912-0791) . . 77
2. City Clerk - Re: Land Use Bylaw Amendment 3156/B-96 / Rezoning of Phase 2 and Phase 3 of Lancaster Meadows from A1 to R1, R1A and P1 . . 79

(4) **REPORTS**

1. Director of Community Services, Director of Corporate Services - Re: Red Deer River Break-up: Damage to Waskasoo Park . . 81
2. Director of Community Services - Re: Submission of Community Services Master Plan . . 83
3. Parkland Community Planning Services, Planning Assistant - Re: Proposed Outline Plan Amendment / Lancaster Meadows Subdivision / Semi-detached Dwellings - Phase 2 / Relocation of Multiple Family Site from Phase 3 to Phase 7 / Conversion of Multiple Family Site in Phase 3 to Single Family Use . . 94
4. Social Planning Manager - Re: Strategic Plan (Draft) / Public Input Phase . . 98
5. Land and Economic Development Manager - Re: Residential Lot Sales - Terms of Payment / Policy Changes . . 100
6. Land and Economic Development Manager - Re: Disposal of Municipal Reserve / Lot 8 MR, Block 15, Plan 802-0563 (Clearview) . . 102
7. Parkland Community Planning Services - Re: Land Use Bylaw Amendment 3156/F-96 / Cenalta Well Services Inc. / Edgar Industrial Park et al / Rezone Property from A1 Future Urban Development District to I1 Industrial (Business Service) District (See Bylaw Section for Bylaw and Map) . . 105

(5) **CORRESPONDENCE**

1. Federation of Canadian Municipalities - Re: Bill to Amend Copyright Act / "Neighbouring Rights" / Society of Composers, Authors and Music Publishers (SOCAN) . . 107

2. Land and Economic Development Manager - Re: Discussion Paper: Prosperity for Albertans / Recommendation for "Business Service Centre" . . 111
3. M & K Home Sales, A.G. Oakes - Re: M & K Mobile Home Sales Limited / Extension of Temporary Use Permit - Sale of Mobile Homes / Land Use Bylaw Amendment 3156/E-96 / Land Use Exception . . 114
4. Deputy Chief, Emergency Medical Services - Re: Ground Ambulance Services Task Force Report / "Toward a Model of Governance and Funding of Ground Ambulance Services in Alberta" . . 118

(6) **PETITIONS AND DELEGATIONS**

(7) **NOTICES OF MOTION**

(8) **WRITTEN INQUIRIES**

(9) **BYLAWS**

1. 3156/B-96 - Land Use Bylaw Amendment / Rezoning of Phases 2 and 3 Lancaster Meadows from A1 to R1, R1A and P1 - 2nd and 3rd Readings . . 79
2. 3156/C-96 - Land Use Bylaw Amendment / Rezoning for a Bed and Breakfast Operation at 3313 Spruce Drive - 1st Reading . . 2
. . 125
3. 3156/E-96 - Land Use Bylaw Amendment / Sales and Service of Mobile Home and Mobile Home Park / Lot 1, Plan 800 H.W. (7920 Gaetz Avenue) / Land Use Exception / Extension of Temporary Use Permit - 1st Reading . . 114
. . 127
4. 3156/F-96 - Cenalta Well Services Site / Rezone from A1 Future Urban Development District to I1 Industrial (Business Service) District / Northwest Area Structure Plan Compliance - 1st Reading . . 105
. . 129
5. 3166/96 - Road Closure Bylaw / Edgar Industrial Park / Edgar Industrial Crescent (Plan 912-0791, contained within Lot , Block 2) - 2nd and 3rd Readings . . 77

6. 3167/96 - Local Improvement Bylaw / Water Mains in the Golden West Subdivision / 3 Readings	.. 54
	.. 131
7. 3169/96 - Local Improvement Bylaw / Sanitary Mains in the Golden West Industrial Subdivision / 3 Readings	.. 54
	.. 136

Committee of the Whole:

- a) Land Matter
- b) Land Matter
- c) Administrative Matter
- d) Land Matter

NO. 1

1
UNFINISHED BUSINESS

DATE: May 14, 1996
TO: City Council
FROM: City Clerk
RE: HOME OCCUPATIONS STUDY

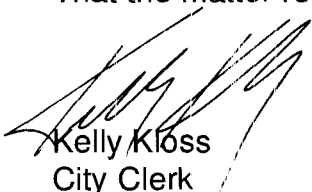
At the Council Meeting of February 12, 1996, consideration was given to the above topic. At this meeting the following resolution was introduced:

"RESOLVED that Council of The City of Red Deer, having considered report from Parkland Community Planning Services dated February 5, 1996, re: Home Occupations Study, hereby agrees that changes to the Home Occupation requirements outlined in the above noted report not be implemented, and as presented to Council February 12, 1996."

Prior to voting on the above resolution, Council agreed to table this matter in order to establish an ad hoc committee of Council Members to work with the Administration to review alternate regulations to those proposed in the study. Councillors Hughes, Dawson and Volk agreed to sit on the ad hoc committee. This item had been tabled to the May 21, 1996 Council Meeting, however, additional time is required for the report to be finalized for presentation to Council.

RECOMMENDATION:

That the matter re: Home Occupations Study, be tabled for up to six weeks.



Kelly Kloss
City Clerk

COMMENTS:

We concur with the recommendations of the City Clerk.

"G. D. SURKAN"
Mayor

"L. HODGSON"
Acting City Manager

DATE: May 23, 1996
TO: Parkland Community Planning Services
FROM: Assistant City Clerk
RE: HOME OCCUPATIONS STUDY

FILE

At the Council Meeting of May 21, 1996, consideration was given to the above. At this meeting the following resolution was passed agreeing to table this matter:

"RESOLVED that Council of The City of Red Deer hereby agrees to table consideration of the matter re: Home Occupations Study, for up to six weeks to allow additional time for the Ad Hoc Committee to finalize its report, and as presented to Council May 21, 1996."

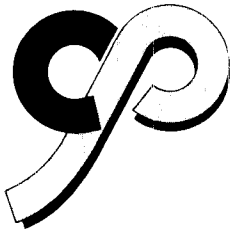
I trust you will be providing a report to Council at either the June 17th or July 2nd Council Meeting.



Jeff Graves
Assistant City Clerk

JG/clr

cc Councillor Hughes
Councillor Dawson
Councillor Volk
City Solicitor
Inspections and Licensing Manager



**PARKLAND
COMMUNITY
PLANNING
SERVICES**

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

Date: May 13, 1996

To: City Council

From: Frank Wong, Planning Assistant

Re: A Proposed Bed and Breakfast Operation at
3313 Spruce Drive (Diane McDonell)

Pursuant to Council resolution of April 22, 1996 which tabled the above matter until after an Open House is held to gather neighbourhood input, Planning staff along with the McDonells held an open house on the evening of May 2, 1996.

Results Of The Open House

The open house was attended by 24 area residents and two guests (registration sheet attached) and each were provided with a comment sheet to express their opinion. The McDonells explained their proposal to the area residents:

- * remodelling the existing bedroom and bathroom on the second level of the four level split dwelling into one bed and breakfast unit
- * converting the existing family room, also on the second level, into a second bed and breakfast unit complete with bathroom
- * converting part of the rear yard for driveway and guest parking

There were 18 comment sheets returned of which two came from people that did not attend the Open House. The 18 sheets are broken down to seven in support and eleven of non-support. Of the seven people that indicated support, only two resided within the 150 M radius of the subject property. The residents opposed to the use are all within the 150 M (500 ft) distance recommended for this type of Open House.

The following is a summary of comments received:

- 3 comments good idea, enjoyed past experience with bed and breakfast operations
- 1 comment tennis courts by the water tower is a possible tourist attraction
- 4 comments concerned about devaluation of property values in immediate vicinity

- 6 comments could be precedent setting, as residents in this vicinity and other residential areas of the City would want the same consideration and the neighbourhood would take on a commercial character if several sites were approved for bed and breakfast operations
- 4 comments bed and breakfast operation is a form of commercial zoning and not suited for this area
- 7 comments traffic problems will increase in the area, specifically at the 4-way lane junction to the north; this will have to be address regardless of the decision on the bed and breakfast proposal
- 2 comments there are no forms of enforcement or regulations for bed and breakfast operations
- 3 comments concerned that the zoning or exception would remain with property (resale issue)
- 6 comments deterioration of quality of life (privacy) in residential area
- 8 comments parking problems (existing and future)
- 1 comment if unsuccessful or resold, use could change from nightly rentals to full time rental accommodations
- 1 comment increase in non-locals or strangers in neighbourhood

Planners Comments

The majority of the neighbourhood are opposed to this bed and breakfast operation. Some of the concerns relate to the potential impact on the neighbourhood. Not all of the concerns can be addressed through a land use bylaw exception. In order to address many of the concerns a set of bed and breakfast regulations would have to be developed.

Council has three options available to them;

- 1 give first reading to the land use amendment
- 2 refuse the application on the basis that the majority of area residents are opposed to the proposal
- 3 refuse the application but direct the planning staff to prepare a set of regulations which would guide decision making related to bed and breakfast operations; these regulations would address such issues as parking requirements, number of bed and breakfast operations allowed in a neighbourhood, signage and scale of operation.

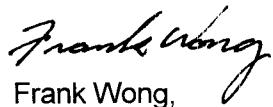
City Council - A Proposal Bed and Breakfast Operation

page 3

Recommendation

Planning staff recommend that Council refuse the application but direct that Planning staff prepare a set of regulations which would guide decision making on any future bed and breakfast proposals. This action would not prevent Mrs. McDonell from reapplying in future if her proposal met the new regulations.

Sincerely,

A handwritten signature in cursive script that reads "Frank Wong".

Frank Wong,
Planning Assistant

Enclosure



54(4)(j) An exception to allow a
Lodging and Boarding House
for a bed and breakfast
operation at 3313 Spruce Dr.

F8	G8	H8
F7	G7	H7
F6	G6	H6

**NEIGHBOURHOOD OPEN HOUSE
REGARDING A PROPOSED BED AND BREAKFAST OPERATION
AT 3313 SPRUCE DRIVE (McDONELL RESIDENCE)**

**PARKLAND COMMUNITY PLANNING SERVICES/CITY OF RED DEER
MAY 2, 1996 7:00 - 9:00 p.m.**

REGISTRATION (PLEASE PRINT)

NAME	ADDRESS	POSTAL CODE	TELEPHONE NUMBER
TIM MACNEILL	3217- SPRUCE DRIVE.	T4N3N7	3463308.
ROB WEDDELL	4442- 33A ST.	T4N 0N8	347-2978
RUTH BUGBEER	4525- 35 th CRES.	T4N0P6	340-0904.
JOHN BUGBEER	4535- 35 th BLVD	T4N 0P6	340-0904
GERDA BOAKE	3923. SPRUCE DRIVE	T4U3N7	346-2447
Kathryn Macneil	3419 Spruce Dr	T4N3N7	3425626
B. Donnell	3419 Spruce Dr	T4N3N7	3425626.
KAY & TERRY GREEN	4438- 33A ST.	T4N0N8	347-1829
Diane Kubanek	3209 Spruce Dr.	T4N3N7	347-0079.
Jim Lyman	4434- 33A ST.	T4N0N8	347-8197
WALTER INGLIS	4460 - 34 ST	T4N 0P1	347-3441
GORD INGLIS	3427 Spruce Dr	T4N 3N7	346-5234
Bert & Kelly Loughheed	4509-35 St. Cresc	T4N0P6	343-3808
Hannah Junge	4513 - 35th St. Cres	T4N0P6	347-2773
Tiffany Dawson	63 Oberlin Ave	T4N4X1	347-8603
Wendy Martindale	4202 ROSS ST	T4N 1W8	342-1063
R.C. COOPER	3307 Spruce Drive	T4N3T1	3473044
VINNY CHIFFERAR	3319 Spruce Dr	T4N3N7	346-4675
Nav Rattan	3301 SPRUCE DR	T4N3N7	3479855

[illegible]

COMMENTS:

We concur with the recommendations of Parkland Community Planning Services.

We recommend that Planning Staff also do a brief review of the experiences of other Alberta communities that have Bed and Breakfast accommodations within normal residential environments. Our sense is that this has been highly successful in other communities and that Red Deer could benefit from some knowledge regarding their experiences.

"G. D. SURKAN"

Mayor

"L. HODGSON"

Acting City Manager

May 17th, 1996

City of Red Deer
The City Clerks office

Submitted To City Council
Date: May 21/96

SENT BY FAX 346-6195

Attention: Jeff

RE: Diane McDonell
Application for B&B tabled at Council

This note will serve to advise that I wish to withdraw my application for B&B at 3313 - Spruce Drive, Red Deer pending the preparation of Bed And Breakfast Regulations by municipal planners at a later date. I would then re-apply for B&B status with the City of Red Deer.

A copy of this note is being faxed to Parkland Community Planning Services, Paul Meyette and Frank Wong.

Sincerely,

Diane McDonell

Diane McDonell
3313 - Spruce Drive
RED DEER T4N 3N7

phone - work 342-2820
- home 347-6567
fax 347-9280

April 29, 1996

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

Mayor Surkan & Council
City of Red Deer
P.O. Box 5008
Red Deer, Alberta
T4N 3T4

Dear Mayor Surkan and Council:

RE: BED & BREAKFAST - 3313 SPRUCE DRIVE

Unfortunately, we will be away from the city on May 2nd and will not be able to attend the open house being hosted by Mrs. McDonell.

Our concern is not related to the amount of traffic that would be created but we do have a concern that this may well be the tip of the iceberg and eventually allow bed and breakfast operations to spring up in any residential area, including new sub divisions.

Certainly, there are areas within the city which a bed and breakfast operation would fit in very nicely. However, Spruce Drive was the choice of residents who purchased land and homes with the understanding there would be no commercial development; that the area on the west side would always remain parkland plus the large lots provided ample room for families to enjoy their surroundings.

Certainly the neighbours adjacent to the proposed bed and breakfast will be the ones that have the greatest concern. Our concern is once the door is open, how do you stop all of the future requests that, in our view, will reduce land values and have a negative impact within the area? For these reasons we cannot support a bed and breakfast operation on Spruce Drive.

Sincerely,



Pat and Betty Lou Henry
3413 Spruce Drive

c.c. Paul Meyette
Parkland Community Planning Services

MAY - 2 1996

**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

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

May 23, 1996

FILE

Mrs. Diane McDonell
3313 Spruce Drive
Red Deer, AB T4N 3N7

Dear Mrs. McDonell:

***RE: APPLICATION FOR BED AND BREAKFAST OPERATION,
#3313 SPRUCE DRIVE, RED DEER, ALBERTA***

At the City of Red Deer's Council Meeting held May 21, 1996, consideration was given to your correspondence of May 17, 1996 concerning the above. In accordance with your faxed request to have this matter withdrawn, the following resolution was passed by Council:

"RESOLVED that Council of The City of Red Deer hereby directs the Parkland Community Planning Staff, as follows:

1. That a review of the experiences of other Alberta Communities having bed and breakfast operations within normal residential environments, be undertaken;
2. That a set of regulations be drafted to guide decision making on future bed and breakfast proposals, and submitted to Council for consideration,

and as presented to Council May 21, 1996."

Once a report has been prepared by Parkland Community Planning Services, our office will advise you of the date this item will be appearing on the Council Agenda.

... / 2

*a delight
to discover!*

Mrs. Diane McDonell
May 23, 1996
Page 2

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

Sincerely,



Jeff Graves
Assistant City Clerk

JG/clr

- c Director of Community Services
Inspections and Licensing Manager
City Assessor
Land and Economic Development Manager
Principal Planner
Red Deer Visitor and Convention Bureau

DATE: May 23, 1996

TO: Principal Planner

FROM: Assistant City Clerk

RE: ***DIANE McDONELL, REQUEST FOR BED AND BREAKFAST
OPERATION / 3313 SPRUCE DRIVE***

At the Council Meeting of May 21, 1996, consideration was given to the above topic and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer hereby directs the Parkland Community Planning Staff, as follows:

1. That a review of the experiences of other Alberta Communities having bed and breakfast operations within normal residential environments, be undertaken;
2. That a set of regulations be drafted to guide decision making on future bed and breakfast proposals, and submitted to Council for consideration,

and as presented to Council May 21, 1996."

Upon completion of the review of this matter, please provide a report for Council's consideration.



Jeff Graves
Assistant City Clerk

JG/clr

c Director of Community Services
Inspections and Licensing Manager

FILE

NO. 3

DATE: May 8, 1996

TO: Kelly Kloss, City Clerk

FROM: Alan Scott, Land and Economic Development Manager

RE: **FORMER CP RAIL LANDS - DOWNTOWN AREA**

At the regular meeting of City Council on November 6, 1995, the City Administration reported on the status of the above parcel of land, and recommended that we meet with various organizations to review all possible uses for the site, paying particular attention to the future development of the downtown. As a result, Council passed the following resolution:

"RESOLVED that Council of the City of Red Deer, having considered the report from the Land and Economic Development Manager dated October 25, 1995, re: Former CP Rail Lands, hereby authorizes the City Administration to work with the development and real estate industries for a period of up to twelve months, to identify the magnitude of interest in proceeding with a condominium project on the former rail lands, and as presented to Council November 6, 1995."

Following the passage of that resolution, a committee was established, consisting of the following: Director of Development Services Bryon Jeffers, Parkland Community Planner Tony Lindhout, and Land and Economic Development Manager Alan Scott. As a committee, we undertook to contact as many organizations as we could to seek input on the development of this critical piece of property. In addition to meeting with various organizations, representatives of citizens of Red Deer, the project also received publicity through the Mayor's Column in the Sunday Express where additional ideas were solicited.

Group Meetings

During the course of the winter, we were able to meet with 11 different groups within the City of Red Deer. The meetings ranged in attendance from a minimum of 3 to a maximum of 55. The meetings provided a good cross-section of the citizens of the city. In no particular order, we were able to meet with the following groups:

- Red Deer Commercial Realtors
- Red Deer Home Builders Association
- Urban Development Institute
- Towne Centre Association
- Heritage Preservation Committee
- Red Deer Chamber of Commerce
- Downtown Planning Committee
- Association of Profession Engineers, Geologists and Geophysicists of Alberta

City Clerk
Page 2
May 8, 1996

Eastview Grade 8 Social Studies Class
Camille J. Lerouge Grade 11 Social Studies Class (2 separate classes)

Total attendance at these meetings was in the order of 250. Of particular interest were the grade 11 classes at Camille J. Lerouge. The students were provided with a map of the site (copy attached), broken into groups of four or five, and asked to design a development. Spokesman for each group then reported back to the class with specific instructions to explain the need for this development, based upon future demographics. Some very innovative ideas were developed through these classes.

Suggested Development Ideas

As you might expect, literally hundreds of ideas surfaced through the course of these 11 group meetings. And as also might be expected, many ideas were duplicated. However, the ideas can be broken into a number of categories, as follows:

Factory Outlet Mall
Amusement Park - waterslide, mini golf, go-carts, zoo, dancing, skating and roller skating, paint ball, laser tag, gymnasium, wave pool, etc.
IMAX Theatre
Art Centre
Space Science Centre
Parks - bandstand, fountains, railway museum, theme park, etc.
Restaurants
Specialty stores
Medical facilities
Residential development - townhouses, nursing homes, senior assisted care
Farmers Market
Flea Market
Hotel
Private Use
Casino/Bingo hall and related facilities
Multi-use (main floor commercial, subsequent floors residential)
Interim uses - park, golf dome, skating rink, etc.

In cases where groups, such as the school classes, were asked to design a use for the site, most of the suggestions contained mixed uses. Indeed, the majority of the organizations we met with suggested mixed uses for the site, incorporating commercial, residential and public space development. We have attached correspondence from the Heritage Preservation Committee, together with submissions from Ms. Sandra Ladwig and Mr. Jim Wilson. Pictures of a development in the United States are also attached for reference.

City Clerk
Page 3
May 8, 1996

Several of the groups expressed support for the idea of condominiumizing the site, or of leasing part of the site for commercial use. There was some support for retaining the site as one large development parcel, rather than subdividing it into smaller parcels and selling it off. Conversely, other groups supported the idea of completing internal service work on the site, and subsequently selling off small acreages.

Concerns and Cautions

Almost without exception, the groups we spoke with recognized the importance of this particular piece of land to the future development of the downtown area. For this reason, we were cautioned to be very careful in selecting the right type of development.

The cautions and concerns which were most frequently expressed, are as follows:

1. Don't be hasty in accepting a development - this is too good an opportunity to waste on poor or second rate development. It's much more important that we get it right than maximize our financial return.
2. Any development proposed for the site must complement the existing downtown, rather than detract, and result in a relocation of what now exists.
3. Development must be innovative, of high quality, and attractive.
4. Uses must be people friendly and encourage pedestrian traffic, not only during the day but well into the evening hours.
5. Development must be controlled by strict guidelines, architectural controls, and approved development plans, etc.
6. We should not overlook interim uses of the site.

Site Value

Obviously, the City has an investment in the site. As part of the development of the Major Continuous Corridor and the relocation of the CP Rail yards, the City ended up with this valuable downtown land, however, in return, major expenditures were made in relocating CP Rail. Any funds generated through the sale of this property would therefore go toward paying down the costs of the entire Major Continuous Corridor project. As the site presently exists, services are provided to the external boundaries. The entire site could therefore be marketed to one developer, who would then have the responsibility of providing any required internal servicing.

City Clerk
Page 4
May 8, 1996

The second option would be to construct a public roadway within the site, and install underground services to allow for the subdivision of the parcel into smaller sites as required. Additional costs would be incurred in completing the servicing and marketing the sites, however, the value of the smaller parcels would be greater than selling the site as one piece of land.

At the time the railway lands were first vacated and the City marketed the northern parcel to Superstore, appraisals were undertaken for the entire area. Based on the appraisal information, the City established a selling price of \$5.20 per square foot for all of the railway lands contained within the two large parcels. As this information is over five years old, it was agreed by Council that an updated appraisal should be completed. We therefore contracted with an independent fee appraiser for a new valuation. This work has been completed and has been reviewed internally.

Copies of the appraisal are available for Council's examination. Because of the development that has occurred in the area, it is the opinion of the appraiser that the value of the remaining land has increased. He was asked to provide us with two valuations based on selling the property as one large parcel, and breaking it into smaller serviced acreages as required.

His current estimate of the value is as follows:

Single Development Site	-	\$8.50 per square foot
Smaller Subdivided Sites	-	\$11 to \$12 per square foot (average)

It should be pointed out that since the original appraisal was completed, this specific parcel of land has increased in size due to a realignment of 52 Avenue at the south end. This resulted in additional frontage being provided on 45 Street, which enhances the value.

We have completed a thorough examination of the appraisal, and while our first reaction was that the numbers were somewhat higher than anticipated, the methods used by the appraiser in arriving at his values are beyond dispute. We therefore accept the values as being an accurate reflection of today's market.

We do, however, feel it would be extremely difficult, given the circumstances, to find a purchaser for the entire site. I believe this to be the case regardless of price. A site of this size probably appeals to two clients - a big box retailer, or developer capable of putting together an entire project. The so called "big box retailer" is presently being accommodated on land at or near the edges of the city. Their interest in land of this type probably does not exist at this time.

City Clerk
Page 5
May 8, 1996

A developer capable of putting together an eleven acre project would likely not be interested in purchasing this site outright in advance of his development. At best, I would anticipate the City entering into an extended option (similar to the one with the Gelmon Corporation), to allow a developer sufficient time to try and put the project together.

So while we do not dispute the appraiser's value of \$8.50 per square foot for the large site, we do feel that the likelihood of marketing the site at this price, does not exist.

Development Options

Last October, the City Administration completed a preliminary estimate of costs associated with extending services into the site, allowing for subdivision, as required, into smaller parcels. These costs, including marketing, holding costs, etc., are in the order of \$4.50 per square foot (copy of the report is attached). Clearly, the best return to the City would be to sell the site as one parcel if the appraised value could be realized. The additional costs attached to internal servicing, of approximately \$4.50 per square foot, are greater than the additional revenue that would be realized from selling the site in smaller parcels.

However, the opportunity to recover a large portion of the additional investment from the early sale of two or three smaller parcels probably exists. Assuming the land toward the north end, west of the existing McDonald's, is the most desirable from a commercial development point of view, sites in this area would probably generate the greatest amount of revenue. At the same time, development on these parcels would provide a tax return to the City and a catalyst for additional development on the site.

In reaching a final decision on the marketing of the site, a variety of options should be considered. Traditionally, the City has limited itself to the sale of industrial and commercial land. But the option does exist to enter into long term leasing agreements or condominiumizing the site, either as one parcel or as a number of smaller parcels.

Leasing offers some advantages. At some future date, the City would have the land available for development at the conclusion of the lease. This may be a real advantage, depending on the future growth of the city. For the developer, the up front investment is reduced, which may provide some advantages from the point of view of cash flow. Leasing is certainly not new. The National Parks do not sell land and, as a result, any development within these Parks is on leased land. A portion of the Parkland Mall is developed on leased land, and the entire downtown area of the City of London, England is on land leased from wealthy land owners. It may be an avenue worth exploring.

City Clerk
Page 6
May 8, 1996

The idea of condominiumizing the site arose very early in our meetings. It was seen by the real estate community as being something that would appeal to small business owners who would have the opportunity of owning their own business and being a partner in a condominium development. The advantage to the City would be that any internal servicing of the site would be the responsibility of the condominium corporation. Servicing standards would likely be lower and, as a result, the costs would be less. But it was also recognized that in order for the condominium to be successful, the City would probably need to remain as an administrator, and manager of the project until such time as sufficient development had occurred to allow a transfer of these responsibilities to the condominium association. We have no idea of how long the City would have to remain involved.

RECOMMENDATION

In the end, we have had considerable difficulty in providing Council with a specific recommendation.

We believe that in today's market, the likelihood of the site being attractive to one purchaser is remote. Nevertheless, there have been a number of inquiries from developers wishing to make proposals to acquire the site and complete a development. While this would not be our first choice as a recommendation, we do feel these developers should be given that opportunity.

We therefore recommend that we develop a proposal call inviting proposals for the development of the entire site. We would further recommend that this proposal call have specific guidelines covering the following:

1. The development of mixed uses on the site, including a strong public area component as well as commercial and residential development.
2. A high landscaping requirement, which would include the public space.
3. People friendly uses to attract activities, both during the day and at night.
4. An architecturally controlled development which would complement the existing downtown.

It should be made very clear in any proposal call that Council has no obligation to accept any of the proposals.

Should Council choose to go this route, we would recommend the following time frame:

1. Develop proposal call and obtain Council approval - June 30, 1996


.../7

City Clerk
Page 7
May 8, 1996

2. Request for proposals closes October 31, 1996
3. Evaluate proposals and make recommendation to Council November 30, 1996.

In the event that Council does not feel a proposal call is the route they choose to follow at this time, we feel more work needs to be done in developing a master plan for the site, to incorporate the mixed uses which have been identified as being appropriate by the groups we have met. In the event Council wishes to pursue this option, we would recommend that our committee remain intact and provide Council with further recommendations relative to a master plan for the development of the site.

Respectfully submitted,

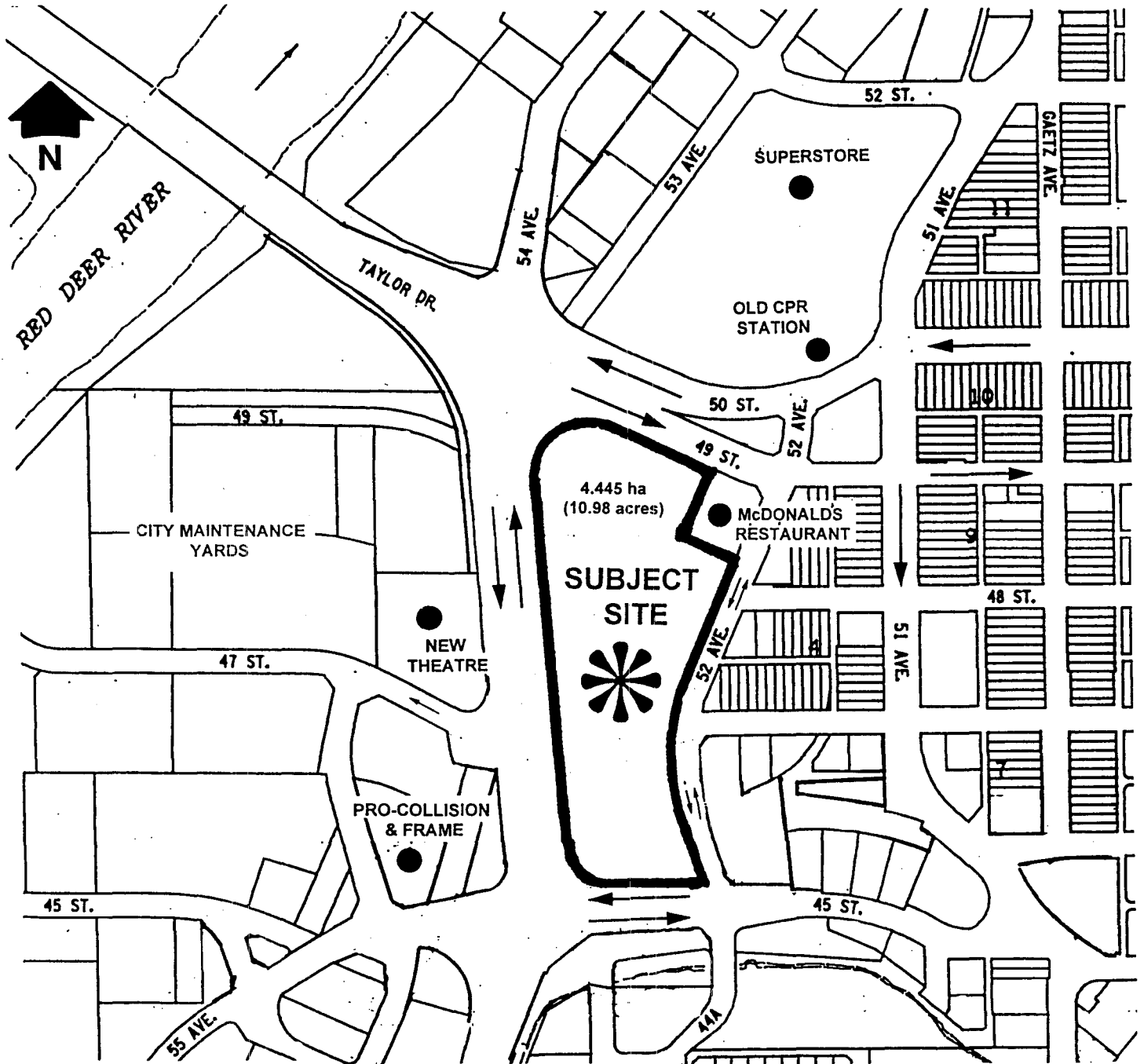


Alan V. Scott

AVS/mm

Att.

REQUEST FOR POTENTIAL DEVELOPMENT OPPORTUNITIES FOR FORMER CP RAILYARDS IN DOWNTOWN RED DEER



Please submit your ideas, thoughts and/or any questions to anyone of the following:



THE CITY OF RED DEER
Engineering Services

BRYON C. JEFFERS, P. ENG.
Director of Engineering Services

City Hall
4914 - 48 Avenue
P.O. Box 5008
RED DEER, Alta. T4N 3T4

Phone (403) 342-8158
Fax (403) 347-1138



THE CITY OF RED DEER
Land and Economic Development Department

ALAN V. SCOTT, Ec.D.
Land and Economic Development Manager

CITY HALL
4914 - 48 Avenue
P.O. Box 5008
RED DEER, Alberta T4N 3T4

Phone: (403) 342-8106
Fax: (403) 346-6195

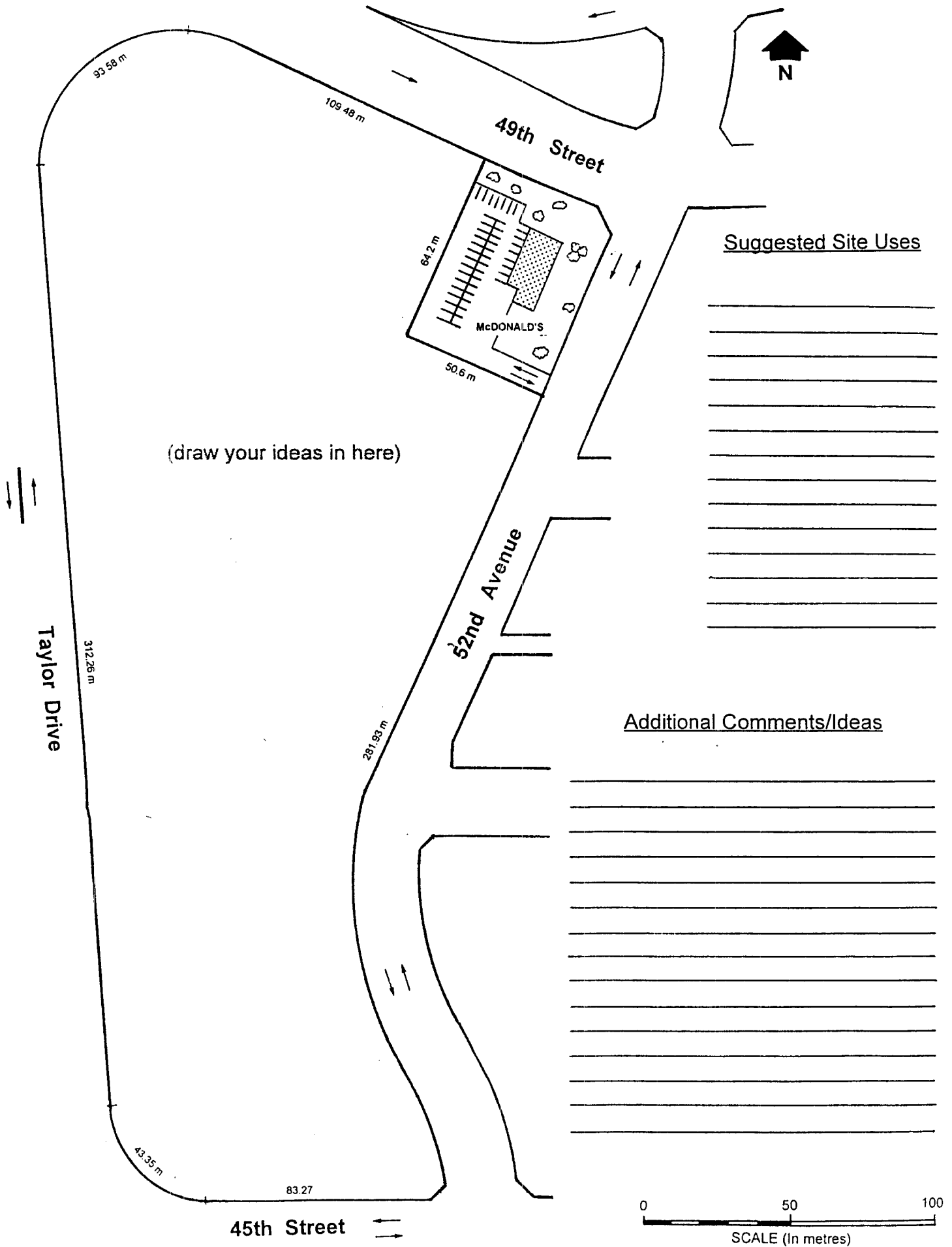


**PARKLAND
COMMUNITY
PLANNING
SERVICES**

Tony Lindhout, ACP, MCIP
Planner

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

WORKSHEET



**FORMER CP RAIL LANDS MEETING
RED DEER INDUSTRIAL/COMMERCIAL REALTORS
THURSDAY, OCTOBER 12, 1995**

Approximately 12 industrial/commercial realtors were in attendance.

Comments were as follows:

- Don't rush into selling the land. Time should be taken to ensure that the best possible use is realized.
- The parcel of land should be broken up into somewhat larger sites for sale.
- Any sale should include a building commitment.
- Multi-family development probably doesn't work on this site, but would likely generate interest in other sites adjacent to it.
- The condominium idea is great, but the City would probably act as a facilitator and remain as manager of the condominium project until it was well under way.
- Realtors estimate the value of the land at approximately \$6 per square foot as it sits.
- Factory Outlet Malls should be pursued.
- Existing access is a drawback.
- It was suggested we should develop input from shoppers and, in particular, don't overlook the suggestions of women.
- Great Falls, Montana was cited as a city which has revitalized its downtown and has done a good job.
- In spite of the comments contained in the fourth comment, some realtors felt the south portion has some potential as residential development.

**FORMER CP RAIL LANDS MEETING
RED DEER CHAMBER OF COMMERCE
BOARD OF DIRECTORS
JANUARY 10, 1996**

The meeting was attended by approximately 17 directors.

There was support shown for the condominium idea.

Chamber directors liked the idea of open space, combining any development with parks.

The Chamber indicated a willingness to place the issue on an agenda for a larger meeting, and tried to schedule a meeting of interested members for some time late in February or early March.

**FORMER CP RAILYARDS - DOWNTOWN RED DEER
MEETING WITH URBAN DEVELOPMENT INSTITUTE
JANUARY 31, 1996**

COPY

A meeting was held with members of UDI to explore potential development opportunities for the above parcel of land. The following points were made by those in attendance:

1. It was felt that the population does not exist in this area for concentrated residential development.
2. A suggestion was made that we should explore the potential for residential high-rise, which would contain retail on the main floor.
3. It was pointed out that we should not overlook the fact that the Regional Hospital is near the site, and uses consistent with the hospital are a possibility. These include professional centres and other related medical services.
4. Casinos, bingo halls and related entertainment facilities were seen as being worthwhile to consider.
5. Relative to number 4, an entertainment based hotel was cited as having some potential.
6. In the area of residential development, it was suggested that anything in this sector must be innovative.
7. It was recognized that any development would probably need to be phased over a period of time.
8. It was also pointed out that any development on a site of this size and of this value is risky.
9. It was suggested that the baby boomers are turning 50 this year and, as a result, demand will increase for complexes that include accommodation, nursing and senior's care facilities, entertainment, shopping, etc.
10. An example that was identified, is a private seniors lodge that has recently been built at Lacombe.
11. The members of UDI present, recognized that in the end, a bona fide offer for the land, regardless of proposed use, and provided it meets the zoning criteria, should be accepted.

The meeting was attended by seven members of UDI and the City was represented by Bryon Jeffers, Director of Development Services and Alan Scott, Land and Economic Development Manager.

**NOTES OF MEETING
TOWNE CENTRE ASSOCIATION
WEDNESDAY, JANUARY 24, 1996
FORMER CP RAIL LANDS - DOWNTOWN**

The meeting was held at the galleries of the Public Library, and three members of the Towne Centre Association, together with Towne Centre Manager John Ferguson, were in attendance. In addition, representation from the City consisted of:

Bryon Jeffers, Director of Development Services
Alan Scott, Land and Economic Development Manager
Tony Lindhout, Parkland Community Planning Services

Following are some of the points that were made by the group in attendance:

1. There is concern that the wrong kind of development on the CP Rail lands would simply result in a relocation of the existing downtown centre to the more westerly location. Those in attendance urged that the City do what they can to avoid this happening.
2. One of the attendees cautioned that they did not want to see the development on the railway lands become another strip mall.
3. One comment was made relative to the farmer's market. It was indicated that a taxpayer had been very concerned about the location of the market, and urged that it not be moved.
4. On the other hand, a year round farmer's market was seen as something worth exploring - particularly if it could be developed with some unique stores which are not normally seen in a mall setting.
5. Some type of park development was suggested. The park would have to be unique, along the lines of a fitness park, a zoo, or some kind of a theme park with a central gathering point with a fountain or some other type of development.
6. Those in attendance were not convinced that residential would not work on the site, and it was suggested that perhaps this should be considered further in spite of comments generated from the real estate community.
7. Everyone agreed that we should not be hasty in putting together a development on this site. We do have time on our side, as the land belongs to the City, and we are far better off to take our time in developing the right kind of facilities, as opposed to doing the wrong thing on a short time frame.
8. Again, it was pointed out that we should not do anything that would interfere with what exists in the downtown now.

9. The point was made that the City should consider some form of advertising that would result in more people being aware of the City's objective of gaining comments on future development. One suggestion was that it should appear as a column under the banner of "Ask the Mayor".

The meeting concluded with a suggestion that perhaps we could return to seek out more input at a future Towne Centre meeting such as the annual meeting, which is scheduled for late February or early March.

**FORMER CP RAIL LANDS MEETING
DOWNTOWN PLANNING COMMITTEE
FEBRUARY 13, 1996**

The meeting was attended by approximately 12 members.

The following points were made:

- There is no need to rush into development at any cost.
- Interim uses such as a golf dome should be considered.
- Controls must be established to ensure that development is consistent and compatible.
- The City must be cautious of any shift in the downtown, and identify uses which would be complementary to existing downtown.
- The Urbanics Study should be reviewed.
- We should try to complement the railway theme.
- Interim uses should be explored.
- A farmers market should be examined.
- A plaza development could be considered for this site on an interim basis.
- Retail plaza development
- Once the plans have been advanced to the stage where some form of development is being considered, an "Open House" should be scheduled to obtain as much input as possible.

**FORMER CP RAIL LANDS MEETING
RED DEER HOME BUILDERS ASSOCIATION
MARCH 13, 1996**

Approximately 60 members of the association were in attendance.

Some of the ideas for development on the site were as follow:

- Sports Museum
- High rise - multi use
- IMAX Theatre
- Hotel
- Private nursing homes
- The McKenzie Town Centre in Calgary was identified by a couple of members as being a development worth examining.

**FORMER CP RAIL LANDS MEETING
THE ASSOCIATION OF PROFESSIONAL ENGINEERS,
GEOLOGISTS AND GEOPHYSICISTS OF ALBERTA
APRIL 23, 1996**

The meeting was attended by approximately 14 members.

Some of the ideas proposed by this group were as follows:

- Major hotel - convention centre
- Townhouse development
- Market gardens or a year round farmers market
- Private school
- Seniors assisted care
- Retirement community - maybe a commercial strip on the north end, with assisted care on the south end and residential on the remainder

It was pointed out that if we are really serious about redevelopment in the downtown, then we have to start with establishing facilities that will not only bring people into the downtown but to house them.

Temporary uses were seen as something that should be considered, which would allow some use for the land in the short term, while retaining it for future development. However, it was also recognized that a problem exists in establishing a temporary use which may be seen at some future date as a use that should remain permanently.

With the aging population, the site was seen as being worth considering for a variety of seniors housing. The site has many advantages, such as its close proximity to health care facilities, as well as a variety of other services, which are deemed as being necessary.

NOTES

ad hoc Railway Lands Committee Heritage Preservation Committee

Wednesday, March 20, 1996
12:00 Noon
Project Room
Red Deer and District Museum

PRESENT:

Elizabeth Plumtree
Margaret Herder
Rob Millar
Morris Flewwelling

PURPOSE:

To make recommendations for the future use and development of the ± 11 acre Red Deer railway lands.

COMMENT:

The site considered consists of the 11 acre parcel and the 4 acre parcel at the S.E. corner. The site was considered to be a real opportunity for civic development and hasty decisions and short-term thinking should be avoided.

The area should be used to encourage people into the downtown and all uses should be people friendly. Preserving this valuable land resource for future use was considered very important.

RECOMMENDATIONS:

1. It is recommended that the site be maintained intact and not be subdivided into small parcels.
2. Since there is currently very little pressure or even incentive for any form of development, the site be retained for future major development by setting it aside as a block for low impact public use requiring only minimal development. For example, with some paving, landscaping, water and electrical utilities and public washrooms the site could be used for such purposes as parking, Farmers' Market, Transit Terminal, festival site for Canada Day or First Night Festival, skating rink and playground. All of these

(No Page 27, Printed In Error)

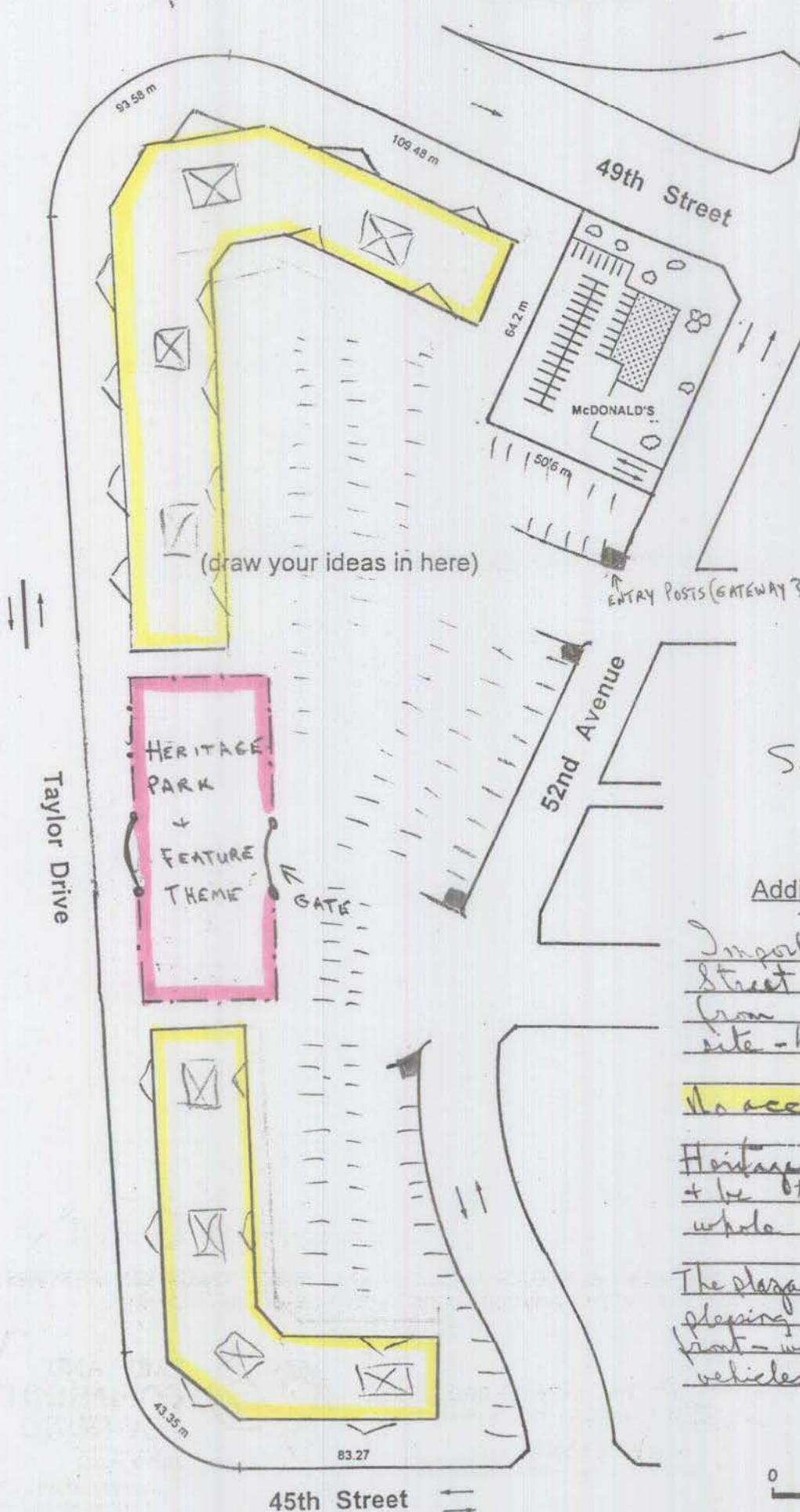
uses are people friendly and would make use of the site without irreversibly dedicating space for development. It would be like a "commons" -- a use it had before the railway yards developed when it was the site of Red Deer's early agricultural fairs. When economic times and needs change, the site could be developed more intensively.

3. Another way of retaining the integrity of the entire parcel is to enter lease arrangements instead of land sale agreements with commercial and private developers.
4. Residential redevelopment in areas around the site and low rise residential development on the site in the form of hotel, apartment or condominium units on leased land would encourage people to live in the area and contribute to the human element needed in a successful and vibrant town centre. The housing units should be designed for easy conversion from one type of use to another.

MF:er
March 25, 1996

File:c:\munistat\poc-ric.nts

WORKSHEET



Suggested Site Uses

L shaped plazas
with roof lines + style
similar to Train Station.

Lots of green landscaped
+ trees areas

Heritage Park - theme of
Train cars - incl steam
engine - or other
attraction - fountain/Ponds
open assembly area etc.

Suggested name
"HERITAGE PLAZA"

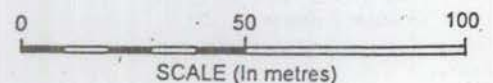
Additional Comments/Ideas

Important That 47 + 48
Street be directly across
from access lanes into
site - heightens visibility + accessibility

No access to Taylor Drive

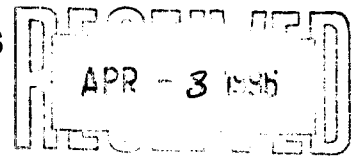
Heritage Park to "STAND OUT"
+ be the focal point of the
whole complex.

The plazas + Park must be esthetically
pleasing from the rear as well as the
front - will attract Taylor Drive
vehicles + passersby.



SUBMISSION FOR DEVELOPMENT OF THE RAIL LANDS

By Sandra Ladwig
c/o City Clerk's Department
April 3, 1996



I wish to formally submit an idea for development of the rail lands that would enthrall most any developer and tenant.

As you know, it is the thought of City Administration and members of the Downtown Planning Committee that whatever is developed on the rail lands significantly blend in well with the existing Railway Station.

Commercial Buildings:

I enclose herewith four mounted photographs. These photographs depict very well the idea that I have for the vacant land, to be developed in two rows of commercial buildings, facing each other, with parking at the back of each row toward the north end where the land widens. I would also suggest that a very unique-style of restaurant be located on the north west corner of the land bordered by 49 Street and Taylor Drive.

The two-row commercial development facing each other would have locking stone brick between them, trees and shrubs. The buildings themselves could be "similar" to those in the photograph. All of the buildings had definite front and back doors that said "welcome". You will note there is a "sitting area" between the two rows, which could be done all down the block - but not connecting one another. There must be room to go across with ease. You will notice that the windows create a mystery of what might be inside, accented with a tasteful colour scheme.

I am enclosing a photograph which shows one of the entrances into the front street. You will notice that there are shops along the side and that the walkway is also brick with beautiful landscaping. The stores have cantilevers - that while you are walking past looking in - you want to get to the front so you can go inside that store.

It was raining very hard when I took these photographs. I noticed that even in a downpour and on a weekday, the stores were full of people. They were also full the next day during a snow blizzard.

The Stores Themselves:

As for the stores themselves, there was a candy store that would delight any age, a book store, department store, Scottish store, shoe store, drug store, quilt and craft store, accent to furnishings store, a coffee house and icecream parlour and clothing that would rock the whim of every female.

Page 2
Sandra Ladwig - Rail Lands

Goods inside the Stores:

My intention is not that existing stores in the downtown move over into the rail lands. My idea is not put forth for the benefit of shifting the downtown to the west. What I propose are goods of such a unique nature that they will bring people here from Stettler (instead of us going there to Lou's), from Rocky, from Wetaskiwin, Crossfield, Olds, Three Hills, etc. If the goods inside of these stores are unique, people will drive to Red Deer to buy them. While they do - perhaps they will shop in the other downtown stores as well.

I enclose herewith as examples of goods for two stores - examples only mind you:

1. Waterfalls of bronze and wood.
2. A catalogue of clothing. (Councillor Lorna looked at this and said - "Get me some of these." The women at City Hall all wanted the jean-type clothing.)

Statues and Such:

Along with Mr. Ferguson's statues throughout the city, I would suggest something similar to the enclosed. You will notice that the items on this statue depict the area. In that regard, a competition could be set up to fill "our" statue similar to this, depicting the Central Alberta area.

Restaurant on the North West Corner:

I disagree with a "chain"-type of restaurant. What we need is something unique that will pull people into the downtown - not only during the daytime, but also at night. What I suggest here is "The Brewery". I enclose photographs of a brewery which has been used as a restaurant. Once inside, a person can taste all kinds of beer made there in small glasses - and then order a large glass of the one he likes. At the same time he can order a pizza, or an appetizer, ribs, steak sandwich - or whatever. The uniqueness about this is (1) the brewery itself, (2) the storefront, (3) the family atmosphere, (4) the quiet enjoyment (no games, golf, pool, etc.). If windows are built all around the restaurant, there will be a total openness to the north and to the west, which will give an inviting look to all who drive by. Those inside can also look out to a beautiful sunset and passersby. You see - it is my vision that some day a hotel be constructed across the street to the west on top of the river bank where people can dine and look out onto the river. A brewery across the street from a hotel would always be full.

Page 3
Sandra Ladwig - Rail Lands

Saturday shopping throughout the downtown:

I would suggest that Saturdays become very special to citizens of Red Deer insofar as an atmosphere in the whole of the downtown. Something special should be put on, such as "Wacky Saturday". With unemployment being what it is, I would certainly put my stamp of approval on at least two horse-drawn carriages to take people from downtown west to the downtown core.

Signage:

I enclose a photograph showing some of the signs walking down a street in Texas. Not only were the storefronts beautiful, the signs were deliciously displayed walking under a canopy out of the rain.

Employment

It is my guess that the entire development on the rail lands has the possibility of employing somewhere between 80 and 100 people.

Summation:

If the stores are unique in appearance, if they create an atmosphere of fun for the afternoon, are tantalizing enough to cause people to want to return, if the goods inside of the stores are unique and affordable, then the stores will survive. There must be free parking and a place to have lunch and beverages. All in all, I would say that success depends on two words - "Atmosphere" and "Merchandise".

When I go somewhere, I not only want to see - I want to take some of what I see home with me.

Thank you.



SANDRA LADWIG

**ENTRANCEWAY -
TURN RIGHT ONTO
FRONT STREET**

(Notice how attractive the
entryway is too.)



BOOK STORE

(Notice landscaping)



**NOTICE THE
WINDOWS UPSTAIRS
AND THE FLOWER BOX**

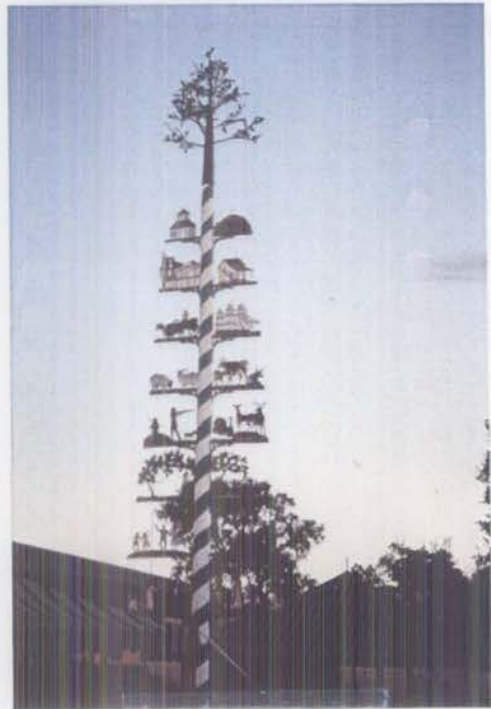
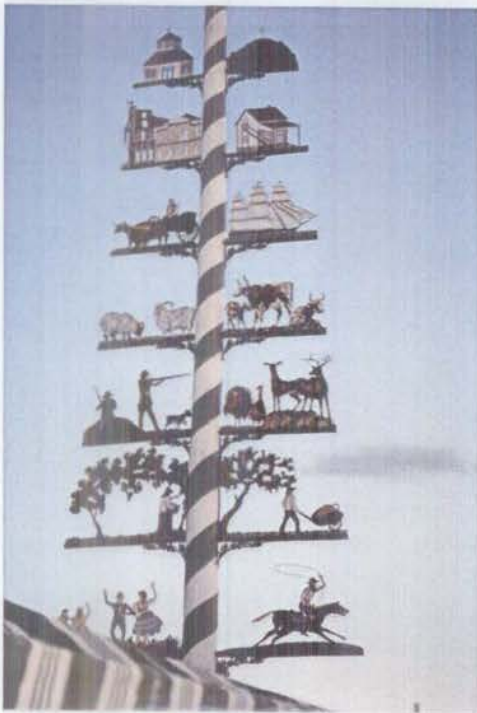
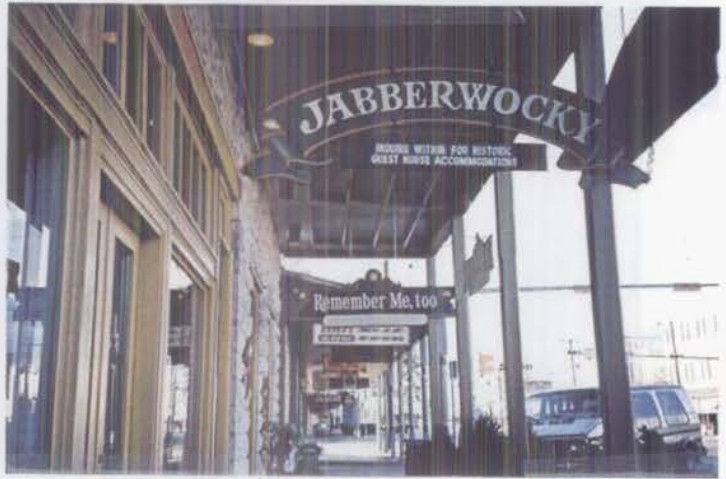


**NOTICE HOW
ATTRACTIVE THE
WINDOWS ARE AND
WHAT IS "IN" THE
WINDOWS.**





NOTICE THE
SIGNAGE ALL
DOWN THE STREET



STATUE DEPICTING
THE AREA OF THE
PROVINCE

(i.e. Agriculture, Education,
Industry, Parks, Beaver,
"Frances", St. Mary's Church)



DATE: October 25, 1995
TO: Kelly Kloss, City Clerk
FROM: Alan Scott, Land and Economic Development Manager
RE: **FORMER CP RAIL YARDS**

At the Council meeting of September 25, 1995, the following resolution received Council approval:

"RESOLVED that Council of The City of Red Deer, having considered the report from the Land and Economic Development Manager dated September 19, 1995, Re: Option to Purchase Former CP Rail Yards - Gelmon Corporation, hereby agrees to table consideration of the disposition of the former railway lands for thirty days to allow the Land and Economic Development Department time to review the costs associated with servicing the site with internal services and roads."

We have also attached a copy of the September 19, 1995 report dealing with the former CP rail yards.

Since the September 25 meeting of Council, we have developed some estimates of costs associated with two or three scenarios for future subdivision and disposition of the yard. As well, we have met with a group of industrial/commercial realtors and obtained their input into the marketing of this property. The topic has also been discussed with the Towne Centre Association and the Downtown Planning Process Committee. There have been several inquiries with respect to the property, which have led to letters of interest from three separate parties. In summary, we feel we have a good understanding of expert opinion on future development of the property, and a better feeling for the potential for marketing the land.

In accordance with the resolution of Council, we have developed three scenarios for the subdivision and servicing of the property. They are as follows:

- Option 1:** Sale as a single parcel with services to the property line.
- Option 2:** Subdivision of the site into smaller parcels, including internal servicing, complete with roads, underground services, etc.
- Option 3:** Marketing of the property on a condominium basis including underground services only. (Sketches of the conceptual layouts of the three options are attached).

Option 1 was used as the bench mark in determining the additional costs that would apply to servicing and subdividing the site. Option 1, in fact, was the layout as the site originally was optioned to the Gelmon Corporation for \$5.20/sq. ft. The total area of the site was 479,440 sq. ft., which would have resulted in a gross revenue to the City of \$2,493,088.

City Clerk
Page 2
October 25, 1995

The following assumptions were made in arriving at additional costs associated with both Option 2 and Option 3:

- a) Option 2 includes internal roads, which reduce the saleable area of the site by 74,745 sq. ft. The loss of revenue from this area is therefore added as a cost item.
- b) We have included in the costs 5% of the total investment for the marketing of the site.
- c) We have assumed it will take four years to market all of the property on the site, and we have therefore added holding costs. We have included a contingency amount of 5%.

Following is a brief estimate of costs associated with each of the three options:

1. **Option 1: Sell the site as one parcel with the developer responsible for all servicing costs from the property line.**

Sell 479,440 sq. ft. @ \$5.20 per sq. ft. **\$ 2,493,088**

2. **Option 2: Subdivide the site and provide all internal services including roads, electric light and power and underground services.**

Loss of area to roadways - (74,745 sq. ft. @ \$5.20 per sq. ft.)	\$ 388,674
Additional Servicing Costs	501,200
Additional Power Costs	100,000
Marketing @ 5% of investment	200,000
Interest on Holding Developed Land to Market	490,152
Contingency	200,000

Total Additional Costs **\$1,880,026**

Additional Costs per square foot (479,440 - 74,745 = 404,695)
 $\$1,880,026 / 404,695 = \4.65 per sq. ft.

Selling Price Required to Net \$5.20 per sq. ft. -
 $\$5.20 + \$4.65 = \underline{\underline{\$9.85 \text{ per sq. ft.}}}$

City Clerk
Page 3
October 26, 1995

3. **Option 3: Establish some parameters for a condominium development; install underground services but leave the remainder of the site as is, to facilitate the overall development.**

On Site Underground Servicing	\$ 185,200
Marketing @ 5%	125,000
Interest on Holding Developed Land to Market	418,705
Contingency	125,000

Total Additional Costs \$853,905

$\$853,905 / 479,440 \text{ sq. ft.} = \1.78 per sq. ft.

Selling Price Required to Net \$5.20 per sq. ft.

$\$5.20 + \$1.78 = \underline{\$6.98 \text{ or } \$7 \text{ per sq. ft.}}$

INDUSTRY INPUT

Our meetings with representatives of the real estate industry provided us with the following information:

1. With one or perhaps two exceptions, those realtors interviewed saw no market for high density multi-family housing. Economics simply do not exist at this time. It is much cheaper to acquire existing apartment developments than it is to build new, and in the event new construction could be justified, it would not be considered on land of this high value. Depending on the type of development which occurs on the site, multi-family development was seen as a viable option some time in the future, adjacent to or nearby the site.
2. Hotel/motel development was also viewed as not being viable at this time. The occupancy rate on a monthly basis is some 6% to 11% below last year's figures, and well short of what is required in order to make new hotel development viable. In the event a new hotel could be justified, more appropriate sites probably exist within the community.
3. The realtors seem to be split between favouring selling the site as one parcel and splitting it up into a number of smaller sites. Those who favoured smaller sites cautioned the City however, to ensure that architectural controls would apply, in order to control any multi-development.

City Clerk
Page 4
October 26, 1995

4. Most professionals favoured and supported the idea of exploring further condominiumizing the site. They felt it would offer an opportunity for smaller developers to own a portion of the site and participate in the development. Again, it was pointed out that architectural controls would be absolutely essential for such a development. It was also indicated that in order for a condominium to fly, the City would likely have to remain in the picture as a facilitator, at least until such time as sufficient users were involved to form a condominium association for transfer of the site.

Following are our comments on the advantages and disadvantages of the three options:

Option 1

This is the same configuration as was originally optioned to the Gelmon Corporation. But in the five years that have passed since the original option was signed, some significant changes have occurred in the city. The Gaetz Plaza site has been conceived, received approval, gone into receivership, come out of receivership, and is now on the market and available for development. The potential for a large development on the southern boundary of the city, anchored by Costco, is a reality.

Both of these developments will be competing for the same tenants as would have considered locating on the former rail road lands. Depending on the user and the site selected, a parcel can be acquired in either of these two developments for \$1.50 to \$5.50 per sq. ft. In other words, the competition is intense and the likelihood of all three sites proceeding is extremely remote. We believe that the best the City could anticipate is a developer coming forward and requesting a further option on the site, to determine if it was viable for development.

Option 2

Subdivision of the site into a number of smaller parcels would require a front-end investment from the City, of an additional \$600,000. As well, additional costs would be incurred in marketing and holding the site. The price of almost \$10 per sq. ft. would again limit the potential users to those who see distinct advantages in being downtown as opposed to occupying a portion of one of the large developments to the south.

There are some advantages to subdividing the site but we believe in the end, that while the City might identify two or three users early on, the remainder of the site could well take several years to develop. One of the concerns expressed by the Towne Centre Association is that we would simply be moving the downtown area a couple of blocks west by relocating existing downtown occupants to a new site. This is a definite possibility, but there also might be some advantages accruing from such a shift.

City Clerk
Page 5
October 26, 1995

Option 3

This option offers some intriguing possibilities. Conceptually, a condominium development of this type would look no different than a multi-use Power Mall, with a number pads located throughout the acreage, all connected by a common parking lot. There would be no defined boundaries from the point of view of the consumer.

From the City's point of view, maintenance costs associated with the parking lot, etc., would be the responsibility of the condominium association - really no different than if one developer owned the entire site. From the tenants' point of view, it would give him the opportunity of acquiring a small portion of the site at costs which would be lower than would be the case if the site was subdivided. Of course, some internal servicing, such as electric light and power would have to occur and some legal technicalities worked out but in the end, there should be an advantage to the condominium owner.

A disadvantage to the City is the likelihood of a developer stepping forth and acquiring the site for development as a condominium is very remote. According to anyone we have talked with, the City would probably have to remain in the picture for two or three years, or until such time as enough users were in place to establish a condominium association and take over the project.

We must also investigate further the legal aspects of such a project, so that we are fully aware of our exposure and our responsibilities.

In the end, we believe this is an option well worth pursuing. Again, however, we may well be dealing with potential users who could conceivably be a part of a larger development to the south at a lower cost. As was the case with Option 2, the potential would exist for businesses which are presently located in the downtown to relocate onto this site.

A Fourth Option

We have also had one or two discussions with citizens who favour a more innovative or longer term approach to the development of this site. Driving this thinking is the fact that the City may well have one shot at putting together a downtown development which is innovative, exciting, and will attract development around it. That one shot may lie with the 11 acre former rail road lands - the largest land assembly available in the downtown. There have been suggestions that the City should do nothing for now, and evaluate the potential for future development.

A suggestion has been made that a theme should be developed, some common areas created in the form of park, with development surrounding it.

City Clerk
Page 6
October 26, 1995

Another suggestion would see the creation of a year-round permanent farmers' market as a core development, with boutique style retail surrounding it. Certainly, if the funds were available, a development of this type could form a catalyst for downtown revitalization. The potential would then exist for future periphery development surrounding the site, of high density housing, hotel/motel development, etc. The potential for this type of development has not been examined beyond the discussion stage and as a result, we have not even attempted to attach costs. But there is little doubt that there would be significant costs, and likely a large percentage of them would have to come from public funding.

SUMMARY

With the competition that exists, the development of this site will not be easy, nor will it occur quickly. Many of the potential users for this site are currently deferring decisions so that the various options can be evaluated. The two sites to the south of the city, offer formidable competition because of the pricing advantage. In order for the rail road land development to be viable, it must offer some advantage to a potential user. Perhaps the opportunity to own your own facility as part of a condominium development is that advantage. We think it is worth exploring further to determine what interests might exist. If commitments could be obtained from three or four users, representing 35% to 40% of the site, by spring of 1996, perhaps the project would be viable. In any event, further investment by the City could be deferred until such time as the interest was determined.

RECOMMENDATION

We would therefore recommend that Council authorize the Administration to work with the development and real estate industries for a period of up to six months, to identify the magnitude of interest in proceeding with a condominium project on the former rail road lands.



Alan V. Scott

AVS/mm

Att.

path: c:\data\scott\memo\railyard

COMMENTS:

We concur with the recommendations outlined in the report from the Land and Economic Development Manager that the land be put out on proposal call. This will ensure the highest level of exposure and guarantee that everyone feels they have had an opportunity to bring forward a proposal.

It is recommended that, in addition to encouraging single developers, Council make it clear in the proposal call that The City would also encourage joint venture proposals which include a number of significant partners who are prepared to work together to develop the site to its maximum potential. We have been contacted by a number of individual developers that have uses for portions of the site and who would be willing to work with others. We will however, require a more detailed indication of the type of development that many of these individual proponents have in mind.

We also recommend that Council encourage a residential component on the site, by stating that preference in the proposal call. The terms could indicate a preference for residential development on the southern portion of the site, if feasible.

In order to ensure adequate time is available for all potential proponents, we recommend the timelines be extended by one month. This would provide a November 30th deadline for proposal calls and a target date of mid-January 1997 for a full report to Council.

"G. D. SURKAN"
Mayor

"L. HODGSON"
Acting City Manager

DATE: May 23, 1996

TO: Land and Economic Development Manager

FROM: Assistant City Clerk

RE: ***FORMER C P RAIL LANDS - DOWNTOWN AREA /
FUTURE DEVELOPMENT***

At the Council Meeting of May 21, 1996, consideration was given to your report dated May 8, 1996, with respect to the above. At that meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Land and Economic Development Manager dated May 8, 1996, re: Former C P Rail Lands - Downtown Area, hereby agrees with the recommendations outlined in the above report and requests that the Administration provide Council with a copy of the Terms of Reference for the Proposal Call, and that said Terms of Reference be submitted to Council at its June 30, 1996 Council Meeting.

Council further agrees that the Proposal Call will close November 30, 1996 and the Land and Economic Development Manager will evaluate the proposals and make recommendations to Council in January 1997."

I ask that you now prepare the "Terms of Reference" as noted in the above resolution, for consideration at the June 30, 1996 Council Meeting. Council has suggested that developers be made aware that submissions from Sandra Ladwig and Jim Wilson are available for their information.

Trusting you will find this satisfactory.


Jeff Graves
Assistant City Clerk

JG/clr

c Director of Development Services
Principal Planner
Downtown Planning Committee

FILE

**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

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

May 28, 1996

Power Gaming Corporation
300, 4406 - 50 Avenue
Red Deer, AB T4N 3Z5

Att: Darcy J. Will

Dear Sir:

**RE: OFFER TO PURCHASE FORMER C P RAIL LANDS -
DOWNTOWN RED DEER**

Further to our letter of April 12, 1996, the above topic was discussed at The City of Red Deer's Council Meeting held May 21, 1996. At this meeting, the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Land and Economic Development Manager dated May 8, 1996, re: Former C P Rail Lands - Downtown Area, hereby agrees with the recommendations outlined in the above report and requests that the Administration provide Council with a copy of the Terms of Reference for the Proposal Call, and that said Terms of Reference be submitted to Council at its June 30, 1996 Council Meeting.

Council further agrees that the Proposal Call will close November 30, 1996 and the Land and Economic Development Manager will evaluate the proposals and make recommendations to Council in January 1997."

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

Sincerely,



Kelly Kloss
City Clerk

/clr

*a delight
to discover!*

NO. 4

DATE: May 14, 1996

TO: City Council

FROM: City Clerk

RE: EMERGENCY SERVICES TRAINING FACILITY

The above matter was originally introduced at the Council Meeting of April 9, 1996. Subsequently, the following resolution was tabled to the May 21, 1996 Council Meeting:

"RESOLVED that Council of The City of Red Deer, having considered the report from the Fire Chief dated February 6, 1996, Re: Training Business Plan - Emergency Services Department, hereby approves the Emergency Services Training Facility as an inclusion to the Emergency Services Training Budget, and as presented to Council February 12, 1996."

The intent of the tabling resolution was to allow the Emergency Services Department to discuss with the private sector, the possibility of partnering for the development of a training facility.

RECOMMENDATION:

Attached is the required report from the Emergency Services Department.



Kelly Kloss
City Clerk

KK/clr
attchs.

TO: CITY CLERK

FROM: FIRE CHIEF

DATE: MAY 13, 1996

RE: FIRE TRAINING GROUNDS

At the request of Council, the Emergency Services Department has met with four local oilfield fire fighting company's to determine their interest in partnering in the development of a joint fire training facility.

After our meeting, only one company has shown an interest in our proposal, and after some discussion with them, they indicated on the telephone May 7, 1996, to the Director of Development Services, that they were no longer interested in pursuing a joint development, and would prefer to continue their own development plans.

Because of some questions by various members of Council regarding our future training plans, and the need for a fire training facility, we have attached an explanation for our request for the facility.

RECOMMENDATION:

That Council approve the Emergency Services request for development of a Fire Training facility as per our budget submissions.

Respectfully submitted:



Robert Oscroft
Fire Chief/General Manager

What is the Goal of the Emergency Services Department for the Fire Suppression Branch in Training?

1. To achieve the National Fire Protection Association 1001 Standard, Professional Qualification for the Fire Fighter, for 100% of First Class Fire Fighters by 1999.
2. To achieve the National Fire Protection Association 1002 Standard, Professional Qualification for the Apparatus Operator, for 100% of First Class Fire Fighters by 1999.
3. To achieve the National Fire Protection Association 1021 Level I Standard, Professional Qualification for the Fire Officer, for 100% of Fire Officers by 1999.
4. To continue to investigate and pursue ways to decrease the costs associated with acquiring these necessary skills and knowledge for personnel.

Why Pursue the National Fire Protection Association Standards 1001, 1002, and 1021?

1. Achieve a standard of skills and knowledge which is becoming an adopted and recognized industry standard throughout many of the Alberta Municipal Fire Departments.
2. Increase the safety, efficiency and productivity levels of the personnel working in the Fire Suppression Branch of the City of Red Deer Emergency Services Department.
3. Increase the abilities of a decreasing number of personnel, to perform numerous job tasks by training all personnel to a uniform standard. Small numbers of "Specialists" are no longer a viable option if the quality of service levels are to be maintained.
4. Limit the potential liability of the City of Red Deer when dealing with Occupational Health and Safety Legislation.
5. Limit the potential of successful litigation against the City of Red Deer.
6. To continue our commitment of providing the highest possible level of service to the community by acquiring and more importantly maintaining the skills and knowledge applicable to the services we provide.

Why is a Fire Training Facility and Grounds Required?

1. To hold locally the vast majority of courses in the NFPA 1001 and NFPA 1002, and to complete NFPA 1021. A training tower and grounds are required to allow controlled training environments for:
 - live fire training.
 - rescue training.
 - fire related training.
2. To minimize the disruption and risk to residents and businesses of Red Deer when fire training is held.
3. To allow for continued maintenance of the skills and knowledge personnel acquired in achieving the NFPA standards.

Is the Construction of the Training Facility Being Justified Through an Increased Training Program?

No, the goal of achieving the NFPA Standards was set in 1983. The addition of a Fire Training Facility and Grounds allows the Emergency Services Department an opportunity to continue to pursue and achieve the NFPA standards locally, more rapidly and at a reduced operating cost when compared to external sources.

If we did not have our own training facility, it would not alter our goal of achieving the NFPA Standards for RDES staff. The cost of getting there, and the time it would take to achieve the goal would both increase dramatically.

If we were to have a facility it will also allow the Emergency Services Department the opportunity to maintain the skills and knowledge acquired by its personnel in achieving the NFPA standards.

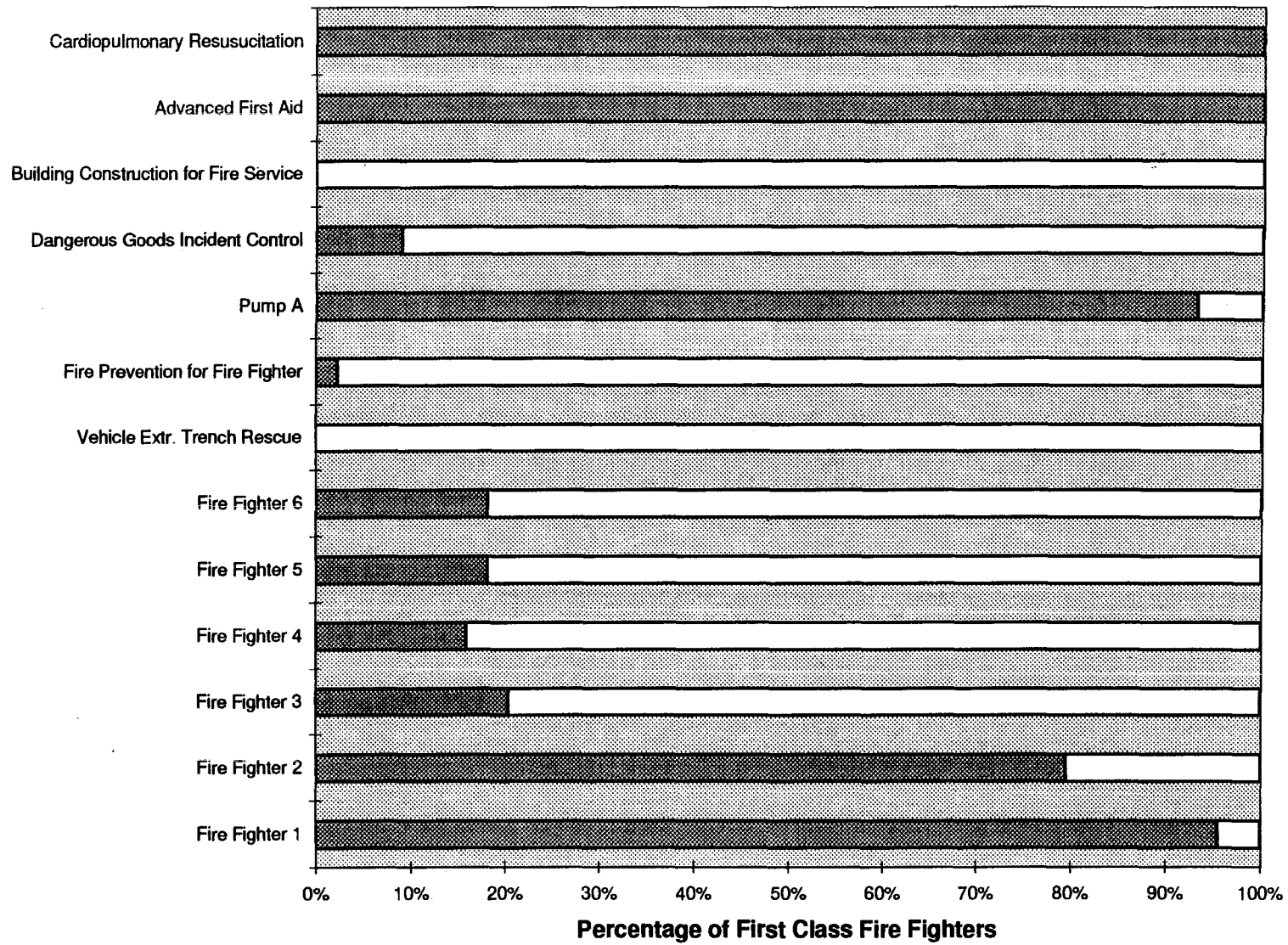
What Other Municipalities are Training to Achieve the NFPA Standards?

- | | |
|-------------------------|--------------------------|
| 1. City of Edmonton | 4. City of Medicine Hat |
| 2. City of Calgary | 5. City of Fort MacMurry |
| 3. County of Strathcona | |

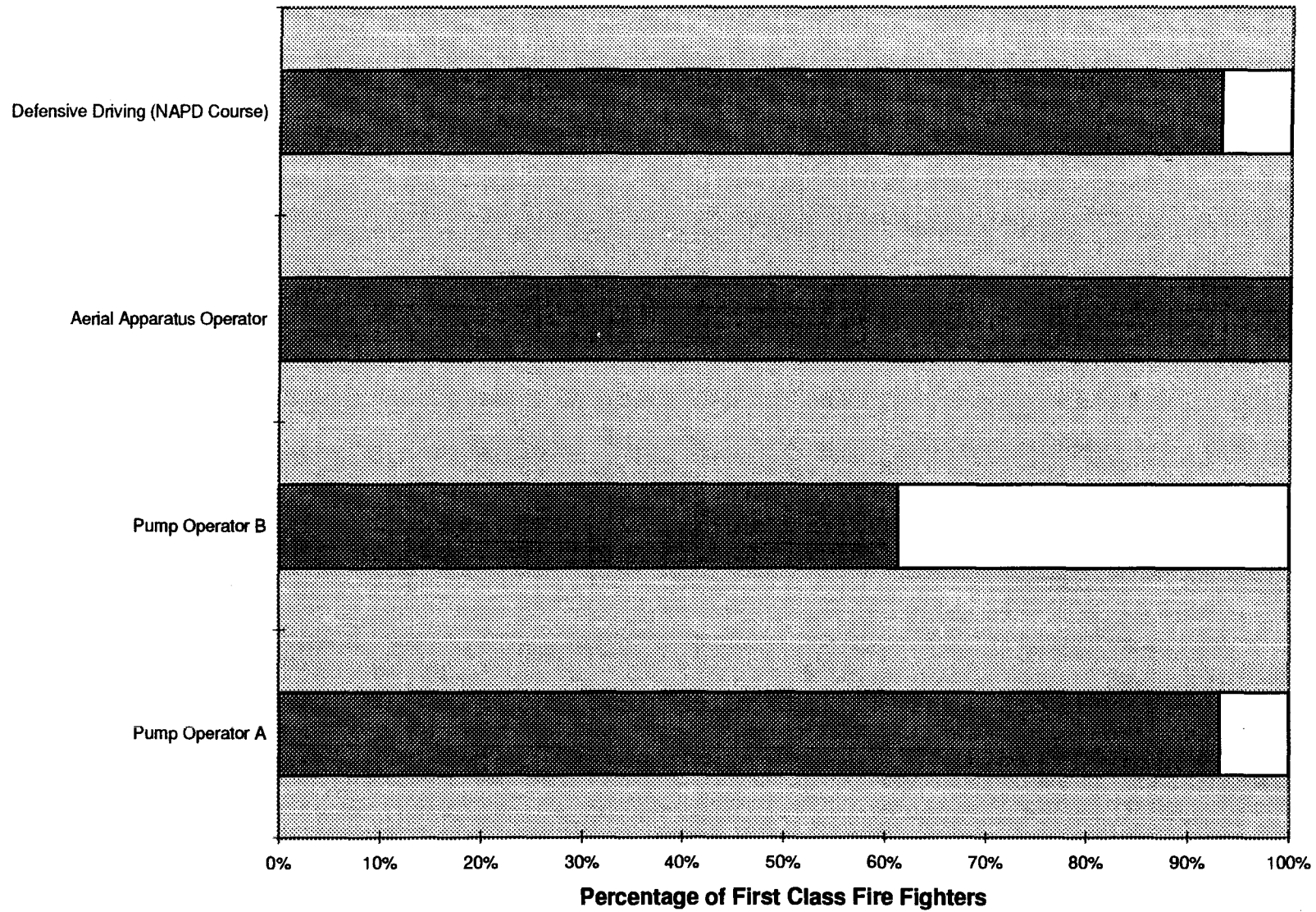
What other Municipal Departments are presently investigating the NFPA Standards?

- | | |
|-----------------------|----------------------|
| 1. City of Lethbridge | 2. City of St Albert |
|-----------------------|----------------------|

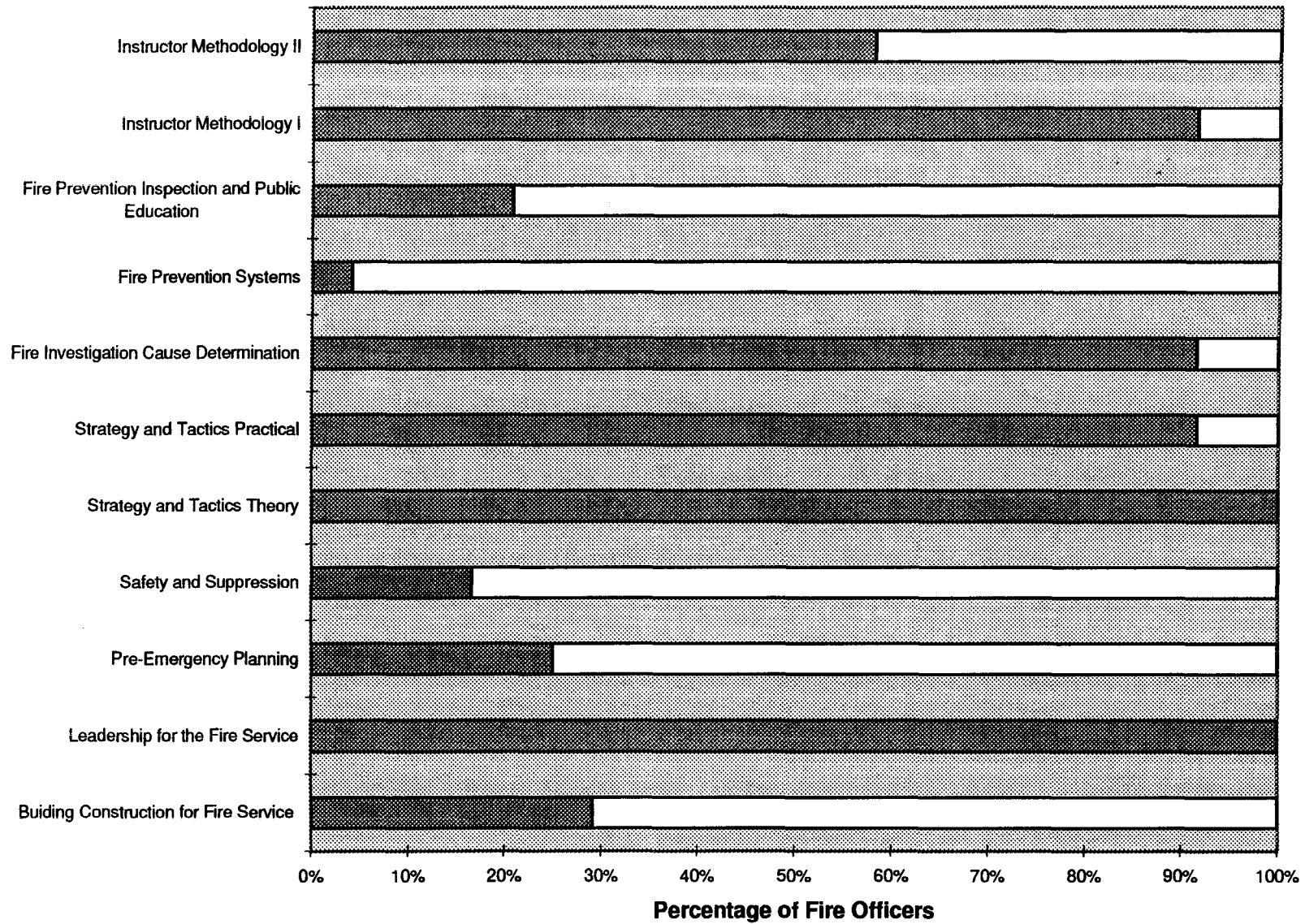
N.F.P.A 1001: Percentage of First Class Fire Fighters Having Acheived This Level



NFPA 1002: Percentage of First Class Fire Fighters Having Acheived This Level



NFPA 1021: Percentage of Fire Officers Having Acheived This Level



DATE: May 15, 1996
TO: City Clerk
FROM: Director of Development Services

RE: EMERGENCY SERVICES TRAINING GROUNDS

Over the past several months this issue has been before Council for approval to construct the subject facility. The last instruction from Council was to fully investigate the possibility of a public - private partnership on the facility. We have gone out to proposals with respect to such a partnership. Only one firm expressed any real interest in pursuing such a partnership.

After a period of several weeks of discussion and information exchange by both parties, Mr. K. Campbell of Fire Master contacted the writer and indicated that he did not wish to pursue the matter further. He stated that they would continue to investigate construction of an industrial fire training facility for their own purposes. We offered to provide any assistance we could in that regard.

Council has received a considerable amount of material on the training grounds over the past several months, including cost estimates, description of facility, amount of training being considered, cost benefit analysis of training options, and the possibility of renting the facility. The Emergency Services Manager has provided some additional material on this agenda to supplement the material already submitted. I would like to briefly address some of the key issues.

Immediate need for facility: The construction of the East Hill Emergency Services Station will result in the recruitment of 16 new employees. These firefighters must be given some initial training prior to being used on the job. We would anticipate that this would be in September/October 1997. They would receive enough training to commence work. In 1997 we also expect two retirements and these positions would also have to be filled and trained. In 1998 we anticipate four more retirements. In 1999 and 2000 we expect there to be six more retirements. We project that the site will be used at least 100 days per year through this period.

Level of training: The Emergency Services Manager has addressed this issue in considerable detail. I concur with the direction and policy he is recommending. It appears to be a policy gaining wide acceptance in other municipalities.

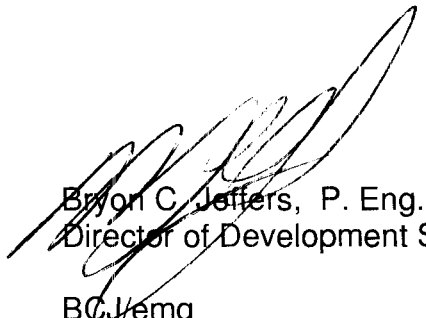
City Clerk
Page 2
May 15, 1996

Future need for facility: While there is some immediate training requirements over the next few years, the training facility is not being recommended to fill a short-term need. The retirements above indicate there will always be new staff to train even if the department does not grow in absolute numbers. More importantly, it is necessary to retrain to maintain proficiency in the skills acquired. Unlike other occupations where an individual maybe using his/her skills on an ongoing basis, firefighters use their skills much less often. There is a constant requirement to practice so the skills can be maintained. We believe that the site will be required at least 80 days per year in the longer term. As stated in earlier reports, we will consider renting the site to other municipalities if it does not interfere with our training requirements.

Cost benefit of the facility: The Emergency Services Department has determined that to meet their training needs over the period 1997 - 2001, not including skills maintenance, would cost the City \$1,369,400 if the training were done at Vermillion. The cost of this same training provided at our own facility would cost about \$60,000. The cost of the facility is estimated at approximately \$500,000. These figures indicate that even if we did not need the facility beyond that period of time, which is not the case, we would still save money by building our own facility. Of the \$500,000, approximately \$75,000 is for the land purchased from the City Land Bank, and another \$220,000 is for the training tower. Both of these assets could be sold at a later date if the City's plans radically changed.

RECOMMENDATION

It is respectfully recommended that Council authorize Emergency Services to proceed with construction of the facility.



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

BCJ/emg

c. Fire Chief

COMMENTS:

This matter has been before Council on at least three occasions. It has been tabled pending further discussions with private sector interest groups and the development of additional detail regarding training costs. Those meetings have now been held and it appears that the opportunity for joint development is not currently available. Therefore, consideration for this project should be on the basis of whether or not it is cost effective to proceed.

As pointed out in the attached report from the Director of Development Services, the City faces a significant escalation in its training requirements in the Emergency Services Department over the next 5 years. The ability to meet those training requirements through the Vermillion facility, which we have used in the past, is costly given the lapsing of Provincial Government subsidization for that facility. It appears the only cost effective option at this point is the creation of our own training facility, which would more than account for its own costs during the upcoming period of enhanced training.

For the reasons we recommend that Council proceed with the facility.

"G.D. SURKAN"

Mayor

"L. HODGSON"

Acting City Manager

FILE

DATE: May 23, 1996

TO: Fire Chief

FROM: Assistant City Clerk

RE: EMERGENCY SERVICES TRAINING FACILITY

At the Council Meeting of May 21, 1996, consideration was given to your report dated May 13, 1996, concerning the above. At this meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Fire Chief dated February 6, 1996, re: Training Business Plan - Emergency Services Department, hereby approves the Emergency Services Training Facility as an inclusion to the Emergency Services Training Budget, and as presented to Council February 12, 1996."

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



Jeff Graves
Assistant City Clerk

JG/clr

c Director of Development Services
Director of Corporate Services

NO. 5

DATE: May 14, 1996
TO: City Council
FROM: City Clerk
RE: GOLDEN WEST AVENUE (NORTH OF 67 STREET) /
PETITION FOR WATER AND SANITARY SERVICES

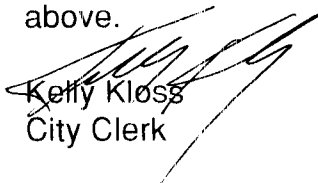
At the Council Meeting of July 17, 1995, consideration was given to the above topic and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from property owners in the vicinity of Golden West Avenue north of 67 Street dated June 20, 1995, re: Water and Sanitary Sewer Servicing of Golden West Avenue (north of 67 Street), hereby agrees as follows:

- 1) That a Local Improvement Bylaw be initiated for the extension of Sanitary and Water Mains for the properties along Golden West Avenue, north of 67 Street;
- 2) That a Local Improvement Bylaw be initiated for the extension of Sanitary and Water Mains for the properties along 67 Avenue, north of 67 Street;
- 3) That a budget of \$30,000.00 be approved to complete the detailed design, cost estimating, and local improvement process, said costs being included as part of the local improvement project;

and as presented to Council July 17, 1995."

Attached is the subsequent report from the Engineering Department relative to the above.


Kelly Kloss
City Clerk

KK/clr
attchs.

DATE: May 14, 1996

TO: City Clerk

FROM: Engineering Department Manager

**RE: LOCAL IMPROVEMENT FOR WATER AND SANITARY MAINS
GOLDEN WEST AVENUE AND 67 AVENUE**

This report has been prepared for City Council to consider final approval of a proposed Water and Sanitary Local Improvement in the Golden West Industrial Park and the associated construction budget. We are also presenting herein an appeal from three property owners with respect to the installation of service connections to the new mains.

LOCAL IMPROVEMENT PROJECT

In July 1995, a petition was submitted to Council requesting that water and sanitary sewer mains be extended to service the Golden West Industrial Subdivision north of 67 Street. At the Council meeting of July 17, 1995, approval was given for the Administration to proceed with design and initiate a Local Improvement for the construction of said water and sanitary sewer mains.

We have now completed the design and have estimated the costs applicable to the Local Improvement Area. Based on financing information received from the Director of Corporate Services, we have also calculated the Local Improvement water and sanitary sewer rates applicable to the properties.

The cost of the Water and Sanitary Main Local Improvements are estimated to be \$622,920 and \$591,760 respectively, including water and sanitary off-site levies, but excluding the cost of constructing the trunk facilities. The trunk facilities will be paid for by the Off-site Levy Fund; a fund that is supported by development throughout the City.

On April 20, 1996, in accordance with the Municipal Government Act, Notices of Intent to Construct a Local Improvement were mailed to all property owners, stating that property owners had 30 days (April 20 to May 20, 1996) to submit a petition against the project. A copy of the notification to the property owners is appended hereto for your information. Note that we subsequently advised the property owners that the Council meeting had been advanced to May 21, 1996, because of the June 3 meeting cancellation.

City Clerk
Page 2
May 13, 1996

Meetings were subsequently arranged with each property owner to discuss the project, review the local improvement costs, identify servicing needs, and to determine if they were in favour of the project proceeding or not. We have now met with all 19 owners, representing the 28 properties. All but one (Mr. Caddy) of the property owners indicated that they were in favour of the project proceeding.

DEFERRED SERVICE CONNECTIONS

Following discussions with the property owners, three of the owners have written that they wish to defer installation of water and sanitary sewer connections from the mains to their property line. The Utility By-law (Section 39) requires that property owners connect to a public water supply system within 60 days after the system becomes available, subject to an appeal to City Council. The situation for each property owner is outlined as follows:

Lot 7, Block 2, Plan 942-2085

The property owner, Mr. Jim Caddy, has indicated that he is not in favour of the Local Improvement project, because he bought the land in Golden West as unserviced land and his business does not need the new water and sanitary sewer mains. A copy of Mr. Caddy's comments is attached for your reference.

Lots 2 and 3, Block C, Plan 922-2811

The property owner, Mr. Ron Lageneusse, has indicated that he is in favour of the Local Improvement project and is willing to pay the Local Improvement assessment for his two properties. However, he has requested that he be allowed to defer installing service connections until water and sanitary mains are extended north in 68 Avenue (not expected to occur for 5 - 10 years). The reason for his request is that the length of service connection for his building on Lot 3 would only be about 60 m if extended from the future mains in 68 Avenue, but would be about 150 m if extended from the proposed mains in 67 Avenue. A copy of Mr. Lageneusse's letter is attached for your reference.

Lot N1, Plan 6052RS

The property owner, Mr. Don Ulsifer, has indicated that he is in favour of the Local Improvement project and is willing to pay the Local Improvement assessment for his two properties. However, he has requested that he be allowed to defer installing service connections as he has no service requirements on the property at this time (i.e. site is currently being used for equipment storage). A copy of Mr. Ulsifer's letter is attached for your reference.

City Clerk
Page 3
May 14, 1996

TRUNK WATER MAIN

In the 1996 Budget, it was proposed that the 68 Avenue trunk water main (Section D to E on attached map) would be constructed in 1996 at a cost of \$85,000 and that the south Golden West Avenue trunk water main (Section A to G to I on attached map) would be constructed in 1997 at a cost of \$220,000. As part of the design of the Water Main Local Improvement, the existing and proposed water system was modeled to determine the fire flow requirements for the Golden West Industrial Park area. Based on the modeling results, it was determined that south Golden West trunk water main (Section A to G to I) was required immediately, but that the 68 Avenue trunk water main (Section D to E) could be deferred for a period of time. We are, therefore, requesting that the budget for the south Golden West trunk be advanced from 1997 to 1996.

PROJECT BUDGET

The following is an overview of the estimated construction costs and approximate revenues for this project:

	PAST	CURRENT	FUTURE
PROJECT COSTS			
Off-site Levy Construction:			
• Water Trunks (south Golden West Avenue)		\$220,000	
• Sanitary Trunks (68 Avenue)		\$100,000	
Local Improvement Construction			
• Water Mains	\$53,000	\$422,000	\$88,000
• Sanitary Mains		\$490,000	\$119,000
• Water and Sanitary Off-site Levies		\$250,000	
Service Connections		\$130,000	
TOTAL PROJECT COST	\$53,000	\$1,612,000	\$207,000
TOTAL PAST, PRESENT, AND FUTURE PROJECT COSTS:			\$1,872,000

City Clerk
Page 4
May 14, 1996

	PAST	CURRENT	FUTURE
PROJECT REVENUES			
Revenue from Water and Sanitary Off-site Levy Funds		\$320,000	
Water Local Improvement (including current Off-site Levies of \$148,400)	\$98,000	\$461,000	\$147,000
Sanitary Local Improvement (including current Off-site Levies of \$101,300)	\$69,000	\$475,000	\$131,000
Service Connections (direct cost recovery from property owners)		\$130,000	
Under recovery of Past revenues to be paid by City at large *	\$41,000		
TOTAL REVENUES	\$208,000	\$1,386,000	\$278,000
TOTAL PAST, PRESENT, AND FUTURE PROJECT REVENUES:			\$1,872,000

* Past revenues have been collected in small amounts over the years since 1977 and were based on various rates during that time. No interest or inflation has been applied over this time, which has resulted in an under-recovery of about \$41,000 based on the current rate calculation.

The proposed budgets for the Water and Sanitary Local Improvements are somewhat lower than those included in the 1996 Major Capital Budget. This is mainly because we have excluded a section of water main along the north end of the existing Golden West Subdivision. It is anticipated that this water main will be constructed as part of the development of this land later this year (private developer). If development in this area is deferred beyond next year, we may wish to advance the water main to provide a more secure source of water for fire fighting purposes.

The majority of the proposed work will be done by contracted forces and is currently out to tender (closing May 29). It should be noted that this work is very difficult to estimate because it will be constructed through an existing development, resulting in extra costs for existing utility crossings, maintaining access to businesses, restricted work space, etc. It is unknown how the tenderers will react to these work restrictions.

City Clerk
Page 5
May 14, 1996

RECOMMENDATIONS

1. Local Improvement Project

Based on the favourable response from the property owners, we would recommend that Council approve the Local Improvement for the construction of sanitary and water mains on Golden West Avenue and 67 Avenue, based on the following Local Improvement rates:

Utility	Pre-payment Rate	20 Year Annual Rate
Water Main	\$19,485 / hectare	\$2,059.00 / hectare / year
Sanitary Main	\$14,955 / hectare	\$1,508.31 / hectare / year

Note that all property owners in the area affected by the local improvement will be required to pay for the local improvement based on the above rates, whether or not they connect to the water and sanitary mains.

2. Deferred Service Connections

We recommend that Council waive the requirement for the owners of Lot 7, Block 2, Plan 942-2085; Lots 2 and 3, Block C, Plan 922-2811; and Lot N1, Plan 6052RS to connection to the water and sanitary mains, as per their requests. Service connections for these properties would be deferred until they are requested by the property owners. As noted above, these properties would still be required to pay for the Water and Sanitary Main Local Improvement.

3. Project Budget Approvals

We request that Council approve the following construction budget for this project:

CURRENT CONSTRUCTION COSTS	
Off-site Levy Construction	
• Water Trunks (south Golden West Avenue)	\$220,000
• Sanitary Trunks (68 Avenue)	\$100,000
Local Improvement Construction	
• Water Mains	\$422,000
• Sanitary Mains	\$490,000
TOTAL CONSTRUCTION COST	\$1,232,000

City Clerk
Page 6
May 14, 1996

Construction of service connections from the main to the individual properties would be in addition to the above noted construction budget, but the property owners will reimburse the City for these costs.



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

TCW/emg

Att.

- c. Director of Corporate Services
- c. City Solicitor

DOUBLE REGISTERED MAIL

April 22, 1996

FIELD(Address)

Dear Ladies/Gentlemen:

RE: FIELD(re)

INTRODUCTION

This letter and accompanying information package are being sent to you to notify you of a proposed Local Improvement affecting your property. Outlined below is a brief description of the project, information related to service connections, an estimate of cost, who to contact for further information, and instructions on how to petition against the project if you wish. This project is planned to proceed this summer. A proportionate share of the cost of this project will be applied to your taxes over a 20 year period, unless you elect to prepay the full amount or a petition against the project is successful. Please read this information carefully and respond by May 20, 1996, if you object to the project.

BACKGROUND

In 1994, several business owners in the Golden West Subdivision approached the City requesting information with regard to extending services into the Golden West Industrial Subdivision. The City provided preliminary cost estimates for the extension of storm, sanitary, water, and reconstruction of the roads. This information was circulated by Mr. Peter Lacey to most of the businesses in the area. In July 1995, a petition was submitted to City Council requesting that only the sanitary and water mains be extended. Note that drainage improvement in the subdivision cannot be made without the installation of a storm sewer. The existing ditch drainage will remain after the project is complete.

Golden West Local Improvement
Page 2
April 22, 1996

On July 17, 1995, City Council directed the Engineering Department to undertake design and initiate a Local Improvement By-law to pay for the extension of sanitary and water, including road reconstruction and off-site levies, to serve the properties along Golden West Avenue, north of 67 Street; and along 67 Avenue, north of the 68 Avenue and Edgar Industrial Drive intersection.

NOTICE OF INTENTION

The Engineering Department has now completed the design of the water and sanitary extensions as illustrated on the attached drawings. As required by the Municipal Government Act, a Notice of Intention to Construct a Local Improvement is being forwarded herewith to each property owner outlining the cost of the improvements for their property. Note that a few of the properties have already paid for a connection to the water system and will, therefore, only be assessed for the sanitary sewer improvement. Subject to Council approval, the Local Improvement will proceed unless at least two-thirds of the property owners representing at least one-half of the total property assessment petition against it.

If you object to this local improvement, please forward a letter to the City Clerk at the address noted on this letterhead. Your letter should include the address and legal description of the affected property, a clear statement that you object to the proposed local improvement, and an indication of why you do not want the local improvement to proceed. The letter must be signed by the owner of the property or his/her authorized representative. Any response against the improvement must be received by May 20, 1996. We are planning to take this matter to Council on June 3, 1996, for final approval.

SERVICE CONNECTIONS

Note that the Local Improvement only relates to the extension of the water and sanitary mains in the street. Installation of the water and sanitary service connections from the main to your building(s) is the responsibility of each property owner.

Because the water and sanitary mains are beneath the road and we will be rebuilding the road after the mains are installed, it is important to install the individual service connections from the main to your front property line as part of the water and sanitary contract. This is also the most cost effective way to install the service connections. To this end, we will be contacting you in the next few weeks to determine what your service needs are and to ask you to sign a work order committing to pay for this work. Obviously, any work will be subject to approval of the Local Improvement By-law. The attached tables indicate the estimated cost of installing various sized service connections from the main to the property line. Note that it will also be the property owner's responsibility to arrange for a plumber to extend the services from the property line to the building(s).

Golden West Local Improvement
Page 3
April 22, 1996

PROJECT IMPLEMENTATION

We plan to tender this project in May and subject to Council approval, we anticipate a construction start toward the end of June or early July. Construction will take place over the following two to three months and will cause inconvenience (e.g. noise, dust, mud, vibration, construction traffic, etc.) and affect access to your property. We will endeavour to maintain access to your property throughout this period by constructing a temporary road from the north end of Golden West Avenue, connecting to 67 Avenue. This will provide alternative access to your property (except when work is occurring directly in front of your property), but will be less direct and restricted during some periods.

If you have any concerns or require further information with regard to this project, please give Sybren Spysma or Tom Warder a call at (403) 342-8178.

Yours truly,



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

TCW/emg
Att.

- c. Director of Corporate Services
- c. City Clerk
- c. City Assessor
- c. City Solicitor

Border Paving Ltd.
6711 Golden West Avenue
Red Deer, Alberta
T4P 1A7

Energy Pipe and Supply Inc.
6767 Golden West Avenue
Red Deer, Alberta
T4P 1A7

Central U-Cart Ltd.
Box 51
Red Deer, Alberta
T4N 5E7

King's Meter Service Ltd.
6785-52 Avenue
Red Deer, Alberta
T4N 4K8

Parkland Properties Ltd.
236-4919-59 Street
Red Deer, Alberta
T4N 6C9

Frontier Well Service Co. Ltd.
Box 540
Red Deer, Alberta
T4N 5G1

Russelsteel Inc.
535 Bowes Road
Box 5009
Downsview, Ontario
M3M 3B5

Flint Canada Inc.
1100-550-11 Avenue SW
Calgary, Alberta
T2R 1M8

R. Angus Alberta Ltd.
Box 2405
Edmonton, Alberta
T5J 2S1

Nugget Ventures Inc.
Box 1129
Red Deer, Alberta
T4N 6S6

R.D.B. Holdings Ltd.
6722 Golden West Avenue
Red Deer, Alberta
T4N 5E8

S and M Kenworth Ltd.
Box 5066, Station A
Calgary, Alberta
T2H 1X1

M.E.T. Holdings Ltd.
40 Oreston Close
Red Deer, Alberta
T4N 5A2

Clifford Matheson Proctor
29 Crawford Street
Red Deer, Alberta
T4P 2G4

ERFA Holdings Ltd.
Bay 1-6761-67 Avenue
Red Deer, Alberta
T4P 1K3

Central Alberta Hay Centre Ltd.
6767-67 Avenue
Red Deer, Alberta
T4P 1K3

Firan Corporation
6702 Golden West Avenue
Red Deer, Alberta
T4P 1A8

Salmon Investments Ltd.
6767 Golden West Avenue
Red Deer, Alberta
T4P 1A7

303335 Alberta Ltd.
6705 Golden West Avenue
Red Deer, Alberta
T4P 1A7

NOTICE**INTENTION TO CONSTRUCT A LOCAL IMPROVEMENT****IN THE CITY OF RED DEER**

PURSUANT to Section 396 (1) of the Municipal Government Act, R.S.A., 1994, as amended, Notice is hereby given that the Council of The City of Red Deer intends to undertake the construction of water main and sanitary sewer, including reconstruction of the existing roadway, as a Local Improvement.

The cost of the Water Main Local Improvement is \$622,920 including Off-site Levies; of which amount the sum of \$97,545 has already been recovered from other properties, the sum of \$461,075 is to be collected by special assessment as provided herein, and the sum of \$64,300 is to be paid by the City at large. The cost will be repayable over a period of 20 years at a rate of interest not exceeding 8.5% per annum, and the lands abutting that portion of the street where the Local Improvement is made will be charged an annual rate of \$2,059.00 per hectare for each year of the said 20 year period. Alternately, the cost of the Water Main Local Improvement may be paid as a one time payment at a rate of \$19,485 per hectare.

The cost of the Sanitary Sewer Local Improvement is \$591,760 including Off-site Levies; of which amount the sum of \$68,580 has already been recovered from other properties, the sum of \$474,960 is to be collected by special assessment as provided herein, and the sum of \$48,220 is to be paid by the City at large. The cost will be repayable over a period of 20 years at a rate of interest not exceeding 8.5% per annum, and the lands abutting that portion of the street where the Local Improvement is made will be charged an annual rate of \$1,580.31 per hectare for each year of the said 20 year period. Alternately, the cost of the Sanitary Sewer Local Improvement may be paid as a one time payment at a rate of \$14,955 per hectare.

The aforementioned rates may be subject to amendment prior to or immediately following the first levy for this project.

The proposed Local Improvement is located along Golden West Avenue, from 67 Street to the quarter line 800 m north of 67 Street; and along 67 Avenue, from the 68 Avenue and Edgar Industrial Drive intersection to the quarter line 450 m north of the 68 Avenue and Edgar Industrial Drive intersection.

Your property, described as **FIELD(Legal), FIELD(Address)**, will be assessed for **FIELD(Hectares) hectares**. Based on the assessable parcel area times the sum of the rates noted above for the Water Main and Sanitary Sewer local improvements, the annual cost for the above noted property would be **FIELD(debenture) per annum** for each year of the said 20 year period.

Notice of Intention to Construct a Local Improvement
The City of Red Deer
Page 2

The owners of any land so specially assessed may prepay, in lieu of annual payments, the total cost of the improvement prior to September 30, 1996. The prepayment amount for your property would be ~~FIELD~~(onetime).

Attached for your information are the following documents:

1. List of property owners that are to pay the proposed local improvement tax for extension of water and sanitary mains.
2. Plan of the Golden West Industrial Subdivision illustrating lot and block number for each parcel.

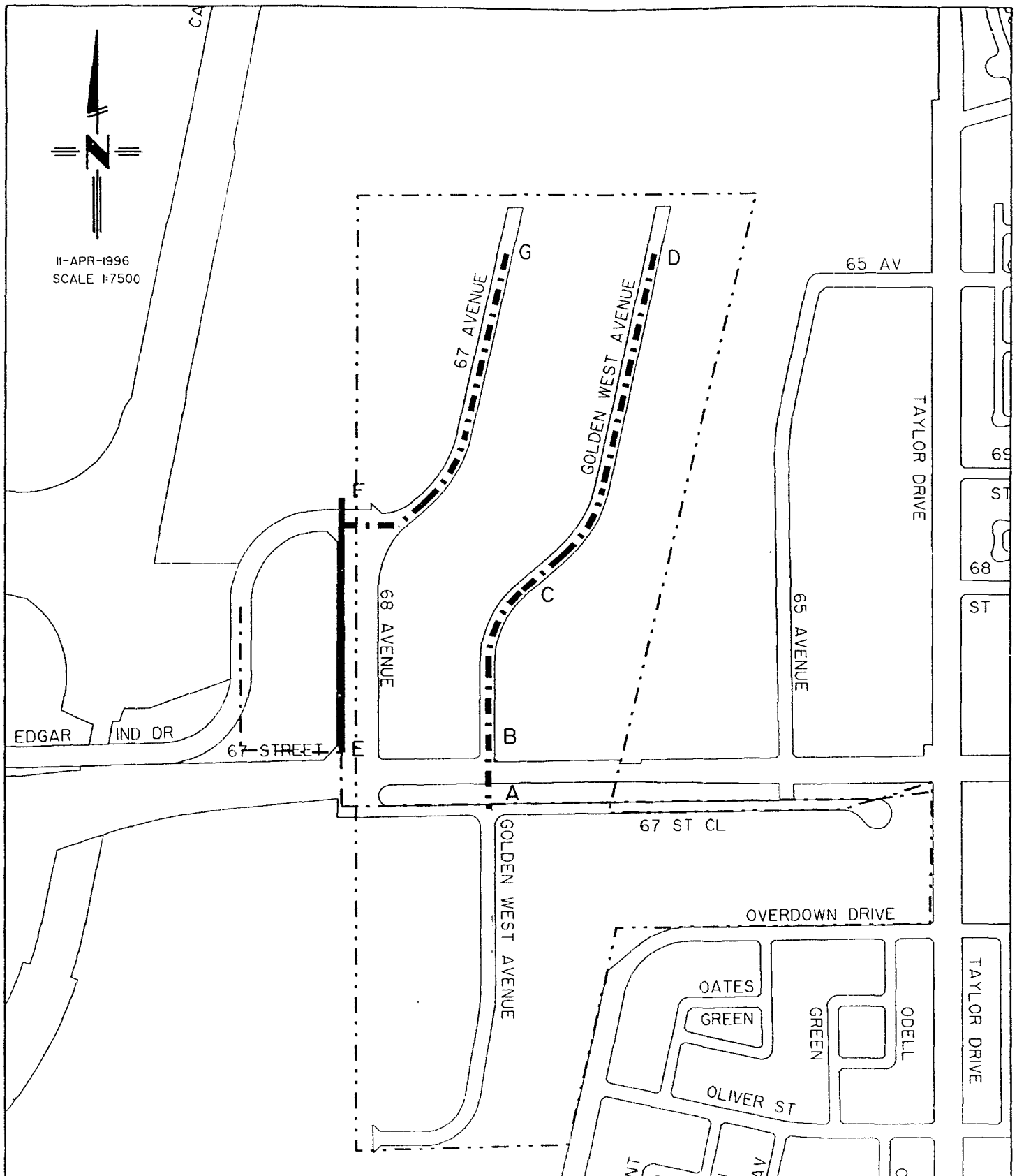
Notice is hereby given that unless two-thirds of the owners who would be liable to pay this Local Improvement tax, and these owners represent a least one-half of the value of the assessments for the parcels of land on which the tax will be imposed, petition the Council against the proposed improvement within 30 days from the date of sending this Notice, the Local Improvement may be undertaken and the cost of it assessed by the system of assessment referred to in this Notice.

If no petition sufficiently signed has, within the time limited in that behalf, been presented to the Council against the Local Improvement, the Council may undertake the proposed Local Improvement at any time within three years of the giving of this Notice.

The owners of any land so specially assessed may at any time commute the amount or balance remaining unpaid in respect of it by paying the amount of the original assessment charged against the land together with interest and penalties chargeable in respect of it less any amounts previously paid on account of it.

Dated at The City of Red Deer this 19th day of April 1996.

GOLDEN WEST INDUSTRIAL SUBDIVISION - LOCAL IMPROVEMENT			
LIST OF PROPERTY OWNERS THAT ARE TO PAY THE PROPOSED LOCAL IMPROVEMENT TAX FOR EXTENSION OF WATER AND SANITARY MAINS			
PROPERTY OWNER	LEGAL DESCRIPTION	PARCEL AREA (ha)	
		WATER	SANITARY
GOLDEN WEST AVENUE, NORTH OF 67 STREET			
Energy Pipe and Supply Inc.	Lot 5, Block 2, Plan 942-2085	1.779	1.779
Frontier Well Service Co. Ltd.	Lot I, Plan 872-1986	0.649	0.649
Central U-Cart Ltd.	Lot 7, Block 2, Plan 942-2085	0.496	0.496
King's Meter Service Ltd.	Lot 8, Block 2, Plan 942-2085	0.501	0.501
Parkland Properties Ltd.	Lot 1G, Plan 842-2267	2.140	2.140
Border Paving Ltd.	Lot 12, Block 2, Plan 942-2085	0.886	0.886
Border Paving Ltd.	Lot 13, Block 2, Plan 942-2085	2.152	2.152
Salmom Investments Ltd.	Lot 14, Block 2, Plan 942-2085	PAID	1.103
303335 Alberta Ltd. (Deer Mart)	Lot 15, Block 2, Plan 942-2085	PAID	1.828
Flint Canada Inc.	Lot N, Plan 2749 NY	0.805	0.805
Border Paving Ltd.	Lot M1, Plan 3642 NY	0.797	0.797
Border Paving Ltd.	Lot J3, Plan 872-2485	1.230	1.230
Parkland Properties Ltd,	Lot H, Plan 6143 MC	0.809	0.809
Frontier Well Service Co. Ltd.	Lot 3A, Block A, Plan 752-0643	0.680	0.680
Russelsteel Inc.	Lot 3B, Block A, Plan 752-0643	0.587	0.587
R.D.B. Holdings Ltd.	Lot 2D, Block A, Plan 812-0799	PAID	0.844
Firan Corporation (Travelaire)	Lot A, Plan 4166 NY	PAID	2.452
Firan Corporation (Travelaire)	Lot B, Plan 4166 NY	PAID	1.870
67 AVENUE			
Flint Canada Inc.	Lot N1, Plan 6052 RS	0.619	0.619
Central Alberta Hay Centre Ltd.	Lot M3, Plan 772-1059	0.401	0.401
ERFA Holdings Ltd.	Lot M4, Plan 772-1059	0.401	0.401
Clifford Matheson Proctor	Lot J4, Plan 872-2485	0.392	0.392
M.E.T. Holdings Ltd.	Lot 3C, Block A, Plan 752-0643	0.753	0.753
S & M Kenworth Ltd.	Lot H2, Plan 4167 TR	0.809	0.809
R.D.B. Holdings Ltd.	Lot 2C, Block A, Plan 812-0799	0.776	0.776
Nugget Ventures Inc.	Lot 2, Block C, Plan 922-2811	1.320	1.320
Nugget Ventures Inc.	Lot 3 Block C, Plan 922-2811	1.220	1.220
R. Angus Alberta Ltd.	Lot 4 Block C, Plan 922-2811	3.460	3.460
Total Areas		23.663	31.759



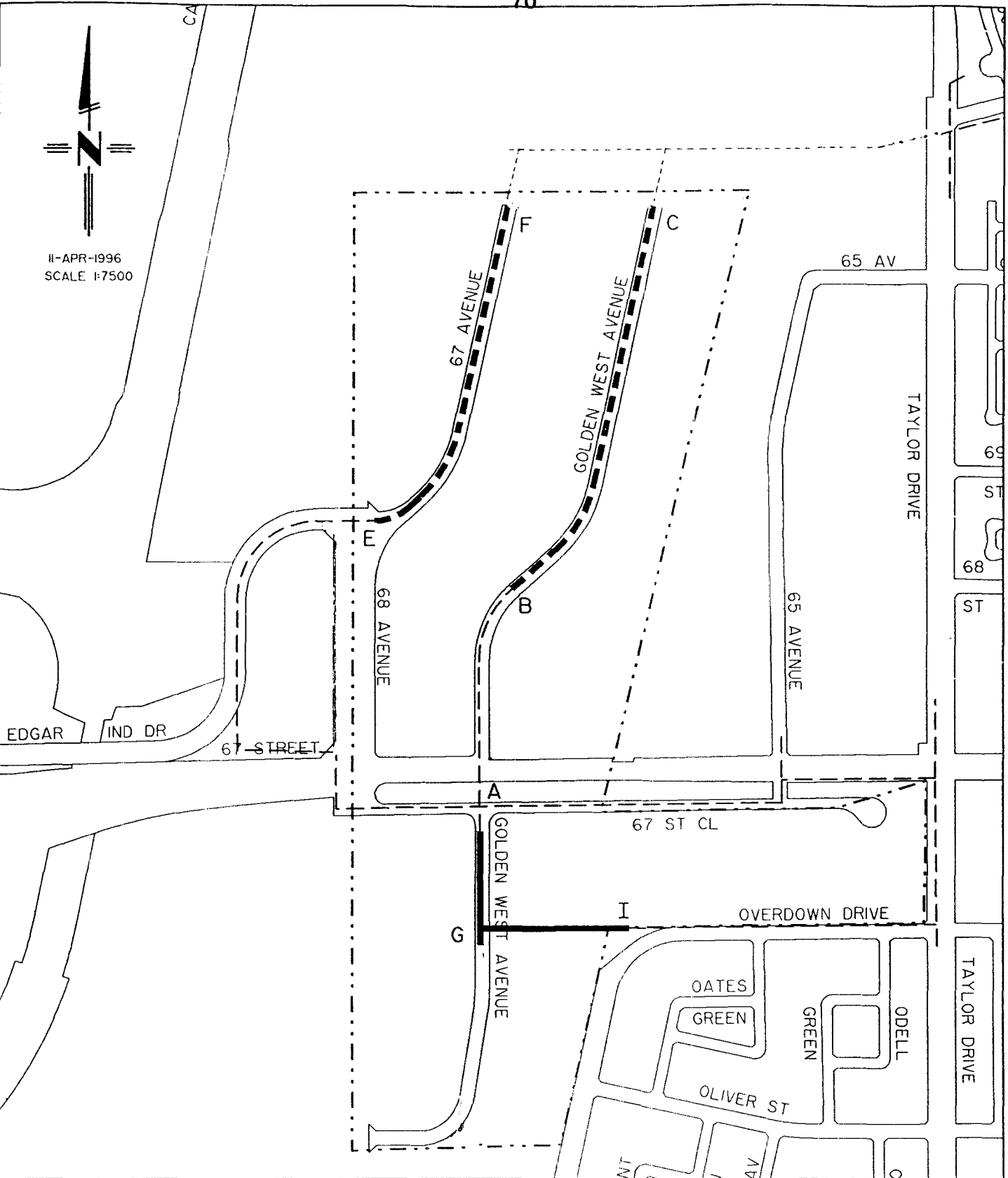
SANITARY MAINS

- - - - - EXISTING MAINS
 - - - - - PROPOSED MAINS (AREA CONTRIBUTION)
 - - - - - PROPOSED TRUNK MAINS (OFFSITE LEVY)
 - - - - - SERVICE AREA BOUNDARY

GOLDEN WEST INDUSTRIAL PARK
 SANITARY
 LOCAL (AREA) IMPROVEMENT LEVY



II-APR-1996
SCALE 1"=7500

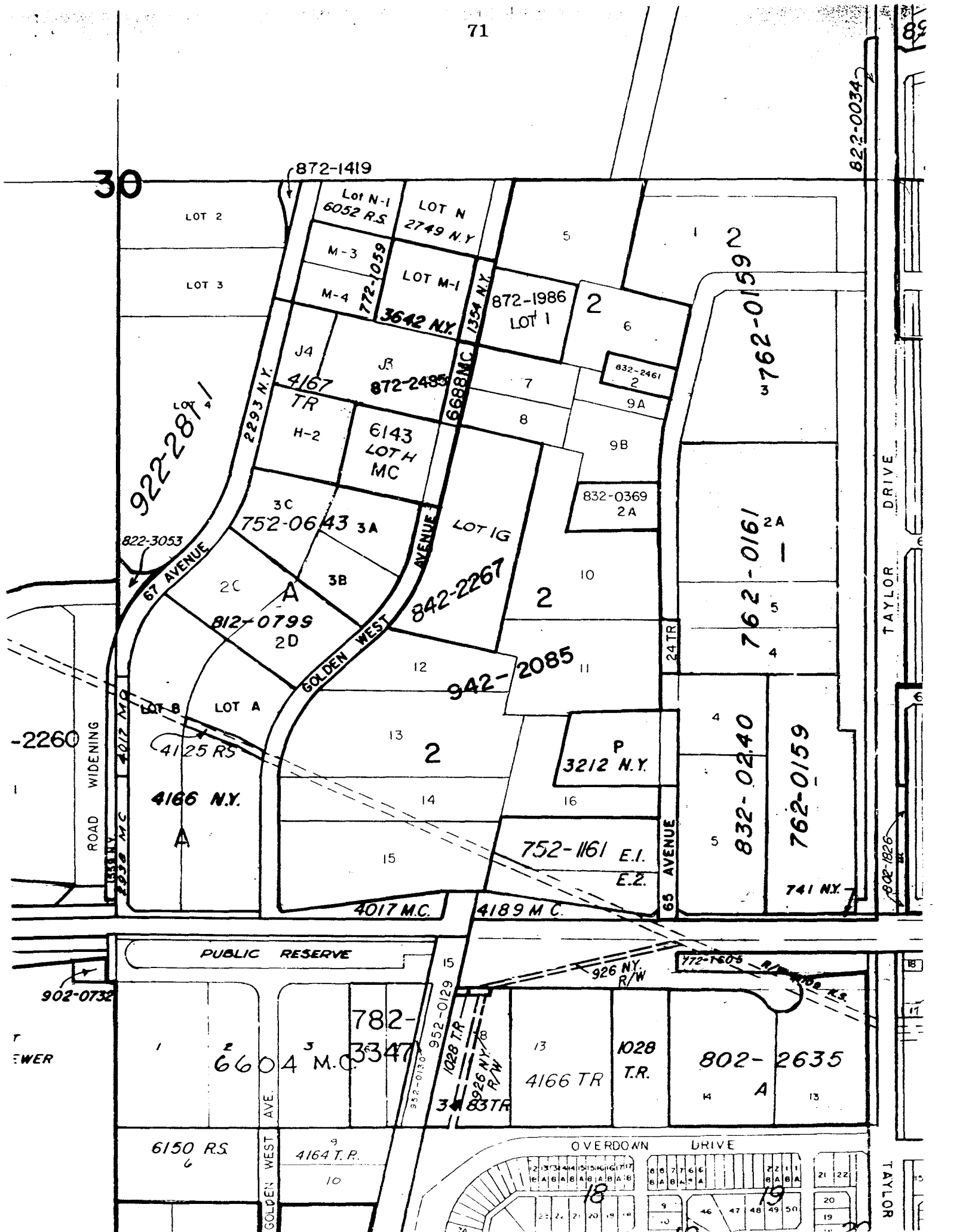


WATER MAINS

- EXISTING MAINS
- PROPOSED MAINS (AREA CONTRIBUTION)
- PROPOSED TRUNK MAINS (OFFSITE LEVY)
- SERVICE AREA BOUNDARY

GOLDEN WEST INDUSTRIAL PARK
WATER
LOCAL (AREA) IMPROVEMENT LEVY

822-0034



May 1, 1996

RE: GOLDEN WEST INDUSTRIAL PARK SERVICING LOCAL IMPROVEMENT

We have reviewed the costs for the Local Improvement to construct water mains, sanitary sewer mains, and reconstruction of the roadway as a paved rural roadway.

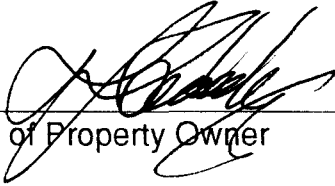
☐ We are **in favor** of the Project proceeding.

☒ We are **not in favor** of the Project proceeding.

Central U Port JIM CADDY
Property Owner

6751 G West Ave.
Civic Address

LOT 7, BLOCK 2, PLAN 942-2085
Legal Description


Signature of Property Owner

I do not need the offered services.
Thank you, as the added costs.
I'm a one person operation, and I
set up business here on the understanding
G.W.H. was to be a no Service Industrial
area.
Jim Caddy

J. Caddy

6404 - 61 AVENUE,
RED DEER, ALBERTA
May 14th, 1996

The MAYOR, and City Council
of RED DEER.

RE: LOCAL IMPROVEMENT, 6751 GOLDEN WEST AVENUE, WATER & SANITARY MAINS;
LOT 7, BLOCK 2, PLAN 942-2085. I am ,jim caddy. owner.

I OBJECT TO THE PROPOSED LOCAL IMPROVEMENT.

My reasons being, (as briefly as I am able to be) In the 1940's, I purchased some land, among the small farms, NORTH of North RED DEER. on which I built my house, I still live in this house. I payed my taxes to the MUNICIPAL DISTRICT, No. 55. (\$52.73)

I operated my business from same address, later on, along comes the CITY with countless IMPROVEMENTS, and higher taxes, very few added to my choice of life style, Then come's the notice that I was not allowed to run my business in a residential district. - - -MOVE ON jim.

The CITY had advertized, promoted, and sold, LOW COST, NO FRILLS, NO SERVICE's INDUSTRIAL LAND. - GOLDEN WEST - SO I MOVED- I soon found that it was too inconvenient, to run home to use the bathroom. so I spent about 10,00.00 to drill a water well and a septic system. It was, and still is adequate, being a ONE PERSON operation, I have NO need of this improvement,

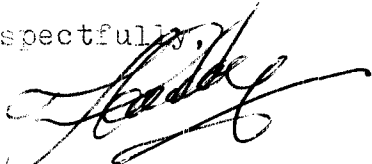
I agree, the majority rules, and if the majority want this service, I feel that they can (1) move to serviced land, like a lot of others have done, or (2) pay the shot. and not expect me to come up with \$1,800. per year, = 36,000 over 20 years, or \$17,000 now. for some thing I DO NOT NEED.

All I ask, your worship, and members of council, is to stick to the original plan, and only charge me, (also any other objector) as and when we hook-up to the mains,

I repeat, I have no employees, and its all I can do to come up with the taxes each year, this levy will be a BURDEN not a BLESSING to me.

THANK YOU, for allowing me, my say,

yours respectfully,


jim caddy

THE CITY OF RED DEER
CITY CLERK

RECEIVED

May 14/96


May 2, 1996

City of Red Deer
Engineering Department
Red Deer, Alberta

Attention: Tom Warder

I am writing this letter in regards to the local improvement of sewer and water lines to the Golden West subdivision; specifically the 67 Avenue project. I am in favor of this project and I am prepared to accept my share of frontage costs. My building is approximately 7 months old and due to where it is situated on Lot 3 Blk C Plan 9222811, the tie in costs are very substantial because of the distance (approx. \$70,000). At this time; with this extra cost, my reclamation costs and the frontage cost; it is something I cannot really afford.

I would like to ask approval if I may defer my tie in costs until such time as 68 Avenue sewer and water lines are installed. (and tie in at this time off 68 Avenue). I realize that this may be years down the road, but being as my system is so new, I have no problem in waiting. I have talked with my tenants and they are quite happy with the system we are on now. They also have no problem with waiting until such time as 68 Avenue is completed. This would bring my costs down substantially because of the shorter distance I would have to run my sewer and water lines.

I look forward to hearing from you at your earliest convenience and may be reached at either of the numbers listed below.

Sincerely,
NUGGET VENTURES INC.

Ron Lajeunesse

Mr. Ron Lajeunesse

B: 347-1511
R: 887-3907

THE CITY OF RED DEER
ENGINEERING DEPARTMENT

RECEIVED	
TIME	PM
DATE MAY - 2 1996	
BY <i>Tom Warder</i>	



FLINT CANADA INC.

6766 Golden West Avenue
Red Deer, Alberta
T4P 1A8

HEAD OFFICE
1100, 550 - 11th AVENUE S.W.
CALGARY, ALBERTA T2R 1M8
TEL. (403) 263-6910
FAX. (403) 265-4737

May 14, 1996

The City of Red Deer
Engineering Department
4914 - 48 Avenue
Red Deer, Alberta
T4N 3T4

Attn: Mr. Sybren Spyksma

Dear Sir:

Re: Service Connections for Lot N1, Plan 6052 RS

Flint Canada Inc. would like to defer installation of the service connections into Lot N1 on 67th Avenue. Development will not occur on this parcel within the next five years.

Should you have any further questions please feel free to contact Don Ulsifer at 346-3366 or 346-2072.

Yours truly,

Don Ulsifer
Operation Centre Manager

DU/ils

COMMENTS:

We concur with the recommendations of the Engineering Department Manager.

"G. D. SURKAN"

Mayor

"L. HODGSON"

Acting City Manager

CHAPMAN RIEBEEK

Barristers & Solicitors

THOMAS H. CHAPMAN, Q.C.*

NICK P. W. RIEBEEK*

DONALD J. SIMPSON

T. KENT CHAPMAN*

GARY W. WANLESS*

LORNE E. GODDARD

GERI M. CHRISTMAN

ROBERT J. MILLAR

NANCY BERGSTROM

* Denotes Professional Corporation

208 - 4808 Ross Street

Red Deer, Alberta T4N 1X5

TELEPHONE (403) 346-6603

TELECOPIER (403) 340-1280

5020 - 50 A Street

Sylvan Lake, Alberta T0M 1Z0

TELEPHONE (403) 887-2024

TELECOPIER (403) 887-2036

PLEASE REPLY TO RED DEER

Your file:

Our file: CITY GENERAL

MAY 23, 1996

City of Red Deer

P.O. Box 5008

City Hall

Red Deer, Alberta T4N 3T4

DELIVERED

Attn: JEFF GRAVES, Assistant City Clerk

Dear Sir:

Re: LOCAL IMPROVEMENT BYLAW - GOLDEN WEST SUBDIVISION

At the Council Meeting on May 21, I expressed the opinion that the Local Improvement Bylaw having been advertised on the basis that certain landowners would pay certain amounts, it might not be valid for Council to enact differently. Rather than risk a subsequent court challenge to the Bylaw, I recommended that Council proceed to enact the Bylaw in the form in which it was.

Council nevertheless expressed a desire to ensure that the Local Improvement Levy would not affect Mr. Caddy as it would be unfair to charge him for improvements when he originally purchased the land on the understanding that it never would be serviced, and because he neither wanted nor needed the improvements.

As we discussed following the meeting, I believe that Council would have the authority to enact a bylaw under Section 347 of the MGA deferring collection of the Local Improvement Levy from Mr. Caddy for a period of perhaps five years or until the land were earlier sold. If, after that time Mr. Caddy was still unable to pay, Council could consider a further deferral. The only other issue that would have to be considered is whether or not interest and penalties would run on the amount of the Levy. We should get the comments of Mr. Wilcock in this regard.

Yours truly,


DONALD J. SIMPSON

c.c. Engineering Department, Attention: Ken Haslop

DATE: May 23, 1996

TO: Engineering Department Manager

FROM: Assistant City Clerk

RE: ***LOCAL IMPROVEMENT FOR WATER AND SANITARY MAINS
(Golden West Avenue and 67 Street)
Local Improvement Bylaws 3167/96 and 3169/96***

At the Council Meeting of May 21, 1996, the above noted Bylaws were given three readings, copies of which are attached hereto. Bylaws 3167/96 and 3169/96 provide for water and sanitary local improvements in the Golden West Industrial Park.

At this meeting, Council passed the following resolution:

"RESOLVED that Council of The City of Red Deer, having considered report from the Engineering Department Manager dated May 14, 1996, re: Local Improvement For Water and Sanitary Mains - Golden West Avenue and 67 Street, hereby agrees with the recommendations as outlined in the above noted report and further directs that the Administration work with Mr. Caddy to resolve concerns with his property, and as presented to Council May 21, 1996."

Council indicated that you are to proceed with the construction of the water and sanitary sewer services and that you are further directed to negotiate with Mr. Caddy in order to resolve his concerns regarding the cost of the local improvements as they pertain to his property.

The Associate City Solicitor, Don Simpson, indicated that you may want to consider utilizing Section 347(1)(c) of the Municipal Government Act as it relates to deferring the collection of taxes, which in this case would include the local improvement tax charge. Please contact Mr. Simpson to explore these possibilities further. If you have any questions or require additional information, please do not hesitate to contact the undersigned.


Jeff Graves
Assistant City Clerk

JG/clr
attchs.

c Director of Development Services
 Director of Corporate Services
 Associate City Solicitor, Don Simpson

FILE



THE CITY OF RED DEER

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

FAX: (403) 346-6195

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

May 23, 1996

Mr. Caddy
6404 - 61 Avenue
Red Deer, AB T4N 5R9

Dear Mr. Caddy:

**RE: LOCAL IMPROVEMENT FOR WATER AND SANITARY MAINS,
GOLDEN WEST AVENUE AND 67 STREET**

At The City of Red Deer's Council Meeting held May 21, 1996, Local Improvement Bylaws 3167/96 and 3169/96 were given three readings, copies of which are attached hereto. Council also passed the following resolution:

"RESOLVED that Council of The City of Red Deer, having considered report from the Engineering Department Manager dated May 14, 1996, re: Local Improvement For Water and Sanitary Mains - Golden West Avenue and 67 Street, hereby agrees with the recommendations as outlined in the above noted report and further directs that the Administration work with Mr. Caddy to resolve concerns with his property, and as presented to Council May 21, 1996."

By way of a copy of this letter, I have asked Mr. Ken Haslop, Engineering Department Manager, to contact you with respect to resolving your concerns.

Thank you for attending the Council Meeting and for bringing your concerns to Council's attention. Please do not hesitate to contact the undersigned should you have any further concerns or require further clarification.

Sincerely,


Jeff Graves
Assistant City Clerk

JG/clr
attchs.

c Director of Development Services
Engineering Department Manager



*a delight
to discover!*

NO. 1


PUBLIC HEARINGS

DATE: May 13, 1996
TO: City Council
FROM: City Clerk
RE: ROAD CLOSURE BYLAW 3166/96 - EDGAR INDUSTRIAL PARK,
PUBLIC HEARING

A Public Hearing has been advertised for the above noted Road Closure Bylaw, to be held on Tuesday, May 21, 1996, in the Council Chambers at 7:00 p.m., or as soon thereafter as Council may determine.

Road Closure Bylaw 3166/96 provides for a road closure of all that portion of Edgar Industrial Crescent as shown on Plan 912-0791, contained within Lot , Block 2, Plan , and containing 0.236 ha (0.58 acres) more or less, excepting thereout all mines and minerals.

Following the Public Hearing, Council may proceed with second and third readings of this Bylaw.



Kelly Kloss
City Clerk

KK/clr
attchs.



EDGAR INDUSTRIAL CRES

EDGAR INDUSTRIAL DRIVE

EDGAR INDUSTRIAL PARK

PROPOSED ROAD CLOSURE



BYLAW NO. 3166 - 96

DATE: May 23, 1996
TO: Land and Economic Development Manager
FROM: Assistant City Clerk
RE: ***ROAD CLOSURE BYLAW 3166/96***
(Edgar Industrial Crescent)

FILE

At the Council Meeting of May 21, 1996, a Public Hearing was held with respect to the above noted Road Closure Bylaw. Following the Public Hearing, second and third readings were given to the noted bylaw.

Road Closure Bylaw 3166/96 provides for the closure of all that portion of Edgar Industrial Crescent as shown on Plan 912-0791, contained within Lot _____, Block 2, Plan _____, containing 0.236 ha (0.58 acres), more or less, excepting thereout all mines and minerals.

Attached hereto is a certified copy of Road Closure Bylaw 3166/96, for your records.



Jeff Graves
Assistant City Clerk

JG/clr
attchs.

c Director of Development Services
Public Works Manager
Principal Planner
Council and Committee Secretary, S. Ladwig
C. Rausch

NO. 2

DATE: May 13, 1996

TO: City Council

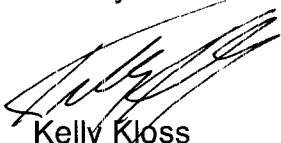
FROM: City Clerk

RE: LAND USE BYLAW AMENDMENT 3156/B-96

A Public Hearing has been advertised for the above noted Land Use Bylaw Amendment, to be held on Tuesday, May 21, 1996, in the Council Chambers at 7:00 p.m., or as soon thereafter as Council may determine.

Land Use Bylaw Amendment 3156/B-96 provides for the rezoning of Phase 2 and Phase 3 of Lancaster Meadows from A1 to R1, R1A and P1.

Following the Public Hearing, Council may proceed with second and third readings of this Bylaw.



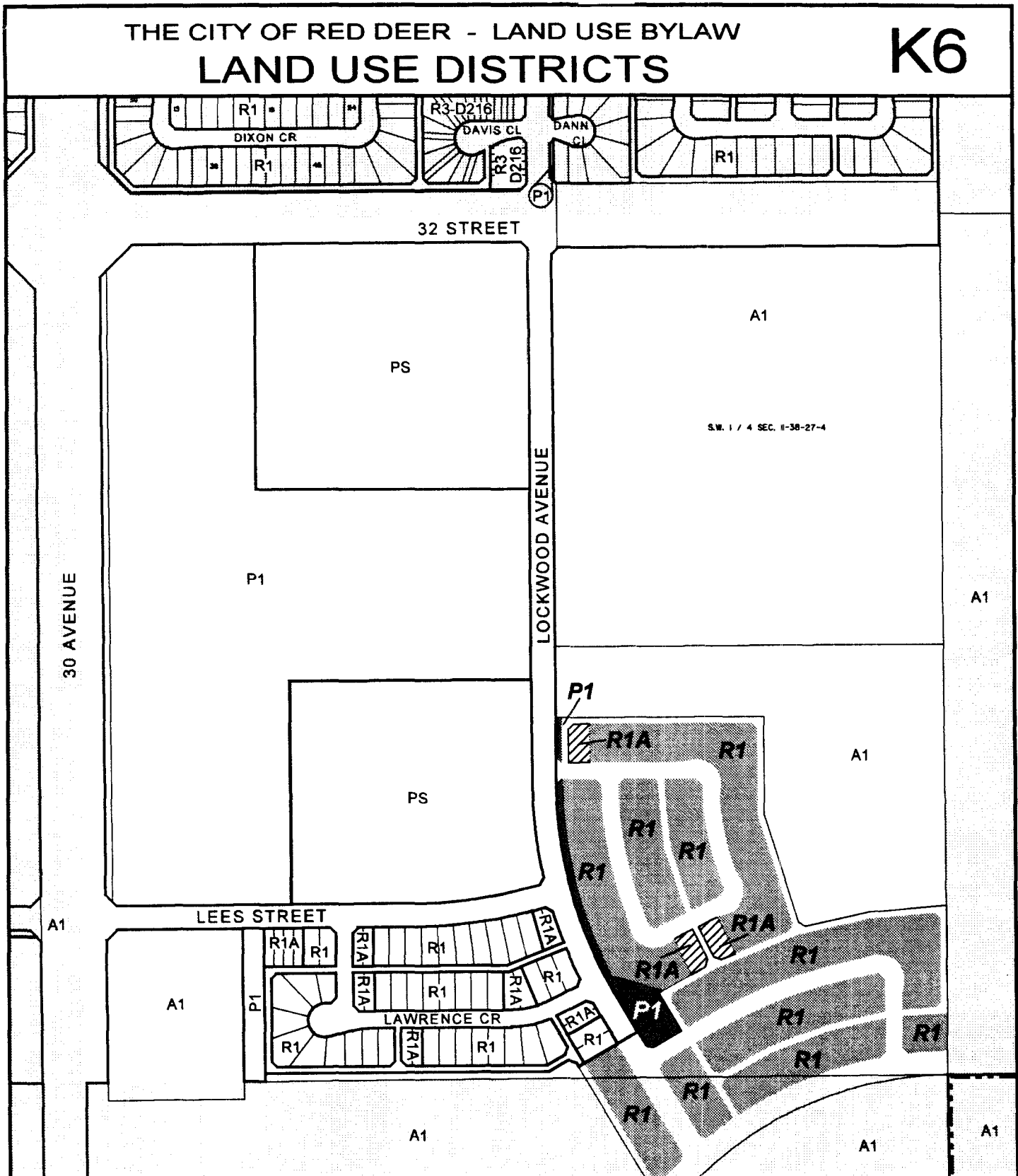
Kelly Kloss
City Clerk

KK/clr
attchs.

THE CITY OF RED DEER - LAND USE BYLAW

LAND USE DISTRICTS

K6



BYLAW NUMBER - 3156 / B-96

MAP NO. 2 / 96

Change from: A1 to R1**R1A****P1**SEE SECTION SIX FOR
LANDUSE DISTRICT DEFINITIONS

J7	K7	L7
J6	K6	L6
J5	K5	L5

S.E. 1 / 4 - 11 - 38 - 27 - 4

SCALE 1:5000
16 - APR - 1996

DATE: May 23, 1996

TO: Tony Woods,
Graphics Co-ordinator

FROM: Assistant City Clerk

RE: LAND USE BYLAW AMENDMENT 3156/B-96

FILE

At the Council Meeting of May 21, 1996, 2nd and 3rd readings were given to the above noted Land Use Bylaw Amendment, a copy of which is attached hereto.

Land Use Bylaw Amendment 3156/B-96 provides for rezoning of Phases 2 and 3 of Lancaster Meadows from A1 to R1, R1A and P1.

Please provide this office with a revised Land Use Bylaw map for circulation and inclusion in the consolidated copy of Land Use Bylaw 3156/96.



Jeff Graves
Assistant City Clerk

JG/clr
attchs.

c C. Rausch



THE CITY OF RED DEER

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

FAX: (403) 346-6195

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

May 28, 1996

FILE

Laebon Developments Ltd.
5128 - 52 Street
Red Deer, AB T4N 6Y4

Att: Mr. Gord Bontje,
President

Dear Sir:

RE: LAND USE BYLAW AMENDMENT 3156/B-96

At The City of Red Deer's Council Meeting held May 21, 1996, second and third readings were given to Land Use Bylaw Amendment 3156/B-96, a copy of which is attached hereto. The amendments to your office consolidation copy of Land Use Bylaw Amendment 3156/96 have been forwarded under separate cover.

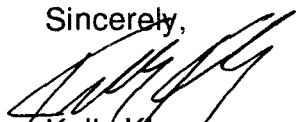
In addition to the above, the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from Parkland Community Planning Services dated May 13, 1996, re: Proposed Outline Plan Amendment, Lancaster Meadows Subdivision, hereby approves the above noted Outline Plan as presented to Council May 21, 1996."

Please find attached hereto, a copy of the above noted Outline Plan amendment.

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

Sincerely,



Kelly Kloss
City Clerk

/clr
attchs.



*a delight
to discover!*

NO. 1

REPORTS

CS-5.968

DATE: May 8, 1996

TO: KELLY KLOSS
City Clerk

FROM: LOWELL R. HODGSON, Community Services Director
ALAN WILCOCK, Corporate Services Director

RE: RED DEER RIVER BREAKUP:
DAMAGE TO WASKASOO PARK

The winter of 1995-96 was extraordinary and the spring breakup has been nothing less. Flooding and ice jams on the Red Deer River and Waskasoo and Piper Creeks on April 8th caused significant damage to components of Waskasoo Park. The areas most affected include:

- Kiwanis Park to Lower Heritage Ranch Bridge
- Barrett Park
- Rotary Picnic Park to Kin Canyon
- South Bank Trail
- Great West Adventure Park
- Bower Ponds
- McKenzie Trail

We will bring pictures of the damage for Council to see. Fifteen hundred (1,500) feet of chain link fence between the trail and the Red Deer Golf & Country Club was completely destroyed by ice. Picnic tables, garbage receptacles and signage, were, in many places, crushed by ice, and shale was washed out on some trails. A storm sewer culvert was ripped out by the ice flow and rip-rap at the two pedestrian/bicycle bridges across the river have been damaged.

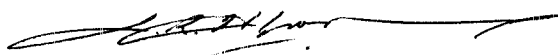
The Recreation, Parks & Culture Department can absorb about \$5,000 of these costs in their 1996 budget. However, \$41,450 is needed for these unforeseen repairs. Work could not be delayed in making these repairs because of safety issues.

The Public Works Department reports that rip-rap damage to the 43rd Street and Taylor Drive culvert amounted to \$5,000, and they, too, will absorb this in their 1996 budget. However, the culvert, itself, appears to be damaged and, while a full assessment has not been completed, the cost of this repair could be as much as \$30,000.

These costs were unforeseen and, thus, not budgeted. Therefore, we recommend the following.

RECOMMENDATION

THAT Council of The City of Red Deer agree to provide additional funding within the 1996 budgets of the Recreation, Parks & Culture Department up to \$41,450, and to the Public Works Department, up to \$30,000 if required, in order to cover the unforeseen costs caused by the breakup and flooding of the Red Deer River and Waskasoo and Piper Creeks.



LOWELL R. HODGSON



ALAN WILCOCK

:dmg

c Don Batchelor, Recreation, Parks & Culture Manager
Gordon Stewart, Public Works Manager

COMMENTS:

We concur with the recommendations of the Administration with the understanding that this money would only be tapped if the existing departmental budget had been fully utilized. Any unforeseen departmental surplus would be used first to cover these needs.

"G. D. SURKAN"

Mayor

"L. HODGSON"

Acting City Manager

DATE: May 23, 1996

TO: Director of Community Services
Director of Corporate Services

FROM: Assistant City Clerk

RE: RED DEER RIVER BREAK-UP: DAMAGE TO WASKASOO PARK

At the City of Red Deer's Council Meeting held May 21, 1996, consideration was given to your report dated May 8, 1996, concerning the above. At this meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Director of Community Services and Director of Corporate Services dated May 8, 1996 re: Red Deer River Break-Up: Damage to Waskasoo Park, hereby approves additional funding within the 1996 Recreation, Parks and Culture Department budgets up to \$41,450.00, and to the Public Works Department up to \$30,000.00, if required, in order to cover the unforeseen costs caused by the break-up and flooding of the Red Deer River and Waskasoo and Piper Creeks, and as presented to Council May 21, 1996."

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



Jeff Graves
Assistant City Clerk

JG/clr

c Recreation, Parks and Culture Manager
Public Works Manager

FILE

NO. 2

CS-5.930

DATE: May 7, 1996

TO: KELLY KLOSS
City Clerk

FROM: LOWELL R. HODGSON
Community Services Director

RE: COMMUNITY SERVICES MASTER PLAN

We are pleased to submit the Community Services Master Plan for the consideration of City Council, and respectfully request the opportunity to make a verbal presentation of this plan when Council meets on May 21st, 1996.

In addition to the plan, distributed earlier under separate cover, I am attaching the following:

- Public Participation Opportunities
- Issues Generated During Public Input
- Public Input Quotes
- Resolutions of Support

RECOMMENDATION

THAT Council of The City of Red Deer accept the updated and rewritten Community Services Master Plan as a working document for the departments and agencies of the Community Services Division.



LOWELL R. HODGSON

:dmg

Att.

COMMUNITY SERVICES MASTER PLAN

Public Participation Opportunities

Staff input into the development of this plan has extended over a fourteen-month period. Thirty staff from all departments and agencies of the division provided direct input, with sub-committees fanning out further to give the greatest depth of input possible. One staff person was seconded to this project for three months.

- The first draft of the Community Services Master Plan was circulated to approximately 35 user groups, asking for their reaction to specific recommendations related to community service facilities that they use.
- This same first draft was circulated to ten community service boards and agencies, asking for their input.
- Sixty people were invited, and 40 responded, attending a day-long Focus Group Workshop on February 6th. The plan was circulated to these 40 people three weeks in advance of this workshop, in order to give them time for complete review and in-depth input during the six-hour workshop.
- An Open House opportunity was provided on March 12th for seven hours, followed by an evening public meeting. This event was advertised for two weeks in the Advocate and the Adviser, and for one week on CKGY, Z99, and Radio 7. Total attendance on March 12th was approximately 60.
- This plan was revised based on input from all of the above and was once again considered by the ten boards and agencies during the month of April, asking for their resolutions of endorsement.
- The final plan is presented for the consideration of City Council on May 21st, 1996.

Public participation doesn't end; it's an ongoing process. The above process took place over a five-month period of time.

COMMUNITY SERVICES MASTER PLAN

Resolutions of Support

Family & Community Support Services Board

“THAT the Red Deer & District Family & Community Support Services Board, having considered Draft #3 of the Community Services Master Plan, hereby support said draft as directed at their meeting of April 2, 1996.”

Roger Clarke, Chair

Recreation, Parks & Culture Board

“THAT the Recreation, Parks & Culture Board, having considered the Services Action Plan portions of the Community Services Master Plan, hereby support the Services Action Plan as amended, as a general philosophical direction for community services in the city of Red Deer, and recommend approval to City Council.”

“THAT the Recreation, Parks & Culture Board, having considered the changes incorporated into the Facilities & Open Space Action Plan” portions of the Community Services Master Plan, hereby support said Master Plan as amended, and recommend that it be approved by City Council.”

Monica Bast, Chair

Red Deer Library Board

“THAT the Library Red Deer Library Board endorse the Community Services Master Plan as presented.”

Al Chan, Chair

Red Deer Visitor & Convention Bureau

“THAT the Red Deer Visitor & Convention Bureau endorse the Community Services Master Plan as presented April 23, 1996.”

Merv Phillips, Chair

Transportation Advisory Board

“THAT the Transportation Advisory Board, having considered Draft #3 of the Community Services Division Master Plan, hereby endorse that portion of the Master Plan applicable to transportation.”

Frances Craigie, Chair

Environmental Advisory Board

“THAT the Environmental Advisory Board support the Community Services Action Plan and Facilities & Open Space Action Plan as drafted, and recommend to City Council that they be approved.”

Wayne Pander, Chair

Red Deer Visitor and Convention Bureau

“THAT the Red Deer Visitor and Convention Bureau endorse the Community Services Action Plan and the Facilities & Open Space Action Plan.

Lorraine Martinek, Chair

Police Committee

“The Community Services Master Plan, as it pertains to Police Services, R.C.M. Police, City Detachment, has been ratified by the City of Red Deer Police Committee.”

Colleen Palichuk, Chair

COMMUNITY SERVICES MASTER PLAN

Issues Generated During Public Input Process

What follows are the most significant issues raised for discussion during the various public input opportunities. They are presented for information and consideration, and to show how they were dealt with, with respect to the final draft of the Community Services Master Plan.

1. **Community Art Gallery**

The plan recommends this for a 2013 (100th anniversary) project, to be built on the lot east of the Old Court House Community Arts Centre or to find another suitable facility to upgrade or renovate. It is recommended that an Anniversary Committee raise both construction and an operating endowment for this facility.

Some Focus Group participants and some written input have recommended that these efforts would be better spent “taking art to the people, rather than people to the art”. In other words, we should find ways and means of getting public art into public buildings, banks, storefronts, etc., so that it is seen wherever one might go. Others have suggested that conversion of an existing downtown building would be better use of funds, rather than building a new facility.

The earlier recommendation has not been altered, as it is believed that it focuses us on the anniversary and a community need that was identified in 1986. Whether it develops as stated will require much more community discussion.

2. **Capital Moratorium on New Facilities**

The plan recommends an extension to the capital moratorium for new facilities through the year 2000. The exception is the Off-Street Transit Terminal. This recommendation is made anticipating slow growth rates for the city, plus the fact that we still have capacity in existing facilities.

Some public feedback has asked how we would respond if we were to experience significant growth again within the next year or two. Can we advance some projects?

The recommendation was left as it was, based not only on slow growth rates, but also on Council's commitment to zero percent tax increases through the year 1999. If we were to experience significant growth, some of the existing facility capacity may get used up, and everyone's needs may not be met at preferred times. However, it is believed that we need the stability of no tax increases now, and any new major facilities could not be accommodated under this guideline.

3. **Fifty-Metre Indoor Pool**

The Catalina Swim Club raises the need for a 50-metre indoor pool and recommends this for the East Hill Recreation Centre. The club cites this as a need for hosting competitions and local athlete training in order to compete elsewhere.

This facility has not been identified in the plan, due, in part, to the capital moratorium, but also, due to the need for a facility needs assessment for the East Hill District. It may be that it is found that another facility will be required, or will serve more people. A pool for that district may be a family leisure pool, rather than a competitive tank, or a combination of both

At one time, Red Deer College planned to build an indoor pool, and it was recommended then that the City share in some way in this facility so that it might contain both the 50-metre tank and a 10-metre diving tower. Due to the tremendous construction and operating costs of such a facility, we cannot foresee this as feasible, even in the long term, without such a partnership.

4. **Waskasoo Park Extension**

There was much discussion and input supporting the need for this, as well as for the need of trail extensions. Some recommended that we include the Blindman Valley in the plan. There was strong support for working with the neighbouring municipalities to accomplish these goals.

We have not been more specific in the plan than what was first presented, as it is believed it gives an intent and a commitment. Opportunities may come up that we could not identify today, but the plan is written in a way that gives flexibility, with resolve.

5. **Social Needs Concerns**

Some respondents at the Focus Group Workshop and at the Public Meeting expressed concern that the City needs to provide more financial resources to community agencies delivering services so as to not lessen Red Deer's quality of life. Many residents cannot, for a variety of reasons, access existing services, and, with commitments to move further toward a user-pay philosophy, the gap will widen further.

Also identified with this issue was the stress on volunteers delivering these services. While respondents were appreciative of the commitments in the plan regarding volunteers, they, nonetheless, expressed concern about burnout and the sense that more and more was being passed to the volunteers to accomplish.

In the plan, we have attempted to document a commitment to integration, to respect and care, and to a social responsibility. What we haven't been able to do is offer increased resources beyond what might be realized as we continue to strive for efficiencies in service delivery. We respect the fact that the agencies delivering the services are very efficient now. However, we know of no way of alleviating this concern, so long as budget guidelines remain as they are, as there is very strong justification for each and every individual service being provided now.

6. **Harmonizing Development and Environment Issues**

There was considerable input in writing, and verbally, about this issue. Quality of life in Red Deer is very much tied to the issue of careful and thoughtful public input into any discussion of development that might threaten or compromise environmental issues. The consideration of an extension of Molly Bannister Drive to cross Waskasoo Creek is an issue on which the community insists on having a full public debate, so that a decision is not made on economic considerations only.

The plan strongly supports public input on this specific issue, and other issues concerning harmonizing these needs. We have not altered what was first recommended, but it is highlighted here as there was such significant input around this issue.

7. **Downtown Redevelopment and Revitalization**

Public opinion regarding this concern was about as varied as the options that are available. There was, however, general support for increasing residential development as a priority. Other issues identified included the availability of parking, parking fees, need for more diverse shopping opportunities, absentee landlords, etc.

We have left the recommendation for this section of the plan as first made, knowing that this division has a small part to play in these issues and considerations. Yet, it will take both business and the City working cooperatively to assess these needs.

8. **Indoor Soccer and Gymnastics Centre**

Two very important groups in our city have come forth to describe their needs for new facilities. Neither of these are identified in the plan in a specific way.

While we acknowledge the needs of both groups, we have not altered the plan to be more specific beyond recommending sharing, cooperating, etc. The City cannot become involved in building or operating these centres with the budget guidelines we have been given, but we can provide resource by way of consultation and organization.

9. **Transit Services and Off-Street Terminal**

There was a wide range of comments on this service and need. There were a few who questioned the need for any transit service, whatsoever; some suggested that it be delivered differently (i.e., contracting out, Dial-a-Bus service only). The vast majority, though, supported the service and the terminal as a priority need in our community. There was also some suggestion that we do much more in the area of public education as to the benefits of public transportation, with less emphasis on the private vehicle.

We have left the recommendation as first stated as a priority. We believe this is a service that is depended on by a large number of citizens in our community and, if better utilized by others, it could offer all a better quality of life.

10. **User Fees**

At the Focus Group Workshop, it was suggested that income levels are likely to decrease over the life of this plan, and we need to be careful with user fees in recognition of this fact. We need to carefully separate “need” services from “want” services.

The plan, while making a commitment to move further toward the user-pay philosophy, does still support the need of special events, programs and facilities where costs are not a barrier. It supports partnerships and sponsorships, so that participation is not limited by cost.

COMMUNITY SERVICES MASTER PLAN

Public Input Quotes

Overall, support for the Community Services Master Plan has been very gratifying. Some specific quotes are these:

- “Approved in principle to the body of the Master Plan and, in particular, with respect to assessment of environmental impact by development, before development begins.”
- “Heartily concur with concerns over preservation of Bower Woods.”
- “Consider improving and increasing public transportation to provide access to city and take large steps to provide clean air.”
- “We at Red Deer City Soccer are happy to see that each new subdivision neighbourhood park will include an “A”-sized soccer field. We thank the City for recognizing our tremendous need for field expansion during this extreme growth in soccer.”
- “A great need for downtown redevelopment and revitalization is a facility to serve as an open-air market, such as Granville Island in Vancouver.”
- “City Hall Park should be retained as a landscaped ornamental park. Consideration should be given to construction of a water fountain, always a delight to all.”
- “Thank you for all your planning and asking for community feedback.”
- “Overall, the Master Plan is very well done. However, I do have great concern for the downtown core, as it is dying more and more every day, and statues don’t cut it. You’ve got to entice stores downtown, and the existing parking is a nightmare. I don’t know how anyone can remain positive about what is happening in the downtown core.”
- “I am very concerned about the fact that the Master Plan does not place much emphasis on ensuring that the less affluent can also enjoy our city. A great deal of work has gone into the plan and it is admirable, with many great ideas. However, an art gallery may be nice, but there are many, many people who will never enjoy such a thing. We need to make sure our resources benefit as many people as possible, and that our city is not a place where the poor, sick and old and disabled are forgotten.”
- “There needs to be a realistic balancing of the provision for basic human needs and the “wants” in the Waskasoo Park trail system.”
- “There has been a great deal of planning and thought put into the document, but you really emphasize the parks and trails positively; far more so than the delivery of services through F.C.S.S. Non-profit agencies have been innovative and active in ‘doing more with less’ for years, yet, none of the agencies have been rewarded for their efforts. In my opinion, those agencies contribute as much, if not more, to our wonderful quality of life.”

-
- “We strongly support the idea of preserving native treed areas and wetlands as part of neighbourhood school and park site development.”
 - “We would urge the Community Services Division to be a strong supporter of the Transit Department in their efforts to provide better quality and quantity of service.”
 - “Managing with less is dogma, not truth. City propaganda pushes the freeze tax myth, which will lead to a drop in our quality of life. It should be this division’s role to create and gather support for people to pay a little more to preserve jobs and maintain services.”
 - “Park protection zoning should be worked toward so that Council cannot arbitrarily decide to sell, develop or alter parcels of our regional park, as has been done at Heritage Ranch, without wide and open and lengthy public debate.”
 - “Funding for supervisory caretaking and educational staff should be reinstated so that our parks system is protected.”
 - “Building facilities is one thing; maintaining them is the bigger issue. Will future generations be able to support what we have built today?”
 - “More people attend cultural events than sports as a national statistic. Is this reflected in our planning?”
 - “It would be useful to have regional demographic information, as we are a service centre to a much larger Central Alberta community.”
 - “Downtown festivals and other activities are important to the sense we have of community.”
 - “Coordinated planning with the two school systems is essential.”
 - “The plan is well written and presents a helpful overview of this community and of the trends that we can expect over the next few years. The value statements are clearly articulated and fully supported by this agency.”
 - “Perhaps the recent Heritage River study stating that the Red Deer River is rated #2, just behind the North Saskatchewan as a possible Heritage River, could be mentioned here or somewhere else in the document. Red Deer has provided quite an example, but we could support this multi-jurisdictional initiative.”
 - “We are glad to see taxes raised as a problem. We have no problem paying taxes - even higher taxes - to live in a city like Red Deer, as long as we get value for the taxes paid, and we do. We are very fortunate. However, unending tax freezes will erode the benefits of living in Red Deer.”
 - “It may be time to look at a regional approach to taxation.”

- “The City, through tax adjustments, should not try to reverse trends in the construction industry. The fact is, the “first-wave boomers” better enjoy these monstrosities they live in, because no one will be buying them. They may possibly become reworked rooming houses or multiple-family dwellings in the future. However, the construction industry better face the facts. Imagination is required. Density will allow us to keep taxes low. We simply can’t afford to sustain never-ending expansion outward.”
- “Red Deer needs a good public transit system. We spend millions of dollars making it easy for the automobile to encourage the one-person-per-car daily race through town, not to mention the parking lot at every corner, should you stay downtown. Why should we not subsidize transit?”

COMMENTS:

We concur with the recommendations of the Director of Community Services in accepting the Community Services Master Plan. We acknowledge that change continues to occur and that this Plan recognizes that and is adaptable to accommodate any partnership, alternate delivery mechanisms, etc.

In 1997 we will have an opportunity for a more thorough review of Social Planning services, once the Province and Federal Government have made more clear their support in such areas as day care, children's' services and housing.

Three year business plans and budgets will begin to flush out the philosophy and goals articulated here.

"G. D. SURKAN"

Mayor

"L. HODGSON"

Acting City Manager

DATE: May 1st , 1996
TO: MAYOR & COUNCIL
FROM: LOWELL R. HODGSON
Community Services Director
RE: COMMUNITY SERVICES MASTER PLAN

Attached is the new Community Services Master Plan that will be on your agenda for May 21st. I am circulating this to you in advance of your agenda package so that you have more than a weekend with it.

I would like to make a 15-20 minute verbal presentation in support of the plan at the May 21st meeting. Please bring this copy to that meeting.



LOWELL R. HODGSON

:dmg

Att.



CITY OF RED DEER

COMMUNITY SERVICES DIVISION

MASTER PLAN

1995-2000

Mission Statement:

"To support and strengthen the quality of life in Red Deer."

**CITY OF RED DEER
COMMUNITY SERVICES DIVISION**



**SERVICES
ACTION
PLAN**



SERVICES ACTION PLAN

Table of Contents

I.	INTRODUCTION	5
A.	CITY POLICY FRAMEWORK	5
B.	ADMINISTRATIVE STRUCTURE	6
C.	MASTER PLAN OBJECTIVES	9
D.	MASTER PLAN METHODOLOGY	9
II.	VALUE STATEMENTS	13
A.	GOAL STATEMENTS	14
III.	COMMUNITY PROFILE	17
A.	HISTORIC POPULATION GROWTH	17
B.	POPULATION DISTRIBUTION	19
C.	POPULATION PROJECTIONS	26
D.	TRACKING THE TRENDS	36
IV.	DIVISION ANALYSIS & STRATEGIES	43
A.	QUALITY OF LIFE	43
B.	WASKASOO PARK EXTENSION	44
C.	MULTI-USE TRAIL DEVELOPMENT	45
D.	DOWNTOWN REDEVELOPMENT AND REVITALIZATION	45
E.	SPECIAL EVENTS	46
F.	VOLUNTEERISM	46
G.	MANAGING WITH LESS	47
H.	HARMONIZING ENVIRONMENT & DEVELOPMENT ISSUES	47
I.	SAFETY AND SECURITY	48
V.	SERVICE DELIVERY	49
A.	LIBRARY	49
	Service Synopsis	49
	Historical Trends	50
	Constraints	51
	Opportunities	51
	External Factors	51
	Need/Potential for Service Adjustments	55
	Five-Year Focus	55
B.	NORMANDEAU CULTURAL & NATURAL HISTORY SOCIETY	56
	Service Synopsis	56
	Historical Trends	56
	Internal Factors	59
	External Factors	61
	Need/Potential for Service Changes	61
C.	PARKLAND COMMUNITY PLANNING SERVICES	62
	Service Synopsis	62
	Historical Trends	63
	Internal Factors	64
	External Factors	65
	Need/Potential for Service Adjustments	66
	Five-Year Focus	67

D.	R.C.M.P.	68
	Service Synopsis	68
	Historical Trends	69
	Internal Factors	69
	External Factors	70
	Need/Potential for Service Adjustments	70
	Five-Year Focus	71
E.	RECREATION, PARKS & CULTURE	72
	Service Synopsis	72
	Historical Trends	74
	Internal Factors	75
	External Factors	76
	Potential for Service Adjustments	79
	Five-Year Focus	80
F.	RED DEER & DISTRICT ARCHIVES	82
	Service Synopsis	82
	Historical Trends	83
	Internal Factors	84
	External Factors	85
	Need/Potential for Service Adjustments	86
	Five-Year Focus	87
G.	RED DEER VISITOR AND CONVENTION BUREAU	88
	Service Synopsis	88
	Historical Trends	89
	Internal Factors	89
	External Factors	90
	Need/Potential for Service Adjustments	91
	Five-Year Focus	92
H.	RIVER BEND GOLF & RECREATION SOCIETY	93
	Service Synopsis	93
	Historical Trends	94
	Internal Factors	94
	External Factors	96
	Five-Year Focus	98
I.	SOCIAL PLANNING	99
	Service Synopsis	99
	Historical Trends	100
	Internal Factors	103
	External Factors	104
	Need/Potential for Service Adjustments	105
	Five-Year Focus	106
J.	TRANSIT	109
	Service Synopsis	109
	Historical Trends	109
	Internal Factors	110
	External Factors	111
	Need/Potential for Service Adjustments	111
	Five-Year Focus	112
VI.	FINANCIAL IMPLICATIONS	113

VII. INDEX OF RELATED DOCUMENTS	115
A. VISION 2020	115
B. STRATEGIC PLAN	115
C. GENERAL MUNICIPAL PLAN	115
D. BICYCLE MASTER PLAN	115
E. DOWNTOWN CONCEPT PLAN	116
F. ENVIRONMENTAL ACTION PLAN	116
G. TEN-YEAR INFRASTRUCTURE MAINTENANCE PLAN	116
H. MUNICIPAL INTEGRATION STRATEGY	116
I. BUSINESS PLANS	116
J. INTERPRETIVE MASTER PLAN	116
K. DOWNTOWN CONCEPT PLAN	117
L. POLICY MANUAL	117
M. COMMUNITY AUDIT	117
N. COMMUNITY PROFILE	117
O. CULTURAL POLICY	117
VIII. SUMMARY OF RECOMMENDATIONS and GLOSSARY	119
A. FACILITATION	129
B. CONTRACTING OUT	129
C. DIRECT SERVICE	129
D. CO-VENTURE	129
E. SPONSORSHIP	129
F. VOLUNTEERISM	129
G. BASIC SERVICE	129

I. INTRODUCTION

A. CITY POLICY FRAMEWORK

The Community Services Master Plan has been prepared within the context of the City's Vision 2020 statement, which was adopted by City Council in August 1991, and the Strategic Plan, adopted in December 1994.

The Vision 2020 statement describes Red Deer as follows:

"Red Deer is a city of opportunity, with a strong emphasis on the quality of life in the community."

- A community with a unique natural environment, preserved and enhanced by careful community planning.
- A community that reflects high standards in terms of the quality of life.
- A caring community with a strong volunteer ethic.
- A community that offers a wide range of opportunities for employment, education and recreation.

The more recent Strategic Plan reflects the Vision 2020 statement with these four value statements.

- The City believes in supporting programs and initiatives that reflect a caring community and that provide high quality of life in a unique and attractive environment for all citizens.
- The City believes in strengthening economic prosperity for the citizens of Red Deer through initiatives that encourage controlled, compatible growth, while protecting the quality of life and environment.
- The City believes in developing the organization's capacity to be responsible and accountable to the community through flexibility, cooperation, communication, innovation and training.
- The City believes in ensuring reliable, sustainable funding for ongoing services, with direction and guidance provided through long-term planning."

Vision 2020 is just what it says - a vision of what our city can be in the year 2020. The Strategic Plan begins to give focus to this vision with philosophy and value statements. The Community Services Master Plan will commit the division to action that moves us toward attainment.

With a commitment to work toward the vision and leadership of these two documents, the Community Services Master Plan will provide clear policy direction for the departments and agencies of the division, and our success will be measured against the above-quoted value statements. This plan is also completed recognizing our place in a regional context, understanding that we provide services beyond our municipal boundaries. Likewise, we must be aware of the plans and aspirations of our "neighbours" and, thus, the need for communication and cooperation with them.

DIVISION MISSION STATEMENT

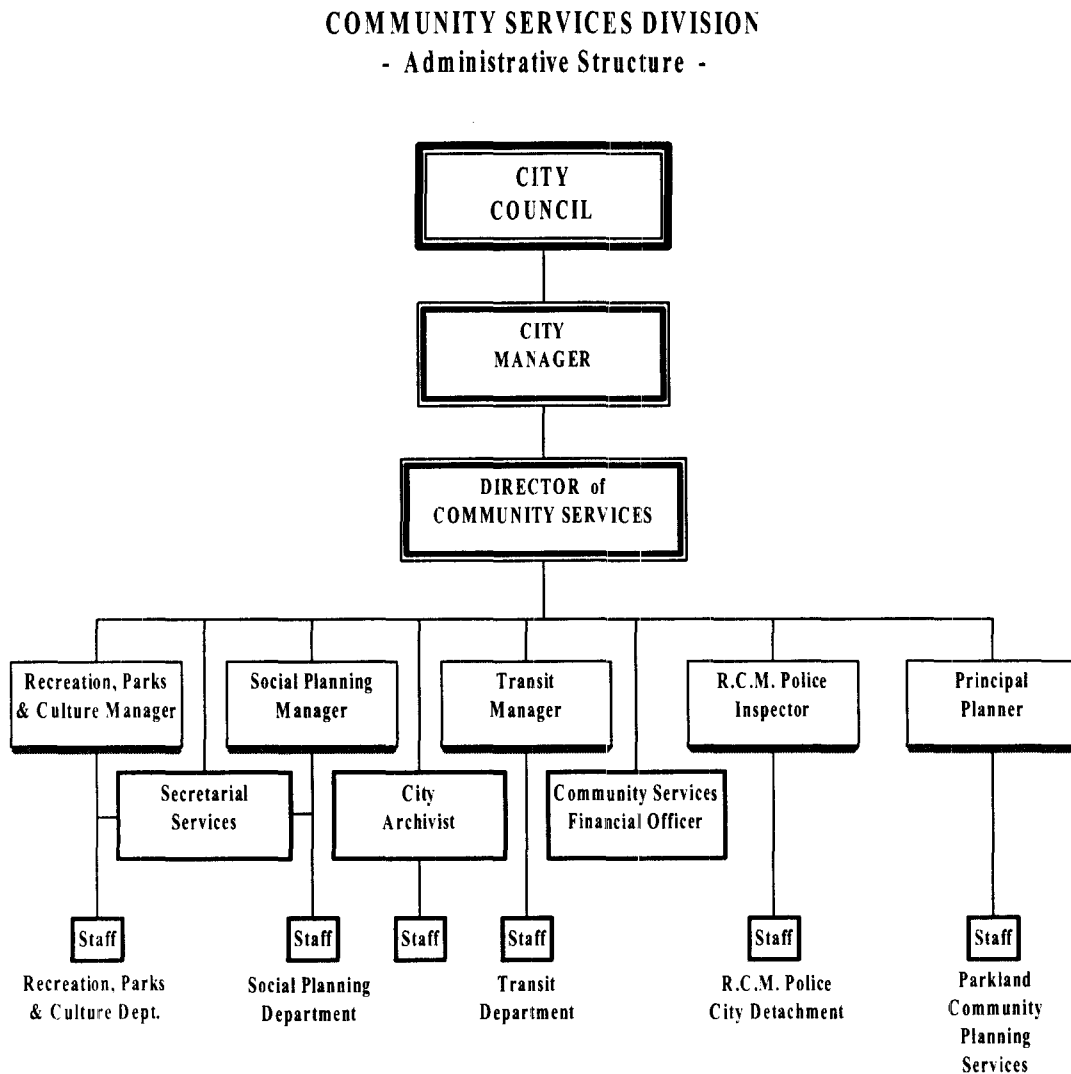
""To support and strengthen the quality of life in Red Deer."

B. ADMINISTRATIVE STRUCTURE

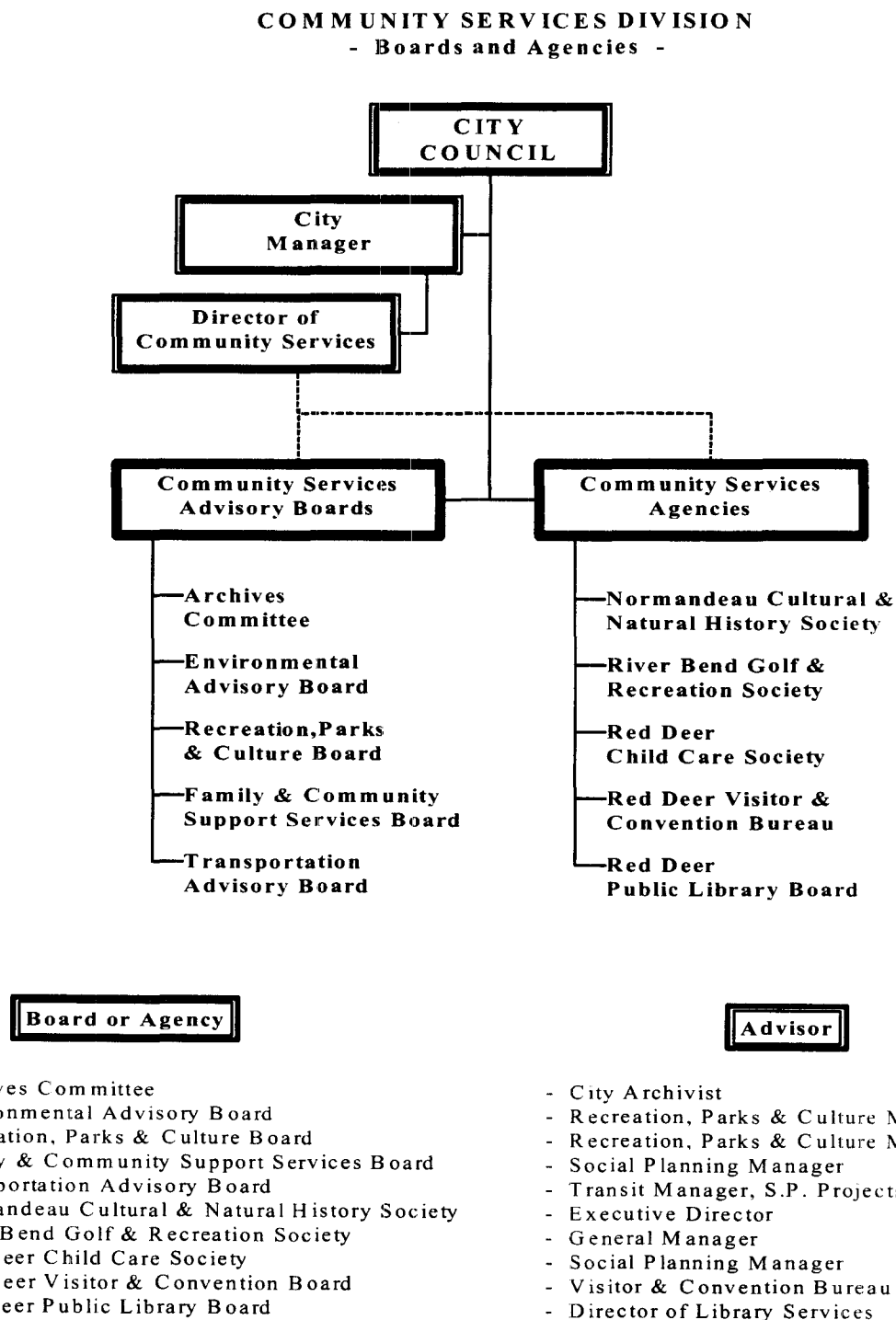
The Community Services Division of The City Administration is responsible for the coordination and delivery of recreation, parks, culture, planning, preventive social services, transit and police services. It includes the Departments of Recreation, Parks & Culture, Social Planning, Transit, as well as the Red Deer & District Archives, and contract agreements with the R.C.M. Police, Parkland Community Planning Services, the Red Deer Visitor & Convention Bureau, the Normandeau Cultural & Natural History Society, the River Bend Golf & Recreation Society, the Red Deer Public Library and the Red Deer Child Care Society.

The basic organizational structure of the Community Services Division is shown in Figure 1. Figure 2 shows the relationship with community service boards and agencies and their relationship to City Council, and the resource and liaison responsibility of the Community Services Division.

Administrative Structure Organizational Chart
Figure 1



Boards & Agencies Organizational Chart
Figure 2



C. MASTER PLAN OBJECTIVES

The Community Services Master Plan is organized to, in a concise way, document philosophy, goals and objectives, and to commit to policy reflecting these. The detail as to how these commitments will be achieved are described later in the document, with it, thus, permitting the division to have an ongoing evaluation and, as appropriate, modifying the "how-to" without altering the philosophy.

The objectives are:

- To clarify the "mission" of the Community Services Division and its departments and agencies within the context of the City's Vision 2020 policy and Strategic Plan.
- To facilitate the provision of a wide range of community services to meet the evolving needs of residents in the community, and to identify the most appropriate mechanisms for service delivery.
- To facilitate a high degree of public involvement in planning for community service programs and facilities.
- To provide a policy framework for the delivery of community service programs and services in the community.
- To develop strategies to promote volunteerism through positive reinforcement and active management.
- To provide a policy framework for the development and management of parks, facilities and open space in the city, and for the operation of community service facilities.
- To outline the financial implications of the proposed initiatives and provide a framework for assessing the appropriate degree of support for all community service programs and facilities, reflecting the user-pay principle where appropriate.

D. MASTER PLAN METHODOLOGY

The methodology for the preparation of the Master Plan is outlined in Figure 3. The process was developed during a series of staff meetings, including representatives of each of the departments and the contract agencies in the division. At this time, it was determined that this revision of the 1991 Master Plan needed to be more than an update, but rather, it had to more clearly articulate a philosophy base and be written in such a way that updates can be more easily and less expensively made. Interdepartmental task groups were formed to consider value "philosophy" statements and division commitments. From these eight statements, division-wide goals have been developed. The various departments' and agencies' Three-Year Business Plans must now be more specific in addressing objectives for these statements in a way that is measurable. The task group reports were completed and reviewed by the whole staff in July 1995 and form the foundation of this Master Plan.

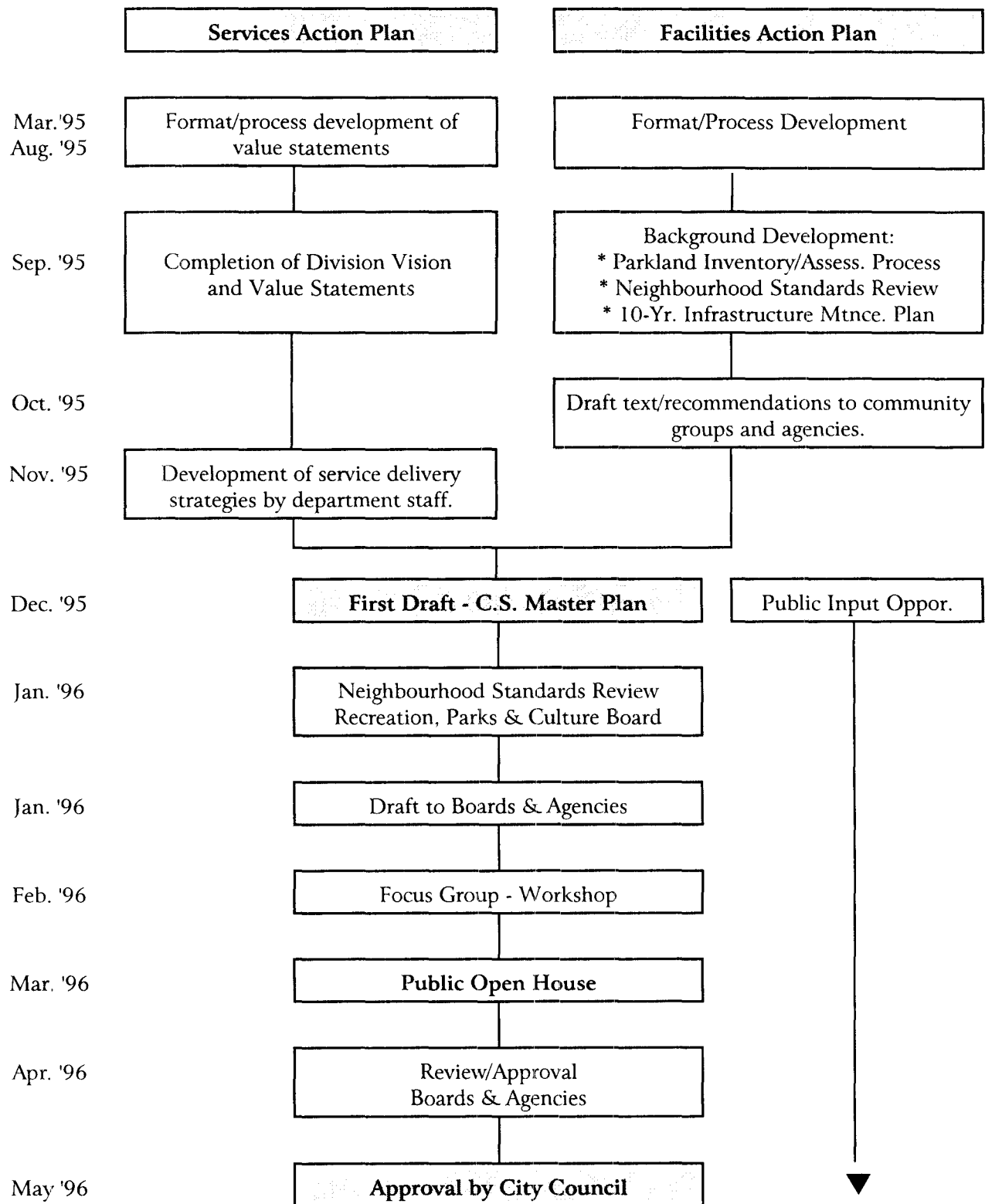
As can be seen, the total timeline is approximately one year, of which, five months were allocated for public review and input after the preparation of the draft recommendations. Key service agencies and boards, however, were involved throughout the process.

This plan is written in two distinct components, the SERVICES ACTION PLAN, and the FACILITIES ACTION PLAN. It is written this way for two reasons:

- ▶ The 1991 Master Plan focused primarily on land use and facility issues. With the significantly expanded mandate of this division, we wished to focus more attention to the delivery of services that might be considered "soft", as opposed to "bricks & mortar".
- ▶ Updates of this plan should be made more easily with these components. If significant change occurs in either component, change can be made without necessarily addressing the entire plan.

Specific policies and recommendations in this plan should be reviewed and amended on an ongoing basis. However, all changes should be subject to public input and be reviewed by the relevant community service boards. A complete review of the plan should be undertaken every five years.

Figure 3 COMMUNITY SERVICES MASTER PLAN METHODOLOGY



II. VALUE STATEMENTS

A value statement is a belief statement, a philosophy. Values sit front and center as a foundation in support of everything that we do.

What follows are eight Community Services Division value statements. These value statements are immutable. The goals and strategies that flow from these may need adjusting from time to time, but the values will remain unchanged. We commit ourselves to the following:

■ **Community:**

We believe that building a healthy community is a shared responsibility. The Community Services Division is committed to ensuring a healthy community by cooperating, sharing and partnering.

■ **Service Delivery:**

We believe that responsiveness, flexibility and respect must be the foundation for addressing community needs and expectations. The Community Services Division is committed to excellence in the delivery of programs and services.

■ **Opportunity:**

We believe that every citizen should have the opportunity to participate and provide input into the decision making process of the community. The Community Services Division is committed to developing opportunities by being approachable, equitable and accessible.

■ **Planning:**

We believe that visionary planning based on the demographic information provided in the Community Profile is a basis for a strong community. The Community Services Division is committed to long-range and strategic planning.

■ **Volunteerism:**

We believe in volunteerism as a vital means of enhancing the quality of life for individuals and for the community. The Community Services Division is committed to volunteerism.

■ **Safety & Security:**

We believe that each person in our community has the right to be and to feel safe and secure. The Community Services Division will foster and develop the individual's and the community's capabilities in taking responsibility for safety and security.

■ **Environment:**

We believe in the preservation of Red Deer's distinct natural environment. The Community Services Division is committed to leadership in environmental management.

■ **Human Resources:**

We believe our staff are a valuable resource. The Community Services Division is committed to the well-being of our staff and will provide opportunity for personal and professional development.

A. GOAL STATEMENTS

What follows are goals in support of the value statements. It is from these goals that individual department and agency business plans will be developed.

■ **Community:**

We believe that building a healthy community is a shared responsibility. The Community Services Division is committed to ensuring a healthy community by cooperating, sharing and partnering.

1. To encourage and support cooperative ventures in Community Services.
2. To develop partnerships with the public, private and voluntary sectors in all areas of community services.
3. To plan, develop and enhance services that support individuals, families, neighbourhoods and the community.
4. To work with related advisory boards and committees in planning the delivery of services.

■ **Service Delivery:**

We believe that responsiveness, flexibility and respect must be the foundation for addressing community needs and expectations. The Community Services Division is committed to excellence in the delivery of programs and services.

1. To assess community needs and capacities and endeavour to ensure that a broad range of programs, services and facilities is available.
2. To continue to utilize the most efficient and effective service delivery mechanism, including facilitation, contracting out, direct service, co-venture/partnership.

■ **Opportunity:**

We believe that citizens should have the opportunity to participate and provide input into the decision making process of the community. The Community Services Division is committed to developing opportunities by being approachable, equitable and accessible.

1. To communicate information to the public, thereby, allowing them to make informed choices and decisions.
2. To provide a climate that allows for openness, public input and involvement.
3. To ensure that all programs, services and facilities are accessible to the public, regardless of the physical, financial or social limitations of the individual.

■ **Planning:**

We believe that visionary planning based on the demographic information provided in the Community Profile is a basis for a strong community. The Community Services Division is committed to long-range and strategic planning.

1. To have a meeting of all division department and agency heads, at least annually, for visionary planning and to review progress to date.
2. To require all departments and agencies to develop three-year business plans and longer-range plans.
3. To develop a systematic schedule to review divisional, departmental and agency plans.
4. To develop plans in the context of the city and the surrounding area.

5. To make provision for expansion of the Waskasoo Park system and update the Red Deer River Corridor Study (1975).

■ **Volunteerism:**

We believe in volunteerism as a vital means of enhancing the quality of life for individuals and for the community. The Community Services Division is committed to volunteerism.

1. To expand the appropriate use of volunteers throughout the division, to complement and supplement the levels of services provided by staff.
2. To provide a high level of support for volunteers to effectively complete tasks or provide services.
3. To ensure that agency volunteer management strategies are complementary and compatible with the division.
4. To provide a range of opportunities for volunteers that provides benefit to the individual, agency, department, division and community, providing opportunity for personal development through the volunteer experience.
5. To continue to be involved in promoting volunteerism within the community.

■ **Safety & Security:**

We believe that each person in our community has the right to be and to feel safe and secure. The Community Services Division will foster and develop the individual's and the community's capabilities in taking responsibility for safety and security.

1. To develop and support programs, in partnership with the community, that foster safety and security.
2. To encourage safety and security through community planning and design.
3. To promote and recognize Red Deer as a safe community.

■ **Environment:**

We believe in the preservation of Red Deer's distinct natural environment. The Community Services Division is committed to leadership in environmental management.

1. To progressively demonstrate leadership in environmental management.
2. To develop public awareness of environmental issues.
3. To work with the community to implement the Environmental Action Plan.

■ **Human Resources:**

We believe our staff are a valuable resource. The Community Services Division is committed to the well-being of our staff and will provide opportunity for personal and professional development.

1. To provide a working environment that maintains and further enhances the well-being of all staff.
2. To encourage and assist all employees in establishing personal work habits that further promote healthy physical and mental work attitudes.
3. To provide encouragement and opportunity for all staff to participate in training and development programs that further contribute to an innovative, responsive and effective work force.
4. To ensure that all employees receive the appropriate direction, authority and accountability to achieve the changing needs and challenges facing the division.

5. To recognize and promote the valuable contribution of staff toward the overall success of the division and of the City.
6. To work with educational institutions in support of work placements and practicum experience for their students.

III. COMMUNITY PROFILE

A. HISTORIC POPULATION GROWTH

Red Deer, established as a Town in 1901 and then incorporated as a City in 1913, has experienced varied population growth over the years. The City experienced rapid growth during 1956 - 1964 when the population doubled, and then again during the boom years of 1977 - 1982 when growth averaged 7.5 % per year. During the last 10 years City population expansion has slowed significantly, decreasing to a 1.3% average yearly growth rate for this period and down to just 1.0% annually for the last 5 years. Based on its 1995 municipal census, the City of Red Deer has a current population of 59,834 persons.

FIGURE 4

HISTORIC POPULATION GROWTH COMPARISONS

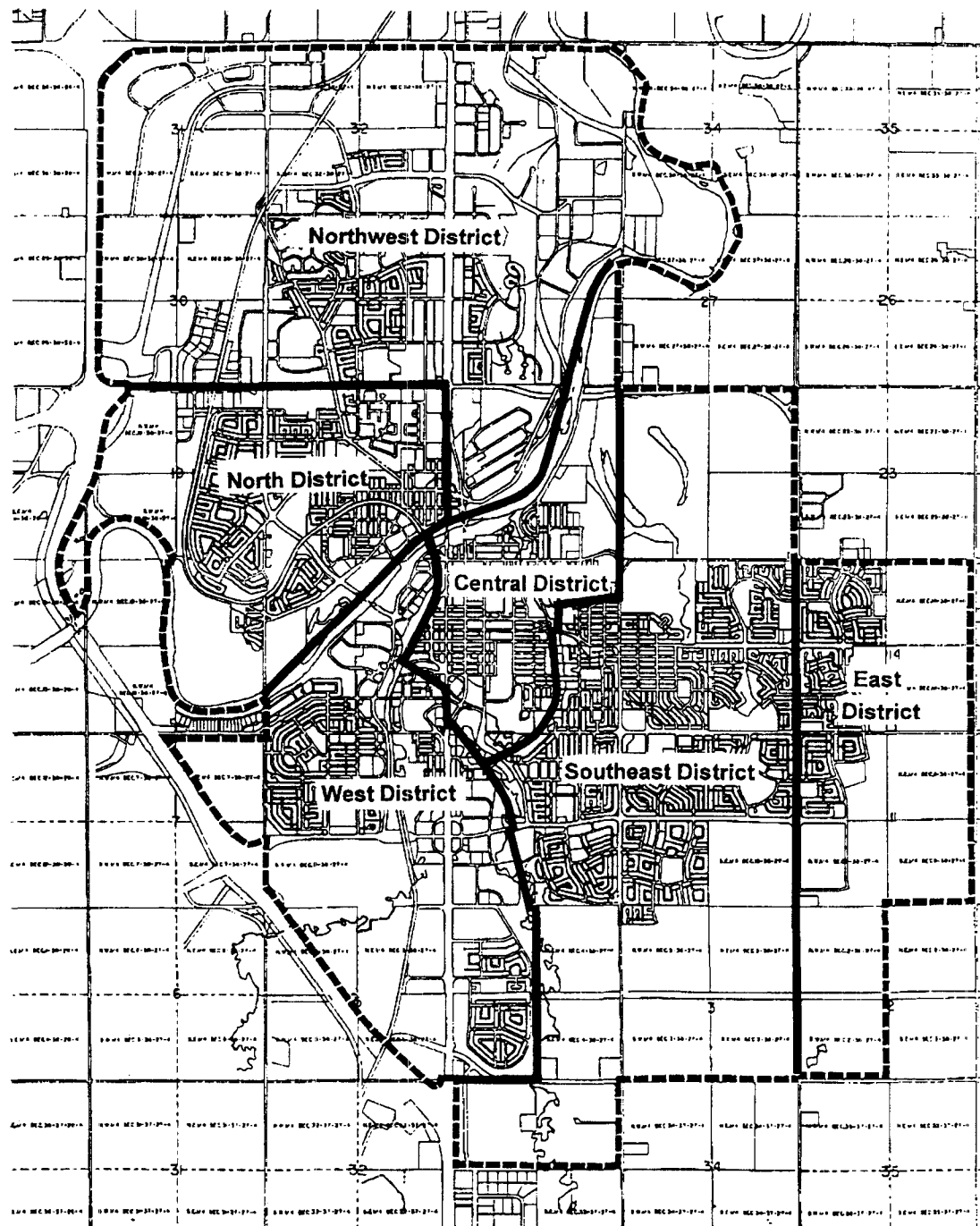
YEAR	POPULATION	% INCREASE	YEAR	POPULATION	% INCREASE	YEAR	POPULATION	% INCREASE
1898	125		1962	21,107	7.6	1979	39,370	8.4
1901	323		1963	23,104	9.4	1980	41,371	5.1
1906	1,710		1964	24,446	5.8	1981	45,405	9.8
1911	2,118		1965	25,195	3.1	1982	48,562	6.9
1921	2,328		1966	25,752	2.2	1983	50,257	3.5
1931	2,344		1967	26,173	1.6	1984	51,070	1.6
1936	2,389		1968	26,730	2.08	1985	52,620	3.0
1941	2,846		1969	26,924	0.7	1986	54,192	3.0
1946	4,042		1970	26,907	-0.06	1987	54,309	0.2
1951	7,115		1971	27,431	1.9	1988	54,839	1.0
1955	11,688		1972	27,571	0.5	1989	55,947	2.0
1956	12,760	9.2	1973	28,079	1.8	1990	56,922	1.7
1957	13,580	6.4	1974	28,818	2.6	1991	58,252	2.3
1958	16,501	21.5	1975	30,107	4.5	1992	58,656	0.7
1959	17,593	6.6	1976	31,544	4.8	1993	59,826	2.0
1960	18,762	6.7	1977	33,717	6.9	1994	no census	n/a
1961	19,615	4.4	1978	36,314	7.7	1995	59,834	0.01

Source: Municipal Census

Compared to Red Deer's 1.0% average annual growth rate over the last five years, both the City of Lethbridge and the City of Medicine Hat have had an average annual growth rate of 1.4%. The Province of Alberta has averaged a 1.2% annual growth rate during this same five-year period.

FIGURE 5

CITY GEOGRAPHICAL DISTRICTS



B. POPULATION DISTRIBUTION

Information obtained from neighbourhood demographic profiles are very important in the planning and development of community programs, services and facilities. As shown on Figure 5 on page 18, the City has been divided into six geographical districts. These districts, each containing several clearly defined individual neighbourhoods, form the basis for the City's Community Services Division in their planning and provision of community wide services, programs and facilities. The six districts are described as follows:

- 1. Northwest District:**
- | | |
|--------------|------------|
| - Glendale | - Kentwood |
| - Normandeau | - Pines |

The Northwest District encompasses three neighbourhoods located north of 67th Street, west of Gaetz Avenue, and the one neighbourhood lying east of Gaetz Avenue, north of the Red Deer River. This district has a 1995 population of 11,508 persons. The Pines, Glendale and Normandeau neighbourhoods are completed subdivisions and, therefore, no significant additional population growth will occur in these areas. In contrast, the Kentwood neighbourhood continues to grow, as this area is the current focus of new residential development on the north side of the Red Deer River. In the long term, significant areas west of the Glendale subdivision, being west of 64th Avenue, will be developed as residential neighbourhoods.

- 2. North District:**
- | | |
|------------------|------------------|
| - Lower Fairview | - North Red Deer |
| - Upper Fairview | - Oriole Park |
| - Highland Green | |

The North District contains those neighbourhoods located between the Red Deer River and 67th Street, all being west of Gaetz Avenue. This district has a 1995 population of 11,129 persons. The North Red Deer neighbourhood is a fully developed area with little additional population growth expected other than that attributed to the redevelopment of some of the former railway right-of-way lands.

The remaining neighbourhoods in this district are also long time established areas but they have potential for expanded residential growth. Upper and lower Fairview and Highland Green have the potential for infill development occurring as a result of either changes to land use or redevelopment of former railway right-of-way lands. A major residential expansion to the Oriole Park subdivision will occur to the west of the former railway line, which, until recently, has defined the west boundary of this neighbourhood.

- 3. Central District:**
- | | |
|----------------------|------------|
| - Central (downtown) | - Waskasoo |
| - Parkvale | - Woodlea |

The Central District encompasses the original townsite areas located south of the Red Deer River and below the escarpment of the east and south hill areas. This district contained a 1995 population of 4,207. As these neighbourhoods are located in close proximity to the downtown commercial core, increased residential development is anticipated. These areas are essentially fully developed neighbourhoods, with much of the potential new growth likely to

occur in the form of higher density and/or multiple use (re)development projects within the commercial core area or in nearby adjoining areas. One of the major thrusts of the City's Downtown Concept Plan is to develop the central downtown area as a unique residential neighbourhood that would complement a vibrant and attractive commercial core.

- 4. West District:**
- Bower Place
 - West Park
 - Red Deer College
 - South Hill, East
 - South Hill, West

The West District includes those neighbourhoods located west of Piper Creek. The 1995 population of this District is 9,076 persons. These neighbourhoods are all established with population increases having levelled off several years ago. An additional 60 hectares of serviceable developable residential land lies to the west of West Park. Both the east and west portions of the South Hill neighbourhoods contain concentrations of higher density residential developments, including senior citizen housing. Much of this has occurred as infill development or the redevelopment of existing properties, a trend that could continue in this area if the marketplace demands such additional rental and/or condominium development. The Red Deer College neighbourhood includes privately owned land, some of which may be suitable for future residential development.

- 5. Southeast District:**
- Anders Park
 - Anders South
 - Anders East
 - Clearview
 - Eastview
 - Eastview Estates
 - Grandview
 - Michener Hill
 - Morrisroe
 - Morrisroe Extension
 - Mountview
 - Sunnybrook
 - SE Annex area

The Southeast District is a combination of both older established neighbourhoods and growing new neighbourhoods. The 1995 population of this district is 17,780 persons, thereby, containing the largest amount of population of any of the six districts. This district will continue to increase in population as new residential areas to the north of the Clearview subdivision and to the south of the Anders Park subdivision are brought on stream.

- 6. East District**
- Deer Park
 - Deer Park Estates
 - Lancaster Meadows
 - Rosedale
 - Rosedale Extension

The East District contains mostly new developing residential communities that have a total 1995 population of 5,468 persons. Much of the future short-term City population growth that will occur south of the Red Deer River will be attributed to new development within this district.

Figure 6 on page 23 illustrates the detailed 1995 City neighbourhood population distributions as grouped by the respective six service districts. Figure 7 gives additional basic demographic data for each of the individual neighbourhoods. Conclusions from these statistics are as follows:

- Individual neighbourhoods vary considerably in their physical size, population and age structure.
- Approximately 38% of Red Deer's total population and 36% of the total city housing units are located north of the river.
- The population in the East District is the youngest of all six districts, followed by the Northwest District. There is a correlation between the age of the population and the ages of these districts and their neighbourhoods. This tends to confirm that the primary demand for new housing is by young families.
- Children and youth under the age of 18 make up approximately 28% of the city's population. Neighbourhoods with the highest percentage of preschoolers include Glendale, Normandeau, Highland Green, Clearview, West Park and Eastview Estates. Neighbourhoods with the highest percentage of school age children are Glendale, Normandeau, Highland Green, Oriole Park and Morrisroe Extension.
- The neighbourhoods with the highest percentage of the working/employable 18 - 64 age population are Glendale, Normandeau, Highland Green, West Park, Oriole Park, Clearview and Central.
- Seniors (65 and over) comprise about 9% of the city's total population. The district with the highest percentage of seniors relative to its total population is the Central District where 18.2% of the population are seniors. This is followed by the West and Southeast Districts which also contain a high percentage of seniors. These statistics are heavily influenced by the location of senior citizens housing.
- People in their thirties comprise the largest number of people living in Red Deer. They are the late baby-boomers, born from the mid 1950's to the mid 1960's and comprise 21.72% of the city's total 1995 population .
- Average household size in Red Deer ranges from 3.4 persons in Anders East to 1.69 persons in the Central neighbourhood. In general, family size remains small.

Population Distribution by District and Neighbourhood, 1995

DISTRICT/ NEIGHBORHOOD	Total Population		(0 - 4)		(5 - 9)		(10 - 14)		(15 - 19)		(20 - 24)		(25 - 29)		(30 - 34)		(35 - 39)		(40 - 44)		(45 - 49)		(50 - 54)		(55 - 59)		(60 - 64)		(65 - 74)		(75 - 84)		(85 +)		Unknown Age	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
NORTHWEST DIST																																				
Glendale	4,602	7.78	451	9.89	445	9.55	404	8.97	328	7.41	468	9.27	459	9.90	539	9.57	470	8.27	327	7.04	213	6.19	157	6.22	88	4.46	86	4.64	101	3.27	38	2.09	4	0.78	24	15.79
Kentwood	742	1.25	66	1.45	61	1.31	50	1.11	53	1.20	39	0.77	86	1.86	103	1.83	68	1.20	85	1.83	34	0.99	16	0.63	20	1.01	28	1.51	26	0.84	6	0.33	0	0.00	1	0.66
Normandeu	4,164	7.04	382	8.38	398	8.54	325	7.21	333	7.53	367	7.27	397	8.57	427	7.58	423	7.44	326	7.02	243	7.06	143	5.66	103	5.22	95	5.12	146	4.72	44	2.42	3	0.58	9	5.92
Pines	2,000	3.38	130	2.85	133	2.85	137	3.04	172	3.89	201	3.98	125	2.70	150	2.66	179	3.15	154	3.31	136	3.95	84	3.33	56	2.84	67	3.61	125	4.05	96	5.28	50	9.69	5	3.29
Subtotal	11,508	19.45	1,029	22.57	1,037	22.26	916	20.33	886	20.02	1,075	21.29	1,067	23.02	1,219	21.65	1,140	20.05	892	19.20	626	18.19	400	15.84	267	13.53	276	14.88	398	12.88	184	10.12	57	11.05	39	25.66
NORTH DISTRICT																																				
Lower Fairview	1,336	2.26	102	2.24	98	2.10	74	1.64	97	2.19	165	3.27	127	2.74	152	2.70	112	1.99	85	1.83	54	1.57	27	1.07	28	1.42	30	1.62	54	1.75	58	3.19	51	9.88	22	14.47
Upper Fairview	748	1.26	49	1.07	44	0.94	31	0.69	45	1.02	66	1.31	43	0.93	52	0.92	57	1.00	46	0.99	39	1.13	43	1.70	72	3.65	59	3.18	72	2.33	25	1.38	2	0.39	3	1.97
Highland Green	4,002	6.76	327	7.17	337	7.23	305	6.77	328	7.41	476	9.43	364	7.85	380	6.75	376	6.61	303	6.52	232	6.74	172	6.81	101	5.12	87	4.69	135	4.37	69	3.80	7	1.36	3	1.97
North Red Deer	1,704	2.88	189	4.15	95	2.04	100	2.22	138	3.12	262	5.19	237	5.11	188	3.34	139	2.44	77	1.66	70	2.03	40	1.58	34	1.72	27	1.46	56	1.81	24	1.32	5	0.97	23	15.13
Oriole Park	3,339	5.64	266	5.83	312	6.70	314	6.97	295	6.67	234	4.63	249	5.37	282	5.01	343	6.03	265	5.70	228	6.62	168	6.65	100	5.07	103	5.55	129	4.17	40	2.20	9	1.74	2	1.32
Subtotal	11,129	18.81	933	20.47	886	19.02	824	18.29	903	20.41	1,203	23.82	1,020	22.01	1,054	18.72	1,027	18.06	776	16.70	623	18.10	450	17.81	335	16.97	306	16.50	446	14.43	216	11.88	74	14.34	53	34.87
CENTRAL DISTRICT																																				
Central	2,295	3.88	151	3.31	69	1.48	62	1.38	149	3.37	335	6.63	222	4.79	218	3.87	178	3.13	156	3.36	117	3.40	95	3.76	94	4.76	81	4.37	170	5.50	153	8.42	38	7.36	7	4.61
Parkvale	808	1.37	50	1.10	37	0.79	35	0.78	28	0.63	58	1.15	65	1.40	72	1.28	69	1.21	44	0.95	28	0.81	27	1.07	27	1.37	28	1.51	86	2.78	108	5.94	45	8.72	1	0.66
Waskasoo	442	0.75	31	0.68	31	0.67	29	0.64	28	0.63	31	0.61	40	0.86	42	0.75	50	0.88	35	0.75	25	0.73	17	0.67	15	0.76	27	1.46	27	0.87	11	0.61	3	0.58	0	0.00
Woodlea	662	1.12	40	0.88	31	0.67	32	0.71	47	1.06	58	1.15	48	1.04	73	1.30	51	0.90	51	1.10	29	0.84	26	1.03	26	1.32	24	1.29	64	2.07	53	2.92	7	1.36	2	1.32
Subtotal	4,207	7.11	272	5.97	168	3.61	158	3.51	252	5.69	482	9.54	375	8.09	405	7.19	348	6.12	286	6.16	199	5.78	165	6.53	162	8.21	160	8.63	347	11.23	325	17.88	93	18.02	10	6.58
WEST DISTRICT																																				
Bower Place	2,090	3.53	121	2.65	105	2.25	149	3.31	156	3.53	150	2.97	148	3.19	150	2.66	192	3.38	184	3.96	167	4.85	134	5.30	110	5.57	78	4.20	153	4.95	75	4.13	18	3.49	0	0.00
West Park	3,723	6.29	232	5.09	249	5.34	267	5.93	260	5.88	312	6.18	266	5.74	325	5.77	297	5.22	247	5.32	261	7.58	194	7.68	184	9.32	165	8.89	277	8.96	144	7.92	37	7.17	6	3.95
Red Deer College	53	0.09	10	0.22	9	0.19	5	0.11	4	0.09	11	0.22	5	0.11	3	0.05	4	0.07	1	0.02	1	0.03	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
South Hill - East	1,543	2.61	63	1.38	78	1.67	59	1.31	88	1.99	143	2.83	102	2.20	93	1.65	90	1.58	56	1.21	58	1.69	36	1.43	33	1.67	44	2.37	204	6.60	262	14.41	127	24.61	7	4.61
South Hill - West	1,667	2.82	93	2.04	40	0.86	30	0.67	112	2.53	326	6.46	229	4.94	119	2.11	109	1.92	95	2.04	69	2.00	69	2.73	67	3.39	54	2.91	112	3.62	96	5.28	41	7.95	6	3.95
Subtotal	9,076	15.34	519	11.38	481	10.32	510	11.32	620	14.01	942	18.65	750	16.18	690	12.26	692	12.17	583	12.55	556	16.15	433	17.14	394	19.96	341	18.38	746	24.14	577	31.74	223	43.22	19	12.50
SOUTHEAST DIST																																				
Anders Park	1,650	2.79	86	1.89	143	3.07	171	3.80	178	4.02	101	2.00	68	1.47	119	2.11	127	2.23	185	3.98	147	4.27	112	4.43	84	4.26	73	3.94	46	1.49	9	0.50	1	0.19	0	0.00
Anders - South	161	0.27	8	0.18	15	0.32	23	0.51	12	0.27	4	0.08	1	0.02	11	0.20	14	0.25	32	0.69	14	0.41	7	0.28	5	0.25	8	0.43	5	0.16	2	0.11	0	0.00	0	0.00
Anders - Victoria Park	412	0.70	39	0.86	36	0.77	38	0.84	49	1.11	19	0.38	16	0.35	29	0.52	52	0.91	62	1.33	36	1.05	24	0.95	4	0.20	6	0.32	1	1.00	1	0.06	0	0.00	0	0.00
Clearview	2,602	4.40	263	5.77	236	5.07	204	4.53	185	4.18	219	4.34	243	5.24	328	5.83	257	4.52	228	4.91	156	4.53	88	3.48	62	3.14	42	2.26	53	1.72	32	1.76	2	0.39	4	2.63
Eastview	1,775	3.00	120	2.63	145	3.11	126	2.80	101	2.28	149	2.95	143	3.09	193	3.43	161	2.83	118	2.54	89	2.59	69	2.73	65	3.29	69	3.72	151	4.89	67	3.69	9	1.74	0	0.00
Eastview Estates	2,394	4.05	220	4.83	212	4.55	204	4.53	159	3.59	148	2.93	213	4.60	294	5.22	266	4.68	178	3.83	118	3.43	90	3.56	58	2.94	58	3.13	108	3.50	51	2.81	10	1.94	7	4.61
Grandview	1,031	1.74	69	1.51	82	1.76	64	1.42	49	1.11	72	1.43	60	1.29	98	1.74	95	1.67	71	1.53	53	1.54	41	1.62	39	1.98	49	2.64	102	3.30	77	4.24	10	1.94	0	0.00
Michener Hill	906	1.53	49	1.07	59	1.27	46	1.02	70	1.58	73	1.45	73	1.57	80	1.42	92	1.62	72	1.55	61	1.77	47	1.86	30	1.52	37	1.99	70	2.27	39	2.15	6	1.16	2	1.32
Morrisroe	1,476	2.49	106	2.33	132	2.83	164	3.64	130	2.94	65	1.29	58	1.25	129	2.29	149	2.62	122	2.63	73	2.12	96	3.80	80	4.05	73	3.94	74	2.39	20	1.10	5	0.97	0	0.00
Morrisroe Extension	2,103	3.55	152	3.33	207	4.44	254	5.64	218	4.93	92	1.82	119	2.57	172	3.06	271	4.77	227	4.89	153	4.45	82	3.25	52	2.63	46	2.48	40	1.29						

FIGURE 7

NEIGHBOURHOOD PROFILES

DISTRICT/ NEIGHBOURHOOD	1995 POPULATION	GROWTH STATUS	PEAK POPULATION YEAR	TOTAL HOUSING UNITS	HOUSING UNITS PER HECTARE	AVERAGE HOUSEHOLD SIZE (in persons)	AVERAGE DENSITY (persons per hectare)
<u>NORTHWEST</u>							
Glendale	4,602	stable	1993	1,665	12.5	2.84	34.6
Kentwood	742	growing	1995	289	8.3	2.77	21.2
Normandeau	4,164	stable	1993	1,482	12.2	2.90	34.2
Pines	2,000	stable	1985	822	9.8	2.52	23.8
Subtotal	11,508	-	-	4,258	10.7	2.76	28.5
<u>NORTH</u>							
Lower Fairview	1,336	stable	1993	624	15.6	2.01	33.4
Upper Fairview	748	growing	1995	301	8.6	2.58	21.4
Highland Green	4,002	stable	1991	1,587	12.9	2.63	32.5
North Red Deer	1,704	stable	1986	787	13.3	2.28	28.9
Oriole Park	3,339	declining	1986	1,150	8.6	2.97	24.9
Subtotal	11,129	-	-	4,449	11.8	2.49	28.2
<u>CENTRAL</u>							
Central	2,295	stable	1986	1,450	8.1	1.69	12.9
Parkvale	808	growing	1995	419	11.0	2.07	21.3
Waskasoo	442	stable	1986	214	10.7	2.18	22.1
Woodlea	662	stable	1995	314	8.3	2.22	17.4
Subtotal	4,207	-	-	2,397	9.5	2.04	28.4
<u>WEST</u>							
Bower Place	2,090	stable	1986	918	10.8	2.35	24.5
West Park	3,723	stable	1983	1,508	10.4	2.51	25.7
Red Deer College	53	varies	1993	139	n/a	2.41	n/a
South Hill - East	1,543	stable	1991	841	16.5	1.98	30.3
South Hill - West	1,667	declining	1986	1,145	22.0	1.67	32.1
Subtotal	9,076	-	-	4,551	14.9	2.20	28.2

DISTRICT/ NEIGHBOURHOOD	1995 POPULATION	GROWTH STATUS	PEAK POPULATION YEAR	TOTAL HOUSING UNITS	HOUSING UNITS PER HECTARE	AVERAGE HOUSEHOLD SIZE (in persons)	AVERAGE DENSITY (persons per hectare)
<u>SOUTHEAST</u>							
Anders Park	1,650	declining	1984	526	8.1	3.16	25.4
Anders South	161	growing	1995	51	8.6	3.15	27.4
Anders East	412	growing	1995	121	8.6	3.40	14.4
Clearview	2,602	growing	1995	951	13.4	2.80	36.7
Eastview	1,775	stable	1989	758	11.7	2.42	27.4
Eastview Ext.	2,394	growing	1995	852	13.2	2.88	36.8
Grandview	1,031	stable	1984	463	9.8	2.27	21.7
Michener Hill	906*	stable	1984	445	10.6	2.14	21.6
Morrisroe	1,476	stable	1984	479	7.4	3.10	22.8
Morrisroe Ext.	2,103	stable	1987	658	10.2	3.22	32.5
Mountview	1,643	stable	1984	649	8.3	2.56	21.1
Sunnybrook	1,618	stable	1986	664	9.5	2.50	23.1
SE City Annex	9	n/a	n/a	5	n/a	1.80	n/a
Subtotal	17,780	-	-	6,622	10.0	2.72	26.0
<u>EAST</u>							
Deer Park	1,896	growing	1995	602	9.3	3.21	29.3
Deer Park Estates	1,360	growing	1995	454	7.8	3.16	23.5
Lancaster	6	growing	1995	2	n/a	3.00	n/a
Meadows	1,976	stable	1992	631	9.7	3.18	30.5
Rosedale	230	growing	1995	90	4.8	3.06	12.4
Rosedale Ext.							
Subtotal	5,488	-	-	1,779	7.9	3.12	23.9
CITY TOTALS	59,168*	-	-	24,056	10.8	2.56	25.5

Source: City of Red Deer Census *Excludes 666 Michener Centre Residents

C. POPULATION PROJECTIONS

The City of Red Deer, being the fourth largest urban centre in the province of Alberta, is a vibrant and healthy community. Red Deer, servicing a retail and business area lying between the large centres of Edmonton and Calgary to the north and south, from the foothills in the west, to the open prairie regions of eastern Alberta, has a trading area estimated at 175,000 persons. Past city growth has, in large part, been the result of strong public sector employment and strong agricultural and oil sector industries. In spite of the current general nation wide economic downturn and provincial government downsizing that has slowed city growth, it is expected that the city's population will show a slow, but steady increase in coming years. Red Deer's future prospects and opportunities have promise because of its continued geographical location to local

oil and gas resources, a still dominant agricultural producing region, and the city's proximity to excellent rail and highway transportation corridors. Continued growth in the city's tax and land assessment figures indicate that positive growth is occurring.

As can be seen from Figure 8, changing city demographics have a significant impact on the rate of population growth. Residents enjoy increased longevity due to better living conditions and standards, good health care and continued advances in medical care. This increased longevity in conjunction with the baby boom and families having fewer children, contributes to an increase in the city's average age, a decline in the number of births per 1,000 persons and an increase in the number of deaths per 1,000 persons.

FIGURE 8

POPULATION CHARACTERISTICS

YEAR	MALE	FEMALE	TOTAL	NET MIGRATION	AVERAGE AGE	BIRTH RATE PER 1000	DEATH RATE PER 1000	MICHENER CENTRE POPULATION
1985	25,837	26,783	52,620	785	29	20.2	4.7	1,429
1986	26,724	27,468	54,192	782	29	21.2	5.6	1,372
1987	26,632	27,677	54,309	(570)	30	19.5	5.6	1,305
1988	26,912	27,927	54,839	(66)	30	18.4	6.1	1,227
1989	27,440	28,507	55,947	442	30	19.3	6.2	1,162
1990	27,865	29,057	56,922	334	30	18.1	5.1	1,098
1991	28,631	29,621	58,252	635	31	18.9	5.2	1,035
1992	28,740	29,916	58,656	(289)	31	18.6	5.4	964
1993	29,296	30,530	59,826	565	31	18.0	5.4	870
1994	-	-	-	(453)	32	15.7	5.6	761
1995	29,363	30,471	59,834	(564)	32	16.9	5.7	666

Note: Michener Centre population statistics are shown separately from the general population because historically Michener Centre administration has provided these statistics. City census workers do not directly take information from these City residents.

Sources: Municipal Census; Nichols Applied Management

Predicting migration rates, which significantly influence population projections, is a difficult task. Intraprovincial, interprovincial and international population movements all contribute to the city's net migration rates. As can be seen from Figure 8, the city's net migration rates have fluctuated dramatically over the last 10 years from an increase of 785 to a loss of 570 persons. During three

of the last four years, the city has had a negative net migration. The average net migration for this 10-year period is 82 persons per year.

Figures 9 and 10 summarize the City's population projections for the next 25-year time period, whereby, The City of Red Deer is expected to increase from approximately 60,000 persons to just over 80,000 persons by the year 2020. Therein, three principal parameters were used in the forecasting of future city populations, those being birth, death and migration rates. Fertility and mortality rates are applied to the city's 1995 population based on their specific age cohorts. Future city birth rates are expected to be relatively stable over the projection period. While increased longevity will tend to increase life spans, actual death rates (deaths per 1,000 population) will rise due to the aging and maturing of the baby boom generation. Based on an analysis of the past 10 years, future city net migration rates start at a projected 175 persons per year increasing to 250 persons per year in 2000, and further increasing to 325 persons per year after 2010. Figures 11 and 12 illustrate a graphic version of the same population projections but based on population groupings of selected age cohorts.

The future of Michener Centre is not fully known at this time. However, Michener Centre population has experienced significant decline over the past 10 years, a trend that is expected to continue. By the year 2000, the number of Michener Centre clients is projected to be 350 persons. Continued reductions are envisioned so that by the year 2020, the number of Michener Centre clients will be approximately 200 persons. These numbers will be realized through natural death rates and continued integration of clients into the community. It is important to note that many of the residents who are discharged, remain in Red Deer and henceforth are included in the general City Census statistics.

FIGURE 9

POPULATION PROJECTIONS 1995 - 2020

YEAR	MALE	FEMALE	TOTAL	NET MIGRATION	AVERAGE AGE	BIRTH RATE PER 1000	DEATH RATE PER 1000	MICHENER CENTRE POPULATION
1995	29,364	30,470	59,834	175	32.3	17.0	5.7	666
1996	29,761	30,880	60,641	175	32.6	16.7	5.7	603
1997	30,147	31,278	61,425	175	32.9	16.4	5.8	540
1998	30,523	31,667	62,190	175	33.2	16.2	5.9	476
1999	30,892	32,049	62,941	175	33.5	16.1	6.0	413
2000	31,293	32,463	63,756	250	33.9	16.1	6.1	350
2005	33,429	34,607	68,036	250	35.2	16.3	6.6	313
2010	35,550	36,751	72,301	325	36.4	16.6	7.2	275
2015	37,735	39,003	76,738	325	37.4	17.1	7.8	237
2020	39,779	41,171	80,950	325	38.2	17.3	8.5	200

Note: Michener Centre population projections have been developed separately as a result of the historic method used in collecting and reporting the population statistics for these community residents. The future of Michener Centre has not yet been determined and, therefore, these projections are based on some general assumptions provided by Michener Centre Administration at the time this document was developed.

Source: Nichols Applied Management

FIGURE 10

POPULATION PROJECTIONS 1995 - 2020

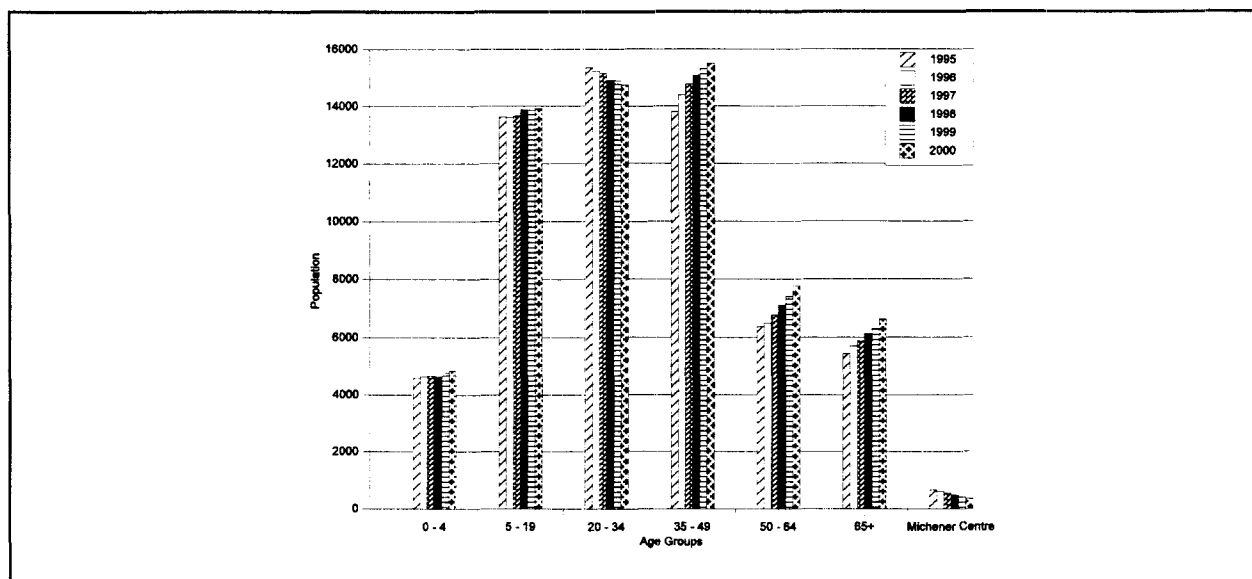
	1995	1996	1997	1998	1999	2000	2005	2010	2015	2020
<u>Males</u>										
0 - 4	2,302	2,326	2,351	2,353	2,430	2,481	2,525	2,665	2,803	2,941
5 - 9	2,378	2,352	2,285	2,328	2,255	2,194	2,339	2,367	2,482	2,619
10 - 14	2,345	2,390	2,424	2,372	2,377	2,364	2,171	2,319	2,347	2,452
15 - 19	2,200	2,226	2,314	2,398	2,421	2,541	2,613	2,445	2,645	2,672
20 - 24	2,419	2,541	2,541	2,570	2,572	2,617	3,083	3,195	3,155	3,354
25 - 29	2,356	2,317	2,370	2,409	2,534	2,494	2,747	3,198	3,365	3,325
30 - 34	2,747	2,579	2,462	2,313	2,236	2,147	2,226	2,460	2,850	3,016
35 - 39	2,867	2,902	2,844	2,797	2,715	2,576	1,928	1,998	2,178	2,566
40 - 44	2,295	2,430	2,591	2,685	2,759	2,818	2,517	1,877	1,932	2,111
45 - 49	1,742	1,831	1,915	2,007	2,100	2,252	2,766	2,465	1,831	1,886
50 - 54	1,231	1,279	1,344	1,454	1,573	1,707	2,204	2,709	2,411	1,790
55 - 59	927	981	1,048	1,117	1,118	1,180	1,640	2,119	2,607	2,316
60 - 64	924	886	887	855	894	895	1,137	1,577	2,034	2,495
65 - 74	1,338	1,427	1,493	1,601	1,683	1,810	2,139	2,408	3,123	3,942
75 - 84	725	745	755	767	767	778	945	1,290	1,478	1,699
85 +	161	179	193	206	206	223	258	281	350	472
Michener Centre	407	368	330	291	253	214	191	168	145	122
Total	29,364	29,761	30,147	30,523	30,892	31,293	33,429	35,550	37,735	39,779
<u>Females</u>										
0 - 4	2,284	2,315	2,311	2,277	2,335	2,361	2,402	2,535	2,666	2,797
5 - 9	2,293	2,270	2,243	2,278	2,222	2,177	2,221	2,254	2,353	2,483
10 - 14	2,170	2,221	2,263	2,259	2,278	2,279	2,155	2,201	2,225	2,324
15 - 19	2,235	2,139	2,132	2,244	2,303	2,370	2,532	2,432	2,531	2,555
20 - 24	2,644	2,796	2,898	2,830	2,713	2,661	2,923	3,124	3,152	3,251
25 - 29	2,290	2,329	2,323	2,435	2,621	2,730	2,802	3,052	3,309	3,337
30 - 34	2,897	2,674	2,558	2,345	2,208	2,091	2,471	2,526	2,717	2,974
35 - 39	2,831	2,905	2,907	2,879	2,835	2,735	1,879	2,249	2,252	2,442
40 - 44	2,363	2,505	2,611	2,708	2,773	2,792	2,682	1,834	2,188	2,191
45 - 49	1,710	1,810	1,893	1,997	2,145	2,330	2,753	2,641	1,797	2,150
50 - 54	1,303	1,338	1,426	1,517	1,622	1,688	2,297	2,716	2,603	1,770
55 - 59	1,052	1,049	1,084	1,161	1,190	1,266	1,641	2,237	2,646	2,534
60 - 64	933	955	993	1,007	1,010	1,037	1,246	1,615	2,195	2,591
65 - 74	1,757	1,821	1,834	1,874	1,920	2,050	2,425	2,791	3,453	4,386
75 - 84	1,094	1,135	1,193	1,245	1,281	1,298	1,462	1,738	2,023	2,353
85 +	355	381	399	425	436	464	594	698	799	955
Michener Centre	259	234	210	185	161	136	122	107	93	78
Total	30,470	30,880	31,278	31,667	32,049	32,463	34,607	36,751	39,003	41,171

	1995	1996	1997	1998	1999	2000	2005	2010	2015	2020
<u>TOTALS</u>										
0 - 4	4,586	4,641	4,662	4,630	4,764	4,843	4,927	5,200	5,469	5,738
5 - 9	4,671	4,623	4,529	4,606	4,477	4,371	4,560	4,630	4,835	5,103
10 - 14	4,515	4,611	4,686	4,631	4,653	4,643	4,326	4,520	4,572	4,776
15 - 19	4,435	4,365	4,446	4,643	4,724	4,911	5,145	4,876	5,175	5,228
20 - 24	5,063	5,337	5,439	5,400	5,285	5,278	6,006	6,319	6,307	6,605
25 - 29	4,646	4,647	4,693	4,844	5,155	5,224	5,549	6,250	6,674	6,662
30 - 34	5,644	5,253	5,020	4,658	4,444	4,238	4,697	4,986	5,568	5,990
35 - 39	5,698	5,807	5,751	5,676	5,549	5,311	3,808	4,248	4,430	5,008
40 - 44	4,658	4,935	5,202	5,393	5,531	5,610	5,199	3,710	4,121	4,301
45 - 49	3,452	3,642	3,808	4,004	4,245	4,582	5,520	5,106	3,629	4,036
50 - 54	2,534	2,617	2,770	2,971	3,195	3,395	4,501	5,426	5,013	3,560
55 - 59	1,979	2,030	2,131	2,277	2,307	2,446	3,282	4,356	5,253	4,850
60 - 64	1,857	1,842	1,879	1,862	1,903	1,932	2,383	3,192	4,229	5,086
65 - 74	3,095	3,249	3,327	3,476	3,603	3,860	4,564	5,199	6,577	8,328
75 - 84	1,819	1,881	1,948	2,011	2,048	2,076	2,406	3,029	3,501	4,052
85 +	516	561	593	632	642	687	851	979	1,150	1,427
Michener Centre	666	603	540	476	413	350	313	275	237	200
TOTAL	59,834	60,641	61,424	62,190	62,940	63,756	68,037	72,301	76,738	80,949
INCREASE		1.3%	1.3%	1.2%	1.2%	1.3%	1.3%	1.3%	1.2%	1.0%

Source: Nichols Applied Management

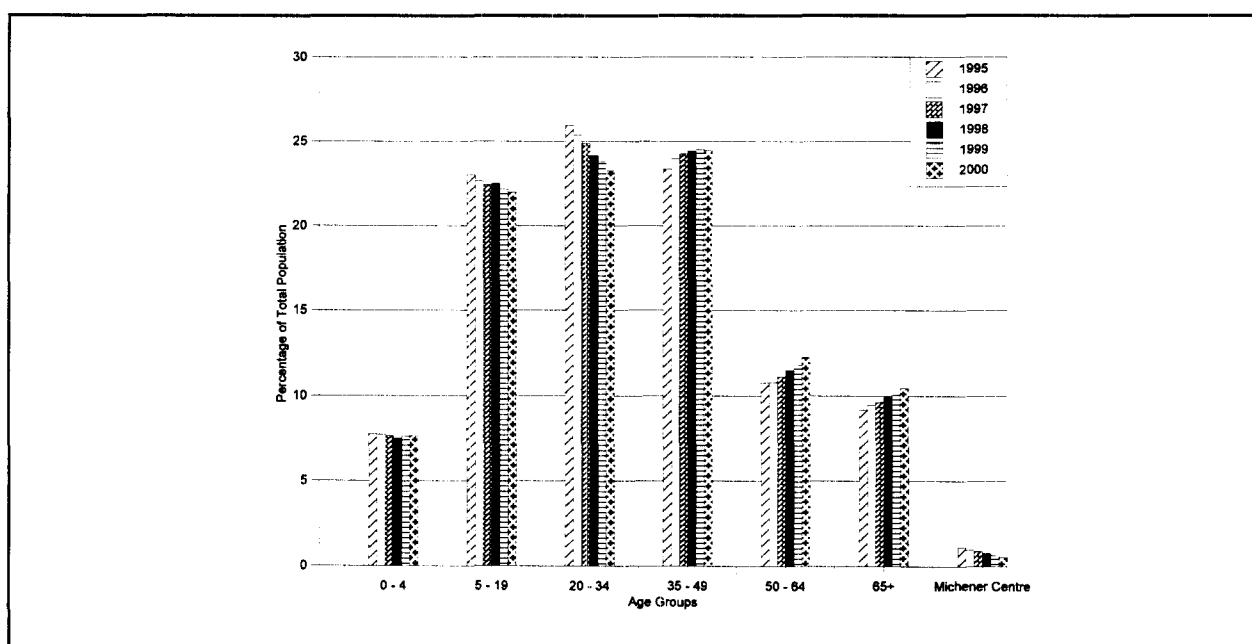
FIGURE 11

ANNUAL POPULATION PROJECTIONS BY AGE GROUP, 1995 - 2000



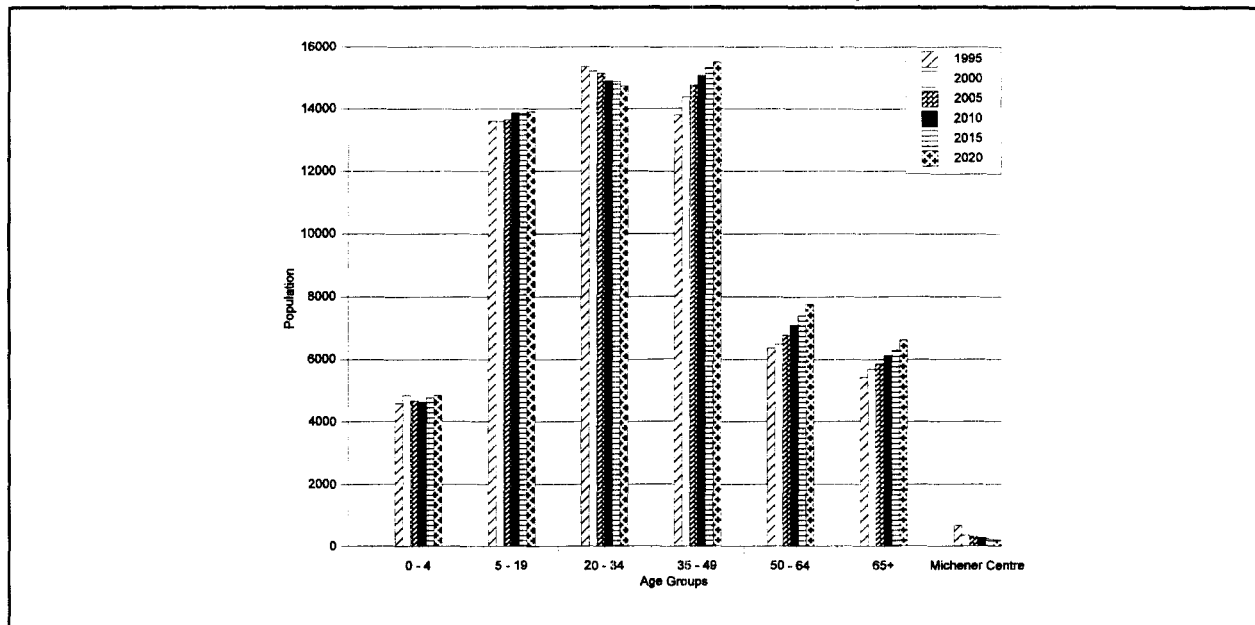
Sources: City of Red Deer Census, 1995
Nichols Applied Management

AGE GROUPS AS A PERCENTAGE OF THE TOTAL POPULATION, 1995 - 2000



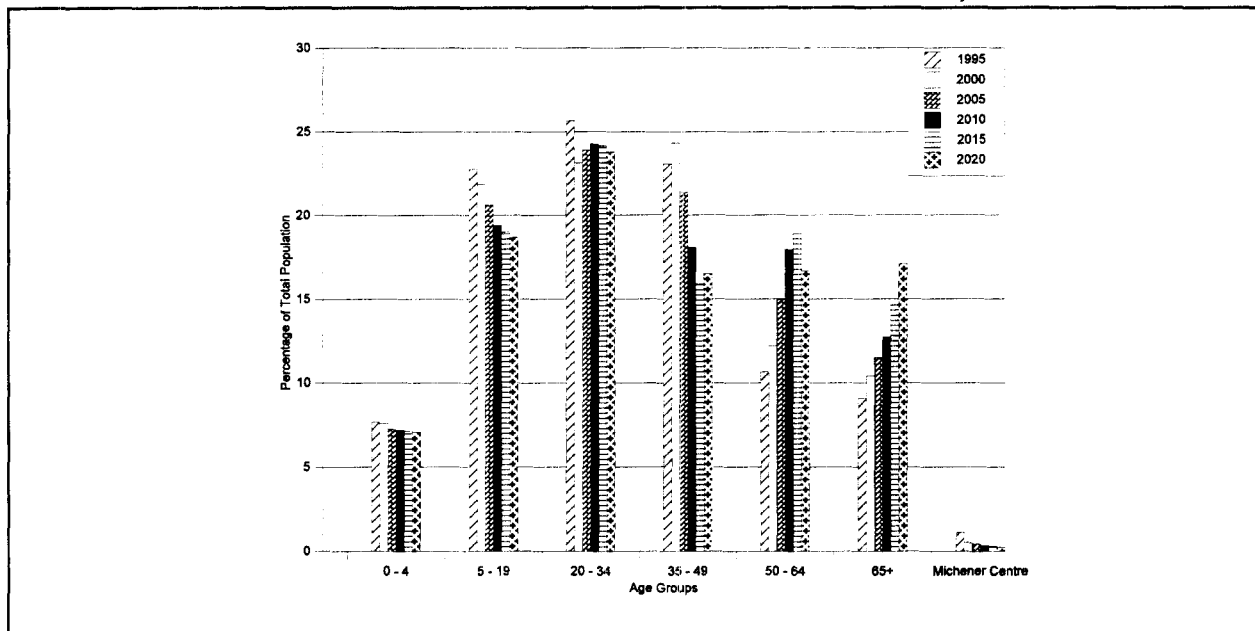
Sources: City of Red Deer Census, 1995
Nichols Applied Management

FIGURE 12
FIVE-YEAR POPULATION PROJECTIONS BY AGE GROUP, 1995 - 2020



Sources: City of Red Deer Census, 1995
Nichols Applied Management

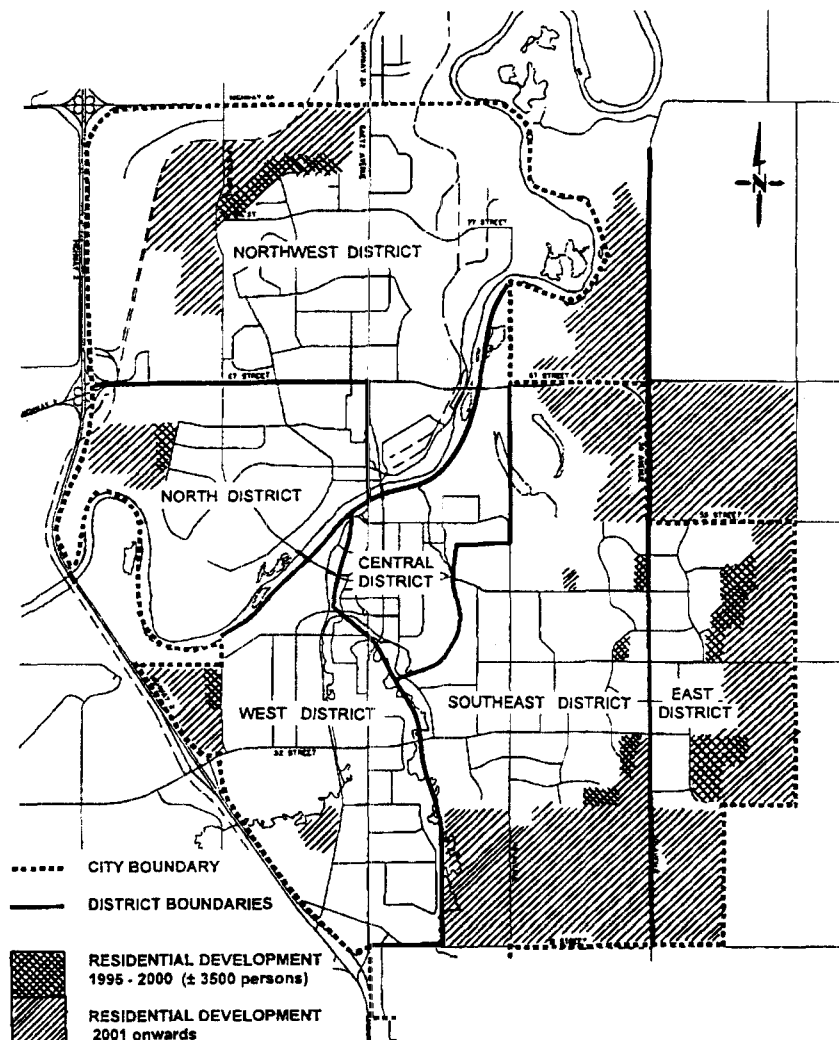
AGE GROUPS AS A PERCENTAGE OF THE TOTAL POPULATION, 1995 - 2020



Sources: City of Red Deer Census, 1995
Nichols Applied Management

FIGURE 13

MAJOR RESIDENTIAL GROWTH AREAS



Source: City of Red Deer Engineering Department
Parkland Community Planning Services

The city's future population growth will be primarily concentrated within the Northwest, Southeast and East Districts. Figure 13 illustrates the location of geographical areas within the city where future population growth is deemed to occur. Also indicated is a phasing of this new growth, which is directly linked to the availability, timing and extension of municipal utility infrastructure. Figure 14 indicates district population projections for the year 2000.

FIGURE 14

**DISTRICT LEVEL POPULATION PROJECTIONS
FOR YEAR 2000**

DISTRICT	1995 POPULATION	YEAR 2000 POPULATION PROJECTIONS	
NORTHWEST	11,508	12,111	District projections based on: - development status of existing neighbourhoods (i.e. stable, growing, etc.) - amount of raw land still available for development - number of vacant lots - proximity to anticipated major developments (i.e. schools, commercial, etc.)
NORTH	11,129	11,535	
CENTRAL	4,207	4,362	
WEST	9,076	9,248	
SOUTHEAST*	17,780	18,765	
EAST	5,488	7,385	
TOTALS	59,168*	63,406*	

* Excludes Michener Centre Residents

Source: Parkland Community Planning Services

General conclusions to be drawn from the 25 year city population projections are as follows:

1. Annual projections of 1.0% to 1.3% are much more conservative than any previous population projection but are consistent with current conditions.
2. Average city age will increase from 32 to over 38 by year 2020 reflecting a continuing aging population.
3. Birth rates will remain relatively constant.
4. Deaths per 1,000 persons will climb steadily from under 6 to 8.5, a direct result of an aging population.
5. Net migration rates will be projected to increase from 175 persons per year in 1995, to 325 persons per year for the years 2010 to 2020.
6. The 0 - 4 age group now comprises almost 8% of the total population. It is projected that the numbers of preschool children will increase by only about 250 over the next five years. As a percentage of the population, the preschool age group will remain virtually constant during

this time. Over the next 25 years, the number of preschool-age children is expected to increase by approximately 1,150 and as a percentage of the population will decline very slightly to 7%.

7. Currently, the 5 - 19 age group comprises almost 23% of the total population. It is projected that the number of 5 - 19 year olds will increase by only about 300 over the next five years. As a percentage of the total population, this age group will decline very slightly to approximately 22% by the year 2000. From now until 2020, the number of youths is expected to increase by almost 1500 but as a percentage of the total population will decline to approximately 19%.
8. The 20 - 34 age group now comprises about 26% of Red Deer's total population. It is projected that the number of 20 - 34 year olds will decrease by approximately 600 individuals over the next five years, as the late baby-boomers move from this age group. As a percentage of the population the 20 - 34 age group will decrease to approximately 23% by the year 2000. Over the next 25 years, the number of 20 - 34 year olds is projected to increase by about 3,900 people. By the year 2020, as a percentage of the city's total population, 20 - 34 year olds will comprise almost 24%, a slight increase.
9. Currently the 35 - 49 age group comprises approximately 23% of the city's population. It is projected that the number of 35 - 49 year olds will increase by almost 1,700 people over the next five years. As a percentage of the total population, this age group will increase by about 1% to 24% by the year 2000. By the year 2020, this age group is projected to decrease by almost 500 individuals and as a percentage of the population will decrease to approximately 16%. The significant decrease projected around the year 2015 is indicative of the baby boomers moving out of this age group.
10. Currently the 50 - 64 age group comprises almost 11% of the city's total population. It is projected that the number of 50 - 64 year olds will increase by about 1,400 over the next five years. As a percentage of the population this age group will increase only slightly to 12% by the year 2000. From now until 2020, the number of 50 - 64 year olds is expected to more than double in number and, as a percentage of the city's total population, this age group is expected to comprise approximately 17% by the year 2020.
11. Seniors (65+) currently comprise about 9% of our city's population. It is projected that the number of seniors will increase by almost 1200 in the next five years. As a percentage of the total population, this age group will increase to approximately 10% by the year 2000. From now until 2020 the number of seniors is expected to increase by almost 8,400 individuals. As a percentage of the city's total population, seniors will comprise 17% by 2020.

D. TRACKING THE TRENDS

In developing a long-range plan for the Community Services Division, it is important to monitor the trends likely to influence the need for community services over the coming decades. Listed below are some significant trends which are affecting our community.

1. The formation of new households and the demand for housing will continue to grow annually, although never matching the annual growth increments of the 1976-86 period. People planning to buy homes over the next five years will continue to have dramatically different

motivations based on employment events and personal preferences, if affordable. Late and post baby-boomers will move from rental homes to their first homes and early boomers will move up to homes of higher value. Pre-boomers and empty-nesters will generally move laterally or move down. Housing design features such as fireplaces, increased security, energy efficient options, specialty rooms such as family rooms and home offices, garage space and upgraded kitchens will be important to future home buyers. The renovation market will also be very strong in satisfying consumer demand.

2. The types of housing constructed may be different from the variety marketed in the past. The growth of non-family households (single people or unrelated people living together), the aging of the population and the decreasing size of family units will alter future housing patterns. When household size begins to decrease due to departing children, some will prefer to move to smaller accommodations. However, others will purchase larger homes far in excess of their actual needs. Demand will increase for special or unique forms of housing such as adult communities, theme neighbourhoods or "gated" communities. As an option, future home buyers will increasingly consider condominium developments that offer the benefits of built-in maintenance and security. Neo-traditional subdivision designs featuring an emphasis on the pedestrian, centralized community open space and commercial areas, and specialized zoning that may allow for reduced front yards, studio suites, no front drive garages, etc., may become an attractive alternative to conventional designs.
3. Reductions in government funding for human services will persist; fundraising and support from local businesses, service clubs, foundations and donors will continue to be important as community organizations look for new sources of support. Communities and regions will increasingly become responsible for providing service, and public participation in decision-making will also increase. New methods of service delivery, including collaboration and partnerships, privatization and contracting out, are being adopted. Need for health and social services will be un-met by traditional agencies in the short term while community alternatives develop.
4. New demands will be placed on the labour force as a result of changes in the global economy, technology and a new distribution of jobs in the service sector. Leading into the 21st century, jobs will require more skills. Post-secondary education, skill training and lifelong learning are becoming increasingly more important.
5. Rapid advances in computer and telecommunications will speed up the transition from an industrial to a post-industrial society. Virtually every organization/industry will be modernized and have greater capacity due to advances in information technology. Those firms that do not keep up will decline. Information will be the primary commodity of more and more industries. More and more managers and workers will be involved using data/information.
6. Employment practices including downsizing, contracting out, reduced benefits, and decreasing employment security are resulting in unemployment, underemployment and decreased household incomes. Many individuals no longer have the expectation of staying in one career for a lifetime; they may have four or five careers. Self employment and the development of home-based businesses are becoming more commonplace. Also, the number of home-based workers, whether self-employed or home-based employees, are increasing. They represent the

full spectrum of the population and are involved in a wide range of business activities. Their increasing numbers will create pressure on our municipality to accommodate them in existing and future residential areas. Failure to accommodate them will likely result in the creation of more underground home occupations and subsequent monitoring and enforcement difficulties. Some of the impacts of home-based business include less traffic congestion in business areas, more security in neighbourhoods, greater flexibility in lifestyles, possible increased isolation of home-based workers and possible abuse by employers.

7. Corporations, government and other organizations are moving from a hierarchal structure to a flatter, team-based structure. They are streamlining their business processes. Cross-training and cooperative decision-making are replacing the "silo" management approach (each department making decisions on their own). With these organizations there is greater emphasis on individual responsibility and decision-making and pushing new responsibilities to the front-line.
8. Family patterns are changing significantly as a result of later marriages, more common-law couples, fewer children, higher divorce rates, significant numbers of single-parent families, blended families, dual-earner families, children remaining at home longer or returning home and the need to care for aging parents.
9. Unplanned teenage pregnancies continue to be significantly high in Red Deer and the surrounding area. The consequences of early pregnancy often include termination of schooling, poverty and thus poor health of both mother and baby. There is also an increased chance of repeat pregnancy at an early age.
10. While Red Deer's population is generally younger than the population of the province of Alberta as a whole, the proportion of older and elderly members of the community will continue to grow as life expectancy increases, the baby boomers age and the birth rate remains low.
11. There are higher levels of poverty and increased polarization between the "haves" and "have nots". Poverty amongst families with children has been increasing over the last decade. Research indicates that children and youth from low-income families are at greater risk of poor health, suicide, substance abuse, accidental death and injury, psychiatric and behavioral problems. The impact of poverty on children will have lasting effects on our society.
12. The number of people participating in a variety of social, creative, cultural, outdoor and sports activities continues to rise. Many are choosing leisure pursuits such as walking, driving, crafts, visiting a museum and art galleries, etc. In Red Deer, likely due to our relatively young population, there has also been an increase in those taking part in organized sports. Some traditional adult sports such as racquetball, fast ball and football have declined while others such as ball hockey, slo-pitch and cross-country skiing have increased. Traditional youth sports including hockey and baseball, as well as the more recently popular sports such as soccer, lacrosse, BMX racing and in-line skating, have enjoyed steady and, in some cases, exceptional growth. The trend toward group fitness activities, especially among women, has shifted from aerobic dance and aqua aerobics to activities such as yoga and tai-chi. Relative to the culture area, art programs for preschoolers through to teens, are especially in demand. In the preschool area, creative movement, imaginative, free-ended art making and music and

sounds are especially popular. At the school-age level, art areas that complement the school curriculum are sought. These include pottery, watercolour and acrylics and heritage crafts. Family classes and events where adults and children create and relate together are also popular, particularly during holiday seasons. As the baby boomers age, it is predicted that demand for cultural events and pursuits will rise dramatically. Also there is a correlation between working women having their own disposable income and the increase in participation in cultural events. The cost of equipment and supplies, admission/registration fees, quality of the program and work and family commitments all influence customer satisfaction and the participation levels of leisure activities.

13. De-institutionalization is occurring in several different ways. New mothers and babies and individuals recovering from surgery are being discharged earlier from acute care hospitals and, where necessary, are receiving care in their homes. Younger persons with developmental disabilities and mental illnesses are growing up and staying in the community, while individuals who have been institutionalized in facilities such as Michener Centre and Alberta Hospital Ponoka, are moving into the community. More and more seniors are remaining in their homes and are receiving support services rather than moving into lodges and nursing homes. There is great demand for accessible housing, transportation and support services in the community as the number of persons with physical disabilities is increasing.
14. There is a more holistic approach to health that recognizes the mental and emotional needs of individuals, as well as their physical needs. Also, individuals are having to take more responsibility for their health care needs and choices. As a result, there is more emphasis being placed on education, prevention, alternative medicine and community-based care. Greater demands may be placed on the health care system as the baby boomers age.
15. Business is becoming a key player in our education system by defining specific learning requirements and delivering education programs. Parents have opportunities to shop for schools and programs within the education system. They also have greater opportunities for involvement and decision-making relative to the education of their children. Home-schooling is becoming a more popular education option.
16. There is a greater consciousness about environmental issues. "Going green" through such initiatives as recycling and composting are becoming more commonplace. As consumers, we expect business and industry to be responsible as well. Water supply, preservation of natural areas and wildlife, hazardous and solid waste management, are also important to Red Deer citizens.
17. Intolerance for crime and violence and concerns for personal safety are growing. On the other hand, with the exception of robbery, crime rates are slowly decreasing. Family violence and abuse continues to be a significant problem with far reaching effects on families and community. Community policing is a new approach that is being taken by law enforcement organizations. This approach recognizes the need for community involvement in crime prevention and policing.
18. Aboriginal people, especially youth, are migrating to urban centres. Self government is a key issue for Aboriginal people and will have implications related to services such as justice, education, health and social services. The passing of Bill C-31 (1985) by the federal

government has allowed the reinstatement of native people who had lost status or were denied status. Most of the population reinstated by Bill C-31 live off reserve.

19. In the 1960's and 1970's, immigration included a predominate number of Europeans, but during the 1980's and 1990's, there has been a shift to include a predominate number of people from Asian, Pacific and Latin American countries. Immigration trends are leading to greater racial and ethnic diversity within our community. When providing service, there is a need to be aware of the language and cultural barriers which exist and to work with new Canadians to alleviate these barriers. The federal and provincial governments are reviewing their involvement concerning immigration and settlement services. Once determined, the resultant changes will have an impact at the local level.
20. Burial and cremation practices are changing. Full burials are declining while cremation has become more popular. The disposition of cremated remains is changing to include scattering, columbarium, non-burial (stored) and burial on an existing grave. Cemetery designs and maintenance procedures will be affected by these changes. Full burials have traditionally been the major source for cemetery operations and maintenance, consequently, reductions in costs and new sources of revenue will need to be found. The maintenance of older cemeteries is particularly challenging due to the fact burials in these facilities took place prior to the existence of perpetual care fees.
21. Retail trends include the "big box" stores. These large warehouse-like stores are usually built on the city outskirts. Many promote discount prices and often specialize in specific kinds of merchandise such as toys, electronics, furniture, and clothing. At the same time, there has also been an increase in small specialty stores (i.e., coffee, bagels, chocolate). Shopping at home by catalogue, television and telephone is on the increase. Trade shows and markets are also becoming more popular with consumers. In an age when manufacturing is on the decline throughout North America, Red Deer has shown increases in manufacturing sales. With the innovative skills common to our area, coupled with opportunities to expand into new markets, nationally and internationally, the future of manufacturing in Red Deer looks positive.
22. Pressures on time and availability of dollars have had an influence on tourism. People are taking shorter vacations, including weekend getaways. Expectations regarding the quality of travel experiences have increased; people want the best value for their dollar. Seniors have changed their travel patterns, likely as a result of government cutbacks, as well as poor exchange rates. Generally, their destinations have not changed, but they are travelling less frequently and, when they travel, they go for shorter periods of time. Vacation packages are becoming more popular and now there are packages designed to cater to a wide variety of niche markets such as seniors, families, couples and singles. There are now packages especially designed for single-parent families. When purchasing vacation packages, consumers are waiting longer to make their bookings in order to benefit from reduced rates. Partnerships among different levels of government and business to attract major events and visitors are occurring more frequently. Pooling resources for cooperative tourism marketing is part of this collaborative approach.
23. With the City approaching its centennial and families now having lived in the Red Deer area for one hundred years or more, people are spending more time researching their "roots" and

- planning reunions and events celebrating their heritage and history in the Central Alberta area.
24. Greater demands are being placed on voluntary organizations to meet growing social needs with shrinking resources and many organizations are struggling to survive. As dedicated and skilled volunteers are needed now more than ever, organizations must ensure that the recruitment, management, training and support of volunteers are undertaken as effectively and efficiently as possible. A growing number of professionals, youth, new Canadians and persons with disabilities now make up the fabric of our volunteer corps. These volunteers are often looking for a variety of shorter term assignments and a sense of personal achievement. Many are also seeking skills and experiences that will be of use to them in the salaried work force; volunteer work is now recognized as a viable way to build a bridge to employment. Employee volunteerism and family volunteering are also growing trends.
 25. Work programs, such as workfare for people on social assistance and inmate work crews, are government programs that are being implemented more and more. These types of programs require individuals to undertake community services. There is a need for municipalities and the volunteer sector to clarify their potential roles as they relate to these programs.
 26. Child care continues to be a significant issue in our community as the number of dual-earner families and single-parent families is generally high. However, with increased unemployment and underemployment as well as reduced salaries the number of children in licensed child care programs has declined. Affordability of child care services has become a greater issue for many families and, consequently, some parents have opted to stay at home, others have sought the help of extended family and friends, and still others have chosen unlicensed home-based child care.
 27. There is a trend toward greater self interest and away from community interest. This has caused some people to "blame" the less fortunate for their situations. On a broader level, this has been borne out through the shift from universality to user pay approaches to programs and services.
 28. There has been an increase in the number of new churches in our community. Additionally, churches are becoming more involved in providing community services. They have offered their facilities and human resources, as well as financial resources, to assist members of our community. More and more, churches and social agencies are working together to help people.
 29. City of Red Deer Transit service continues to maintain its ridership at a level which is above the level of other cities. Students comprise the largest group of riders. In fact, the number of students using transit services has increased over the last couple of years, due to changes in the school system (i.e., the opening of Hunting Hills and shift to the middle school concept). As measured by the number of boardings, there has also been a substantial increase in persons with disabilities using the regular transit service on routes where accessible buses are being used. This trend is expected to increase as more buses in the fleet become accessible and the number of accessible routes increase. As the demographics of the city changes, student ridership may decline and senior ridership may increase. Ridership will continue to be influenced by the cost and convenience of the transit service.

30. Increasing numbers of people are choosing to live in the smaller communities surrounding the City of Red Deer. Also, while the rural population is declining, the rural non-farm population has increased, particularly in areas around the periphery of the city. While these people live outside the city, they nevertheless, contribute economically to the city as consumers supporting local businesses. The rural residents also access the services offered by City departments, thus increasing demand on City services beyond the demand from city residents.
31. Many people are "cocooning", a term used to describe the trend that people are creating comfortable, safe havens at home. Indicators of this trend include the high number of households with VCR's, increases in take-out food sales, country-cottage home decorating and home-based businesses.
32. The presence of a post-secondary institution has a significant impact on a community as it draws a large younger population. In Red Deer, community services such as transit, recreation, child care, parenting and counselling programs are affected by the approximately 4,800 students enrolled in Red Deer College programs. Affordability of services and programs will become increasingly important to students as education costs continue to rise.

IV. DIVISION ANALYSIS & STRATEGIES

Paradigm shifts have proven to be absolutely essential over the past few years. Changing community needs and expectations and scarce resources require that we continually evaluate our current status in service delivery. We do not expect things to return to "what they once were" and, thus, we now look to support others in the delivery of services, develop partnerships, seek potential sponsors or directly deliver and finance the service ourselves. Flexibility and innovation are necessary and, therefore, each program or service needs to be considered individually. We must, however, not only look for the most efficient mechanism, but also, the most effective in order to reach prescribed objectives. Standards must be met and we must become better at measuring performance in areas that are more difficult.

Recommendation:

- ◆ *The Community Services Division will determine the appropriate method of service delivery, with special attention being given to the advantages and disadvantages of each delivery mechanism. The most effective and efficient mechanism should be used to reach the prescribed objective, considering resources and benefits of involvement by the community, and ensuring that the standards and image of the division and its departments and agencies are not compromised.*

What follows later in this Services Action Plan is an analysis of each department and agency. Each describes their mandate, how they deliver services, impacting trends, opportunities and constraints. They conclude with a five-year focus and, thus, commitments to work that further moves them toward meeting their mandate. Three-year business plans and two-year budgets will now reflect these goals and objectives.

For the purpose of this chapter of the plan, nine division-wide objectives are identified. These are seen as impacting all departments and agencies in the division to greater or lesser degrees, and, thus, they are described in broader terms that will, nonetheless, impact all. They are described as follows:

A. QUALITY OF LIFE

Surveys, formal and informal, consistently list "quality of life" as the most significant strength of our city. This is usually further described in terms of long-range planning, our parks and open spaces, our unique and preserved natural environment, our neighbourhood designs, recreation and culture services, a sense of safety and security, caring and meaningful social programming, education opportunities, shopping opportunities, clean air, and a number of other variables.

The Community Services Division and the services we deliver significantly impact this sense of quality of life and we commit in this plan to use this as a measuring stick in planning and delivery of all services. The question will be asked of each provider, "How does this impact the quality of life in Red Deer?" Our mission statement reflects this commitment, "To support and strengthen the quality of life in Red Deer."

The division recognizes its shared responsibility in support of the quality of life in our city. We will work cooperatively with all others who share this goal. We commit to being a team leader or a team player, whichever is appropriate for that issue or thrust.

Public participation in what the division provides is, perhaps, one of the most significant contributors to the sense of quality of life here. Some 15 years ago, a most aggressive and open public participation process was used in the planning for Waskasoo Park. The result of that process is seen today in the sense of community pride, ownership and use. We commit ourselves to the principles of the recently approved Public Participation Policy and, thus, we will involve the community in every way appropriate in identifying needs, planning programs and services, evaluating and delivering same.

Recommendations:

- ◆ *The division commits to partnerships with the community in identifying and addressing quality of life issues.*
- ◆ *The division acknowledges that "quality of life" is the greatest strength identified in this city, and we recognize and commit to an evaluation of all programs and services in light of this.*
- ◆ *The division will actively promote and encourage public input into planning for development and service delivery.*
- ◆ *The division will support marketing our quality of life as a means to attract growth.*

B. WASKASOO PARK EXTENSION

Waskasoo Park was, perhaps, best described when it was said that "it is the jewel in Red Deer's crown". With wise long-range planning, a very special and unique river valley and creek system, significant public participation, and the financial resources necessary, this 2,500 acre park development has become a model. Sensitive natural areas have been protected, amenities and enhancements have been added, and through this, residents today and for decades ahead will have access to these special places.

As the city will continue to grow, so, too, will the need for additional development, similar to what has been accomplished thus far. Planning is necessary now in order to provide this for the future.

Recommendations:

- ◆ *The division will begin discussions now with the County of Red Deer and the County of Lacombe, with the purpose of joint cooperation in protecting the river valley beyond City boundaries.*
- ◆ *The division will encourage river valley land and escarpments to be preserved for public ownership through reserve dedication when subdivisions occur, or to be gifted to Waskasoo Park through the Red Deer Community Foundation.*
- ◆ *The division will launch a campaign to encourage corporate, public and private donations to the Waskasoo Park fund now created in the Community Foundation. The purpose for these funds will be to assemble parkland beyond current boundaries.*
- ◆ *The division will continue to support the acquisition of the Bower Natural Area, south of the Red Deer College, to be owned and preserved by the College or jointly acquired and preserved.*
- ◆ *The division will explore the benefits of participating in the Saskatchewan River Basin partnership in promoting awareness, linkages, stewardship, knowledge and respect for the basin ecosystem and heritage.*

C. MULTI-USE TRAIL DEVELOPMENT

While there are no records kept on the use of Waskasoo Park trails, there is still no doubt that these are our city's best used facilities. With the development of the trail system, Red Deer quickly became a city of hiking, cycling, etc. These trails are very well used by young and old and, since there is no cost to access them, there are few barriers to their use.

A trend toward increased utilization of multi-use trails continues to develop across this country and, indeed, around the world. With our aging population, greater concern for health and fitness, greater appreciation for nature, and increased interest in non-structured recreation activity, the need for an expanded trail system is evident. Our existing trail system might very well be our best investment in facilities in terms of use by citizens.

Recommendations:

- ◆ *The division is committed to preserve and enhance the existing Waskasoo Park trail system and will actively support expansion of the existing system.*
- ◆ *The division will support Alberta TrailNet initiatives and the Trans Canada Trail initiatives toward establishing a linkage to multi-use trails coast-to-coast.*
- ◆ *The division will continue to support the concept of a trail linkage to Sylvan Lake, utilizing the old CP Rail bed.*
- ◆ *The division will actively pursue an easement agreement for a strip of land along the Red Deer River between Heritage Ranch and Fort Normandeau in order to provide a trail link between the two facilities.*
- ◆ *The division will encourage the establishment of an endowment in the Community Foundation for future trail development, as we are able to extend the boundaries of Waskasoo Park.*

D. DOWNTOWN REDEVELOPMENT AND REVITALIZATION

The health of a community is most often seen in the condition of its downtown. The opportunity and the need for downtown revitalization in Red Deer is apparent and the Community Services Division has a role to play in supporting and encouraging this. For the purpose of this plan, six issues are raised for division support: housing, landscaping, transit terminal, plaza site, and an art gallery.

Recommendations:

- ◆ *The division will facilitate adequate and appropriate housing development, which will meet the needs of all income levels.*
- ◆ *A downtown landscape plan has been developed and partially implemented. The division will commit to actively encourage its completion through a partnership of business owners and the City. A matching grant should be considered to further the landscape plan. The division will pursue foundations, as well as other levels of government grants, in order to further advance this plan.*
- ◆ *A transit terminal is a significant need in our downtown for the purpose of better service, safety, and for clearing two city blocks now occupied as bus stops. Three earlier studies have all identified the former*

Sports World parking lot for the best site for this terminal. The division will make this a priority item in the transit budget to acquire this site and develop the terminal.

- ◆ *A downtown plaza site has been identified as a community need and the division will support the Towne Centre Association in the development of a plaza on either the old Post Office or Bay parking lot.*
- ◆ *In the year 2013, our city celebrates its 100th birthday. A significant facility for our downtown and a pronouncement of this occasion could be the development of a public art gallery. Earlier plans have designated the site east of the Old Court House as most appropriate for this development. The division will encourage and support the formation of an Anniversary Committee to undertake a community-wide campaign to build and endow a Community Art Gallery or to find another suitable facility to upgrade or renovate.*

E. SPECIAL EVENTS

The winter of 1994-95 was significant in Red Deer as we hosted three very major events - Skate Canada International, the Labatt Brier, and the World Junior Hockey Championship. Earlier that summer, we hosted the Canadian Senior Men's Baseball Championship. These special events were significant from the point of community development and pride, volunteer development, and the economic benefits they generated.

Bid Red Deer is a committee that has been formed to assist local groups to bid for the privilege of hosting other special events here, both sport and cultural. A consortium of major hotels, the Westerner and the Visitor Bureau, has also been formed to bid for major convention trade.

Recommendations:

- ◆ *The division will actively support Bid Red Deer and community groups that bid for and host special events.*
- ◆ *The division, through the most appropriate department or agency, will make contact with provincial associations or similar bodies, promoting Red Deer as a Special Events City and encouraging them to host events here.*

F. VOLUNTEERISM

Every community takes pride in its volunteers and Red Deer does this in special ways. Our entry signs to the community describe us as "A Community of Volunteers".

Volunteerism, however, must be seen as a fragile resource and careful management of this resource will be fundamental to future strength and growth. With downloading coming from senior levels of government, there is increasing pressure on volunteers and a concern that there may be an "enough is enough" backlash against volunteering.

Volunteerism will not happen by "accident". A plan for and a commitment to training, promoting, fostering and rewarding volunteers is necessary. Volunteers should never be seen as a means of avoiding payment for services, and should be seen as an enhancement. The experience for the volunteer is as important as the services rendered.

Recommendations:

- ◆ *The division acknowledges the value in, and benefits of, volunteerism to the individual, the organization and the community at large, and is committed to provide, when and where appropriate, the opportunity to volunteer. The goal is to create an atmosphere throughout the community that encourages volunteerism, and resources necessary to support volunteerism will be committed by each department and agency in the division.*
- ◆ *The division will, during the term of this plan, consider ways and means to increase resources in support of volunteerism and, in particular, strengthen community organizations and provide opportunities for public participation.*
- ◆ *The division recognizes the need to appropriately recruit, train, sustain and reward volunteerism.*

G. MANAGING WITH LESS

Since 1992, staffing levels in departments and agencies within the division have decreased significantly. This has come at a time when there continues to be increased expectations and needs for services. Unlike many business enterprises that downsized because of less work or sales, we have had to downsize during growth. We have managed well to find greater efficiencies and new ways of delivering services; however, it is felt that any more cuts will have to be at the cost of complete programs. We cannot do more with less; it will have to do things differently with less and, thus, the need for careful evaluation and priority setting.

Recommendations:

- ◆ *The division will commit to interdepartmental initiatives and activities.*
- ◆ *The division will commit to the reallocation of staff resources to high priority needs and initiatives.*
- ◆ *The division is committed to identifying the most effective and efficient method of delivering services.*
- ◆ *The division considers staff and volunteers as our greatest asset, and we commit to provide recognition and support to them in the work that they do.*
- ◆ *The division will permit and encourage cross-training as an opportunity for both personal growth and greater flexibility within the division.*

H. HARMONIZING ENVIRONMENT & DEVELOPMENT ISSUES

The natural environment is an important facet of the quality of life in Red Deer. Achieving or maintaining environmental integrity in parallel with community and economic activity is a city-wide goal.

The Environmental Action Plan approved by City Council in February 1995 defines policy and outlines programs as means of achieving or maintaining environmental integrity in parallel with community and economic activity. It provides guidance in the preservation of natural areas.

As is the case in most all community development, compromise is often necessary, and this division has a role to play in attempting to harmonize what, at times, might be conflicting values.

Our community has made very strong statements in the Vision 2020 document, the Strategic Plan, and the Environmental Action Plan, as to the value of preserving some environments. This is seen as part of the quality of life objective described earlier and, thus, the question should always be asked of the community as to whether or not they feel a particular development should occur, and if they are prepared to perhaps pay more to develop in a different way or place.

Recommendations:

- ◆ *The division will identify important environmental features that should be preserved, enhanced and protected.*
- ◆ *The division will play a lead role for the City in inviting public input on environmental issues as they relate to development.*
- ◆ *The division will support environmentally sound initiatives, including those outlined in the Environmental Action Plan.*

I. SAFETY AND SECURITY

A quality of life strength for this city is the safety and security our citizens experience. Maintaining and enhancing this is a goal for this division, with several departments and agencies contributing, with the R.C.M. Police, perhaps, having the lead role. The quality of services is very much tied to this sense of safety and security, too.

Recommendations:

- ◆ *Community-based policing services will be supported by this division.*
- ◆ *The division will place priority on programs that reduce vandalism.*
- ◆ *Programs such as Neighbourhood Watch, Block Parents, etc., will be supported to promote the community's acceptance of responsibility, personally or collectively.*

V. SERVICE DELIVERY

A. LIBRARY

MISSION: Red Deer Public Library will ensure access to the universe of information and ideas.

1. Service Synopsis

Red Deer Public Library includes the following program areas:

a. Adult Services:

The Adult Services function provides Library programs and services to adult customers of the Library; builds collections of books and other materials to meet customer needs; provides information and research support to customers (Information Services); interprets the fiction collection and provides outreach services, services to persons with disabilities and new Canadians (Readers' Services); designs and implements programs, including author readings, business seminars and general programs.

b. Children's Services:

The Children's Services function provides Library programs and services to children; builds collections of books and other materials to meet customer needs; provides information and research support to customers; designs and implements programs, including story-times, craft programs, author readings.

c. Circulation Services:

The Circulation Services function manages the lending of library materials to customers; maintains an up-to-date database of customers; and maintains an inventory of items in the library and on loan.

d. Technical Services:

The Technical Services function orders, receives, catalogues and processes library materials; and creates and maintains the on-line catalogue, including information retrieval capabilities.

e. Administration & Systems:

The Administration and Systems function provides administrative and computer system support for the Library; works with the City Administration (through the Community Services Director); works with the Library Board, which is responsible for providing library services under the Provincial Libraries Act; plans future library service; and plans and implements information technologies to support the Library's mission

f. Dawe Branch:

The Dawe Branch provides Library programs and services in North Red Deer and provides school library services under contract to the Catholic School Board (St. Patrick's School) and the Public School Board (G.H. Dawe School).

2. Historical Trends

- a. **Strengths:**
Red Deer Public Library has experienced enormous change and considerable success in the past five years. It doubled the size of its downtown facility and integrated the staff and operations of the Dawe Branch to become a Library System. It won notice from the library community across Canada, while at the same time, it acquired a reputation in Red Deer for high-quality public service. Measures of public usage (circulation, customer visits, program attendance, reference questions) increased significantly. All of this change tested the strengths of the Library and, at the same time, it helped develop them.
- b. **People:**
The prime reason for past success, and the most important predictor of future achievement, is the expertise and attitudes of the people who manage and operate the Library - Board and staff. The strengths of the Library's people include expertise in marketing, information retrieval, customer service, programming, story-telling, computer networking, telecommunications, bibliographic instruction, community development,
- c. **Marketing Orientation:**
The Library's marketing strengths are evident in public usage increases and fundraising success. They were also recognized by the Canadian Association of Public Libraries National Public Relations Award, given in 1994. The Library is dedicated to building on this success through a market-based strategic plan.
- d. **Strong Community Support:**
This was expressed during the expansion fundraising campaign, and is apparent from strong, steady growth in public usage. It is also apparent in new partnerships with agencies such as the Red Deer Symphony, Red Deer College Library and the Visitor & Convention Bureau.
- e. **Information Technology Infrastructure:**
The Library has developed the first steps toward a computer network to support new client-server computer architecture and Internet-based protocols such as Z39.50 and TCP/IP. This continues the long tradition of open systems design for Library computing.
- f. **Strong Planning Base:**
The Library Board and management have considerable experience and expertise in strategic planning, locally, regionally and provincially.
- g. **Volunteers:**
With the Literacy & Legacy Fundraising Campaign, we learned that fundraising, marketing and volunteer management go hand in hand. The Library has expanded its volunteer base, paying more attention to recruitment, management and recognition of volunteers.
- h. **Operating efficiencies**
The Library has achieved efficiencies in such areas as physical facilities design and management, staff training and library materials acquisitions. The trend in the future will be to track and take advantage of further opportunities.

- i. Branch Service:
The integration of the Dawe Branch into a library system brings both school boards as partners, and allows us to better serve customers in and around North Red Deer.
- j. Accessibility:
Planning to reduce physical barriers during construction of the new facility downtown has resulted in one of the most physically accessible facilities in the city. The Dawe Branch is very accessible as well. The Library is working to reduce all barriers to access.

3. Constraints

- a. Pressure on Resources:
While the Library budget has grown to help build, staff and run the new facility, there has been no new money to develop collections, either electronic, audio-visual or paper-based. The lack of a music collection is rare in a Canadian public library of this size.
- b. Information Technology Gaps:
Planning and building the new downtown facility and integrating the Dawe Library into the system have been the preoccupations of the Library Board and staff in the past five years. Because of this there has been little development of public-access terminals for on-line resources and the Internet.
- c. Training Gaps:
Dealing with the information explosion has always been the biggest problem in libraries. Coupled with a revolution in format, from paper to on-line, library staff are faced with interpreting and helping customers navigate a huge information ocean using unfamiliar tools.

4. Opportunities

- a. Seminar Facility:
The Library has the opportunity to develop a full-service business seminar facility with audio/video/computer/telecommunications capabilities, in cooperation with businesses and agencies.
- b. Dissemination of Information:
The Library is poised to take a leadership role in the FreeNet and the dissemination of public information.
- c. Partnerships:
The Library has developed strong partnerships with libraries and other agencies in Central Alberta and the province and, within the next five years, will begin to reap the benefits of increased cooperation and rationalization of resources.

5. External Factors

- a. Technology:
New information technologies have begun to impact upon the Library, and will have an increasing effect.

The implementation of computer technology in the past ten years has been mainly in the area of automating internal processes (administrative, accounting, personnel) and the core activities of inventory control (circulation) and retrieval of items in the collections (online catalogue.) These technologies are mature and have proven to be cost effective.

- (1) The Information Highway - The rise of the Internet and online information brokers will require the Library to replace manual reference sources with online sources. Already some reference sources are unavailable in paper format (e.g. Canada Statutes.) The Library will take a leading role in dealing with the rapid and accelerating change in this area.
- (2) Publishing Media - New formats are emerging in the publishing industry, though paper-based materials will continue to dominate for at least the next five years. Multi-media CD-ROM-based material will increasingly become available, and other online formats will vie for market share. The Library will be relatively conservative in replacing its lending collections with new formats; it will follow the marketplace to ensure that obsolete formats are not collected. Accessibility for all Library customers will be the primary focus.
- (3) The Information Infrastructure - Red Deer Public Library has taken a leading role in helping Red Deer & Central Alberta develop an information infrastructure. Early partners have been the City of Red Deer, both school boards, and the Visitor & Convention Bureau, along with Red Deer College Library and Parkland Regional Library. The Library has supported the goals of the Central Alberta FreeNet, which will provide free public access to community and global information. Future partnerships with Red Deer and Central Alberta schools, colleges and other community agencies will help bring the Information Highway to the front door of everyone in Central Alberta.

b. Library & Information Networks:

- (1) The Alberta Library - In 1992-95 the *Libraries: ASAP (Alberta Strategic Alliance for Planning)* process brought the entire library community in the province to an understanding of the issues, challenges & opportunities libraries will face in the future. *The Libraries: ASAP Strategic Action Plan for Information Services* focuses on Customer-Driven Service, Barrier-Free Access and Effective Advocacy, and provides a planning framework the Library has followed closely in its own strategic planning. As well, The Alberta Library, a provincial planning organization, will be available to help Red Deer Public Library in its regional and provincial cooperative and collaborative efforts.
- (2) Regional Library Cooperation and Rationalization - After many years of focusing inward, Red Deer Public Library is now firmly committed to seeking out partnerships within the library community. Close cooperation and collaboration between Red Deer Public Library and Red Deer College Library and Parkland Regional Library in Lacombe is resulting in opportunities to make more effective use of resources by rationalizing library collections, programs and services. This cooperative approach will be expanded in the next five years to provide a library service close to the seamless, barrier-free access to information envisioned by *Libraries: ASAP*.

c. Funding:

- (1) Library Material Costs - The good news for most public sector institutions challenged by budget freezes or decreases in the past few years has been that inflation has been relatively low, and that rising costs have not had the impact they had in the 70's and 80's. However, two special inflationary factors are at work in the library world:

- (a) Paper costs have soared due to a reduction in supply and an increase in demand.
- (b) The cost of American books (which make up more than 2/3 of the Library's new materials) has increased as the value of the Canadian dollar has fallen against its U.S. counterpart.

This increase amounts to as much as 15% a year. It has only partially been balanced by efficiencies in library operations. Though the Library materials budget has stayed roughly the same in the past five years, there has actually been a reduction in the Library's buying power.

- (2) Provincial Funding - The Library Grant administered by the provincial department of Community Development has been frozen since 1991, and is presently undergoing review as part of the Public Library Review process undertaken in 1994/95. The grant once made up a significant portion of the operating budget of the Library, but now amounts to only \$235,000, or about 13%.
- (3) Fundraising Opportunities - Now that the Expansion Project is complete, we enter a new phase of fundraising to support ongoing programs, collections and services. The fundraising project helped develop fundraising expertise within the Library. The Literacy & Legacy fundraising plan focused almost completely on government grants (60% of the \$2.5 million raised,) service clubs (20%,) and foundations (10%.) The bulk of the final 10% came from program-related individual donations. Corporate fundraising, thus, remains as relatively virgin territory for fundraising by the Library and its Friends Society. Fundraising is never easy, but opportunities in this sector seem very bright, especially with our emphasis on children and high technology.

d. Trends:

- (1) Family Values - There is a new focus on the family in both recreation and learning activities. The Library plans to extend its successful family focus with new family-based programs (Family Literacy Programs, Multi-Generational Programs.)
- (2) Virtual Learning - New technologies and social forces will drastically change how post-secondary education will be delivered. Within the next five years, the Library will provide major support for the virtual learning model outlined in a 1995 Alberta Advanced Education document. The Library will support life-long learning in partnership with institutions in Red Deer and beyond, using its Information Highway expertise and the telecomputing infrastructure now being planned.

- (3) Technologies to Overcome Disabilities - Research in speech synthesis and optical character recognition and new publishing formats will continue to expand the range of information available to persons with disabilities. Computing and telecommunications technologies now in the laboratory will soon help the Library reach its goal of removing barriers to the universe of information and ideas.
- (4) Higher Levels of Poverty - The future will see continuing high rates of unemployment and the rise of the "working poor", along with the related problems of the "inner city", and increasing numbers of children at risk. In dealing with these trends, the Library will have to balance its success in meeting the needs of the middle classes against its less successful record in providing quality programs for lower-income families.
- (5) Multiculturalism and New Canadians - Red Deer will become more ethnically and linguistically diverse as immigration continues. The Library will be challenged to provide culturally-sensitive services and programs and materials in languages other than English, to meet the needs of this new market segment.
- (6) 10 Trends from *The Popcorn Report*
The tracking of current trends in all aspects of society is necessary for public libraries, closely allied as they are to the information-entertainment-industrial complex. Faith Popcorn's analysis of future trends has proven to be valid in a broad range of applications.
 - (a) **Cocooning:** Increasingly, customers stay at home in a safe "cocoon", away from the hustle and bustle of the outside world. Definitely on-trend - Increases in book and video circulation due to the rise of cocooning are analogous to the success of sectors in the food and entertainment industries (e.g., fast-food and gourmet take-out, and video rentals.)
 - (b) **Fantasy Adventure:** Customers increasingly look for safe but exciting "adventures". On-trend - The book and video adventures available now on the Library shelves will some day be complemented by online virtual-reality escapes.
 - (c) **Small Indulgences:** Customers might resist purchasing a big-ticket item during a recession, but small luxury items are often very much in demand. Mainly on-trend - Considering the quality of materials available, a library card is a very small indulgence. There are opportunities to develop retail point-of-sale business of high-quality, library-related merchandise. The Library's partnership with the upscale Grabbajabba franchise is a successful example of this trend.
 - (d) **Egonomics:** Competition for customers has resulted in some successful companies providing highly customized service; many customers have come to expect this level of service. Slightly off-trend - as the Library hasn't customized its service to the extent it could. This is a marketing opportunity.
 - (e) **Cashing Out:** There is a trend toward reducing career expectations and a return to less materialistic values. Definitely on-trend - In the future, family-centred facilities and programs will continue to flourish.
 - (f) **Down-Aging:** As the baby-boomers age, there will be a new emphasis on older customers. Somewhat off-trend - The greying of Red Deer will be a challenge to an organization that has been so successful by focusing on children and their parents. Because Red Deer lags behind the rest of the province in this trend, there is some breathing room, though new programs and services will be required.

- (g) **Staying Alive:** There is a definite trend toward healthier lifestyles. On-trend - Wellness programs, health-related collections, and partnerships with the health-care community have paid off, and will continue to be expanded.
- (h) **The Vigilante Consumer:** Customers are more militant, expecting better service and value. On-trend - The Library has developed excellent consumer collections, and will plan for programs and services in this area. High-quality service for Library customers will be key.
- (i) **99 Lives:** In spite of the "cashing-out" trend, many of us are locked into an over-programmed, over-scheduled lifestyle. Organizations can help their customers by providing quick and convenient service. Not especially on-trend, but with excellent potential. Short, lunch-time programs, self-check-out machines and generally improved customer service will help busy customers cope.
- (j) **S.O.S. (Save Our Society):** There is an increasing trend toward helping others, evident in Red Deer through the high level of public service and volunteerism. On-trend - The Library is a beneficiary of this trend, with service clubs and foundations recognizing the long-term social and economic benefits it brings to the community. It also helps in providing customers with information and networking opportunities through collections, programs and services offered with community agency partners.

6. Need/Potential for Service Adjustments

- a. **Online Service Delivery:**
The potential exists to deliver some portion of the services now delivered in the Library through online systems (the FreeNet and the Internet.)
- b. **Service Rationalization:**
Some services presently provided by the Library may be provided in the future by other organizations in Central Alberta. Services that represent the Library's core competencies will be aggressively marketed.
- c. **Involvement of the Private, Voluntary and Public Sectors:**
Some services presently provided solely by the Library might, in the future, be sponsored, co-sponsored or offered jointly with other agencies.

7. Five-Year Focus

1996 Red Deer Public Library Strategic Plan (5-Year Plan of Service) Draft Goals:

- ◆ *We will be the best medium-sized public library in Canada.*
- ◆ *We will provide to our customers the collections, programs and services they need.*
- ◆ *We will have the most qualified and best-prepared staff and board possible.*
- ◆ *We will provide the information our customers need in the most cost-effective way possible, regardless of format.*
- ◆ *We will work in partnership with other institutions to rationalize Library service.*
- ◆ *We will market library programs and services to increase membership in and usage of the Library.*
- ◆ *We will integrate the Dawe Branch into all Library operations, moving towards a Library System.*
- ◆ *We will operate the Library in the most efficient, effective and business-like manner possible.*

B. NORMANDEAU CULTURAL & NATURAL HISTORY SOCIETY

MISSION:

On behalf of the public, to collect, preserve, study and interpret those objects and processes that illustrate the story of our culture, and of our natural environment, and the relationship between them

1. Service Synopsis

The Normandeau Cultural & Natural History Society operates facilities, sites and programs in accordance with an agreement established between the society and The City of Red Deer.

1. Interpretation of natural and human heritage resources through educational, youth, special and public programs offered on our premises or offsite.
2. Preservation of natural and human heritage resources through the Red Deer Heritage Preservation Committee and advocacy initiatives, delivered jointly with our appropriate statutory partners. The Museum has 85,000 artifacts; the Gaetz Lakes Sanctuary is a living "laboratory" and "collection".
3. Provision of information on natural and human heritage matters and related enquiries from the public concerning heritage programs and resources in Red Deer and area.
4. Operation of interpretive facilities in Red Deer, including Gaetz Lakes Sanctuary, Kerry Wood Nature Centre, Allen Bungalow, and Fort Normandeau in Waskasoo Park, and the Red Deer & District Museum and Heritage Square.
5. Operation of interpretive facilities as regional tourist attractions.
6. The Kerry Wood Nature Centre and Red Deer & District Museum, together with the Red Deer & District Archives, serve as regional heritage centres to deliver services and information to the Central Alberta Regional Museums Network (CARMN), a network of 28 community museums, and to provide a link with the Provincial Museum of Alberta.
7. Since Red Deer does not have a municipal art gallery, the Red Deer & District Museum assumes a very active role in exhibiting art and offering programs to enhance the visual literacy of our public.
8. The agencies of the Normandeau Society act as catalysts to promote cooperation and coordination in their respective fields, and to undertake initiatives to mount joint community events.
9. The Heritage Preservation Committee is a regionally based committee to monitor historical sites and buildings, advise City Council on heritage matters, and maintain the Historical Walking Tour programs.

2. Historical Trends

1. The proliferation of interpretive facilities and programs.

The Museum, started in 1973, for many years was the only major cultural heritage centre in Red Deer. With the development of Waskasoo Park in the mid-1980s, several other interpretive facilities were added, including those in the field of natural heritage.

Results:

The public now have opportunities to visit any of several sites (Gaetz Lakes Sanctuary, Kerry Wood Nature Centre, Allen Bungalow, Heritage Square and Fort Normandeau), as well as the Museum. This has become an attractive and enjoyable source of recreation, and is promoted through access on the trail system, modest or no admission fees and facilities designed to accommodate people with special needs. Visitation to these sites is now about 150,000 people per year.

2. A change in governance of heritage resources and programs from private to public and returning to private.

The Museum began as a private venture of the Museum Society. In 1976, the City assumed responsibility for its operation under a management board's responsibilities. When the Waskasoo Park facilities were opened, they were added to the management board. In 1989, the management board was replaced with the independent Normandeau Cultural & Natural History Society, whose role was to operate the City-owned facilities and their programs under a contract with the City.

Results:

The interpretive programs and facilities are operated by the Normandeau Society under contract for the City. The City provides core funding and the society is free to operate as it sees fit, as long as it meets the terms of the contract.

3. The Normandeau Society has increasingly focused attention and resources on interpretive programming in all its forms.

There is an increasing maturity of interpretive and educational programming offered, and this is driven by demand from the public for increasingly challenging interpretive programs.

The public is no longer satisfied with static exhibits with minimal information. They have come to expect dynamic exhibits that offer opportunities for interaction, and to expect interpretive programs delivered by knowledgeable people.

Results:

Increasing resources are allocated to interpretive activities and a decrease on collecting.

4. The amount of fine art exhibited at the Museum has increased over the past decade.

The Donors' Gallery in the Museum was designed to accommodate temporary exhibits from the Museum Collection and to house exhibits on loan from local, provincial, national and international sources. It was designed to meet national environmental standards. Since the Red Deer College has a fine teaching art collection, but no exhibit space, and the galleries in the Recreation Centre and the Public Library ceased to operate, the Museum became the leading public art gallery in Central Alberta. The small Marjorie Wood Gallery at the Kerry Wood Nature Centre complements and augments the Museum's art exhibition programs. Since 1990, they have been complemented by the Old Court House Community Arts Centre Gallery.

The Alberta Foundation for the Arts provides an annual operating grant to the Museum to support the Museum and Nature Centre's art exhibits and programs. Indeed, we receive more provincial funding for our art program than for our museum program.

Results:

The exhibit program at the Museum has increasingly included art so that the greater number of temporary exhibits in the Donors' Gallery, Volunteers' Gallery and Stewart Room are art exhibits. This reduces the availability of extra space for historic pieces, but serves an important public function.

The provincial funding also favours the extensive exhibiting of art.

5. There has been a reduction overall in provincial funding for museums.

In 1993, the Province eliminated the Museum Assistance Program grant. Also, the lottery funds available to Museums through the Special Projects Grants Program of the Alberta Museums Association has been oversubscribed, as museums proliferate and competition for an unchanging number of dollars increases. Also, a policy of the Alberta Museums Association Program regrettably results in the Museum, Kerry Wood Nature Centre and Sunnybrook Farm all competing locally for access to grants.

Finally, the Urban Parks Annual Operating Grant Program was reduced sharply in 1995 and, until recently, was threatened with outright elimination.

Results:

Provincial funding has been diminished and it appears that this trend will continue. Our operations have had to seek ways to generate revenue to recover the loss of provincial funding. This is being attempted in an increasingly competitive milieu. Program fees and, in some cases, admission fees, have been instituted to recover some revenue.

6. Increased competition for diminishing resources has resulted in economies of operation generally, and a seeking of partnerships in which threat of risk is reduced and efficiency is increased.

Results:

The Normandeau Society operations have a long and successful history of ad hoc and long-term cooperative ventures. Most recently, with financial assistance from the Alberta Museums Association and leadership from the Provincial Museum of Alberta, the Red Deer & District Museum, the Kerry Wood Nature Centre, and our close cousin, the Red Deer & District Archives, bonded together with 28 community museums in 1994 to form the Central Alberta Regional Museums Network (CARMN) to:

- upgrade exhibits
- upgrade programs
- upgrade research/publication
- upgrade museum standards
- upgrade marketing of museums
- increase efficiency using financial/human resources

Similarly, eleven agencies in Red Deer initiated the Red Deer Cultural Charter, an event that drew provincial attention, to promote and develop the arts.

7. The Normandeau Society has had its funding level reduced by the City as they grapple with provincial funding cuts and downsizing.

All aspects of the Normandeau Society operations are seeking ways to reduce costs and generate revenues.

Results:

Managers, faced with reduced government and civic funding, are seeking ways to diversify revenue sources. Energy and utility consumption has been reviewed and rationalized.

Deployment of human resources has been reviewed and rationalized with a focus on those programs that serve the largest numbers at the least cost and those programs that will generate revenue from fees. Admission fees and program fees have been introduced and the latter are expected to generate revenue, not just break even, and include some of the administrative overhead costs.

Programs have been abandoned or changed. Fundraising and employment grants are now a budgeted part of operations. They are no longer a bonus.

8. Reductions in staff levels and increased expectations by the public for services have meant that staff and volunteers are under greatly increased stress.

Results:

Programs and hours have been rationalized and will soon face reductions. Incidents of staff and volunteer burnout are increasing. There is increasing difficulty in recruiting and holding volunteers.

9. Increased involvement with tourist industry.

At one time, the Museum was the only year-round major tourist attraction in Red Deer. There are now several operations within the Normandeau Society and many more like the Westerner, Old Court House, Cronquist House, and the Arts Centre. Also, the sophistication of promotion of tourist attractions and the availability of information has been greatly enhanced.

Results:

The Normandeau Society operations position themselves as part of the local network of tourist attractions and participate in joint marketing.

3. Internal Factors

a. Strengths

1. Well-trained, competent and dedicated staff.
2. Effective, diverse and popular interpretive programs.
3. Well-designed, purpose built, modern and well-maintained facilities.
4. Assured core funding from City via the Operating Agreement.
5. A strong record of community cooperation and participation through sharing, liaisons, and partnerships.

6. A high level of public contact through programs, site visits, telephone and media contacts.
7. A high degree of community support.
8. With the exception of Fort Normandeau, our facilities are well located for public access. All are handicapped accessible.

The strengths of our operations have always been taxed to maximum production. There is little room left for the system to produce more with less. Instead, unless the system eliminates some programs, even the current level of activity cannot be sustained.

b. Constraints

1. Reduced operating funds from government and other sources, such as grant programs and interest rates.
2. Personal burnout among staff and volunteers as workloads increase - e.g., core service is dependent upon employment creation staff.
3. Competition for fundraising ventures - VLTs have nearly killed any local raffles or draws.
4. Competition for volunteers as more agencies seek volunteer aid.
5. Development of Sunnybrook Farm from both a capital and operating cost perspective.

c. Opportunities

Within the Community Services Division:

- Marketing and promotion with Red Deer Visitor & Convention Bureau.
- Groundskeeping with Recreation, Parks & Culture Department.
- Joint programming among cultural agencies, like the Recreation, Parks & Culture Department, the Public Library.
- Community Services Issues Meetings - bring all managers together.
- Historic research, preservation, information and exhibition with Red Deer & District Archives.
- Proximity of Museum to Recreation Centre results in jointly sponsoring programs.
- Interpretive programming at Lions Campground and elsewhere in the park system.
- Normandeau Society programs can be used by Recreation, Parks & Culture and other departments and agencies for management of our heritage resources and education of the public.

Outside the Community Services Division:

- Joint programming with Towne Centre Association and the Old Red Deer Court House.
- Interpretive programs at Heritage Ranch provided onsite by interpretive staff in conjunction with Visitor & Convention Bureau and Heritage Ranch concession.
- Liaison, mentoring and program sharing with Ellis Bird Farm, Medicine River Wildlife Rehabilitation Centre, Central Alberta Regional Museums Network (CARMN), Doug's Exotic Zoo, Central Alberta Historical Society, and Provincial and National Parks.
- Advocacy with groups like CAGE (Citizens Action Group for the Environment) and PAGE (Parks Action Group for the Environment) and the Red Deer River Naturalists.

4. External Factors

1. Reduction in provincial government funding.
2. Increasing interest in local heritage and local tourism.
3. The current deliberation by the Government of Alberta on the Alberta Lotteries Review Committee Report on the distribution of lottery profits.
4. Competition for grants from the Alberta Museums Association.
5. Isolation of Fort Normandeau by highway and railway development.
6. Development of 47th Avenue into a major traffic route behind the Museum.
7. Urban development on the east borders of Gaetz Lakes Sanctuary.
8. Possible abandonment of the Border Paving Gravel Pit adjacent to Fort Normandeau.
9. Developments at Heritage Ranch will likely affect the interpretive programs and, potentially, the future trail access to Fort Normandeau.
10. East Hill development and the management of constructed wetlands may greatly affect Gaetz Lakes.
11. The organization and management of Sunnybrook Farm.
12. Housing development of the Oriole Park Extension may have an impact on Maskepetoon Park and its Tamarack swamp, unless guidelines for development for the wetlands are carefully managed.
13. Elimination of provincial funding for the Cronquist Cultural Heritage Centre has led to the collapse of the multicultural programs and exhibits there.
14. The Dickson Dam has resulted in a profound change in river valley ecology.
15. The city is expanding and replacing natural areas with housing and development.
16. Rail relocation has changed downtown traffic patterns.
17. Increased congestion on walking/cycling trails.
18. Twinning 67th Street will further threaten the Sanctuary's large ungulate population.

5. Need/Potential for Service Changes

- All programs must at least be cost recoverable.
- Facilitate some programs rather than deliver them.
- Use contracts to accomplish special projects or to start up projects.
- Programming energies will be directed to programs requiring minimum staff resources and maximum public contact.
- Work with supporting agencies like the Museum Society and Kerry Wood Nature Centre Association to undertake intensive and regular fundraising.

6. Five-Year Focus

- ◆ *Explore some restructuring of the organization and redeployment of human resources.*
- ◆ *Increase fundraising returns.*
- ◆ *Clarify the organizational structure, funding arrangements, and programs of Sunnybrook Farm as it relates to the Museum and other interpretive opportunities.*
- ◆ *Develop management plan for the Gaetz Lakes Sanctuary.*
- ◆ *Pursue a trail link from Fort Normandeau to Heritage Ranch.*
- ◆ *Develop and implement Business Plans.*

C. PARKLAND COMMUNITY PLANNING SERVICES

MISSION:

To ensure that plans, land use bylaws, subdivision, development, preservation and conservation initiatives reflect long term community needs and aspirations.

MANDATE:

To provide the following services to The City of Red Deer:

- Preparation of and assistance to other departments in the preparation of land use plans and other forms of planning documents
- Maintenance and amendment of the land use bylaw
- Identification of planning issues and solutions
- Administration of all land use plans
- Processing of subdivision applications
- Identification of trends/statistical analysis
- Mediation of development issues

SCOPE:

City-assigned staff of Parkland Community Planning Services (PCPS) are part of the Community Services Division in The City of Red Deer. In cooperation with the remainder of the division, we provide quality of life services including the planning for new neighbourhoods, standards of development, provision of park and school sites, and planning for residential, commercial, industrial and public service sites. PCPS staff work with the following City-appointed Boards and Committees: Municipal Planning Commission, Downtown Planning Advisory Committee, Subdivision and Development Appeal Board, Gaetz Lakes Sanctuary Committee, Environmental Advisory Board, Historical Preservation Committee and the Joint General Municipal Planning Committee. Planning staff also work with neighbourhood groups on specific development issues. The planning work program is set through the requirements of provincial legislation and direction from both Council and the Community Services Director.

1. Service Synopsis

a. Planning:

PCPS staff take a lead role in identifying planning issues, development and amendment of plans, development and amendment of subdivision guidelines, processing of subdivisions and administration of provincial land use policies. Staff are in a support role to other departments in providing and analyzing statistical information and providing planning advice. The Province of Alberta has required that the City's General Municipal Plan/Municipal Development Plan be updated by 1998. This plan, which oversees a number of planning initiatives in the City, will involve a considerable amount of time and public input.

b. Public Participation in Planning:

There is a provincial process to guide public input to planning matters; this process is contained in the Municipal Government Act. The City supplements this process by requiring additional public meetings/open houses as specified in the Planning and Subdivision Guidelines. In specific instances, Council has ordered additional public meetings to ensure adequate public input to the development process. The new public participation policy adopted by Council on November 20, 1995 will give departments the

opportunity to identify, through their business plans, which proposals will require public input. Amendments will be made to the PCPS plan that will ensure that both infill projects and proposals that may be controversial are subject to public review. Most planning, development and land bank public meetings are hosted by PCPS.

- c. Land Use Bylaw:
PCPS staff are responsible for maintaining the land use bylaw and ensuring that the document remains current with development trends and conditions. Planning staff work with public and the development community to ensure that the bylaw is relevant, easily understood and reflects the needs and long-term interests of the community.
- d. Statistical Analysis:
PCPS staff analyze statistical information to provide a data base for planning and decision making. Our current initiative is the review of city neighbourhoods to look at their demographic characteristics. We would like to expand this work to look at measurements which could pinpoint problems within city neighbourhoods.

2. Historical Trends

- a. Privatization:
In 1995, the Red Deer Regional Planning Commission, which had provided planning service to the City since 1952, ceased to exist due to loss of provincial funding and the removal of its provincial mandate. This followed several years of reduced funding from the Province. In its place, Parkland Community Planning Services was created in 1995. Approximately half of the former Planning Commission employees were hired by this new organization, which operates with a municipally based board of directors. Three of the seven professional staff are assigned to the City; the remainder are responsible for urban centres in the region, as well as private contracts. PCPS also has one office administrator and one secretary/receptionist. Parkland Community Planning Services accepts both public and private contracts. PCPS has a three-year contract with the City extending from April 1, 1995 to March 31, 1998.
- b. Public Participation:
Over the past ten years, there has been increasing interest in public participation in the planning for new neighbourhoods. Rezoning issues, which a few years ago generated little interest, now generate a large number of residents to public meetings. The NIMBY syndrome (not in my backyard) and the LULU syndrome (locally unacceptable land use) are prevalent at public meetings.
- c. Downtown:
Over the past decade, the city's downtown has evolved from a significant nucleus of major chain stores to a situation where it is primarily independent operators. Coffee shops, high service retail and specialty shops now predominate. The loss of the chain stores has left some major vacancies which need to be filled.

d. Urban Renewal Programs:

All of the large scale urban renewal schemes (urban parks program, residential rehabilitation program etc) of the past decade have disappeared with a new era of fiscal constraint. Smaller scale initiatives and partnerships are required to replace these programs.

3. Internal Factors

a. Strengths:

- (1) Staff Resources - Planning staff assigned to the City combine to have over 65 years planning experience. Skills range from mediation, facilitation, public meeting skills, computerized drafting as well as the traditional planning skills.
- (2) Community Involvement/Reputation - Staff in the office are involved with several community organizations and this allows greater opportunity for discussions about planning issues on an informal level. In addition, the excellent reputation of the Red Deer Regional Planning Commission has transferred to the Parkland Community Planning Services, ensuring that we maintain our contacts in neighbourhoods and business associations.
- (3) Familiarity with City Planning - Staff have a good appreciation for the history and character of the City through tenure. Planning staff assigned to the City have lived within the city for a combined total of over 85 years.

b. Constraints:

- (1) Budget Freeze - PCPS is on a three-year fixed contract with no budget increase.
- (2) Declining Staff Resources - PCPS City division staff have been reduced to three from a high of five staff through the 1980's and early 1990's. This has affected our ability undertake any major projects.
- (3) Cost of Training and Equipment - The limited budget for staff development and equipment provides limited development opportunities.
- (4) Outdated Long-Range Plans - While planning staff have been active in assisting other departments to keep long-range plans up to date, the City's General Municipal Plan/Municipal Development Plan has not had a substantial update since 1979. This lack of an updated long-range plan is a constraint in terms of adopting new initiatives or directing existing initiatives.

c. Opportunities:

- (1) Staff Training and Development - As of 1995, planning staff are eligible for City training courses. All three staff are listed for the Zenger Miller training course.
- (2) Reorganization to Community Services - The reassignment of planning to the Community Services Division has created some additional resources for planning staff and increased opportunities for collaborative projects.

- (3) Entrepreneurial Activities - PCPS has not developed a series of charges for their services. Costs for outline plans, plan amendments and public meetings have not been passed onto the user. The development of a fee schedule will lead to increased revenue for the division.

4. External Factors

The external factors affecting service delivery are:

- a. Funding:
 - (1) Loss of Provincial Funding - Provincial funding for the Planning Commission/PCPS was phased out in 1995. Private and public contracts are our only source of revenue; in accessing private contracts, PCPS is seeking to avoid any conflict of interest between the private contract job and our municipal contracts.
- b. Public Participation:
 - (1) Increased Levels of Public Participation - There are increasing levels of public participation, as well as an increase in neighbourhoods protesting against any change in zoning or against unwanted development. Trends in Calgary and Edmonton indicate that developer/neighbourhood conflicts will continue to increase. Innovative solutions, improved mediation and negotiating skills and increased time on major development projects will be needed to address this trend.
- c. Environment:
 - (1) Increased Awareness of the Natural Environment - There is increased awareness about the natural environment. The construction of Waskasoo Park has increased the number of people who are concerned about environmental issues.
- d. Demographics:
 - (1) Changing Demographics - The population growth has slowed. Population projections forecast annual growth rates of 1.0-1.3%. This decreased growth rate may allow reassignment of resources to the long-range planning program.
 - (2) Aging Population - The population in Red Deer is aging. New forms of housing have surfaced to supply the needs of the aging population. These new housing forms are designed with minimum maintenance in mind including small yards.
 - (3) Cultural Diversity - Immigration trends indicate a greater proportion of immigrants from Asian countries. Cultural awareness training should be a priority. Different customs and ethnic backgrounds have already impacted the housing market in larger cities.
- e. Trends:
 - (1) Niche Housing - In addition to seniors housing, there appears to be a growing demand for niche housing, which is housing designed for a certain segment of the market.
 - (2) Household Size - Household size continues to decrease. This means that more housing units will be required than the increase in population would indicate.

- (3) House Size - While household size has decreased, the overall size of houses has been increasing. As the population ages, this trend should be reversing.
- (4) Commercial Trends - There appears to be a strong trend to giant high volume warehouse stores at one end of the spectrum while at the same time small specialty shops also appear to be thriving. The predominant trend in the retail industry is still not clear.
- (5) Neo-Traditional Subdivision - In response to consumer demand, some subdivisions in the larger cities are moving away from curvilinear streets to the more traditional grid system, with a centralized commercial area. In these designs, street width and front yard setbacks are reduced considerably.
- (6) Home Occupations - Increasing numbers of people who work out of the home will change traffic patterns in neighbourhoods.
- (7) Increased Reliance on Technology - There is increasing emphasis on technology in planning services. These technology issues range from computerized drafting, network data bases, computerized analysis and electronic mail. This trend will require increased investment by PCPS in some of the new technology, particularly given the large investment that is being made by the City.

5. Need/Potential for Service Adjustments

- a. **Customer Service:**
A renewed focus on customer service will require additional staff time to be allocated to collaborative meetings to resolve customer difficulties. More complete follow up with customers will be required. Our small staff complement will require that we carefully manage time to ensure good customer service while still reserving time for planning projects.
- b. **Public Participation:**
Increasing amounts of time need to be allocated to public meetings to ensure that issues are adequately resolved.
- c. **Greater Emphasis on Long-Range Planning:**
The long-range planning documents in the City require updating (Municipal Development Plan, River Corridor Plan etc). This will prove to be very difficult given the existing level of manpower in the division. An alternative would be to contract out the Municipal Development Plan.
- d. **Partnerships and Facilitation:**
Over the past few years, we have emphasized the involvement of affected parties in the creation and amendment of plans and bylaws. An example of this is the revision of the industrial, commercial and residential districts in the Land Use Bylaw. Additional collaborative initiatives are expected.

6. Five-Year Focus

- ◆ *To ensure that the public understands the planning process and has an opportunity to participate in planning initiatives.*
- ◆ *To ensure that the planning division remains effective*
- ◆ *To continue the process of updating the Land Use Bylaw and planning documents.*
- ◆ *To ensure an efficient subdivision process*

D. R.C.M.P.

MISSION:

To maintain peace, order and security within the city of Red Deer, through a community based policing philosophy.

MANDATE:

The Royal Canadian Mounted Police has been contracted by The City of Red Deer to provide police services to the community. As well as enforcing Federal, Provincial and Municipal Statutes, a pro-active approach is taken to ensure a strong community based policing concept is followed. The R.C.M.P. is committed to provide an efficient, economic and effective police service, so that all residents of Red Deer may enjoy "safe homes and a safe community".

1. Service Synopsis

The Royal Canadian Mounted Police and the Red Deer City Detachment embraced the concept of "Community Based Policing" several years ago and we remain committed to it. Community Based Policing is a partnership between the police and the community, sharing in the delivery of police services.

a. Victim Services:

A group of highly trained and motivated volunteers trained by the R.C.M.P. to provide service and support to victims of crime in the city of Red Deer. Following stringent selection and training program volunteers work from the City Detachment office attending crime scenes to educate victims in order to prevent a re-occurrence of the incident. They advise victims of domestic violence of their options in dealing with the incident and support them in getting their lives back in order. In 1994, sixty-three volunteers worked 10,500 hours in providing this service.

b. Community Safety and Education:

The Red Deer Detachment has numerous ongoing programs to educate the public in preventing them from becoming the victims of crime. We currently have five full time positions dedicated to this service which include Victim Service, School Resource Officer, Residential/Business security, Crime Stoppers, Youth Canada as well as numerous other programs. These programs are flexible and can easily be adapted to rapidly changing criminal techniques. Programs are under constant review to ensure they are current and effective.

c. Investigations:

A primary role of the police is to record and investigate any crime against a member of the community. To this end, we maintain four watches that provide 24-hour coverage and "first response" to all events. A General Investigation Section provides follow-up service and expertise in the ongoing investigation of time consuming and/or serious crimes.

Our Traffic Section is responsible for enforcement of traffic violations and investigation of motor vehicle accidents. There is also a Drug Section that is dedicated to enforcing the Narcotics Control Act within the City of Red Deer. Additionally, there are the usual support services to help ensure that the best possible investigation is conducted.

d. Statistical:

All work conducted at the detachment is "captured" in a statistical gathering system that accurately records the actual workload and provides category statistics to monitor crime trends and identify basic grouping of violators.

e. Assistance to General Public:

Many times a member of the public may have a particular problem that they are not capable of dealing with, or turn to the police as a resource to access service from some other area. These incidents are not related to a crime, but rather may have been generated by accident, misadventure or just plain bad luck. In order to get assistance they call the police for help. We call this "ASSISTANCE TO THE GENERAL PUBLIC" and it involves a large portion of our time. There is no alternative for this service and it is a valuable resource to the public at large.

2. Historical Trends

a. Detachment Reorganization:

Policing, like many modern industries, is preparing to move into the next century by reorganizing into a streamlined and "flattened" structure. Empowerment of our members and risk management is one way of extending service to the public which allows for a more direct conflict resolution. Our reorganization has deleted several management positions which allows for more effective communication, reduced bureaucracy and very real cost savings.

b. Demographics/Economics:

A national phenomenon is that the population is aging and with that aging we are seeing less crime. This may be attributed to the aging process seeing the previously active criminal element getting married and raising families of their own. Because of the decreasing birthrate, the criminal element is being replaced at a reduced rate. Economics could play a role here, as we saw during the downturn of the oil industry, when many employees returned to their home provinces. With automation in the oil patch and the other traditional industries in this area, we may see a need for fewer employees to do the same job.

3. Internal Factors

a. Strengths:

Red Deer City Detachment operates with a large core of senior members that have a vast background of experience. Modern economic reality translates to members staying in the "Force" longer, which benefits the public with more mature and experienced investigators. This coupled with the new direction of Community Based Policing, excellent training, modern communications, automation and consolidation together with excellent volunteer support provides a solid platform to move ahead

b. Constraints:

At this time any constraints we have are of a short-term nature. We do not foresee any long-term constraints that effect the nature of this planning process.

c. Opportunities:

We are moving into a new era with the arrival of our computerized data control and dispatching system. At the present time, we are training members to use computers in preparation for the installation of this system in 1996. When implemented, this system will carry us well into the next century.

4. External Factors

a. Legal Implications:

Many of our day-to-day investigations and activities are effected directly by legal rulings given by courts, directional policy emanating from senior government Justice Ministers and the Attorney General. These external factors influence our service delivery and financial expenditures. Some of the consequences of this influence are the establishment of Youth Justice Committees to take the place of the courts in adjudicating cases involving young offenders, the existing Alternate Measures Program which sees young offenders sentenced to community service and a proposal for adult Alternate Measures Program. All of this is being additionally influenced by a proposal to place offenders into one of three categories, with only the most serious category being brought before the courts. The rest will all be dealt with at the community level. Preparing files for these Alternate Measures Programs will be time consuming and it is expected that "members" will have to sit on various committees to guide them.

b. Financial:

Legal rulings directly impact on financial matters as well. Previous examples of this are providing the proper environment for taking of statements from both accused and victims. If the proposed federal gun legislation is passed in the Commons, we will be legally bound to comply with that statute, which will increase the number of person hours expended in that area.

c. Decreasing Rate of Crime:

The general crime trend in Red Deer is very similar to that in the rest of Canada, with most jurisdictions seeing a general slowing in the rate of crime. This is partially influenced by demographics that we discussed earlier. Our services are not unduly influenced by the environment on a long-term basis. Trends in crime change on an ongoing basis. We are alert to these trends, and with Community Based Policing promoting more open communication with the public, we are informing the public more expeditiously and in turn being alerted by the public when suspicious activities are observed.

5. Need/Potential for Service Adjustments

a. Police Flexibility and Community Volunteerism:

The detachment has an extraordinary number of volunteers involved in delivering a quality service to the community. All of community programs are highly flexible with well motivated volunteers and leaders. Examples of this are Victim Services, Neighbourhood Watch, Block Parent, Crime Stoppers, Student Crime Stoppers, School Resource Officers, Community Trail Watch, Better Biking Red Deer, the Community Advisory Committee and many other programs as well. Through Community Based Policing, we will continue to focus on the need of the community and adapt to any changes or create new programs for unique developments.

6. Five-Year Focus

- ◆ *To increase efficiency, effectiveness and economy of policing operations through:*
 - a) *grouping like functions*
 - b) *reducing unnecessary levels of supervision*
 - c) *removing police personnel from non-police related duties*
- ◆ *To implement a wide area computer network capable of handling Simplified Paperless Universal Reporting System (SPURS).*
- ◆ *To implement a process of Problem Oriented Policing to deal with crimes in the City of Red Deer.*
- ◆ *To seek active and meaningful participation by the citizens of Red Deer in establishing quality, community based policing concepts.*

E. RECREATION, PARKS & CULTURE

MISSION:

To work with the citizens of Red Deer in providing a diverse range of recreation, park and cultural programs, services and facilities which are fundamental to Red Deer's quality of life.

MANDATE:

To provide basic programs and services, to operate recreation, park and culture facilities, and to work cooperatively with organizations and agencies offering complementary services. The department is committed to customer service, access and affordability.

SCOPE:

The Recreation, Parks & Culture Department provides a wide range of quality-of-life services including facilities, programs, and community development. Department staff work with the River Bend Golf & Recreation Society, Recreation, Parks & Culture Board, Environmental Advisory Board, Gaetz Lakes Sanctuary Committee, Cultural Advisory Committee, Normandeau Cultural & Natural History Society, Allied Arts Council and Cultural Charter Members. Community groups are offered consultative services by the department in such areas as planning, design, organization development, budgeting, facility operation/maintenance, grant administration, volunteer development, and program planning. The planning, design, construction, maintenance, operation and management of all Recreation, Parks & Culture services are the responsibility of all department staff in partnership with community groups/organizations and a large army of volunteers.

1. Service Synopsis

a. Community Support:

- (1) Community Development - Community development has many facets ranging from planning and facility development to facilitation of programs and service with groups or partners. Staff provide assistance, resources and leadership to ensure the continued success of community groups and organizations. Decentralization and continued facilitation of programs and services will require continued support and assistance from the City. Staff provide the opportunity for public input and encourage public participation in the design, and delivery of Recreation, Parks & Culture services. Community development also includes the support and development of volunteers and volunteer opportunities in the city.

The function of Community Development is to act as the front line in facilitating community participation, and is considered the City's link to many individuals, groups, organizations, service clubs etc.

- (2) Community Support Administration -The Community Support Administration unit provides clerical services and support specifically to the Program and Recreation Facilities Section, the department, and to community groups, organizations and associations.

b. Recreation Programs:

- (1) Aquatic Programs - The Aquatics unit plans, organizes and implements a diverse range of basic aquatic programs in the community. Facilitation of many programs fosters the opportunity for community groups, organizations and associations to offer more advanced and specialized aquatic programs and services either in partnership with the City or as stand-alone activities.
- (2) Athletic Programs - Athletic Program staff are responsible for the organization, development and operation of community based athletic programs. This unit involves developing and fostering partnerships with sporting groups and organizations. In addition, a number of high-quality, direct programs with a sports focus are directly implemented by this section.
- (3) Community Events and Marketing - Often considered to be the "special events" program unit, this program area focuses on the provision of City-wide special activities and events. In addition to some direct program responsibilities centred at the Dawe Centre. Marketing strategies are implemented by this unit and all special events permit applications are processed through this single staffed unit.

c. Recreation & Culture Facilities

The Facilities Section of the department is responsible for the operation, maintenance and scheduling of all recreation and culture facilities, which collectively have a value of over \$30 million. A complete inventory and descriptive text for these facilities is contained in the Facilities Action Plan. However, it is worth noting here that this responsibility includes the direct management of 11 major facilities, including arenas, swimming pools, campgrounds, and tennis courts; the administration of 15 management contracts with community associations for community shelter management; and 8 contracts with agencies that have agreements to occupy and maintain City facilities, such as the Festival Hall and the River Bend Golf Course & Recreation Area. Facility bookings and sportsfield allocations are managed by one staff through a computerized booking program. The section also maintains the Ten-Year Infrastructure Maintenance Plan (IMP) and provides consulting services to a variety of boards and user groups regarding maintenance and operation of City-owned facilities.

d. Cultural Development:

The Culture Development Section is currently based at the Old Court House Community Arts Centre. A goal is the continuing development of the Old Court House as a central point of arts and culture information, registration and bookings in the city, as agreed to in the Cultural Charter. Goals include:

- (1) To develop and support leadership skills and volunteerism. This may take the form of encouraging goal setting, continuity and volunteer management with cultural groups, or individual leadership skills of our instructors and special event leaders.
- (2) To take a leadership role in coordinating cultural policy development and in strengthening communication, coordination and development of cultural resources, services, and facilities within the community.
- (3) To offer basic cultural programs with other agencies and the private sector. This section fosters opportunities for a wide range of cultural opportunities (needs based) while taking a leadership role in further developing the cultural community (community based).

e. **Parks Construction/Maintenance & Cemeteries:**

The Parks Maintenance and Cemeteries Section is responsible for park maintenance, biological services, weed/pest control, and cemetery services.

(1) **Park Maintenance**

- (a) Provides maintenance of approximately 19,000 trees and 650 shrub beds in 1135ha (2804 acres) of designated open space and parkland.
- (b) Provides turf maintenance on 456ha (1130) acres, including mowing, contractor supervision, fertilization and sportsfield repairs
- (c) Provides floral displays and park maintenance to City Hall Park and other ornamental parks.

(2) **Biological Services and Weed/Pest Control** -The Biological Services and Weed/Pest Control unit provides a leadership role in environmental management through the maintenance of biological services and weed and pest control programs. These sections are responsible for:

- (a) Mosquito control.
- (b) Controlling diseases and insects that would damage public & private areas, including the enforcement of the Provincial Weed Control Act and related City Bylaws.
- (c) Preventing weeds and insects from spreading from City properties to private property.
- (d) Inventory and assessment of all natural areas to include them in an Ecospace Classification and Prioritization System.

(3) **Cemeteries** -The Cemeteries unit is responsible to provide maintenance, operational and burial services at the two City cemeteries (Red Deer Cemetery and Alto Reste Cemetery), in accordance with the Cemetery Act and Cemetery Bylaw. The unit provides perpetual care on approximately 8,800 graves and 7,200 monuments, maintains 16ha (40 acres) of cemetery area and completes approximately 200 burials per year.

f. **Parks Facilities:**

The Parks Facilities Section of the department is responsible for the operation, construction and maintenance of all parks facilities that, collectively, have a value of over \$7.5 million. A complete inventory and description of these facilities is contained in the Facilities Action Plan. However, it is worth noting here, that this responsibility includes trails (64km), bridges (20), buildings (16), furniture (1,100), signs (1,000), playgrounds (103), ball diamonds (81), sportsfields (51), tennis courts (32), outdoor rinks (42), Bower Ponds, parking lots, roadways, lighting, fence lines and other miscellaneous infrastructure.

2. Historical Trends

a. **Consolidated Services:**

The department was consolidated in 1995 and, as such, achieved some financial economies. In addition, all Recreation, Parks & Culture services are now under a single management umbrella.

b. Decentralized Operations

The department continues to operate with decentralized offices while maximizing its accessibility to the public. The department now offers public or operational services from the following facilities:

City Hall (4th floor)(public)	Department Manager & Clerical Support
Recreation Centre (public and operational)	Recreation Development Section
	Community Support Services
	Recreation Centre Maintenance Staff
	Recreation & Culture Facilities Section
	Infrastructure Maintenance Staff
Old Court House (public)	Cultural Services
Parks Maintenance Shop (#1)(operational)	Parks Maintenance
Parks Facilities Shop (#2)(operational)	Parks Facilities Maintenance
Waskasoo Shop (operational)	Biological Services
G.H. Dawe (public and operational)	Facility management & maintenance staff
Kinsmen, Kinex, & Red Deer Arenas	Facility managers & staff
Alto Reste & Red Deer Cemeteries (public and operational)	Cemetery operations
Great Chief Park (public and operational)	Athletic Park operations

3. Internal Factors

a. Strengths:

- (1) Integrated Services - The department has always placed an emphasis on internal and inter-department liaison, communication and cooperation. The amalgamated Recreation, Parks & Culture Department (effective February 1995) will enable this continued emphasis on the integration of services and resources.
- (2) Strong Planning and Policy Base - The department now has in hand, a complete range of planning documents ranging from the broad perspective of the City's Vision 2020 down to the Departments 1996 - 1998 Business Plans. This investment of time and effort into planning should provide the basis for excellent service provision.
- (3) Strong Partnerships - Department staff will develop strong partnerships with community associations and local businesses. These alliances will continue to be effective in retaining existing quality services, providing new programs and enabling innovations to proceed.
- (4) Ability and Reputation - Red Deer has earned an excellent reputation in its ability to host major national and international sporting events. The benefits to the community in both legacy and economic generation has been and should continue to be extensive. The department will continue to play a lead role in attracting and organizing numerous major special events in Red Deer.
- (5) Safety - Department staff have demonstrated a strong commitment to the safety of the public and staff. As a result, the City has achieved a high safety rating within the Partners in Injury Reduction Program.
- (6) Volunteers - Red Deer prides itself on a very high level of volunteer involvement. This is evident in the provision of direct programs, in the large number of community organizations, and in the extraordinary level of commitment to hosting major special events. The department has placed a high priority on the training, development, facilitation and recognition of volunteers.

- (7) Staff - The department boasts a highly skilled, educated and extremely diversified staff, who are dedicated and committed to public Recreation, Parks & Culture services.
 - (8) Community Pride - Red Deer residents pride themselves in having outstanding recreation, parks and culture facilities and programs. Comments from residents and tourists often express the appreciation and pride they have for the high quality services of the department. The arenas, pools, trails, city hall, and other ornamental parks, cultural programs and recreation programs have been repeatedly identified as the most significant contributions to quality of life in Red Deer. A survey undertaken during the development of the Strategic Plan identified the following as the top four things that contribute to quality of life and community pride in Red Deer.
 - (a) Parks
 - (b) Recreation Facilities
 - (c) Recreation Programs
 - (d) Trails
 - (9) Infrastructure Maintenance - Infrastructure maintenance, in accordance with the Ten-Year Infrastructure Maintenance Plan, schedules a number of significant facility improvement projects over the 10-year period of the plan.
- b. Constraints
- (1) Budget Freeze - No budget increases are anticipated in the short-to-medium term.
 - (2) Facility Use Increase - Department staff are anticipating an increase in facility use of 5% in the next five years. This will increase pressure on budgets and staff.
 - (3) Decreasing Staff Resources - Staff levels in the department have been reduced steadily (8.5 F.T.E. since 1993). The organization is now making every effort to re-think and re-engineer all processes to maintain efficiencies. Further reductions in staffing would result in significant adjustments and elimination of public services. With a demonstrated need to provide additional community development and facilitation to community groups and agencies additional staff resources are now required to meet public expectations.
- c. Opportunities
- (1) Staff Training and Development - A number of staff development programs and cross-training opportunities will proceed over the next five years.
 - (2) Reorganization - The decentralized operation of the department and the diverse range of resources and staff expertise within the department will continue to provide many opportunities for innovations, new initiatives and possible organizational adjustments.

4. External Factors

The external influences affecting service delivery are:

a. Funding

- (1) Elimination of Parks Funding - The provincial government eliminated the once "guaranteed" operational funding for the urban park infrastructure in 1994. Operation of the Waskasoo Park system is now incorporated in the overall City park system.
- (2) Community Group Funding - Many community funding programs have been reduced or eliminated (e.g., C.R.C.), leaving community groups with limited avenues for revenue generation. Increasing pressure is being placed on community groups to become self sufficient; however, there are limited sources of revenue available to the

groups. Community groups are strongly encouraged to generate new revenues, to seek corporate sponsorship and/or partnerships. The department is often requested to help facilitate this process, however, partnerships are not always available due in part to the large demand for sponsors and the limited number of suitable partners or sponsors. There is an increasing need for expertise from the department to support community, sport and culture groups in identifying new and innovative ways in which to fund themselves.

- (3) Zero-Increase Budgets - All City departments are providing services with zero increase in budgets, regardless of the service growth. This will result in service level adjustments (reductions) in some areas (e.g., grass mowing standards).
- (4) Reserve Funds - The Public Reserve Trust Fund, Waskasoo Park Operating Surplus and the Recreation Levy Fund should be retained as endowments, specifically for use in accordance with the respective fund guidelines. Increasing pressure to use these funds for discretionary purposes should be avoided.

b. Environment:

- (1) Increased Awareness of the Natural Environment - Society is demonstrating an increased awareness and appreciation of our natural environment.
- (2) Increased Commitment to Protection of the Natural Environment - The commitment to protect and preserve our environmental heritage is showing itself through public participation and support of recycling and greening initiatives. The need for a Natural Area Classification and Prioritization System is very apparent and such a system has been identified over the past two years. With the completion of this classification system in the spring of 1996, it will become an effective tool as the city continues to develop and expand into Red Deer's remaining natural treed and wetland areas.

c. Demographics:

Red Deer's annual population growth has slowed drastically since it peaked at 9.8% in 1981. As noted in the detailed demographics section of this Master Plan, the City is expected to realize net population increases of only 1.0% to 1.4% in the next 25 years. This can be expected to impact the Recreation, Parks & Culture Department in the following ways:

- (1) Shifting Facility Demands - A shift in the average age from 32 to 38 in the next 25 years may mean a rethink of some present programs and services will be required.
- (2) Significant Numbers of Single-Parent Families - The ever-increasing numbers of single-parent families may necessitate innovation in the design and delivery of recreation and culture programs. The provision of child care and family activities will become increasingly more important.
- (3) Increasing Elderly Population - The proportion of elderly in the community will continue to grow, requiring increased programming to that age group.

d. Trends:

Opportunities for new programs and services are appearing daily as trends shift. Continued review and assessment of recreation, public and leisure trends will ensure that the department continues to provide current, relevant recreation, park and culture services.

- (1) Shifting Sport Trends - Shifting participation trends have caused adjustments to planning standards and operational practices. For example, the decrease in

participation in football and unparalleled increase in soccer participation has necessitated both field modifications and development standards adjustments.

- (2) Business Sponsorships - Sponsorship agreements with ethically compatible businesses have increased each year. Mutually beneficial partnerships are now essential to the survival of some programs.
- (3) Leisure Values - Families are rediscovering family values and quality time and they may be placing an increased value on *family* recreation activities. In addition, by definition, the family unit is growing to include extended and expanded families who are now exploring recreation parks and culture opportunities for individual family members, the family unit and groups of families.
- (4) Burial Practices - A reduction in the number of traditional burials will place pressure on the cemetery staff to maintain the grounds with declining revenues. An increase in cremations will require a constant monitoring of burial options made available to the public.
- (5) Demand for programs - Although recreation and leisure trends will continue to evolve, the overall demand for program services should stabilize in the medium to long term as a result of low annual population growth.
- (6) Sportfield Development - Development and maintenance requirements for sportsfields should stabilize with the aging of the population in the longer term.
- (7) Customer Expectations - The expectations of the baby-boomer generation, now entering mid-life, continue to increase. The affluence of many of these users has put pressure on every area of the organization to provide "on-demand" quality service. At the same time, the economic trend, increase of non-traditional family units and increasing rate of unemployment are widening the gap between the have and the have-not segments of the community. There is an ever-increasing demand for no- or low-cost programs and subsidies for department programs and services.
- (8) Increasing Public Participation - Additional human resources will need to be allocated to facilitate an increase in public participation processes. The ability to provide this degree of public participation and the capability to manage varying and, at times, contradictory public opinions will be essential to meeting public expectations. Although the department has always placed a high priority on public participation, the department will now be faced with facilitating these public input processes and evaluating and processing public information in an appropriate manner.
- (9) Opportunities for All - It will be increasingly important to provide social safety nets that will ensure that the economically disadvantaged are not excluded from participation in recreation, park and culture programs. The department recognizes the increasing level of poverty, the changing ethnic populations and shifts in the status of the family unit and acknowledges the need to provide programs and services for all.
- (10) Increased Participation in Social, Cultural & Sport Activities - Higher numbers of people participating in social, cultural and sport activities will place demand on program staff and facilities.
- (11) Holistic Approach To Health - Interagency cooperation is creating new program opportunities, especially in the area of natural alternatives and holistic programs.
- (12) Services for the Disabled - With the Michener Centre population declining annually, Recreation, Parks & Culture staff will be required to increase accessibility to existing programs and provide specialized programs for persons with disabilities.

- (13) Increasing Environmental Consciousness - Society is demonstrating an increased consciousness about environmental issues. There is a desire to protect parkland and ecospace and to maintain the natural beauty of the river valley and native treed areas.
- (14) Continued Emphasis on Customer Service - The department has always placed a very high priority on customer service. The ability to be proactive and react to public needs and expectations may be enhanced by the availability of more information through the use of computers and the use of performance measures by the department.
- (15) Use of Passive/Ornamental Parks - Parks which provide picnicking, walking, bird watching, nature interpretation, floral garden and general leisure opportunities are being used to a greater degree. Residents in new residential expansion areas are requesting these kinds of passive parks in their neighbourhood, as well as at a city level (Waskasoo Park).
- (16) Changing Cultural Opportunities - Consumers seek and appreciate unique, well-designed cultural products and programs. This is reflected locally as well as nationally. Cost and quality are measured and assessed both by the consumer and the producer. Customized programs for groups may be a cost-effective way to meet community demands in a group format with limited resources. Opportunities for children, preschool to teens, are increasing in demand, especially those that are not part of the school curriculum. Family classes and events where adults and children can create and relate together are becoming increasingly popular.

5. Potential for Service Adjustments

- a. **Public Participation:**
A renewed sense of need for public participation is evident within the community. Every section of the department will remain committed to public participation in every level of planning, design, and service delivery.
- b. **Partnerships & Facilitation:**
Financial restraints are necessitating that the City enter into an increasing number of partnerships and continue to place an emphasis on facilitated services. Joint projects, collaboration, sharing of resources and partnerships must characterize the delivery of many of the services provided by the department.
- c. **Community Association Partnerships:**
Working relationships with community associations will continue to be necessary to provide increased community development and programming opportunities. Additional staff resources will be necessary to achieve this goal.
- d. **Team Management:**
The application of the team approach to management and the benefits of the team problem solving model will require management training and ongoing organizational review. Cross training and exposing staff to different projects, programs and sections of the Department will continue to be a priority.

- e. Accessible Services:
Additional sources for revenue for sponsorship programs such as "Care for Kids" should be secured to ensure that the economically disadvantaged are not excluded from participation in recreation, park, and culture programs.
- f. Financial Independence:
It will be necessary for community associations and sport groups to become increasingly efficient and to become independent of government funding sources.
- g. Registration and Bookings:
The program registration and facility booking system needs to be replaced and upgraded. The existing system cannot adequately meet public expectations. A computerized program registration/facility booking system would significantly increase customer service through mail-in, drop-off and phone-in registrations.

6. Five-Year Focus

Recommendations for service delivery 1996 to 2001:

General and Community Support & Development:

- ◆ *To work with the citizens of Red Deer in providing accessible and affordable recreation, park and culture programs, services and facilities.*
- ◆ *To realize human and financial efficiencies throughout the department through the innovative use of resources.*
- ◆ *To provide opportunities for personal and professional development of staff. To provide the technical resources and the training necessary for staff to meet the challenges of change.*
- ◆ *To further enhance working relationships and seek new partnerships.*
- ◆ *To take a lead role in providing the opportunity for public input and participation in the design and delivery of recreation, parks and culture programs and services.*
- ◆ *To strive for excellence in customer service*
- ◆ *To provide opportunities for volunteerism and further implement community development services.*

Recreation Programs:

- ◆ *To offer directly or facilitate a diverse range of recreation programs and special events that support individual and family well-being.*
- ◆ *To maximize service efficiencies by maintaining existing and aggressively pursuing new public/private partnerships and joint projects.*

Recreation Facilities:

- ◆ *To schedule, operate and maintain all recreation facilities*

- ◆ *To implement new initiatives and innovations in the operation of recreation, park and cultural facilities, which will retain their long-term investments as a major contributor to Red Deer's quality of life and economy.*
- ◆ *To pursue new markets and revenue opportunities for existing programs and facilities.*

Cultural Development:

- ◆ *To manage the facility agreements with Central Alberta Theatre and the Allied Arts Council, and continue to develop the community and cultural opportunities.*
- ◆ *To foster the provision of a wide range of cultural programs by direct delivery and facilitate further cultural opportunities through partnerships with community cultural agencies.*

Parks Landscape Maintenance:

- ◆ *Provide for the planning, design, construction and maintenance of natural, formal and ornamental parks while preserving natural ecospace environments.*

Biological Services and Weed/Pest Control:

- ◆ *To provide weed and pest control services and take a lead role in protection of city ecospace.*

Cemeteries:

- ◆ *To provide cemetery maintenance and burial services in accordance with public standards, the Cemetery Act and the Cemetery Bylaw.*

Park Facilities & Structures:

- ◆ *To provide for the planning, design, construction and maintenance of all park facilities and structures while being sensitive to the natural environment.*

F. RED DEER & DISTRICT ARCHIVES

MISSION:

To collect and preserve the documentary and photographic history of the city of Red Deer and surrounding district and to make that material readily accessible to interested members of the public and government agencies.

MANDATE:

The Red Deer & District Archives is responsible for the acquisition, appraisal, arrangement and description, preservation, conservation, public reference and display of all archival materials and historical information relating to the city of Red Deer and surrounding district (Bylaw 3142/95). Under the City's Records Management Policy, the Archives is the only office authorized to receive and retain records solely on the basis of historical value.

1. Service Synopsis

a. Services:

(1) Records Management

The Archivist is a member of the City Records Management Committee and, in conjunction with the City Clerk's Department, offers advice and assistance to City departments on records management policies, procedures and schedules. The Archives receives and retains the records identified on the schedules to have permanent historical value and makes these records available back to the departments as required. Overall, the Archives is responsible for the collection and orderly preservation of the historical documentation regarding the origin and development of the city.

(2) Collections

The Archives hold more than a linear kilometre (i.e., 1,000 metres) of historical records, not only for the City of Red Deer but, also, for such other public bodies and institutions as the Red Deer Regional Hospital, the former Red Deer and Lacombe School Divisions, the Red Deer Regional Planning Commission, Red Deer Public Library, Red Deer College and the Red Deer Regional Health Unit. The Archives also hold extensive records from various clubs, lodges, organizations and associations, both public and private, as well as local churches, businesses and a number of private individuals and families.

(3) General Research Services

The Archives handles more than 6,000 requests for information per year. It also arranges inter-archival and inter-library loans of books, documents and micro-materials. The Archives is an access point for the Archives Network of Alberta (A.N.A.) computer network and will soon become a public access point for the British Columbia Archives Union List (B.C.A.U.L.), Central Alberta FreeNet and Internet computer networks.

(4) Genealogical Services

The Archives provides specialized genealogical research assistance, including biographical information on Central Alberta residents, inter-archival loans of microform materials and reference materials on how to research a family tree. The

Archives also assists with anniversary family gatherings and reunions. The Archives house the library for the Red Deer Branch of the Alberta Genealogical Society, however, they may be moving to Edmonton.

(5) Educational Programs

The Archives offers a range of educational programs, including classroom talks on the history of Central Alberta, guided walking tours, assistance with school research projects and term papers, and the provision of study units on such topics as native Indians and Central Alberta ethnic settlements. The Archives has been asked to assist with a new curriculum unit for the social studies program, as well as with the C.R.B. Foundation's Heritage School Fairs initiative.

(6) Publishing and Media Projects

The Archives acts as a resource for a number of book projects, particularly those relating to local history and natural history. The Archives has been directly involved in the publishing of eight books. The Archives has also been involved, both directly and indirectly, in a number of newspaper and magazine articles, as well as a number of features and shows produced for the broadcast media.

(7) Specialist Services

The Archives frequently provides a number of specialist services, including a speaker's bureau, tourism information and the provision of conservation advice and assistance.

2. Historical Trends

a. **Size of Collections:**

Over the past ten years, the size of the Archives collections has increased from less than 300 linear metres, to more than 1,000 linear metres of records and photographs. The increase in 1995 alone was more than 300 linear metres. Both the scope and depth of these collections have increased, not only in terms of the numbers of groups and institutions that have deposited their records in the Archives, but also in terms of the types of media (e.g., microforms, computer records, videotapes).

b. **Public Use:**

There has been a steady increase in the number of enquiries and requests for research information from 4,800 in 1985, to more than 6,500 in 1995. Genealogical requests have particularly increased and now constitute roughly 50% of all enquiries recorded. Requests for prior land use information are also increasing markedly.

c. **Facility Expansion:**

In 1994, the Archives was able to add 71.3 square metres to the existing 95 square metres of storage space. There are also 59.5 metres of staff working areas and 35.5 square metres of public reference space. This \$74,000 expansion project was funded entirely by private donations with no City and other government funds being used.

3. Internal Factors

a. Strengths:

(1) Increased Public Awareness

As the growing research request statistics indicate, the Archives has enjoyed a marked increase in public awareness of the role of Archives and its services. The fact that \$74,000 could be raised in a low-key fundraising campaign from private donors for a storeroom addition indicates strong public support and commitment to the Archives.

(2) Volunteerism

The Archives has a strong contingent of volunteers, some of whom serve on the Archives Committee, and others who come in on a daily or weekly basis to help answer research requests, assist with the cataloguing of collections, or manage the genealogical library. Many of the Archives volunteers have provided several years of service. The Archives staff work closely with the volunteers to ensure an appropriate level of expertise. Some of the individuals have taken archival training courses at their own expense.

(3) Customer Service

As a "front-line" information centre, the Archives has striven to provide timely, courteous and accurate customer service to its patrons. A major investment in computer technology is being made to enhance and improve the efficiency and quality of these information services.

(4) Partnerships

The Archives has successfully struck a number of partnership arrangements, in particular, with the Red Deer Branch of the Alberta Genealogical Society, the Alberta Square and Round Dance Federation and the Alberta Tuxis Parliamentary Society. The Archives has provided custodial care of collections and information services to these groups, in exchange for volunteer and financial support, both on a local and province-wide basis.

The Archives has maintained an excellent, long-standing cooperative working relationship with the Red Deer Museum, as well as such City departments and agencies as the City Clerk's Department, Parkland Community Planning Services, Red Deer Public Library, and the Red Deer Visitor & Convention Bureau.

b. Constraints:

(1) Limited Resources

The Archives has always operated on a "shoestring" budget, with a paid staff of two and a non-salary budget of less than \$8,000 per year. While the Archives has had surprising success with its revenue generation ventures and solicitations of financial donations, recent budgetary cutbacks have had a sharp effect on operations. With the steady increase in public use, paid and volunteer staff resources have been stretched to the limit. Although there was a major increase in storage space in 1994, the escalating rate of collections growth will soon fill existing storage facilities.

(2) Identity

While the Archives has generally benefited from its close working relationship with the Museum and the joint occupation of the same facility, there is often a lack of awareness that the Archives and Museum are separate institutions with differing orientations and operations (i.e., the Archives is essentially an information service, while the Museum is an interpretive centre with history and art exhibits and public interpretation programs).

c. Opportunities

(1) Increased Use of Technology

The Archives is in a good position to take advantage of the recent advances in technology. New computer programs, CD-ROM's, optical discs and computer networks provide the opportunity to vastly increase the amount of information available to researchers, to improve both the speed and efficiency of that public access, and to reduce the pressures on existing storage space.

(2) Staff Training and Development

Numerous staff training opportunities are developing with the overhaul of the City computer systems and with the increased availability of inexpensive courses through the Archives Society of Alberta's core-curriculum education program.

4. **External Factors**

a. Funding Cuts:

There is high probability of either the elimination or significant reduction of the special grants that have been available from the Canadian Council of Archives. There is also the possibility of major reductions in lottery funds support to the Archives Society of Alberta for its grants and education programs.

b. Zero-Increase Budgets:

All City departments are facing no increases in budgets, despite the major increases in public demands for services in areas such as the Archives.

c. Donor Fatigue:

Although the Archives has received excellent financial support by way of donations from the public, there is growing evidence of "donor fatigue" as the number of charities and organizations soliciting funds has increased dramatically.

d. A.G.S. Consolidation:

The Alberta Genealogical Society decided to relocate its provincial library to Edmonton from the Red Deer Archives, as part of a consolidation of its operations. This has had the consequence of greatly reducing the genealogical assistance that the Archives is able to provide.

e. A.N.A. Computer Network:

The Archives Society of Alberta has implemented a province-wide inter-archival computer network for Alberta's archives and the university libraries. Many of the costs involved in this initiative have been underwritten by the society. A.N.A. will provide increased and

enhanced information services for its member institutions and for the researchers using their services.

- f. **Demographic Trends:**
There is a marked "aging" trend among the general population. Studies have shown that interest in history and genealogy increases as people become older.
- g. **Family Reunions:**
Family reunions and gatherings are becoming increasingly popular, and have become a significant factor in local tourism. The Archives is frequently asked to assist with these family events.
- h. **Centennials and Public Commemorations:**
Over the next ten years, there will be a number of centennials and significant public events and historical commemorations leading up to the centenary of the Province of Alberta in 2005.
- i. **Public Sector Downsizing:**
With the downsizing and, in some cases, complete elimination of many government organizations and agencies, large quantities of important public records are being placed in the Archives for permanent retention. There is also a high volume of information retrieval requests for these records, as many of the files would have been classified as "active" or "semi-active" if the creating agencies had continued to operate.
- j. **Access to Information Legislation:**
With the recent passage of provincial Access to Information legislation and its forthcoming extension to municipal governments, public information depositories such as the Archives face new legal requirements on the management of records and the provision of public access.

5. Need/Potential for Service Adjustments

- a. **Technological Improvement:**
With the dramatic changes in improvement in technologies, a major investment in new computer hardware, software, CD-ROM's, optical scanners and network links is essential.
- b. **Partnerships:**
Building on the success of the existing partnerships, new cooperative ventures will need to be developed to ensure future financial and volunteer support.
- c. **Genealogical Services:**
Investments in new sources of genealogical information, such as the International Genealogical Index, CD-ROM's will be required to compensate for the loss of the City Alberta Genealogical Society's provincial library.

6. Five-Year Focus

- ◆ *Initiate computerization improvements within the Archives, with the objectives of improving staff efficiency and service response times, and of linking to City and province-wide computer networks to improve public access.*
- ◆ *Update and improve the Archives acquisition strategies with the objectives of ensuring that City and related organizations are part of them, and of increasing the systematic acquisition of community records, particularly, those from organizations experiencing restructuring initiatives.*
- ◆ *Promote and assist in the planning of a number of upcoming centennial events and other commemorations, including the preparation of a ten-year calendar of significant public events.*
- ◆ *Develop and implement new policies and procedures to comply with the extension of provincial Access to Information legislation to municipal and other public records.*

G. RED DEER VISITOR AND CONVENTION BUREAU

MISSION:

To develop and promote tourism in Red Deer and area in cooperation with partners in the tourism industry.

MANDATE:

The Visitor Bureau is a non-profit society, responsible by agreement with The City of Red Deer, for coordination of visitor and convention development and promotion for Red Deer and area.

1. Service Synopsis

a. Visitor Information Centre Operation:

The Visitor Bureau operates the Visitor Information Centre at Heritage Ranch. The centre serves as a regional information centre, providing information on Red Deer and area as well as other parts of Alberta. The centre is open seven days a week, year-round and currently serves 45,000 people annually.

In conjunction with the Information Centre, the Visitor Bureau provides a self-serve food concession for visitors and park users. A souvenir gift area also provides a service primarily aimed at visitors, but used increasingly by local residents.

The Visitor Bureau also provides first-aid and emergency contact for park users during hours of operation. Staff administer rental of the outdoor deck and facility for group use, and participate in staging several annual special events at Heritage Ranch.

b. Marketing and Promotion:

The Visitor Bureau develops an annual marketing plan that identifies marketing opportunities, priority target markets and planned marketing activities. In order to increase the impact of marketing efforts, the Visitor Bureau works with partners to undertake the majority of these activities. The Visitor Bureau is proactive in establishing and coordinating such partnerships, which currently include the Convention Marketing Consortium, the West Central Company of Adventurers, and the Highway 2A Initiative. The Visitor Bureau is also a partner in Bid Red Deer.

c. Tourist Information:

The Visitor Bureau produces and distributes information to visitors and potential visitors using a variety of media. This includes print publications such as the Red Deer Visitors Guide, City Map, Restaurant and Accommodation Guide and What's On events list, supporting development of appropriate new attractions. Information is also made available through promotional videos, displays, telephone counselling and computer information systems.

d. Convention Services:

The Visitor Bureau works with organizers of conventions, tournaments and other major events, to assist them in successfully staging their events.

e. Member Services:

The Visitor Bureau attracts businesses and organizations with an interest in tourism as members. The Visitor Bureau provides a variety of services to members, focusing on providing avenues to promote services to visitors and means to keep abreast of developments in tourism.

f. Tourism Development:

The Visitor Bureau works with businesses and operators to further develop and enhance Red Deer as a visitor destination. This includes efforts to increase Red Deer's appeal by improving customer service, enhancing existing attractions and supporting development of appropriate new attractions. The Visitor Bureau also represents the interests of the Red Deer area from a tourism perspective.

2. Historical Trends

a. Consolidating Services:

The Visitor Bureau was established in 1987 in order to achieve Red Deer's tourism potential by having one agency whose focus was on this important avenue for economic growth. With the Visitor Bureau's move to Heritage Ranch in 1992, tourism, convention and information services were consolidated at one location.

b. Building Support:

The Visitor Bureau has steadily increased the amount of revenue generated from sources other than the City tax base. The Visitor Bureau currently generates 60% of its revenue from sources other than the City, and has over 200 local businesses and organizations as members.

c. Increasing Profile:

The Visitor Bureau, with the active involvement of many partners, has been successful in increasing Red Deer's profile. Successfully hosting major national and international events has been an important element of this success. Presenting a consistent, quality image to the marketplace also contributes to this enhancement.

3. Internal Factors

a. Strengths:

(1) Strong Partnerships - The Visitor Bureau has established and maintains close liaison and cooperation with industry leaders, community partners and tourist organizations. In addition to its marketing partnerships, the Visitor Bureau will maintain membership and provide input through industry organizations such as Alberta Tourism Partnership, Canadian Tourism Commission, Tourism Industry Association of Canada, Canadian Association of Convention and Visitor Bureaux.

(2) Volunteers - The Visitor Bureau has a strong contingent of volunteers who provide valuable assistance with special events and other services. Volunteers are required to make a long-term commitment and are relied upon to enhance service provision. The Visitor Bureau is committed to providing training for volunteer staff, to assist them in providing information and maintaining service to visitors.

- (3) Revenue Generation Ability - Consider the addition of revenue generation services or products appropriate to the Visitor Bureau's goals.
- (4) Customer Service Orientation - Review services, obtain feedback from users and make appropriate changes to better meet the needs. Maintain and improve quality of information counselling provided through training, expanding base of reference material and increasing computerization of counselling resources. Monitor use of the information service, in order to establish hours and schedule staff to best meet the needs of visitors. Analyze feedback on services received through a survey conducted in 1995. Expand the amount of information available to visitors at Heritage Ranch after hours through displays and other appropriate means.
- (5) Planning and Priority Setting - Develop annual marketing strategy for these target markets with input from tourism industry partners, designed to achieve results with the resources available. Develop and coordinate cooperative marketing initiatives aimed at these target markets, through current and new partnerships.

b. Constraints:

- (1) Limited Resources - While the Visitor Bureau has been successful in increasing revenue sources in the last few years, the opportunities for increased services continues to be substantially limited by grant reductions. The Bureau will make every effort to seek out and maximize revenue generating opportunities.

c. Opportunities

- (1) Increased use of technology - The Visitor Bureau is in a good position to fully utilize the advances in communications technology. The Bureau will continue to provide appropriate visitor information through new means such as the Central Alberta Free Net, Internet and other avenues. The recent addition of a 1-800 number would provide further visitor convenience in accessing visitor information.

The Visitor Bureau is a partner in the Info-Touch™ regional touch-screen computer information system, which has recently been linked with other compatible systems in Southern Alberta and Saskatchewan.

4. External Factors

a. Funding

- (1) Grants/Operating funds - A significant reduction in project grants available from federal and provincial levels of government has restricted programming. The funding reductions have included the elimination of lottery funded tourism grant programs (Team Tourism, Community Tourism Action Program) and a reduction in funding available from the City of Red Deer.
- (2) Revenues - The Visitor Bureau has been successful in generating revenues in addition to those available through project grants. Currently, almost 55% of revenues are self generated through the sale of advertising, memberships, merchandise and services.

b. Demographic/Trend Implications

- (1) Soft Adventure Opportunities - The aging of the baby boom generation is likely to result in increased interest in "soft adventure" opportunities. Travel in the spring and fall shoulder seasons, particularly by older adults (45 and up), is also increasing. The needs of single parent families are beginning to be considered by the industry.
- (2) Family Reunions - A significant market opportunity appears to be developing in the area of Family Reunions. An increase in quantity and size of family reunions presents the opportunity to market organization and site services.
- (3) Increasing Customer Expectations - Visitors expect value for their dollar from their travel experiences. Packages which provide a variety of opportunities are becoming more popular.
- (4) Increasing Interest in Nature and Culture - Visitors are interested in opportunities related to the outdoors, including recreation activities, wildlife viewing and nature interpretation. Many are also interested in the history and culture of communities they visit.
- (5) Weekend Getaways - Two or three day getaways, often with little advance booking, are becoming increasingly common. The extent to which Albertans are travelling in Alberta is also increasing.
- (6) Tourism Industry Initiatives - A number of new opportunities for programs may be available through the Canadian Tourism Commission, Alberta Tourism Partnership and Heartland Tourism Destination Region.
- (7) Integrated Services - Maintain involvement in the planning and fundraising for the Alberta Sports Hall of Fame and Museum. Plan for integration, relationship of Visitor Bureau operation with the Museum, with their move to the new facility.

5. Need/Potential for Service Adjustments

a. Public Participation:

Ensure appropriate opportunities for public participation in decisions on tourism matters.

- (1) Tourism Awareness Program - Plan and implement a community-wide tourism awareness program or event. Remind residents of the many local opportunities available for visitors they host.

b. Promotions and Marketing:

Continue to work with existing attractions and events to enhance their appeal to visitors.

- (1) Support Current Initiatives - Support and assist with other initiatives which will increase the variety and appeal of Red Deer's attractions
- (2) Foster Media Coverage - Encourage more media coverage of Red Deer attractions by provincial, Edmonton and Calgary media.

c. Partnerships & Facilitation:

Expand the membership base, involving all staff, directors and other volunteers in the campaign to attract new members. Continue to promote partnerships by:

- (1) Increased Awareness - Increase awareness and acknowledgement of the activities undertaken by the Visitor Bureau.
 - (2) Increased Opportunities - Increase opportunities available to members for promotion and referrals.
 - (3) Service Review - Review the services provided with a view to increasing their profitability while meeting the needs of visitors and partners in the tourism industry.
- d. Maximize the Potential of Convention Services:
- (1) Increase the services offered to conventions - on a cost recovery basis, wherever possible, to make it easier for organizers to hold their events in Red Deer.
 - (2) Market Convention Services - Ensure that the convention services provided are well integrated with marketing efforts. Continue to coordinate the cooperative marketing activities of the convention marketing consortium.
 - (3) Accommodation Booking Service - Investigate the feasibility of providing an accommodation booking service for conventions and other major events as a service and a source of revenue.

6. Five-Year Focus

- ◆ *To attract major new conventions, trade shows and tournaments, working in cooperation with partners in the tourism industry.*
- ◆ *To provide a year round visitor information service which builds a positive impression, increases visits to and lengths of stay in the Red Deer area.*
- ◆ *To produce, supply and distribute information for visitors and residents who act as hosts, while providing appropriate promotion opportunities for partners in the tourism industry, and increasing community awareness of tourism.*
- ◆ *To provide services to conventions, tournaments and other major events, which contribute to their success and their economic impact on the Red Deer area.*
- ◆ *To develop, enhance and market the Red Deer area as a destination for short getaways, motor coach visits and special interest trips.*
- ◆ *To represent Red Deer's interests, from a tourism perspective, on local, provincial and national levels*

H. RIVER BEND GOLF & RECREATION SOCIETY

MISSION:

To provide our patrons with a quality recreation experience delivered in an environmentally responsible manner.

SCOPE:

River Bend Golf & Recreation Society provides a wide range of operational services that include an 18-hole golf course, clubhouse facility, full-service restaurant, driving range, 9-hole mini-links, canoe launch and picnic areas, Discovery Canyon Water Park, Biathlon Shooting Range, and cross-country skiing. The planning, design, construction, maintenance, operation and management of all River Bend Golf & Recreation Society services are the responsibility of the Board of Directors, General Manager, and all department staff, in partnership with various volunteer groups and individuals.

1. Service Synopsis

a. Facility Development:

The development of long-range plans for the golf course, buildings, ski trails and park areas.

b. Operation and Administration:

We do the budgeting, financing, hiring and training of personnel to provide support to operate the facility.

c. Golf Programs:

We coordinate, organize and provide a junior golf program, golf lessons (group and private), leagues for men, ladies, seniors and juniors, and provide golf to the general public..

d. Ski Programs:

We coordinate times for ski programs and ski competitions.

e. Water Park:

We supervise the water park area.

Facility Construction and Maintenance:

a. Park Area:

Provide maintenance of canoe launch, picnic area and Discovery Canyon. Provide maintenance, including mowing, supervision, fertilization and repairs and redevelopment.

b. Course Area:

Provide maintenance of the 18-hole golf course, mini-links and driving range. Provide turf maintenance, including mowing, supervision, fertilization, repairs, redevelopment and course improvements. Provide floral displays.

- c. Facilities:
Maintain facilities areas, including trails, bridges, buildings, furniture, signs, parking lots, roadways, lighting, fences, and other miscellaneous infrastructure. We are responsible for any improvements to these areas.

2. Historical Trends

In 1989, a society was formed and it has operated the facility since that time.

In 1995, the society hired a full-time General Manager. Policy and long-range development was done by the Board of Directors with support from the General Manager, staff and City of Red Deer and community volunteers.

The operation consists of the office, pro shop, food services, grounds and service departments. All of the supervisors in these departments report directly to the General Manager.

The Board of Directors consists of eight citizens-at-large appointed by Council of The City of Red Deer, and one Council representative. These members form four committees - Finance, Personnel and Policy, Winter Operations, Golf Operations, and Course Maintenance and Development.

3. Internal Factors

- a. Strengths:

- (1) Volunteers

- The society operates with a volunteer Board of Directors, volunteer organizations (e.g., Nordic Ski Patrol, Parkland Cross-Country Ski Club, Biathlon Ski Club, leagues for seniors, men, ladies and juniors and charity tournaments), citizens-at-large on various committees, as well as many interested community individuals.

- (2) Strong Planning and Policy Base

- A 20-year plan for the golf course and clubhouse is in place. Policies and procedures are updated on a regular basis as required.

- A five-year business plan is in place. A strong Board of Directors from the private sector gives the organization a wealth of assets in organization, planning and finance.

- (3) Staff

- The society has highly skilled and experienced supervisory staff who are dedicated and committed to running a high-quality service organization.

- (4) Resources from The City of Red Deer

- The society relies heavily on the assets of The City of Red Deer, and uses the Personnel, Recreation, Parks & Culture, I.T. Services, Bylaws & Inspections Departments and the City Solicitor.

- (5) Associations

- Management and supervisors are members of the Canadian Professional Golfer's Association, Canadian Society of Club Managers, and Canadian Golf Superintendent's

Association. The society uses resources and information from these professional organizations, as well as the Royal Canadian Golf Association, Canadian Golf Foundation, and the Alberta Golf Association.

(6) **Buildings**

The facility includes a high-quality, low-maintenance, affordable, versatile and multi-use clubhouse, which includes washrooms, showers, lockers and food services. Also on site are a residence and maintenance buildings.

b. **Constraints:**

(1) Seasonal Operation

This results in a large annual turnover in staff, requiring constant hiring and training.

(2) Operational Template

An operational template was implemented in March 1996.

(3) Agreement With The City of Red Deer

Expenses to operate the facility are unusual due to the conditions of the existing lease agreement with The City of Red Deer.

(4) Modern Technology

The operation requires computer upgrading to remain competitive and cost efficient.

(5) Staff Training and Upgrading

The 1996 budget contains the first allocation of funds for staff training. The society staff need to use The City of Red Deer resources where applicable.

(6) Industry Involvement

The facility requires more exposure to the professional associations within the golf industry.

(7) Accessibility

There is currently no mode of public transportation to the facility.

(8) Public Information Signage

The lack of advertising and directional signage makes River Bend difficult to find.

c. **Opportunities:**

(1) Staff Training and Development

We are flexible in staff training opportunities. Cross-training between departments will continue to be a focus in the future.

(2) City Resources

A diverse range of resources and staff expertise from City Hall will continue to provide enrichment to the limited resources of the society.

(3) Business Partnership

We have a good business partnership with The City of Red Deer, where we are able to share services and have the opportunity to exchange services.

4. **External Factors**

a. Funding:

(1) Competition

New facilities continually come on stream, requiring service and maintenance levels to improve to meet industry standards.

(2) Financial

The society operates on a cash-flow basis. A capital reserve fund has been developed to provide funding for our long-term master plan.

b. Environment:

(1) Awareness

The public is demonstrating and appreciating an increased awareness of our natural environment. We currently support the natural Mosquito Control Program, are developing natural areas, and have planned for discontinuing the use of cala clor chemical.

(2) Commitment

There is an increased commitment to protection of the natural environment. This organization continues to make every effort to limit disruption of the natural environment. New information is internalized as quickly as possible. Long-term plans foresee a larger part of the facility being maintained in a more natural state.

c. Demographics:

(1) Population

Our passholders for the 1996 season are comprised of juniors, regular, seniors and family. The juniors make up 1%; the seniors make up 46%; the regular passholders, 34%, and family passes, 19%.

(2) Single-Parent Families

The increasing number of single-parent families may necessitate a provision of child care, and promotion of the entire facility for family events, such as Discovery Canyon and winter activities or programs.

d. Trends:

(1) Family Involvement

The shift to family involvement activities and facilities, whereby, the whole family can participate, will become increasingly desirable to the public.

(2) Aging Population

This group tends to be the most frequent user of the facility, while providing the lowest financial support. This group has the largest amount of disposable income available for recreation, and it will become increasingly important that this group be required to pay fees consistent with all other segments of the population.

(3) Advanced Bookings

An increasing demand for reservations and bookings in advance will necessitate changes to maintain our competitive place with the private sector and meet the needs of the clientele.

(4) Customer Expectations

There is increased pressure on the organization to supply quality service and a top-quality facility. Competition from the private sector will dictate, to some degree, the levels of service and product. It is imperative that the tee schedule is on time, speed of play is maintained in the four hour areas for 18 holes, and greens are maintained at the highest possible level.

(5) More Natural Environment

Public awareness of environmental issues and the cost of maintaining manicured turf will dictate the maintained area of the golf course be reduced. The use of pesticides, fungicides and fertilizers will have to be reduced or changed to natural products.

(6) Increased Service Levels

Competition and customer demands have placed customer service as a very high priority. The society will continue to strive for customer convenience in all areas.

e. Need/Potential for Service Changes:

(1) Public Participation

A continued effort and commitment is required to achieve increased public participation in several areas of the operation, including junior golf, golf programs and tournaments.

(2) Team Management

The team approach to management and the benefits of a team approach will require management training and ongoing organizational review. Cross-training and exposing staff to different areas of the operation will continue to be a priority.

(3) Corporate Sector

Through improved, advanced communications, the corporate sector needs to be informed of our facilities and services to increase the possibility of building rentals and advance bookings to service their needs.

(4) Staff

The continuation of training and upgrading of staff using the resources of both The City of Red Deer and outside agencies would be advantageous.

(5) Partnerships

Efforts will continue to try to secure corporate sponsorship or involvement to assist with improvements to Discovery Canyon and Picnic Park areas.

5. **Five-Year Focus**

- ◆ *To improve the course, building and facilities to ensure River Bend remains competitive with the private sector.*
- ◆ *To provide improved opportunities for volunteers and community involvement.*
- ◆ *To provide the highest possible level of customer convenience and service.*
- ◆ *To provide opportunities for personal and professional development for staff.*
- ◆ *To provide increased computer resources and training.*
- ◆ *To further enhance working relationships with The City of Red Deer, volunteer organizations and related professional associations.*

I. SOCIAL PLANNING

MISSION:

To work with the citizens of Red Deer to support and enhance individual, family and community life by evaluating community needs and facilitating the planning, development and delivery of programs that address social concerns.

MANDATE:

The Social Planning Department operates within provincial and municipal legislation to deliver Family and Community Support Services (FCSS Act and Regulations and Funding Agreements), Seniors and Social Housing (Housing Act) and Day Care (Day Care Management Agreement). Special Transportation is administered with a funding agreement. The department also monitors the Landlord and Tenant Advisory Board (under the Landlord and Tenancy Act) and the Community Services Centre (via Management and Lease Agreements).

SCOPE:

The Social Planning Department coordinates a wide range of services to address social concerns via arms length non-profit agencies. Those agencies are offered consultive services and the programs they deliver are monitored by the department via user statistics, budget submissions, project reports and a financial audit.

The department is also active in community development endeavours. Requests for assistance from non-funded community groups for collaborative projects, organizational development, proposal writing, volunteer development, program planning, personnel issues and budgeting are increasing.

1. Service Synopsis

a. Family and Community Support Services (FCSS):

The City of Red Deer is the Unit Authority for a multi-municipal partnership to provide preventive social services to the City of Red Deer, County of Red Deer, Bowden, Delburne, Elnora and Penhold. A 12-member board of elected officials and citizens at large representing each municipality administers the program. The department monitors 37 programs designed to promote well-being among individuals, family and community that are delivered by 22 organizations. Each project has a volunteer board with volunteers involved in front-line service delivery.

b. Day Care:

The Social Planning Department monitors municipal funding that goes toward improving access to high quality, affordable day care for children of families with low income or with special needs. The department also facilitates the application for any federal funding available to municipalities for preschool day care.

c. Special Transportation:

The Transportation Advisory Board, with administrative support from the Social Planning Department (and Transit Department) monitors the delivery of special transportation services in Red Deer. Through a funding agreement with The City, Red Deer Action

Group for the Physically Disabled, who owns the accessible vehicles, operates the service for citizens who cannot use transit with dignity because of a physical disability.

The Transportation Advisory Board has a growing awareness that persons with mental disabilities now living in the community are often in need of special transportation. Red Deer Action Group is already experiencing increased demand for service. The group homes are still able to direct persons with mental disabilities to regular transit and group taxis, however, as persons with more severe disabilities come into community homes, the demand on an already busy service will increase.

d. Seniors and Social Housing:

The Social Planning Department monitors municipal funding and program delivery by the Piper Creek Foundation for the operation of three seniors' lodges, and by the Red Deer Housing Authority for part of their operating budget, and for capital costs for 24 City-owned low-income housing units. In 1996, the Piper Creek Foundation will no longer be in receipt of municipal funding due to a balanced budget, but still retains the authority to requisition should the need arise.

e. Landlord and Tenant Advisory Board:

The Social Planning Department monitors the municipal funding provided to the Landlord and Tenant Advisory Board to provide education services to landlords and tenants and the public at large.

f. Community Services Centre:

The Social Planning Department monitors the agreements to manage the Community Services Centre, a facility housing community non-profit organizations which promotes the sharing of resources.

g. Facilities:

The Social Planning Department is responsible for four facilities owned by the City and occupied by non-profit societies which provide community social services. The department monitors the operation and maintenance of these facilities under the Infrastructure Maintenance Plan (IMP). The facilities are the Golden Circle, Red Deer Day Care, Normandeau Day Care and the Community Services Centre.

h. Community Development and Planning:

The role of the Social Planning Department in community collaboration, development and planning has grown in recent years as major institutions are undergoing fundamental structural change and funding from all levels of government is static or reduced. Recent examples regarding seniors housing, Services to Children, the future of Michener Centre and various provincial committees show the diverse issues and comprehensive nature of the assistance requested.

2. Historical Trends

a. Decentralized Service:

The Social Planning Department has always operated a decentralized service with funding agreements for services provided by arms length community agencies. The department

has not offered any direct service delivered by City staff, other than in the area of planning and community development. In light of the present call for less government, the department can be seen as "ahead of its time".

b. Regional Partnerships:

The Family and Community Support Services program has, since 1977, been a regional partnership involving both the City and County and four smaller municipalities. Such a partnership saves administrative dollars and increases the ability of citizens to access services, through agencies that are able to remain viable.

3. Demographics, Trends and Their Implications

The specific demographic factors and trends which will have implications for the Social Planning Department are as follows:

a. Single-Parent Families:

Red Deer has a significantly high number of single-parent families in comparison to national and provincial averages. Often these families struggle financially. This has implications related to housing, family programs including parenting courses and support groups as well as child care.

b. Unplanned Teenage Pregnancies:

Relative to provincial statistics, unplanned teen pregnancies are high in Red Deer. Programs to prevent termination of schooling, poverty and poor health of mother and child will continue to be important.

c. Aging Population:

As is the case elsewhere, Red Deer's population is aging and, consequently, the number of seniors with complex needs will increase. Community programs and support services such as seniors' housing, home support, Meals on Wheels and Seniors' Outreach will continue to be important. Also, Red Deer has an opportunity to learn from other communities across the province, as our population is younger than many other communities.

d. De-institutionalization of the Mentally Ill and Developmentally Disabled:

De-institutionalization will continue to have implications for community programs as more and more people will be discharged from Michener Centre and Alberta Hospital Ponoka. A variety of community supports will need to be in place in order for the mentally ill and developmentally disabled to successfully live in the community.

e. Early Discharges:

New mothers and babies and individuals who have had surgery are being discharged earlier from acute care facilities and require support services in their homes. For these individuals, home support, personal care and Meals on Wheels will be important services. In some cases, special transportation will also play an important role.

- f. **Poverty:**
The numbers of economically disadvantaged, particularly among families with children, are increasing due to government cutbacks, unemployment and underemployment. It will be important to find ways to ensure that these people can access social, educational and economic supports in order to improve their situations.
- g. **Cultural Sensitivity:**
With increasing numbers of urban aboriginal people and new Canadians, it will become more important to ensure that social programs are culturally sensitive.
- h. **Child Care:**
Child care services will continue to be important as the numbers of dual income earners, single parent families and low income families are high. Quality, affordability and flexibility will be important factors to consider in order to meet the needs of families relative to child care.
- i. **Methods of Service Delivery and Community Support:**
As a result of government downsizing, greater demands are being placed on voluntary organizations to meet growing social needs. The Social Planning Department will need to continue to work with community agencies to develop innovative ways to meet needs with shrinking resources. Collaboration, partnerships, volunteerism and other community assets will become increasingly important. The business community and churches are becoming more involved, bringing with them new ideas and resources and community support. To ensure these approaches are effective and efficient, appropriate management, support and training must be provided by staff.
- j. **Supports for the Physically Disabled:**
Particularly as the population ages, support for the physically disabled will be important. Increased demands for accessible housing, transportation and other outreach programs must be addressed in order that persons with physical disabilities can participate more fully in our community.
- k. **Regionalization:**
Maintaining and enhancing positive partnerships with communities and the region surrounding Red Deer will continue to be important as Red Deer is often where citizens of these communities access services.
- l. **Public Participation:**
Public participation in the decision-making process will continue to be important as the Social Planning Department and the agencies it works with rely on public input to plan services and programs. Facilitation of public input processes is a role that the staff is playing more frequently.
- m. **Information Access:**
The efficient access to and use of information technologies will become increasingly important to staff, particularly as changes in our society are occurring more rapidly. The public's access to information will continue to be important to ensure people are able to

successfully help themselves. Information needs to be made available in a variety of ways so it is accessible to citizens, regardless of income, education or culture.

4. Internal Factors

a. Strengths:

- (1) Strong Planning and Policy Base - The Social Planning Department utilizes Vision 2020, The City of Red Deer Strategic Plan and the department Business Plan and work plan as the basis for future direction.
- (2) Broad Community Focus - The input of community agency volunteer boards and initiatives such as the Community Audit allow the Social Planning Department a community focus which is planned by more than department staff. The two advisory boards (Family and Community Support Services and Transportation Advisory Board) also assure that decisions are made with the citizens of Red Deer (and district) in mind.
- (3) Strong Partnerships - The delivery of services by arms length agencies assures the development of strong partnerships with participating municipalities, community agencies, the three levels of government and the broader community. As boards and staff work together to plan and refine services, a greater understanding of the social system and the needs in the community is generated.
- (4) Staff - The department staff maintain a positive reputation within the province for having a good knowledge of the provincial climate relating to social issues and policies and the ability to mobilize local, regional and provincial programs to respond when assistance, information and input is requested or required. Staff resources are frequently in demand for professional and personal skills of facilitation, mediation, collaboration and planning. Collectively, the staff have expertise in local government, community development, financial management, public speaking, public education, writing skills, planning, government interaction and team building.

b. Constraints:

- (1) Limited Staff - The Social Planning Department has always been small in numbers (five at its largest, reduced to four in 1994). The workload for those staff is evident in the recorded and unrecorded (Manager) overtime needed to complete the commitments undertaken.
- (2) Decreasing Provincial Funding - Since 1993, the department has been dealing with reduced provincial funding in the FCSS program, which is passed on to the community. Approximately \$200,000 has been cut to date (1996). Not only the realities of coping with decisions regarding increased demands with less money, but the uncertainty surrounding the future takes its toll on creativity and collaboration. The potential repealing of the FCSS Act and Regulations, the demise of the Canada Assistance Plan and the uncertainty about the content of its successor, the Canada Health and Social Transfer, and the effect on provincial funding is also a concern.
- (3) Municipal Budget Freeze - All areas of Social Planning Department responsibility have been affected by the municipal budget freeze. Social Planning funding agreements were already insufficient to meet needs. Costs to services for some fixed expenses have risen. Agencies are trying to cope by increasing volunteer commitment and fundraising.

- (4) Increased Demand for Preventive Services -As our population ages, as persons with disabilities remain in the community, as health care becomes more difficult to access, as poverty increases, the needs for local services such as Outreach, transportation, Meals on Wheels and subsidized housing, for example, will increase. Unemployment, underemployment and heavy workloads increase stress on individuals and families and raise demands on services which protect or support people in crises.
- (5) Increased Demand for Community Development - As governments, institutions and agencies cope with downsizing, the need for broad community planning and facilitation increases. The Social Planning Department is seen as knowledgeable about community issues because of the interaction of the department with agencies, institutions and governments, hence increased demand for participation in community development.

c. Opportunities:

- (1) Staff Training and Development -The past two years have seen ample opportunity for staff to be involved in planning initiatives within the city. Three staff worked on the preparation of the Strategic Plan as Steering Committee member, Facilitator and Task Force member. The Manager chaired the Integration Committee. Computer training for integrated financial services is involving all four staff to the degree that they need specific training. Some staff development funds have also been directed to computer training. The City's commitment to increase the knowledge and skills within the organization allowed the Manager to access advanced Public Administration training.
- (2) Changing Roles - The size of the department, at times, is an asset in that a team approach is easier to facilitate. That approach has enabled staff to be involved in different facets of the corporation and community as need and opportunity arise. Because of the various skills brought by staff, adaptation to new roles has been and will be possible.

5. External Factors

a. Funding:

- (1) As explained in Internal Factors, decreased Family and Community Support Services funding has had a far reaching effect for services funded through FCSS dollars.
- (2) As the Province withdraws capital funding for subsidized housing, municipalities and the community will continue to reorganize and consolidate the programs for social housing. Recipients of the service will be affected by the changes.
- (3) Provincial contributions to preschool day care have not kept pace with the operating cost of running a day care. Municipal subsidies are not enough to maintain affordable day care for families with low income or with special needs children.
- (4) Community agencies report that they have reached their capacity in fundraising. Staff and volunteer time is stretched to maintain the projects now undertaken. Small community agencies are also now competing with larger institutions for limited charitable dollars.
- (5) Funding for transportation and special transportation will be an ongoing issue. As transportation becomes more accessible (low floor buses, etc.), persons with disabilities will be affected by any reductions. The grant to municipalities for special transportation is designated within an unconditional grant. If this changes,

municipalities will need to make difficult decisions with many demands on that funding.

b. Involvement:

- (1) The basis of any service funded through the Social Planning Department is the commitment of volunteers to all parts of the service. The predicted volunteer hours for FCSS in 1996 (104,234) is greater than the present year's (97,890) as agencies try to meeting peoples' needs, in spite of reduced funding and staff.
- (2) Volunteers and staff within the broader social services area are reporting burnout because of decreased staff and funding and increased workload and demands.
- (3) Volunteers and staff are being asked to play a major role in the restructuring of large institutions (Regional Health Authority, Services for Children, Mental Health, etc.). The responsibilities given to volunteers and the community, and the work expected of them, is mammoth.
- (4) Volunteers are reacting with cynicism to the reduced funding and the expectations of them to fill the gaps. Personal pressures that volunteers are experiencing are also making it more difficult for them to volunteer.

c. Mandate:

- (1) The FCSS Act and Regulations is presently under review by the provincial government, where the scope of the F.C.S.S. program and the administrative process will be re-examined. Red Deer and District FCSS believes that the Province has the primary responsibility for preventive social services, with the City focusing on funding distribution based on local need.
- (2) The redesign of Services for Children will impact the whole community as services are removed from the Province and institutions and given to community agencies. This move can be seen as a challenge but also as an opportunity for the community. Agencies now funded by programs within the Social Planning Department will be affected by the redesign of services to children, and potentially in a beneficial way. The caution will be to ensure that municipal government is not left responsible for the mandate and funding.
- (3) The David Thompson Health Authority will be offering service which impact some programs now funded through the department. Meals on Wheels, Home Support, Outreach (Golden Circle) and Special Transportation all affect consumers of health care services. Collaboration with the Health Authority will be crucial to prevent duplication and ensure appropriate planning.

6. Need/Potential for Service Adjustments

a. Public Participation:

Continued commitment to public participation via community agency boards in every level of service delivery, as well as general public feedback, will assist in the setting of priorities and planning.

b. Collaboration and Partnership:

Agencies will be requested, or forced, into collaborative relationships by shrinking dollars and criteria for funding. In this financial climate, people are concerned for their agencies

(and sometimes their own jobs). The need for facilitation and conflict resolution will likely increase.

c. Cross-Training for Staff:

The community will benefit from increased cross-training of staff. Money should be saved as agencies cooperate to offer training. Within the City corporation, cross-training allows individuals a new look at neighbouring departments and will, in turn, cause departments to see themselves from an "outsiders" view. New ways of doing business could arise from intra-City cross-training.

d. Accessibility:

A constant reminder that "we practise what we preach" and consider issues of accessibility in every facet of service delivery, from an economic, emotional and physical perspective.

e. Financial Independence:

Agencies have realized for several years that municipal funding will not provide for all of their needs. Diversification of funding (through proposals, grants, fundraising, downsizing) are a fact of life with community non-profit agencies. A need to seek non-traditional sources of funds will increase.

f. Role of the Department:

The direction in which the department moves will be dependent on the external and internal factors mentioned earlier. The increased demand in the area of broad community planning, and even regional and provincial planning, will be a significant factor in determining future directions for the department.

7. Five-Year Focus

- ◆ *To manage the Social Planning Department in an effective and efficient manner, utilizing a team approach.*
- ◆ *To monitor the social climate in the community and facilitate broad planning and community development, which will lead to the delivery of programs that meet the need, in the most efficient and effective way possible, keeping in mind current fiscal realities and the various delivery mechanisms available..*
- ◆ *To support the design and delivery of preventive social programs based on priorities and available funding which promote well-being and independence among individuals, families and communities.*
- ◆ *To "operationalize" the City's commitment to day care, emphasizing program access to children of low-income families and children with special needs.*
- ◆ *To facilitate the appropriate delivery of transportation services to citizens of Red Deer who cannot use regular transportation with dignity because of a disability or physical need.*
- ◆ *To assess changes in the provision of seniors and social housing, both at the community level and with other levels of government, and determine the City's role.*

- ◆ *To liaise with the Landlord and Tenant Advisory Board to ensure, through the commitment of City support, that landlords and tenants are advised on tenancy matters.*

J. TRANSIT

MISSION:

To provide an effective and efficient transit service, serving all sectors of the community.

MANDATE:

- To supply transit service to all sectors of the community when 80 percent occupancy is achieved and roadways provide access and exit in subdivisions.
- To limit major changes to the transit system in order to promote stability in operations. Maintain programs, whereby, adequate bus bays and sidewalks are available to all bus stops.
- Endeavour to maintain residential walking distances of no greater than 450 metres to the nearest transit zone.

1. Service Synopsis

a. Regular Service:

The City of Red Deer Transit System is based on a "fixed route 30-minute service" during regular daytime hours. The Transit Department provides service to all areas of the city where the community occupancy reaches 80 percent of capacity. The department strives to maintain service within 450 meters of all residences, as well as providing linkages to major centers, such as, shopping malls, recreation facilities and convention/hotel facilities. The department also coordinates Specialized School Services in conjunction with the Fixed Route Service to the majority of middle schools and high schools, providing direct destination travel for students from most areas of the city.

b. Dial-A-Bus:

Dial-A-Bus is a system through which transit service is maintained during low ridership periods by dispatching buses only to bus stops to which customers have requested service. Unless there is a request call made for a certain bus stop, the bus will not go to that area. The "call for service" dispatch method results in a substantial cost reduction when compared to regular fixed-route service. The Dial-A-Bus program is in service weekdays and Saturday evenings from 6:45 to 10:45 pm and on Saturday mornings.

c. Charter Service:

The Transit Department offers charter service for groups and special events, such as, Heritage Day. Recent successes have included contracts with department stores and hotels as well as some on-board guided tours which have been coordinated with the Visitor & Convention Bureau. The potential of the charter business has not been fully realized by the Transit Department due to time constraints.

2. Historical Trends

a. Increased Efficiencies:

The Transit Department has made every effort to maximize operational efficiencies in the last five years. The department has been successful in achieving efficiencies by deleting regular fixed route service and implementing innovative services such as Dial-A-Bus during the evenings and slow periods. Effectiveness has also increased, as shown by an

increase in ridership of 1.2% on regular fixed route service and 2.2% on Dial-A-Bus service.

- b. **Equipment Changes:**
Bus designs are constantly changing and the evolution recently has been towards improved accessibility. The current design standard is now met by the Low-Floor Bus. This has, of course, been positive from an accessibility perspective but the reduced capacity of the low-floor buses may place an additional load on the system during peak hours.
- c. **Decreasing Use of Public Transit:**
Although Red Deer Transit has managed to achieve small increases in ridership, this contradicts a national trend which shows a general decline in the use of public transportation systems.
- d. **Formation of the Transportation Advisory Board:**
The Special Transportation Board has been dissolved and has been replaced by The Transportation Advisory Board, which includes representation of the Transit Department. This new board offers improved communication and closer connections with the community.
- e. **Dial-a-Bus:**
The Dial-A-Bus program is fully employed during the winter months with up to 700 people utilizing the service on Thursdays and Fridays during the Christmas season. The system is almost at full capacity during these periods, based on a 30-minute frequency.

3. Internal Factors

- a. **Strengths:**
 - (1) Staff - Transit staff are perceived as being skilled and effective as customer service representatives. The Transit Department is committed to continue to offer the Professional Driver Improvement Course and has recently adopted the Transit Ambassador (training) Program, which is designed to improve customer service and employee morale.
 - (2) Public Awareness - Public awareness of transit services is quite high. Transit information is being distributed through a booth at Red Deer College during peak registration periods, through the Community Services Division Activity Guide three times each year, by the Transportation Advisory Board, and through representation on City of Red Deer Customer Service Council.
 - (3) Fleet - The Transit current fleet is in good condition.
- b. **Constraints:**
 - (1) Limited Staff - Staff are presently working at full capacity, in fact, the present work load often requires staff to work hours beyond those which are provided for in the regular budget.
 - (2) Limited Spare Equipment - There are, usually, no more than three spare buses available to fill in for break-downs or emergencies. This is a very minimum level and has the potential to cause substandard and/or possible loss of service.

- (3) Need to Increase Routes to Service New Subdivisions and Schools - The development of Hunting Hills High School and Notre Dame High School beyond the existing service boundaries is a concern. The need to expand routes to the east raises concerns with total route times to the downtown and the need for additional funding or revenues to supply the service.

c. Opportunities:

- (1) Staff Training - The Transit Department is committed to develop and implement a policy to provide appropriate training and development opportunities to ensure a motivated and skilled work force. A primary goal is to create and maintain operating manuals, policies and procedures, whereby, a "mentor" system can be adopted to groom staff to succeed retiring senior staff.
- (2) Innovative Services - The Transit Department will continue to explore innovative methods of revenue generation and revenue options that will not overburden customers, but will support future service needs and increasing costs.
- (3) Improved Customer Service and Accessibility - The department is committed to improved customer service and accessibility, including outlets for sale of passes and tickets.

4. External Factors

a. Environment:

The particular size of the city of Red Deer, the rural setting and close proximity make residents less likely to need or choose public transit. Society, generally, continues to prefer the quick convenience of the private automobile to public transportation.

b. Demographics:

The aging population will place unique challenges on the transportation system. The need to provide convenient and timely transportation to and from seniors housing projects is expected to increase. The opportunity for increased charter services may also come through the seniors population.

c. Trends:

Nationally, the overall use of public transportation has declined by 15% in the last five years. This trend is significant and, as the trend impacts Red Deer, it will likely cause some difficulty maintaining full neighbourhood services while overall ridership revenues decrease.

5. Need/Potential for Service Adjustments

a. Attract New Customers to Available Service:

The Transit Department is committed to: market transit services; maintain a positive public image; and provide specific services to meet the needs of all citizens, including adults, youth, elderly, and people with disabilities. One of the potential ways to meet this goal is to investigate the need, opportunity for sales of passes and tickets through a variety of accessible sales outlets, and the acceptance of phone purchases.

- b. **Marketing and Expansion of Charter Services:**
The opportunity exists to work together with other departments and the private sector, investigating opportunities for specialized services and joint ventures with the convention industry to boost revenue in off-peak times. The department may market all aspects of service delivery, with joint efforts between related departments to promote major conventions and other events providing economic growth to the City.
- c. **Transit Terminal:**
The department strongly recommends the development of an Off-Street Transit Terminal to improve customer comfort, safety and transfer time in the short to medium term.
- d. **Bus Shelters:**
The provision of regular bus shelters through contract should continue. The provision of fully accessible bus shelters should also be a priority where the need is apparent.
- e. **Maximize use of Dial-A-Bus:**
The Dial-A-Bus program should continue and be maximized whenever regular service is not economically viable.

6. Five-Year Focus

- ◆ *Provide service levels and frequencies that will provide effective transit service within Red Deer.*
- ◆ *Attract new customers to available service.*
- ◆ *Provide an honest pro-active working environment that will support the highest possible morale for employees.*
- ◆ *Market and utilize charter services.*

VI. FINANCIAL IMPLICATIONS

Since 1991, the City has operated with no increase in taxes. Budgets for 1996 and 1997 project the same 0% increase. This has been achieved in spite of modest inflation and city growth. This plan is written anticipating a similar restraint for the next five years.

The City approves an updated Five-Year Capital Plan in conjunction with each year's operating budget. A moratorium on new facility capital development for the division has been in place since 1991, with the exception of the Library Expansion. This excluded a limited number of projects identified that were funded from sources other than the tax base. This plan recommends an extension to this moratorium through the year 2000, with an emphasis on maintaining existing facilities. The one exception in this plan is the off-street transit terminal, which is seen as a high priority need.

Significant progress is being made in upgrading and/or completing facilities that were built many years ago. The federal government's Infrastructure Maintenance Program has assisted in this area. Examples of these are the Kinex, Red Deer Arena and Central Tennis Courts. This will continue as a commitment throughout the life of this plan.

Shown in figure 15 below is the division's 1996 operating budget. These numbers have not been projected through to the year 2000, as they were in previous plans, as it is anticipated that 0% guidelines will continue at least through 1998, and approvals of this component of the plan are only in principle, with annual reviews at budget time.

FIGURE 15

SUMMARY OF EXPENDITURES & REVENUE			
Department/Agency	Expenditure (\$)	Revenue (\$)	Net (\$)
Community Services Directorate	319,455	235,237	84,208
Community Services Support	77,356	0	77,356
Recreation, Parks & Culture	6,907,231	2,117,022	4,790,209
Social Planning	1,957,564	1,137,702	819,862
R.C.M. Police	7,410,576	902,434	6,508,142
Transit	2,863,545	1,575,540	1,288,055
Parkland Community Planning *	223,500	0	223,500
Visitor & Convention Bureau*	127,742	0	127,742
River Bend Golf Course & Rec. Area	0	200,000	(200,000)
Library Requisition	1,328,255	1,328,255	0
Normandeau Society*	625,658	0	625,658
Towne Centre Association Requisition	116,700	116,700	0
Westerner/Centrium Debt Servicing	1,183,808	23,488	1,160,320
Total	23,141,390	7,636,378	15,505,052

* These figures represent the City contribution to these agencies, and not their entire budgets.

Capital budgets 1996 - 2000 will be limited by the moratorium on new facilities. The off-street transit terminal is the exception. The funding source for this project is a combination of Provincial Transportation grants and matching City funds. Other capital expenditures relate primarily to the Infrastructure Maintenance Program, with that funding coming from the interest generated on this investment. Other projects are funded from lot levies collected at the time of residential development.

Recommendations:

- ◆ *The division should continue to maintain the Ten-Year Infrastructure Maintenance Plan.*
- ◆ *Fees and charges throughout the division should reflect the Vision 2020 commitment to "assess the appropriate degree of subsidy for all community service programs and facilities, through the development and implementation of a comprehensive Fees & Charges Policy". The policy will move toward "the user-pay principle", where appropriate. Programs and services shall be the subject of regular evaluation, bearing in mind the cost/benefit to the community.*
- ◆ *All departments and agencies in the division will identify management and maintenance costs at the initiation of all new programs or services.*
- ◆ *All departments and agencies within the division will, as appropriate, seek partnership or sponsorship for specific programs, services or facilities.*
- ◆ *To the degree that it is possible, departments and agencies within the division will eliminate interdepartmental charges.*

VII. INDEX OF RELATED DOCUMENTS

A. VISION 2020

Vision 2020, which was adopted by City Council in August 1991, is a vision of what our city can be in the year 2020. This is the principal document of corporate values that establishes the priorities and direction for the City of Red Deer until the year 2020.

B. STRATEGIC PLAN

The Strategic Plan, adopted in December 1994, provides more detail than Vision 2020. It is said to "reflect the collective values and goals of the municipal organization" and is "intended to provide vision and purpose for all that must be undertaken to be successful". It also provides the broad guidelines on which the City is to base its planning.

The Strategic Plan makes specific recommendations regarding the value of parks, and states that "One of the City's major economic benefits is its well-maintained infrastructure, including roads, structures, utility systems and parks. The plan suggests a relationship between quality of life and the City's park infrastructure and makes a commitment to a "strong emphasis on quality of life and the achievement of a safe, healthy and attractive community by the following strategy:. "The City's analysis of standards and services will include not only the financial implications but also the impact on the quality of life "infrastructure"¹ in Red Deer.

One of the primary goals in the Strategic Plan is: "To support and maintain the City's Infrastructure, including roads, structures, utility systems and parks, as a long-term investment"².

C. GENERAL MUNICIPAL PLAN

The General Municipal Plan is a legal requirement of the Planning Act. The Plan provide the framework for further planning studies and future development. It provide an overall direction and general approach to managing and accommodating growth issues from physical, social and economic perspectives. The current plan (September 1993) addresses six major areas of concern, those being: growth; urban encroachment; provision of commercial facilities; provision of housing; the living environment and transportation.

D. BICYCLE MASTER PLAN

In 1980, City Council adopted the new General Municipal Plan, which included a recommendation to "Establish a program to re-examine the concept of a bicycle path system, as recommended in the transportation study, and to bring forth a strategy for implementing a bicycle path system." The objectives of the Bicycle Master Plan are to:

- Develop a comprehensive bike-way system throughout the city, serving both recreation and transportation functions, to develop a bike-way system which links existing parks, recreation and education facilities to form an integrated open space network
- To develop a bike-way system as an alternative route for cyclists to major transportation routes, where vehicular/cyclist conflicts are most likely to occur.
- To develop a bike-way system that can be implemented at a reasonable cost, on a phased basis to be jointly funded through the Engineering and Recreation, Parks & Culture Departments.

¹Source: Strategic Plan, City of Red Deer, September 1994, Strategy 4.2.2

²Source: Strategic Plan, City of Red Deer, September 1994 Goal 1.4

E. DOWNTOWN CONCEPT PLAN

The Downtown Concept Plan (1993) is intended as a guide for the future development and revitalization of downtown Red Deer. It has been prepared for the City of Red Deer by the Red Deer Regional Planning Commission in co-operation and consultation with the City Administration, Red Deer Chamber of Commerce, Towne Centre Association and the general public. The plan is intended to provide a planning framework for the detail design of various components of the downtown including parks, roads, parking, services, etc.

F. ENVIRONMENTAL ACTION PLAN

The Red Deer Environmental Action Plan (February 1995) was prepared to define policies and outline programs that are understood to be a possible and practical means of achieving or maintaining environmental integrity, in parallel with community and economic activity. The action plan provides guidance in the preservation of natural areas and impacts other development recommendations referred to in this document.

G. TEN-YEAR INFRASTRUCTURE MAINTENANCE PLAN

The Community Services Division is responsible for the operation and maintenance of 109 buildings with a value of over \$37 million. In the past, too much emphasis has been placed on new facility development, without providing sufficient resources for the adequate maintenance of existing facilities. The City recognizes that all facilities and equipment pass through life cycles that ultimately end in deterioration and obsolescence. The Infrastructure Maintenance Plan has been developed to help schedule maintenance requirements and thus help predict the timing and extent of major repair and replacement needs. The Infrastructure Maintenance Plan projects the total costs associated with properly maintaining the City's existing community service facilities. It should be noted that a number of City-owned facilities are operated on behalf of the City by non-profit agencies.

H. MUNICIPAL INTEGRATION STRATEGY

The Community Services Division has committed to the positive integration of persons with disabilities into all programs and services for which the division is responsible. This commitment has been articulated specifically through the Municipal Integration Strategy, which is a series of recommendations from each City department. The strategy specifically aims at improving access to City programs and services in the areas of employment, accessibility/mobility, and education/awareness. The progress of the departments in meeting their objectives is evaluated and the strategy is updated each year.

I. BUSINESS PLANS

The City's Three-Year Business Plan integrates the goals and objectives of the Strategic Plan with the financial resources of the City. Each City department is required to prepare business plans based on department mission, department mandate, three-year spending targets, goals and strategies, organizational structure, initiatives completed to date, implications for stakeholder groups and performance measures. It is intended that three-year business plans will be prepared on an annual basis prior to budget review.

J. INTERPRETIVE MASTER PLAN

The Interpretive Master Plan (August 1983) provided the direction and guidelines for the development of the Interpretive Program for Waskasoo Park. The document contains information and guidelines for the manager making interpretive program and development decisions; designers

and writers who produce the recommended interpretive media materials; interest groups and the public who are concerned about the nature of the Interpretive Program and related development; and Park staff who operate the Interpretive Program.

K. DOWNTOWN CONCEPT PLAN

The Downtown Concept Plan is written with the intent of "strengthening the downtown as the business, cultural and recreation centre of the city and to provide a planning framework for revitalization." The Plan strives to achieve the following objectives:

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 view in regard to the future of the downtown.

L. POLICY MANUAL

The City of Red Deer Policy Manual provides a compilation of the major policy decisions made by City Council to guide municipal initiatives, service delivery and operations. The manual provides a common policy reference for elected officials, City staff and the public. Its overall purpose is to clarify current policy in the City of Red Deer.

M. COMMUNITY AUDIT

The Community Audit began with members of the Funders Forum who had the intent: "To construct a common community vision and collective strategies for reaching that vision by identifying community values, needs and assets and setting community priorities. The project is intended to assist funders, community agencies and organizations in building a relationship between community needs and assets."³ The Community Audit Project was intended to inclusively assess community needs and priorities for human services, and to identify the full range of assets and resources that are presently available or could be mobilized to best accomplish the provision of these services.

N. COMMUNITY PROFILE

The Red Deer Community Profile was originally prepared as background to the Vision 2020 Program, a long-range planning document. The community profile is now updated annually for use by Red Deer schools; it is a background document for courses dealing with community development. The document is prepared by the City Planning Division and the Red Deer Regional Planning Commission (Parkland Planning).

O. CULTURAL POLICY

The Cultural Policy articulates philosophy, goals, and objectives for culture services. The policy document outlines guiding principles, goal statement, policy statements and recommends strategies for encouraging cultural opportunities in Red Deer.

³Source: Report of the Red Deer Community Audit - February 1995, Executive Summary.

VIII. SUMMARY OF RECOMMENDATIONS and GLOSSARY

SUMMARY OF RECOMMENDATIONS

I. INTRODUCTION
II. VALUE STATEMENTS
III. COMMUNITY PROFILE

IV. DIVISION ANALYSIS & STRATEGIES

- ◆ The Community Services Division will determine the appropriate method of service delivery, with special attention being given to the advantages and disadvantages of each delivery mechanism. The most effective and efficient mechanism should be used to reach the prescribed objective, considering resources and benefits of involvement by the community, and ensuring that the standards and image of the division and its departments and agencies are not compromised.
- ◆ The division commits to partnerships with the community in identifying and addressing quality of life issues.
- ◆ The division acknowledges that "quality of life" is the greatest strength identified in this city, and we recognize and commit to an evaluation of all programs and services in light of this.
- ◆ The division will actively promote and encourage public input into planning for development and service delivery.
- ◆ The division will support marketing our quality of life as a means to attract growth.
- ◆ The division will begin discussions now with the County of Red Deer and the County of Lacombe, with the purpose of joint cooperation in protecting the river valley beyond City boundaries.
- ◆ The division will encourage river valley land and escarpments to be preserved for public ownership through reserve dedication when subdivisions occur, or to be gifted to Waskasoo Park through the Red Deer Community Foundation.
- ◆ The division will launch a campaign to encourage corporate, public and private donations to the Waskasoo Park fund now created in the Community Foundation. The purpose for these funds will be to assemble parkland beyond current boundaries.
- ◆ The division will continue to support the acquisition of the Bower Natural Area, south of the Red Deer College, to be owned and preserved by the College or jointly acquired and preserved.
- ◆ The division will explore the benefits of participating in the Saskatchewan River Basin partnership in promoting awareness, linkages, stewardship, knowledge and respect for the basin ecosystem and heritage.

- ◆ The division is committed to preserve and enhance the existing Waskasoo Park trail system and will actively support expansion of the existing system.
- ◆ The division will support Alberta TrailNet initiatives and the Trans Canada Trail initiatives toward establishing a linkage to multi-use trails coast-to-coast.
- ◆ The division will continue to support the concept of a trail linkage to Sylvan Lake, utilizing the old CP Rail bed.
- ◆ The division will actively pursue an easement agreement for a strip of land along the Red Deer River between Heritage Ranch and Fort Normandeau in order to provide a trail link between the two facilities.
- ◆ The division will encourage the establishment of an endowment in the Community Foundation for future trail development, as we are able to extend the boundaries of Waskasoo Park.
- ◆ The division will facilitate adequate and appropriate housing development, which will meet the needs of all income levels.
- ◆ A downtown landscape plan has been developed and partially implemented. The division will commit to actively encourage its completion through a partnership of business owners and the City. A matching grant should be considered to further the landscape plan. The division will pursue foundations, as well as other levels of government grants, in order to further advance this plan.
- ◆ A transit terminal is a significant need in our downtown for the purpose of better service, safety, and for clearing two city blocks now occupied as bus stops. Three earlier studies have all identified the former Sports World parking lot for the best site for this terminal. The division will make this a priority item in the transit budget to acquire this site and develop the terminal.
- ◆ A downtown plaza site has been identified as a community need and the division will support the Towne Centre Association in the development of a plaza on either the old Post Office or Bay parking lot.
- ◆ In the year 2013, our city celebrates its 100th birthday. A significant facility for our downtown and a pronouncement of this occasion could be the development of a public art gallery. Earlier plans have designated the site east of the Old Court House as most appropriate for this development. The division will encourage and support the formation of an Anniversary Committee to undertake a community-wide campaign to build and endow a Community Art Gallery or to find another suitable facility to upgrade or renovate.
- ◆ The division will actively support Bid Red Deer and community groups that bid for and host special events.

- ◆ The division, through the most appropriate department or agency, will make contact with provincial associations or similar bodies, promoting Red Deer as a Special Events City and encouraging them to host events here.
- ◆ The division acknowledges the value in, and benefits of, volunteerism to the individual, the organization and the community at large, and is committed to provide, when and where appropriate, the opportunity to volunteers. The goal is to create an atmosphere throughout the community that encourages volunteerism, and resources necessary to support volunteerism will be committed by each department and agency in the division.
- ◆ The division will, during the term of this plan, consider ways and means to increase resources in support of volunteerism and, in particular, strengthen community organizations and provide opportunities for public participation.
- ◆ The division recognizes the need to appropriately recruit, train, sustain and reward volunteerism.
- ◆ The division will commit to interdepartmental initiatives and activities.
- ◆ The division will commit to the reallocation of staff resources to high priority needs and initiatives.
- ◆ The division is committed to identifying the most effective and efficient method of delivering services.
- ◆ The division considers our staff and volunteers as our greatest asset, and we commit to provide recognition and support to them in the work that they do.
- ◆ The division will permit and encourage cross-training as an opportunity for both personal growth and greater flexibility within the division.
- ◆ The division will identify important environmental features that should be preserved, enhanced and protected.
- ◆ The division will play a lead role for the City in inviting public input on environmental issues as they relate to development.
- ◆ The division will support environmentally sound initiatives, including those outlined in the Environmental Action Plan.
- ◆ Community-based policing services will be supported by this division.
- ◆ The division will place priority on programs that reduce vandalism.
- ◆ Programs such as Neighbourhood Watch, Block Parents, etc., will be supported to promote the community's acceptance of responsibility, personally or collectively.

V. SERVICE DELIVERY

A. LIBRARY

- ◆ We will be the best medium-sized public library in Canada.
- ◆ We will provide to our customers the collections, programs and services they need.
- ◆ We will have the most qualified and best-prepared staff and board possible.
- ◆ We will provide the information our customers need in the most cost-effective way possible, regardless of format.
- ◆ We will work in partnership with other institutions to rationalize Library service.
- ◆ We will market library programs and services to increase membership in and usage of the Library.
- ◆ We will integrate the Dawe Branch into all Library operations, moving towards a Library System.
- ◆ We will operate the Library in the most efficient, effective and business-like manner possible.

B. NORMANDEAU CULTURAL & NATURAL HISTORY SOCIETY

- ◆ Recruit and orient new Executive Director.
- ◆ Explore some restructuring of the organization and deployment of human resources.
- ◆ Increase fundraising returns.
- ◆ Clarify the organizational structure, funding arrangements, and programs of Sunnybrook Farm as it relates to the Museum and other interpretive opportunities.
- ◆ Develop management plan for the Gaetz Lakes Sanctuary.
- ◆ Pursue a trail link from Fort Normandeau to Heritage Ranch.
- ◆ Develop and implement Business Plans.

C. PARKLAND COMMUNITY PLANNING SERVICES

- ◆ To ensure that the public understands the planning process and has an opportunity to participate in planning initiatives.
- ◆ To ensure that the planning division remains effective

- ◆ To continue the process of updating the Land Use Bylaw and planning documents.
- ◆ To ensure an efficient subdivision process

D. R.C.M.P.

- ◆ To increase efficiency, effectiveness and economy of policing operations through:
 - a) grouping like functions
 - b) reducing unnecessary levels of supervision
 - c) removing police personnel from non-police related duties
- ◆ To implement a wide area computer network capable of handling Simplified Paperless Universal Reporting System (SPURS).
- ◆ To implement a process of Problem Oriented Policing to deal with crimes in the City of Red Deer.
- ◆ To seek active and meaningful participation by the citizens of Red Deer in establishing quality, community based policing concepts.

E. RECREATION, PARKS & CULTURE

General and Community Support & Development

- ◆ To work with the citizens of Red Deer in providing accessible and affordable recreation, park and culture programs, services and facilities.
- ◆ To realize human and financial efficiencies throughout the department through the innovative use of resources.
- ◆ To provide opportunities for personal and professional development of staff. To provide the technical resources and the training necessary for staff to meet the challenges of change.
- ◆ To further enhance working relationships and seek new partnerships.
- ◆ To take a lead role in providing the opportunity for public input and participation in the design and delivery of recreation, parks and culture programs and services.
- ◆ To strive for excellence in customer service
- ◆ To provide opportunities for volunteerism and further implement community development services.

Recreation Programs

- ◆ To offer directly or facilitate a diverse range of recreation programs and special events that support individual and family well-being.

- ◆ To maximize service efficiencies by maintaining existing and aggressively pursuing new public/private partnerships and joint projects.

Recreation Facilities

- ◆ To schedule, operate and maintain all recreation facilities
- ◆ To implement new initiatives and innovations in the operation of recreation, park and cultural facilities, which will retain their long-term investments as a major contributor to Red Deer's quality of life and economy.
- ◆ To pursue new markets and revenue opportunities for existing programs and facilities.

Cultural Development

- ◆ To manage the facility agreements with Central Alberta Theatre and the Allied Arts Council, and continue to develop the community and cultural opportunities.
- ◆ To foster the provision of a wide range of cultural programs by direct delivery and facilitate further cultural opportunities through partnerships with community cultural agencies.

Parks Landscape Maintenance

- ◆ Provide for the planning, design, construction and maintenance of natural, formal and ornamental parks while preserving natural ecospace environments.

Biological Services and Weed/Pest Control

- ◆ To provide weed and pest control services and take a lead role in protection of city ecospaces.

Cemeteries

- ◆ To provide cemetery maintenance and burial services in accordance with public standards, the Cemetery Act and the Cemetery Bylaw.

Park Facilities & Structures

- ◆ To provide for the planning, design, construction and maintenance of all park facilities and structures while being sensitive to the natural environment.

F. RED DEER & DISTRICT ARCHIVES

- ◆ Initiate computerization improvements within the Archives, with the objectives of improving staff efficiency and service response times, and of linking to City and province-wide computer networks to improve public access.
- ◆ Update and improve the Archives acquisition strategies with the objectives of ensuring that City and related organizations are part of them, and of increasing the systematic acquisition of community records, particularly, those from organizations experiencing restructuring initiatives.
- ◆ Promote and assist in the planning of a number of upcoming centennial events and other commemorations, including the preparation of a ten-year calendar of significant public events.

- ◆ Develop and implement new policies and procedures to comply with the extension of provincial Access to Information legislation to municipal and other public records.

G. RED DEER VISITOR AND CONVENTION BUREAU

- ◆ To attract major new conventions, trade shows and tournaments, working in cooperation with partners in the tourism industry.
- ◆ To provide a year round visitor information service which builds a positive impression, increases visits to and lengths of stay in the Red Deer area.
- ◆ To produce, supply and distribute information for visitors and residents who act as hosts, while providing appropriate promotion opportunities for partners in the tourism industry, and increasing community awareness of tourism.
- ◆ To provide services to conventions, tournaments and other major events, which contribute to their success and their economic impact on the Red Deer area.
- ◆ To develop, enhance and market the Red Deer area as a destination for short getaways, motor coach visits and special interest trips.
- ◆ To represent Red Deer's interests, from a tourism perspective, on local, provincial and national levels

H. RIVER BEND GOLF & RECREATION SOCIETY

- ◆ To improve the course, building and facilities to ensure River Bend remains competitive with the private sector.
- ◆ To provide improved opportunities for volunteers and community involvement.
- ◆ To provide the highest possible level of customer convenience and service.
- ◆ To provide opportunities for personal and professional development for staff.
- ◆ To provide increased computer resources and training.
- ◆ To further enhance working relationships with The City of Red Deer, volunteer organizations and related professional associations.

I. SOCIAL PLANNING

- ◆ To manage the Social Planning Department in an effective and efficient manner, utilizing a team approach.
- ◆ To monitor the social climate in the community and facilitate broad planning and community development, which will lead to the delivery of programs that meet the need, in the most

efficient and effective way possible, keeping in mind current fiscal realities and the various delivery mechanisms available..

- ◆ To support the design and delivery of preventive social programs based on priorities and available funding which promote well-being and independence among individuals, families and communities.
- ◆ To "operationalize" the City's commitment to day care, emphasizing program access to children of low-income families and children with special needs.
- ◆ To facilitate the appropriate delivery of transportation services to citizens of Red Deer who cannot use regular transportation with dignity because of a disability or physical need.
- ◆ To assess changes in the provision of seniors and social housing, both at the community level and with other levels of government, and determine the City's role.
- ◆ To liaise with the Landlord and Tenant Advisory Board to ensure, through the commitment of City support, that landlords and tenants are advised on tenancy matters.

J. TRANSIT

- ◆ Provide service levels and frequencies that will provide effective transit service within Red Deer.
- ◆ Attract new customers to available service.
- ◆ Provide an honest pro-active working environment that will support the highest possible morale for employees.
- ◆ Market and utilize charter services.

VI. FINANCIAL IMPLICATIONS

- ◆ The division should continue to maintain the Ten-Year Infrastructure Maintenance Plan.
- ◆ Fees and charges throughout the division should reflect the Vision 2020 commitment to "assess the appropriate degree of subsidy for all community service programs and facilities, through the development and implementation of a comprehensive Fees & Charges Policy". The policy will move toward "the user-pay principle", where appropriate. Programs and services shall be the subject of regular evaluation, bearing in mind the cost/benefit to the community.
- ◆ All departments and agencies in the division will identify management and maintenance costs at the initiation of all new programs or services.
- ◆ All departments and agencies within the division will, as appropriate, seek partnership or sponsorship for specific programs, services or facilities.

- ◆ To the degree that it is possible, departments and agencies within the division will eliminate interdepartmental charges.

GLOSSARY

A. FACILITATION

Facilitation may be defined as utilizing the philosophy of community development to assist non-profit groups in the coordination, planning, development, and problem solving of a particular program or service. Administration, expertise, and limited financial support may be provided by the department. This method may be used in cases where the organization does not conform to elements of departmental philosophy. However, prescribed standards are generally followed.

B. CONTRACTING OUT

Contracting out may be defined as the establishment of an agreement or contract with a non-profit or for-profit group or individual, whereby, a program is delivered in exchange for funding and support, as per expectations and standards prescribed by the department.

C. DIRECT SERVICE

Direct service may be defined as the direct involvement of a department in the planning, development, and implementation of a program or service, including the provision of manpower, content, and funding.

D. CO-VENTURE

A co-venture may be defined as a partnership or joint venture, whereby, the responsibility of planning, delivery and funding is shared between the department and a private organization which may be non-profit or for-profit. All partners subscribe to the same standards and recognition for delivery is shared.

E. SPONSORSHIP

Sponsorship may be defined as the augmentation or complete funding of a program, whereby, the responsibility for service delivery is not shared by the sponsor, but remains with the respective department. Sponsorship may come from the public or private sector and public recognition is usually given.

F. VOLUNTEERISM

A volunteer is defined as a person who agrees to undertake a task or perform a service without the expectation of financial gain or reward.

G. BASIC SERVICE

The City has defined "basic" as those thing which might be described as at an entry level to that program or activity, as opposed to the more elite or professional levels. The cost of providing that program or service is also a determining factor and basically is intended to be accessible to the majority.

THE CITY OF RED DEER
COMMUNITY SERVICES DIVISION



FACILITIES
and
OPEN SPACE
ACTION
PLAN

Facilities & Open Space Action Plan

Table of Contents

I. <u>INTRODUCTION</u>	7
A. DEPARTMENTS & AGENCIES IN PLAN	7
B. REPORT OBJECTIVES	7
C. RELATION TO OTHER PLANNING DOCUMENTS	8
Vision 2020 & Strategic Plan	8
Community Services Master Plan	9
Business Plans	9
Bicycle Master Plan	9
Downtown Concept Plan	9
Environmental Action Plan	9
City Infrastructure Maintenance Plan	10
TABLE 1- Infrastructure Maintenance Plan	10
II. <u>PLANNING & STANDARDS</u>	13
A. CITY LEVEL	13
B. DISTRICT LEVEL	13
Land Allocation	13
Standards	13
Funding	14
Service Districts	14
TABLE 3 - Service District Projected Populations	16
Future Development Sites	17
PLAN 1 - District & Neighbourhood Boundaries	19
C. NEIGHBOURHOOD LEVEL	21
Background	21
Land Allocation	21
Funding	22
Neighbourhood Site Development/Approval Process	22
Neighbourhood School and Park Site Development Principles	23
Neighbourhood School/Park Development Guidelines	25
PLAN 2 - Neighbourhood School & Park Concept Plan	27
D. GENERAL STANDARDS	28
Parking	28
Accessibility	28
III. <u>OPEN SPACE INVENTORY & MANAGEMENT</u>	31
A. OPEN SPACE DESIGNATION	31
B. CITY LEVEL	32
TABLE 4 - Open Space Inventory	33
Existing Park Nodes	35
Future Trail Development	35
Future Park Development	36
C. DISTRICT LEVEL	39
Land Allocation	39
Standards	39
Service Districts	39

D. NEIGHBOURHOOD LEVEL	40
E. OPEN SPACE INVENTORY AND CLASSIFICATION SYSTEM	41
TABLE 5 - Open Space Inventory & Classification System	42
F. ENVIRONMENTAL MANAGEMENT	43
City Policy Framework	43
Environmental Action Plan	43
Natural Park Areas/Ecospace Classification System	44
TABLE 6 - Ecospace Assessment Process	45
TABLE 7 - Environmental Evaluation Factors (Ecospaces)	46
TABLE 8 - Evaluation Steps for Ranking of Ecospaces	47
PLAN 3 - River Valley Concept	49
PLAN 4 - Open Space	51
PLAN 5 City Trails	53
IV. FACILITIES	55
A. INTRODUCTION	55
B. CLUB HOUSES	56
Pioneer Lodge	56
C. CULTURAL FACILITIES	57
Amphitheatre/Bandstand	57
Art Gallery	57
Arts Centre (Old Court House)	58
Arts & Crafts Facility	59
Dance Studios	59
Multicultural Centre	60
Performing Arts Facilities	60
D. INTERPRETIVE FACILITIES	62
Allen Bungalow	63
Fort Normandeau	63
Gaetz Lakes Sanctuary	64
Heritage Square	66
Heritage Sites	66
Kerry Wood Nature Centre	67
Museum	67
E. LIBRARY	68
Red Deer Public Library	69
Red Deer College	69
G.H. Dawe	69
F. PARK FACILITIES	70
Ball Diamonds	70
Cemeteries	72
Fishing Ponds	73
Outdoor Rinks	73
Parks Shops	74
Parks Residences	74
Parks - Formal	75
Parks - Natural	77
Parks - Ornamental	84
Picnic Grounds	85
Partici-park	86
Playgrounds	86
Skating Ponds	87

Sportsfields	88
Trails	90
Washroom Warming Shelters	92
PLAN 6 - Parks	93
PLAN 7 - Ball Diamonds	95
PLAN 8 - Outdoor Rinks & Community Shelters	97
PLAN 9 - Playgrounds	99
PLAN 10 - Sportsfields	101
G. POLICE BUILDING	103
Administration Building	103
H. RECREATION FACILITIES	103
Arenas	103
Athletic Park	105
Biathlon	107
Bicycle Motocross	107
Boating	107
Bowling Alley	108
Campgrounds	108
Coliseum	109
Community Shelters	110
Community Halls	111
Court Facilities	111
Curling Rinks	112
Equestrian	113
Exhibition Facility	114
Fitness Centre	115
Golf Courses	115
Gymnasium	117
Horseshoes	118
Lawn Bowling	118
Meeting Rooms	118
Model Plane	119
Motocross	119
Off-Trail Biking	119
Recreation Centres	120
In-Line Skating Facility	121
Running Tracks	122
Shuffleboard Courts	122
Skateboard Park	123
Skiing	124
Snowmobile	125
Speed Skating Oval	125
Storage Buildings	125
Swimming Pools	126
Tennis Courts	127
Volleyball	128
Water Parks	128
PLAN 11 - Major Facilities	129
I. SCHOOL SITES	131
Camille J. Lerouge	131
Eastview Jr. High	131
G.H. Dawe	131

Hunting Hills	131
Notre Dame	131
Lindsay Thurber Comprehensive High School Site	132
Red Deer College	132
West Park Jr. High	133
J. SOCIAL PLANNING FACILITIES	133
Community Services Centre	133
Day Care	134
Golden Circle	135
K. TOURISM FACILITIES	136
Heritage Ranch	136
Alberta Sports Hall of Fame & Museum	137
The Crossing	137
Westerner	137
L. TRANSIT FACILITIES	137
Off-Street Transit Terminal	138
Shelters	138
Transit Garage	138
PLAN 12 - Bus Routes	139
<u>V. REGULATIONS & BYLAWS</u>	<u>141</u>
A. PROVINCIAL REGULATIONS	141
Alberta Libraries Act	141
Cemetery Act	141
City Transportation Act	141
Environmental Protection and Enhancement Act	141
Family and Community Support Services Act	141
Municipal Government Act	142
Police Act (Alberta)	142
B. MUNICIPAL BYLAWS & POLICIES	142
General (Community Services)	142
Library	143
Normandeau Cultural & Natural History Society	143
Parkland Community Planning Services	143
R.C.M.P.	144
Recreation, Parks & Culture	144
Red Deer & District Archives	145
Red Deer Visitor & Convention Bureau	145
River Bend Golf & Recreation Society	145
Social Planning	145
Transit	146
C. POLICING & ENFORCEMENT:	146
Policing	146
Enforcement	146
<u>VI. PUBLIC & EMPLOYEE SAFETY</u>	<u>149</u>
A. LEGISLATIONS/REGULATIONS	149
Occupational Health & Safety	149
City of Red Deer Occupational Health & Safety Policy	149
Personal Protective Equipment/Clothing	149

B. RISK ASSESSMENT/REDUCTION PROGRAMS	149
1994 Internal Safety Audit	149
Environmental Impairment Liability Report	150
Health & Safety Committees	151
Senior Safe Operating Committee	151
Training Programs	151
VII. SUMMARY OF RECOMMENDATIONS	153

I. INTRODUCTION

The 1991 Community Services Master Plan is being revised, updated and rewritten in 1995 in recognition of the significant change that has taken place in this short four-year span. The Community Services Division of 1995 has expanded with new departments and new agencies being added to the division. Change, including having to deal with very different economic realities, requires this new plan. Readers will find that the format of the plan has also been altered in an attempt to make future updates easier and less costly.

The 1995 Community Services Master Plan recognizes and commits to the Vision 2020 document and to the Strategic Plan. This new master plan documents the division's mission and values that, over a long period, will not be altered. The goals and objectives that lead us toward these values may be adjusted from time to time, but the principles and the philosophy remain.

The open space and facilities sections of the 1991 plan are updated and incorporated into this "Facilities Action Plan". It is anticipated that this Facilities Plan will need some reconsideration on an annual basis and should be subject to a thorough and complete review again in five years. Detailed review of all facilities will be undertaken annually as part of the Ten-Year Infrastructure Maintenance Plan.

The provision and operation of facilities is a major responsibility of the Community Services Division, and accounts for a substantial portion of annual budget expenditures. The revenue generated by some facilities offsets part of the operating expenditures. However, the balance is funded through the tax levy and provincial grant programs.

A. DEPARTMENTS & AGENCIES IN PLAN

The Community Services Division is responsible for the coordination and delivery of recreation, parks, culture, planning, preventive social services, tourism, transit, museum, and police services. The division includes the departments of Recreation, Parks & Culture, Social Planning, Transit, the Library, and the Red Deer & District Archives. The director also oversees contract agreements with the R.C.M. Police, Parkland Community Planning Services, the Red Deer Visitor and Convention Bureau, the Normandeau Cultural & Natural History Society and the River Bend Golf & Recreation Society. All of the facilities owned and operated by these departments and agencies are included in the Facilities Action Plan Inventory.

B. REPORT OBJECTIVES

- To provide an inventory of land and facilities for the purposes of planning, management and maintenance.
- To establish standards for city, district, and neighbourhood level planning and development.
- To outline policy and future planning directions for Community Services Facilities.

- To provide a common point of reference for Community Services Division staff, City Council, the public, industry and government with respect to priorities, standards and procedures.

C. RELATION TO OTHER PLANNING DOCUMENTS

1. Vision 2020 & Strategic Plan

Vision 2020, which was adopted by City Council in August 1991, is a vision of what our city can be in the year 2020. This is the principle document of corporate values that establishes the priorities and direction for the City of Red Deer until the year 2020.

Vision 2020 describes Red Deer as:

- A community with a unique natural environmental preserved and enhanced by careful community planning
- A community which reflects high standards in terms of the quality of life"¹

Specific goals stated in the Vision 2020 document are referenced prior to each section.

2. Strategic Plan

The Strategic Plan, adopted in December 1994 provides more detail than Vision 2020. It is said to "reflect the collective values and goals of the municipal organization" and is "intended to provide vision and purpose for all that must be undertaken to be successful". It also provides the broad guidelines on which the City is to base its planning.

The Strategic Plan makes specific recommendations regarding the value of parks and states that "One of the City's major economic benefits is its well-maintained infrastructure, including roads, structures, utility systems and parks. The plan suggests a relationship between quality of life and the City's park infrastructure and makes a commitment to a "strong emphasis on quality of life and the achievement of a safe, healthy and attractive community by the following strategy:. "The City's analysis of standards and services will include not only the financial implications but also the impact on the quality of life "infrastructure"² in Red Deer.

One of the primary goals in the strategic plan is: "To support and maintain the City's Infrastructure, including roads, structures, utility systems and parks, as a long-term investment"³.

¹Source: City of Red Deer, Vision 2020, July 1991, Planning Principles

²Source: Strategic Plan, City of Red Deer, September 1994, Strategy 4.2.2

³Source: Strategic Plan, City of Red Deer, September 1994 Goal 1.4

3. Community Services Master Plan

The Community Services Master Plan is a policy framework for the coordination and delivery of Community Services in the City of Red Deer. The plan documents philosophy, goals and objectives and commits to policies that reflect these. The plan has been prepared within the context of the City's Vision 2020 and the Strategic Plan. The plan is divided into two sections titled "Services Action Plan" and "Facilities Action Plan".

4. Business Plans

The City's Three-Year Business Plan integrates the goals and objectives of the Strategic Plan with the financial resources of the City. Each City department is required to prepare business plans based on department mission, department mandate, three-year spending targets, goals and strategies, organizational structure, initiatives completed to date, implications for stakeholder groups and performance measures. It is intended that three-year business plans will be prepared on an annual basis prior to budget review.

5. Bicycle Master Plan

In 1980, City Council adopted the new General Municipal Plan which included a recommendation to "Establish a program to re-examine the concept of a bicycle path system as recommended in the transportation study and to bring forth a strategy for implementing a bicycle path system." The objectives of the Bicycle Master Plan are to:

- Develop a comprehensive bike-way system throughout the city, serving both recreation and transportation functions, to develop a bike-way system which links existing parks, recreation and education facilities to form an integrated open space network
- Develop a bike-way system as an alternative route for cyclists to major transportation routes, where vehicular/cyclist conflicts are most likely to occur.
- Develop a bike-way system which can be implemented at a reasonable cost, on a phased basis to be jointly funded through the Engineering and Recreation Departments.

6. Downtown Concept Plan

The Downtown Concept Plan (1993) is intended as a guide for the future development and revitalization of downtown Red Deer. It has been prepared for the City of Red Deer by the former Red Deer Regional Planning Commission, in co-operation and consultation with the City Administration, Red Deer Chamber of Commerce, Towne Centre Association and the general public. The plan is intended to provide a planning framework for the detail design of various components of the downtown including parks, roads, parking, services, etc.

7. Environmental Action Plan

The Red Deer Environmental Action Plan (February 1995) was prepared to define policies and outline programs which are understood to be possible and practical means of achieving or maintaining environmental integrity in parallel with community and economic activity. The action plan provides guidance in the preservation of natural areas and impacts other development recommendations referred to in this document.

8. City Infrastructure Maintenance Plan

The Community Services Division is responsible for the operation and maintenance of 113 buildings with a value of over \$46 million. In the past, too much emphasis has been placed on new facility development, without providing sufficient resources for the adequate maintenance of existing facilities. The City recognizes that all facilities and equipment pass through life cycles that ultimately end in deterioration and obsolescence. The Infrastructure Maintenance Plan has been developed to help schedule maintenance requirements and thus help predict the timing and extent of major repair and replacement needs. It should be noted that a number of City-owned facilities are operated on behalf of the City by non-profit agencies.

The Infrastructure Maintenance Plan projects the total costs associated with properly maintaining the City's existing community service facilities. Projected costs for the years 1996-2000 are shown on the following table.

TABLE 1- Infrastructure Maintenance Plan
PROJECTED 5-YEAR COSTS: 1996-2000 - (1995 dollars - in thousands)

FACILITIES	1996	1997	1998	1999	2000
* Recreation & Culture	315.2	411.6	423.8	293.8	319.2
* Waskasoo Park	160	75	91	113.7	51.7
* Social Planning	53.8	57.4	43.8	22.8	21.7
* Museum & Interpretive Centres	70.9	42.7	49.5	40	28
* Other (Includes Library, Transit & R.C.M.P.)	71.3	39.5	38	25	62
* Parks Facilities	130	124	146	178	149
* Parks Buildings	10	4	7	23	4
■ TOTAL	811.2	754.2	799.1	696.3	635.6

The maintenance and upgrading of community service facilities in Red Deer are funded in a variety of ways. These include:

- City tax levy (annual operating budget)
- Community Facility Enhancement Program (C.F.E.P.)
- Federal/Provincial infrastructure Grant
- Other grants or donations from service clubs, local groups, and provincial agencies (e.g., Red Deer Community Foundation, Waskasoo Museum Foundation, Red Deer Heritage Fund, Alberta Historical Resources Foundation, Alberta Sport, Recreation Parks & Wildlife Foundation, Wild Rose Foundation).

In 1991, City Council adopted a five-year moratorium on new capital facility development for Community Services with only two exceptions. Those being the Library Expansion and the East District park facility in conjunction with the new high schools. The Community Services Director is again recommending that the City retain the moratorium on major new capital facility development for Community Services for the period 1996-2000, excluding neighbourhood parks and projects that show high revenue potential and the off-street transit terminal.

Recommendations:

- ◆ *The division should maintain a Ten-Year Infrastructure Maintenance Plan, proposing enhancements and capital repair improvements which should be updated annually and presented to City Council during the annual budget deliberations.*
- ◆ *The City should undertake to allocate the necessary funding as outlined in the Ten-Year Infrastructure Maintenance Plan towards the management/maintenance of existing community service facilities.*
- ◆ *The City should maintain a moratorium on new capital facility development for Community Services for the period 1996-2000, excluding projects which show high cost benefits and the off-street transit terminal.*

II. PLANNING & STANDARDS

"The City will encourage the development of balanced residential neighbourhoods that include a full range of housing options, basic recreation facilities and appropriately located school sites and other services." (Vision 2020)

A. CITY LEVEL

City level facilities serve the needs of the whole community. Examples include the Red Deer Arena, the Recreation Centre, as well as all the components of the Waskasoo Park System. Three school sites are also considered city level because of the facilities offered there. These are Lindsay Thurber, Hunting Hills and Notre Dame.

B. DISTRICT LEVEL

District level facilities are those that serve whole sections of the city, including a number of clearly identified neighbourhoods. District sites include the G.H. Dawe Community Centre, West Park, Southeast and Central. In the case of the Dawe, the facility incorporates an arena, an indoor swimming pool, a branch library, and other community facilities that serve the whole of north Red Deer, including defined neighbourhoods such as Oriole Park, Highland Green, Glendale, and Kentwood.

1. Land Allocation

Land for district level facilities is generally obtained through a combination of municipal reserve dedication and land acquisition. Funds for land acquisition are available through the Public Reserve Trust Fund.

2. Standards

We continue to recommend that a major district school/park site be developed to serve each service district in the city. The size of the site varies, depending on the level of schools and number of schools to be located on the site. District site school allocation should be approximately 6.0ha (14.8 acres) to accommodate a senior high school, or approximately 1.4ha (3.5 acres) to accommodate a junior high, middle or elementary school. The City should encourage the respective school board to design the school to accommodate community programming.

District site allocation with one school (high school) should be divided as follows:

High School Site	6.0ha (14.8 acres)
Park/Recreation Site	<u>9.0ha (22.2 acres)</u>
TOTAL	15.0ha (37 acres)

Site allocations where two high schools are required, should be increased and the total site distribution should be as follows:

High School Site	12.0ha (29.6 acres)
Park/Recreation Site	<u>12.0ha (29.6 acres)</u>
TOTAL	24.0ha (59.2 acres)

District site development guidelines:

The guidelines outlined below are to be considered for new district sites and do not apply to all existing locations.

- 1 - Single pad arena with modest spectator accommodation.
- 1 - Swimming pool designed to accommodate primarily family leisure needs and swimming lessons.
- 8 - Tennis courts with practice board designed to accommodate classroom instruction and community use.
- 2 - Class "B" fastball diamonds for school and community use (non-overlapping). Where two building sites are included, provision should be made for 4 fastball diamonds.
- 2 - Class "A" sportsfields for school and community use (non-overlapping). Where two building sites are included, provision should be made for 4 sportsfields.
- 1 - 400m shale running track (joint development with school boards)
 - Landscaping including grading, drainage, seeding, and perimeter and cluster tree planting.
 - A 1.5m wide shale trail system planned to link with the city's overall trail network.
 - Park furniture, including City standard benches, picnic tables, and garbage receptacles.
 - Playground facilities as required if the site serves both a neighbourhood and district function.

Detention ponds would, in general, be located on public utility lots, but may be permitted to extend onto district park sites, subject to approval of layout and design.

3. Funding

District level facilities should continue to be funded through the tax levy reserve funds and various grant programs. Future facilities should be budgeted through provision in the five-year capital plan. In some cases, however, where a district park may also serve a neighbourhood function and include facilities such as playgrounds, skating rinks, etc., neighbourhood facilities on a district site should be funded through the standard recreation levy assessed against the neighbourhood developer.

4. Service Districts

The planning of district level facilities is based on the designation of service districts, which include a number of individual neighbourhood units. See District and Neighbourhood Boundaries Map (Page 19) The city populations of the six districts are shown on the following table.

TABLE 2 - Service Districts -1995 POPULATION

DISTRICT	POPULATION (1995)	% OF POPULATION
- Northwest	11,508	19.50%
- North	11,129	18.80%
- Central	4,207	7.10%
- West	9,076	15.40%
- Southeast*	17,780	30.00%
- East	5,468	9.20%
TOTAL	59,168	100.00%

Source: Red Deer City Census 1995

* Excludes Michener Centre

As can be seen, there is a considerable variation in population between the service districts. There is also considerable variation in the level of facilities provided to serve each recreation district. The standards for district level facilities were only established in the late 1970's. Consequently, the south, east, west, and central districts are served by a number of facilities at different locations.

In the past, recreation districts have been established for a population catchment of approximately 12,000 to 13,000 persons. A detailed review of facility use and standards has, however, shown that this population cannot support a full range of district level facilities. It is therefore proposed that future districts be planned to serve up to 20,000 persons.

The following describes the makeup of each of the six district divisions:

a. Northwest District:

The Northwest District includes all residential areas north of 67th Street including: Kentwood, Glendale, Normandeau and the Pines. The district population was 11,508 in 1995 and is expected to grow in the medium to long term to a total of 12,111 by the year 2000. The new Northwest District will be served by the proposed Northwest District Park, as outlined in the revised Northwest Area Structure Plan. The plan makes provision for a district park site of approximately 11ha (27.2 acres) west of 64th Avenue and immediately south of 77th Street. (Refer to the Open Space map - Page 51). It is proposed that the Northwest District park site be acquired entirely through reserve dedication within the northwest area.

b. North District:

The North District comprises all neighbourhoods north of the Red Deer River but south of 67th Street including: Highland Green, Oriole Park, North Red Deer, Upper Fairview and Lower Fairview. This district had a population of 11,129 persons in 1995 and most closely conforms with the district standards which have been adopted. Further residential

expansion is planned in the Maskepetoon area and the area is expected to grow to 11,535 by the year 2000.

c. Central District:

The Central District comprises all the downtown residential neighbourhoods, including Parkvale, Woodlea, Central and Waskasoo. The population in 1995 was 4,207 persons. However, it is planned to substantially increase residential densities in this area in the medium to long term.

d. West District:

The West District comprises the residential areas west of Piper Creek, including West Park, South Hill West, South Hill East and Bower Place and Red Deer College. The area is almost fully developed, with the exception of an area west of West Park and an area south of the College. The population of this district is expected to grow only marginally in the short to medium term.

e. Southeast District:

The Southeast District is the largest district and encompasses neighbourhoods east to 30th Avenue, including Anders Park, Anders South, Anders Victoria Park, Clearview, Eastview, Eastview Estates, Grandview, Michener Hill, Morrisroe, Morrisroe Extension, Mountview, and Sunnybrook. The population in 1995 was 17,780. Further residential expansion is planned in the Anders Park area in the short to medium term.

f. East District:

The new East District includes the neighbourhoods of Deer Park, Deer Park Estates (Melcor), Rosedale, Rosedale Extension and Lancaster Meadows. The district is served by the East District park which is a 24.6 ha (60 acre) site located east of 30th Avenue and South of 32nd Street in southeast Red Deer. The East District population was 5,468 in 1995. Table 3 below shows the 1995 population of each of the six recreation districts and the projected populations in the year 2000.

TABLE 3 - Service District Projected Populations

SERVICE DISTRICT	1995	2000
- Northwest District	11,508	12,111
- North District	11,129	11,535
- Central District	4,207	4,362
- West District	9,076	9,248
- Southeast District*	17,780	18,765
- East District	5,468	7,385
TOTAL	59,168	63,406

Source: Parkland Community Planning Services -1995 * Excludes Michener Centre

5. Future Development Sites

a. Landfill Site

The existing City landfill site is approximately 40.8ha (100 acres) in size and is located immediately east of Westerner Park and the Westerner Natural Area along Piper Creek. City Council has adopted the concept of reclaiming and utilizing this site for recreation and park purposes in the future. A preliminary concept plan was prepared for the area as the extension of Westerner Park, including overflow parking for major events, a sliding hill and area for private entrepreneurial recreation development and for agricultural uses. A detailed concept and development plan for the area is a high priority and is necessary to provide a framework for the final grading and reclamation of the site. The preparation of the plan is being undertaken in consultation with the Westerner.

Recommendations:

- ◆ *The City should plan new district school/park sites of a minimum of 15.0ha (37 acres) with one high school site (except North District), and 24.0ha (59.3 acres) with two high school sites. These sites should be acquired through municipal reserve dedication and land acquisition, utilizing funds from the Public Reserve Trust Fund.*
- ◆ *The City should permit portions of district school/park sites to be utilized for stormwater detention purposes, subject to an acceptable layout and design.*
- ◆ *The development of district parks should be funded through the tax levy, utility reserves and various grant programs. District parks are not traditionally funded through development levies. Where the park also serves a neighbourhood function, some of the facilities should be funded through the recreation levy.*
- ◆ *The City should amend the Northwest Area Structure Plan to incorporate an enlarged neighbourhood school and park site in the West Glendale neighbourhood to incorporate some district park facilities, to be acquired through reserve dedication in the future.*
- ◆ *The City should support the future development of the existing landfill site as an extension of Westerner Park, incorporating overflow parking, open space for private/entrepreneurial recreation development, and agricultural uses. The City should give a high priority to preparing a detailed development and reclamation plan for this area. The natural area along Piper Creek should be retained in its natural state.*
- ◆ *The Community Services Division should attempt to develop standard district boundaries for planning, policing and service delivery purposes. District names should be reviewed and amended to more accurately describe the district locations.*

C. NEIGHBOURHOOD LEVEL

Neighbourhood level facilities are those which serve local neighbourhoods on a day-to-day basis. Examples include neighbourhood parks, incorporating playgrounds, ball diamonds, sportsfields and community shelters, as well as smaller tot lots.

1. Background

There are 49 neighbourhood level facilities in the city. These range from large neighbourhood parks of up to 6ha (15 acres) to small park nodes with limited playground facilities. The neighbourhood parks are at various levels of development and only a few have been completed to the extent recommended in the development standards. It has been the City's policy to encourage community groups to raise funds for the development of enhanced facilities. This has been most successful when community groups have been able to access grant funding through such programs as the Community Recreation/Cultural (C.R.C.) Grant Program and the Community Facility Enhancement Program (C.F.E.P.). Local volunteers have also been involved in the construction of neighbourhood park facilities under the supervision of the Recreation, Parks & Culture Department.

One of the shortcomings in past neighbourhood park development has been a lack of landscaping and tree planting. This has been the result of a strong emphasis on playground and facility provision, as opposed to developing the passive aspects of the parks. Improvements have been made in recent park developments where more funds have been allocated toward landscaping. However, a number of older neighbourhood parks remain very barren and priority should be given to enhancing the landscaping on these sites. There is a need to address the issue of park upgrading on a comprehensive basis and prioritize the park areas which are in greatest need of upgrading. Therefore, it is proposed that the Recreation, Parks & Culture Department review all neighbourhood park sites and include recommendations for maintenance and upgrading in the Division's Ten-year Infrastructure Maintenance Plan.

2. Land Allocation

Land for neighbourhood level facilities is generally obtained through the dedication of municipal and environmental reserve. In accordance with the City's Outline Plan and Subdivision Guidelines, a developer must designate 10% of the development area as municipal reserve. Consequently, within a neighbourhood unit of 65ha (160.9 acres), the required reserve dedication will be approximately 6.5ha (16 acres). This portion may be higher if residential densities exceed certain levels or if the shape, vegetation, or topography of the subdivision impact the preparation of a workable school/park site plan. In these cases, the City should endeavour to have the developer voluntarily provide additional land or purchase additional land through the Public Reserve Trust Fund.

Within the 6.5ha park reserve, an area of either 1.2ha (3 acres) (elementary school) or 1.4ha (3.5 acres) (junior high & middle school) is reserved for school development. The remainder is available for park/sportsfield development. Where no school site is required, the opportunity exists for additional recreational facilities. The remainder of the reserve is utilized for park linkages and passive parkettes. Landscape buffers and berms along major arterial roads are accommodated within the road allowance as part of the road dedication. Therefore, it is

recommended that, in general, the 10% municipal reserve within neighbourhood units be allocated as follows:

Neighbourhood school/park site	5.1ha
Neighbourhood linkages	0.4ha
Passive parkettes	<u>1.0ha</u>
Total	6.5ha

In addition to the provision of Municipal Reserve for parks and recreation facilities, it is recommended that the Outline Plan for each neighbourhood includes the following sites for community service facilities:

- a. Social Care Residence:
One site of 0.12ha (0.3 acres) for the possible development of a social care residence. This site should be included in the Outline Plan and retained for a minimum of six months following servicing. Thereafter, the site could be utilized for conventional residential development. Due to additional parking requirements, the site should be located close to collector roads, and sites on cul-de-sacs should be avoided.
- b. Public Day Care Facility:
One site of 0.12ha (0.3 acres) for the possible development of a private or public day care facility. This site should be located adjacent to the major neighbourhood park and have easy access to major collector roads. The site should be included in the initial Outline Plan and subdivided accordingly.

3. Funding

New neighbourhood school/park sites are primarily funded through the recreation levy assessed against the neighbourhood developer and it is recommended that this practice continue. This recreation levy rate is calculated by dividing the estimated cost of developing the neighbourhood school/park site by the "developable area" within the neighbourhood unit. The "developable area" of the neighbourhood unit is defined as the total area less arterial road widening, Municipal Reserve, environmental reserve, and land designated for commercial or industrial purposes. This "user pay system" has worked very well in Red Deer for the past twenty years. Any change to this policy requiring funding through the tax levy would detrimentally affect existing residents who have, in fact, already "paid" for the facilities in their own neighbourhood.

4. Neighbourhood Site Development/Approval Process

The planning and approval of a neighbourhood school/park site begins during the preparation of the respective neighbourhood Outline Plan. Preliminary conceptual drawings and space allocations must be done prior to the neighbourhood being populated and before there is the opportunity for a community association to be developed. For these reasons, it is proposed that the planning and approval process for new neighbourhood sites include consultation with the Federation of Community Associations and a public meeting. This process would allow for the maximum public input possible without the benefit of having the neighbourhood populated before site development begins. The proposed development/approval process for neighbourhood school and park concept plans includes the following seven steps:

- a. Preparation of plan alternatives
- b. Review and approval by the Joint Use Committee
- c. Presentation of the plan to the Federation of Community Associations
- d. Presentation of the plan to the public via a public meeting
- e. Presentation of the plan to the Recreation, Parks & Culture Board for approval
- f. Presentation and approval of the plan by City Council
- * Above process is part of the Neighbourhood Outline Plan approval process.
- g. Prior to actual development beginning, the plan must go back to the community (which now has some residents in it) for confirmation of facilities and minor adjustments.

5. Neighbourhood School and Park Site Development Principles

An interdepartmental task force reviewed and revised the guidelines for the development of neighbourhood parks in 1995. The result of this review was the development of a typical neighbourhood concept plan which is shown on page 27. This plan is deemed to be a "Flexible Guideline" to be reviewed and confirmed by the community association on a neighbourhood-by-neighbourhood basis. Additionally, a number of principles were developed that are intended to guide both the initial and detailed development of neighbourhood school/park sites. These development principles are:

- a. **School site reallocation** - Where no school is to be developed in a neighbourhood, the space can be used for the following purposes - in order of priority:
 - (1) Preservation of natural trees elsewhere in the Area Structure Plan
 - (2) Re-design the neighbourhood park site to accommodate needs of the community, i.e., soccer, picnic area, trees, etc.
 - (3) Reallocate the park space to other park locations distributed throughout the neighbourhood
- b. **Landscaping** - The preservation of natural tree stands is the first priority in the design and development of the site. Where natural tree stands do not exist, a very high priority should be given to extensive berming and cluster tree planting inside the park site. The site should be developed to maximize opportunities for picnicking, day use, walking, aesthetics and the development of community identity and pride.
- c. **Preservation of Ecospaces** - Unique ecospaces should be preserved undisturbed, whenever possible, with sport and recreational facilities to be developed as space permits. (The identification and preservation of natural areas should be in accordance with the proposed Ecospace Classification and Prioritization System). In instances where Municipal Reserve is used to protect natural areas, some sport/recreation facilities may not be able to be developed within a neighbourhood.
- d. **Accessibility** - The general site and structural amenities should be made accessible, including the installation of curb cuts, and accessible playground equipment.
- e. **Community Shelter** - A standard community shelter (93m²) may be constructed by the City with recreation levy funds. When possible, community shelters will be developed in locations where two communities can share in the use and the operation. A community shelter should be located closest to the other facilities in the following order: 1- skating rink(s), 2- school building/utility services, 3 - parking, 4 - sportsfields. Where no school is planned in a neighbourhood, the City should support and make provision for the construction of an enhanced community shelter on the site. An expanded shelter of 163m² may be constructed with additional funding coming totally from the community associations and grants.

- f. **Trails** - A 1.5m wide trail system to link with the City's overall trail network should be included in the site concept plan. The exact alignments of the trails within the school and park site may not be determined until after the site is developed and the community group has had an opportunity to have input into the locations and standards.
- g. **Commercial Development** - Commercial development on the site will not be encouraged, however, commercial enterprise may be considered as part of the community association operations.
- h. **Setback Zone** - A setback area of approximately 20 meters should border all sportsfields and diamonds. This area may have very gentle undulations in topography. The setback is intended to minimize the potential for conflict between sportfield users, ball diamond and playground users and local residents and road traffic.
- i. **Detention Ponds** - No more than 1.0ha (2.5 acres) of a neighbourhood park should be utilized for the purpose of detention ponds, subject to an acceptable layout and design. The need for detention facilities should not result in an inconvenient location for the neighbourhood park.
- j. **Sportsfields** - The site may be developed with two soccer or two baseball/slo-pitch diamonds or, preferably, one of each, as determined by the community/neighbourhood, sport organizations, the Recreation, Parks & Culture Department and respective school boards.
- k. **Playground Development** - Parent/community/school board groups may add to or enhance the two playgrounds required for each site in accordance with CSA standards. Playgrounds in addition to the elementary and the preschool playgrounds on any neighbourhood site will NOT be recommended. The placement of playgrounds should ensure there are no significant tree stands or tree plantings between the playgrounds and the school building.
- l. **Park Furniture** - Park furniture should be installed appropriately including, City standard benches, picnic tables, and garbage receptacles
- m. **Signage** - An entrance sign (to City standards) should be installed.
- n. **Year-Round Use** - Community associations are encouraged to actively program and use the facilities year-round.
- o. **Parking** - Parking for neighbourhood parks is generally available within the school parking lot. Where no school is planned, it is recommended that a 14 stall paved parking lot be developed. Priority should be given to constructing parking facilities at those sites where limited on-street parking is available.
- p. **Street Frontage** - Approximately 50% of the neighbourhood school and park site should have frontage onto a residential or collector roadway. This provides exposure of the park facilities to create community identity and pride and also for direct supervision of activities in the park from the street. The remaining 50% of the site perimeter can have residential units abutting the site.

6. Neighbourhood School/Park Development Guidelines

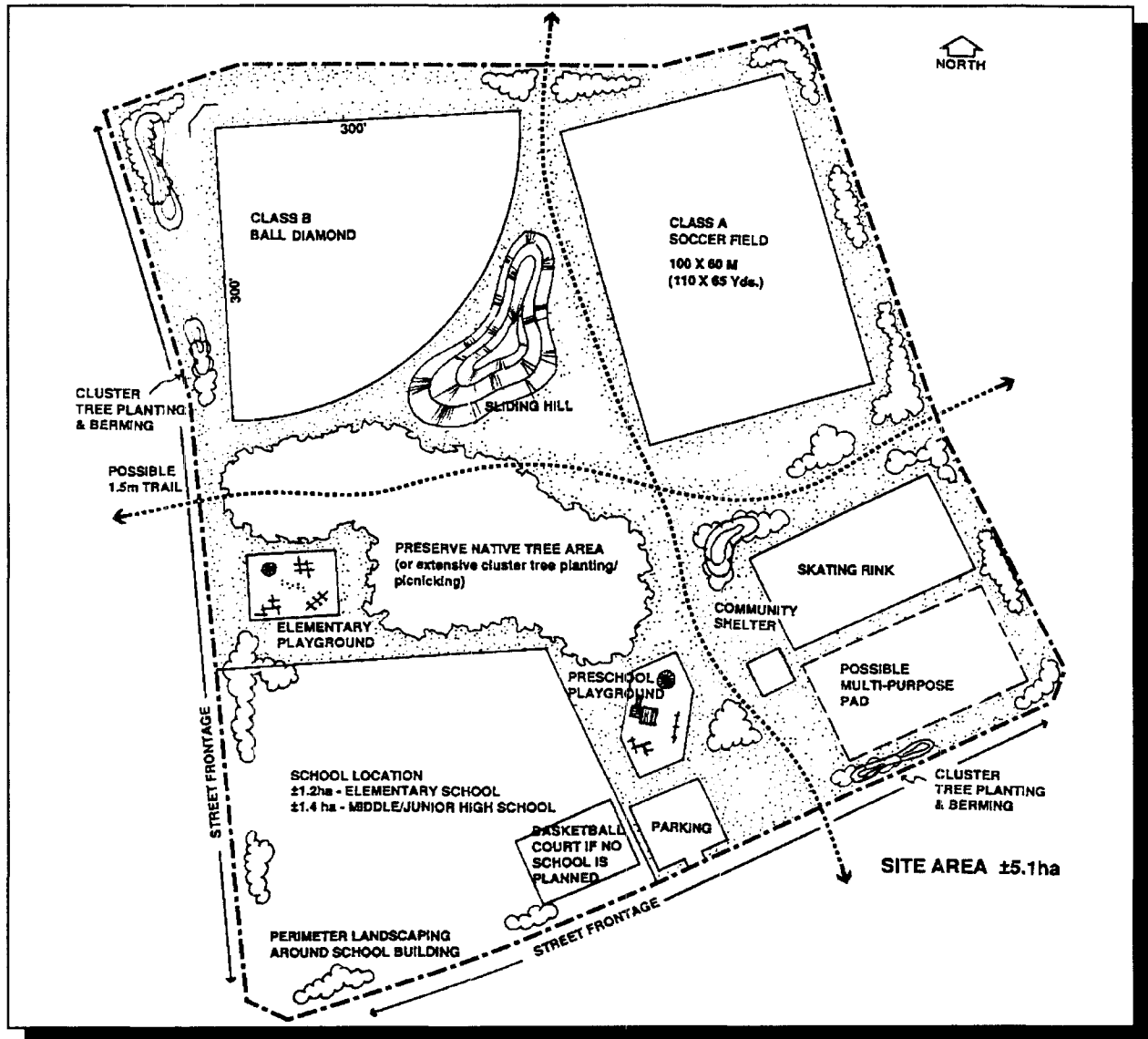
The specific recommendations for the development of a school/park site are outlined in the following development guidelines:

- a. **1 - School Building Site** - The designated school building site shall be 1.2ha (3 acres) in size to accommodate an elementary school, or 1.4ha (3.5 acres) to accommodate a middle or junior high school.
- b. **1 - Soccer Field** - On elementary school sites, one soccer field 100m x 60m (110 yds. x 65 yds.) with soccer goal posts will be developed. On junior high and middle school sites, a combined soccer/football field 100m x 60m (110 yds. x 65 yds.), complete with 20-yard end zones and combination goal posts will be developed. A 20-metre setback between sportsfields and residential properties or roads is required for all fields. In some locations as determined by topography, existing vegetation or special restraints, a Class "B" soccer field 90m x 50m (100 yds. x 55 yds.) will be considered.
- c. **1 - Ball Diamond** - One ball diamond with an outfield distance of 300 feet is required. (A setback of approximately 20 meters should be provided along the diamond perimeter.)
- d. **1 - Community Shelter** - A community shelter approximately 93m² in size constructed by the City to accommodate rink, skate change in the winter and playground activity in summer. Enhanced or larger shelters would be the sole responsibility of the community association.
- e. **1 - Multi-Purpose (Asphalt Pad)** - Space will be allocated for a multi-purpose pad which may be developed by the community for any variety of recreation uses including: tennis, basketball, volleyball, skate boarding, street hockey, lacrosse and in-line skating. These sites will be designated for an outdoor boarded hockey rink in the winter. This area will NOT be developed by the City and is deemed to be flexible. Facilities may be developed as the community group/association deems desirable and as approved by the City.
- f. **1 - Basketball Court** - On sites where no school is planned, an asphalt basketball court will be provided as part of the site development. Sites that have a school will make provision for a basketball court on the school building asphalt play area and/or on the multi-purpose pad if developed by the respective community association.
- g. **2 - Playgrounds** - One pre-school and one elementary playground are to be developed per neighbourhood. Both playgrounds should be located in appropriate locations on the central school and park site.
- h. **1 - Sliding Hill** - A sliding hill will be developed by the City in accordance with the district development plan and the approved site plan.
- i. **1 - Skating Rink with Lighting** - One skating rink (non-boarded) will be erected annually and will be maintained during the winter in conjunction with the boarded hockey rink. Both rinks will have lighting and light timers.
- j. **1 - Parking** - Parking should be shared with the school or, where no school is planned, a 14 stall paved parking lot should be developed.
- k. **Natural Preservation/Tree Planting** - Natural treed areas will be preserved in school/park sites, where possible. If a natural treed area does not exist, extensive cluster tree/shrub planting inside the park area will create a planted landscape area for picnicking and other leisure activities.
- l. **Perimeter and Site Berming** - Low undulating and well-spaced berms containing some landscaping will be graded into the site design along the street frontage and within the neighbourhood park sites.

Recommendations:

- ◆ *The Recreation, Parks & Culture Department should annually review all neighbourhood park sites. Pending the availability of funding, recommendations for maintenance and enhancements should be part of the division's Ten-Year Infrastructure Maintenance Plan.*
- ◆ *Planning of open space and community facilities should continue to be based on the neighbourhood unit of one quarter-section.*
- ◆ *No more than 1.0ha (2.5 acres) of a neighbourhood park should be utilized for the purpose of detention ponds, subject to an acceptable layout and design. The need for detention facilities should not result in an inconvenient location for the neighbourhood park.*
- ◆ *The City should plan new neighbourhood level facilities based on neighbourhood units of one quarter-section with a population of 2,500 to 3,000 persons.*
- ◆ *The City should continue to encourage community groups to raise funds for the planning and development of enhanced facilities in neighbourhood parks.*
- ◆ *The City should give a high priority to upgrading landscaping and tree planting on certain older neighbourhood park sites where only limited landscaping was undertaken.*
- ◆ *The Outline Plans for neighbourhood units shall normally include a minimum 10% Municipal Reserve dedication. The Municipal Reserve shall provide for a conveniently located neighbourhood school/park site of a minimum size of 5.1ha (12.5 acres), and an additional 3.5 acres shall be provided for open space linkage, and parkettes.*
- ◆ *The Outline Plan for neighbourhood units shall make provision for one site of 0.12ha (0.3 acres) for the possible development of a social care residence and one site of 0.12ha (0.3 acres) for the possible development of a public or private day care facility.*
- ◆ *The development of neighbourhood parks should continue to be funded through a recreation levy assessed at the time of development. The cost of these facilities should be reviewed annually to ensure that sufficient funds are set aside to complete facility development. Accumulated funds should be invested by the City and the interest should be applied to the recreation levy account.*
- ◆ *Neighbourhood school and park sites shall be planned and designed in accordance with the "site development principles" and "development guidelines".*

PLAN 2 - Neighbourhood School & Park Concept Plan



NOTES:

- * The site should be a functional and regular-shaped configuration, necessary to accommodate the required recreation facilities and services; +/- 50% of the site perimeter should have street frontage.
- * Elementary school sites will have a Class A soccer field; junior, middle or senior high school sites will have a combination soccer/football field(s) complete with end zones.
- * Trail alignments will be determined in consultation with the community, after site development and site use.
- * Provision will be made for a basketball court on all neighbourhood school and park sites where a school is not planned.

D. GENERAL STANDARDS

1. Parking

Parking facilities range from on-street parking to large paved and landscaped parking lots at major city level community service buildings.

The City has developed parking areas at most city level facilities. The development of Waskasoo Park established a new standard for the construction of parking areas and all new facilities are paved and landscaped and include designated stalls for the disabled.

Recommendations:

- ◆ *At the city level, the City should develop appropriately sized parking areas, paved and landscaped to City standards at all major facilities.*
- ◆ *The City should continue to provide designated handicapped parking stalls within each parking area and ensure that adequate wheelchair access is available.*
- ◆ *The City should work with the school boards to jointly develop and maintain parking areas to serve both school and city needs at district parks and, where possible, on neighbourhood sites.*
- ◆ *The City should rely on parking within school parking lots to serve the needs of neighbourhood parks. Where no school site is planned, the City should attempt to provide a small paved parking area of 14 stalls.*

2. Accessibility

"The City will provide a leadership role in the integration of persons with disabilities into the workplace and into community programs." (Vision 2020)

The Community Services Division has committed to the integration of persons with disabilities into all programs and services for which the division is responsible. This commitment has been articulated specifically through the Municipal Integration Strategy which is a series of recommendations from each City department. The strategy specifically aims at improving access to City programs and services in the areas of employment, accessibility/mobility, and education/awareness. The progress of the departments in meeting their objectives is evaluated and the strategy is updated each year.

Community Services Division staff have been at the forefront of accessibility issues, sitting on transportation committees, Michener Centre advisory committees and all departments have succeeded in improving accessibility to division services. The Transit Department has made significant progress in providing accessible transportation through the acquisition of two low-floor accessible busses that are now in service. Transit staff are presently investigating the feasibility providing of accessible transit zones on designated accessible routes.

Community Services Division staff are committed to accessibility in every area. Capital projects provide the opportunity to make significant improvements in the area of physical accessibility. The Library Expansion, undertaken in 1994, is a good example in that it incorporated a number of accessible features including ground level access, gateless security and an accessible elevator. Accessibility to the Recreation Centre pools was significantly improved during renovations in 1995, including the addition of a zero-depth entry into the

outdoor pool, the installation of ramps, sliding doors, and accessible washroom cubicles. A wheelchair ramp was added to the Bower Ponds stage in 1995, making that facility accessible as well.

The Community Services Division is committed to ongoing improvements in accessibility.

Recommendations:

- ◆ *Community Services departments and agencies should continue to schedule public meetings in facilities that are barrier free and ensure that all notices for such meetings include information on accessibility.*
- ◆ *The City should continue to design and build barrier-free facilities and ensure that parks and recreation facilities undergoing renovations be made barrier free to the greatest extent possible.*
- ◆ *The Social Planning Department should continue to work closely with the Engineering Department, Parkland Community Planning Services and other departments in addressing integration and accessibility issues such as the deinstitutionalization of Michener Centre.*
- ◆ *The Social Planning Department should continue to work with FCSS funded agencies in reviewing their programs and facilities to ensure that persons with disabilities have equal access to these services.*
- ◆ *The Transit Department should investigate the feasibility of developing accessible transit zones using the guidelines for "accessible bus stops" developed by the Department of Transportation and Utilities.*

III. OPEN SPACE INVENTORY & MANAGEMENT

"The City will preserve and enhance escarpments and natural areas and maximize the provision of green space throughout the community." (Vision 2020)

For the purposes of this Master Plan, open space is defined as publicly owned land that is utilized for landscaping, parks or recreation purposes. Open space includes areas developed with specific recreation facilities, buffers and landscaped areas.

The goal of the Urban Parks Program (Waskasoo Park) has been "the establishment of significant areas of open space to ensure populations have easy access to natural environments; and the development of these areas to enable their sustained and unimpaired use for outdoor recreation." The provision and maintenance of open space is a major responsibility of the Recreation, Parks & Culture Department within the Community Services Division.

A. OPEN SPACE DESIGNATION

The Waskasoo Park Master Plan identified "conservation" and "development" areas within the overall park system. Conservation areas include all significant environmental areas and wildlife habitats which require protection. In addition, the proposed Ecospace Classification and Prioritization System will inventory all natural areas privately or publicly owned. Development areas include all cleared agricultural and landscaped park areas suitable for more intensive recreation development. In accordance with the City's Land Use Bylaw conservation and development areas have been designated A2-Environmental Preservation and P1-Parks and Recreation, respectively. Joint school and park sites are designated PS - Public Service District. The area (total hectares) contained in each of these parkland designation districts is outlined on Table 5 - See page 42.

1. A2 - Environmental Preservation

The purpose of these districts is "to protect environmentally sensitive land by restricting development to minimal and clearly compatible uses". Permitted uses include private open space and Environmental Reserve whereas discretionary uses include the growing of crops and produce, home occupations and recreation facilities that are compatible with the natural characteristics of the site.

2. P1 - Parks and Recreation

The purpose of these districts is "to provide land for parks and recreation areas for the use and enjoyment of the public at large". Permitted uses include formal parks and gardens, whereas, discretionary uses include a wide range of recreation facilities ranging from sportsfields to swimming pools, arenas, and exhibition buildings.

3. PS - Public Service

The purpose of these districts is "to provide land for uses that are public or quasi-public in nature". Permitted uses include schools and education institutions, hospitals and religious organizations.

Recommendations:

- ◆ *The City should continue to protect the recreational and natural amenity areas in the city, by their designation as P1-Parks & Recreation and A2-Environmental Preservation in the Land Use Bylaw. School and education sites should be designated PS-Public Service at the initial stages of development.*
- ◆ *The City should develop a comprehensive policy for the review and consideration of requests from the private sector, not-for-profit sector, community groups and sports organizations wanting to lease or purchase parkland for the purpose of developing indoor or outdoor facilities.*

B. CITY LEVEL

City level open space comprises major parks and natural areas which serve the entire city. This includes Waskasoo Park along the Red Deer River Valley and a number of major institutional sites. City level open space encompasses over 1,424.7ha (3,520 acres) of land. This includes the 940ha Waskasoo Park system along the Red Deer River and the Waskasoo and Piper Creeks, as well as major institutional sites such as Michener Centre, Red Deer College, and Westerner Park.

TABLE 4 - Open Space Inventory

OPEN SPACE - PARK CLASSIFICATION

NATURAL PARK AREAS	TOTAL Ha
Water Courses & Lakes	214.6
Wetlands & Seasonal Streams	25.3
Neighbourhood & District Natural Treed Areas	72.9
City Level (Waskasoo park) Natural Treed Areas	631.6
Semi-Public Areas	50.8
SUB TOTAL (Natural)	995.2

DEVELOPED PARK AREAS	TOTAL Ha
Parkland Maintained by Boards	82.5
Semi-Public/Private Open Space	160.9
Cemeteries (Alto Reste & R.D.)	0.6
City Tree Nursery	4.7
Regular Mowed Areas	441.8
Rough Cut Mowed Areas	299.3
SUB-TOTAL (Developed)	989.8
TOTAL (Natural / Developed)	1,985.0

OPEN SPACE - NEIGHBOURHOODS

NEIGHBOURHOODS - NORTHWEST DIST. -	TOTAL Ha
Glendale	24.0
Kentwood	18.2
Normandeau	20.4
Riverside Light Industrial	14.8
Edgar Industrial	48.9
Northlands Commercial	78.2
Riverside Heavy Industrial	4.8
Pines	23.0
Golden West Industrial	42.5
Red Deer River	46.3
SUB-TOTAL	321.1

NEIGHBOURHOODS - NORTH DISTRICT -	
Fairview	25.0
Highland Green	25.9
North Red Deer	9.0
Makepetoon	4.5
Oriole Park	40.3
Red Deer River	23.3
SUB-TOTAL	128.0

**OPEN SPACE - NEIGHBOURHOODS
(cont'd.)**

NEIGHBOURHOODS - CENTRAL DISTRICT -	
Central	21.5
Parkvale	12.2
Waskasoo	29.3
Woodlea	9.0
Red Deer River	42.6
SUB-TOTAL	114.6

NEIGHBOURHOODS - WEST DISTRICT -	
Bower Place	32.2
West Park	38.3
South Hill	31.5
Red Deer College	95.8
Red Deer River	25.3
SUB-TOTAL	223.1

NEIGHBOURHOODS - SOUTHEAST DISTRICT -	
Anders Park	12.9
Anders South	0.1
Anders/Victoria Park	2.1
Clearview	12.3
Eastview	9.3
Eastview Estates	8.6
Grandview	4.7
Michener Hill	33.3
Morrisroe Extension	22.0
Mountview	11.6
Sunnybrook	12.7
S.E. Landfill & Annex	146.7
SUB-TOTAL	276.3

NEIGHBOURHOODS - EAST HILL DISTRICT -	
Deer Park	10.9
Deer Park Estates (Melcor)	9.4
Lancaster Meadows	59.5
Rosedale	19.2
Rosedale Meadows	3.4
Cemeteries	23.0
SUB-TOTAL	125.4

- CITY -	
Waskasoo Park	631.6
Parkland Boards	82.5
Cemetery	0.6
Tree Nursery	4.7
SUB-TOTAL	719.4

WATER BODIES	
Lower Heritage	3.6
Bower Ponds	3.5
McKenzie Trail	4.4
Gaetz Lakes East & West	14.9
Three Mile Bend	11.9
River Bend North & South	19.6
Red Deer River: Highway 2 - Heritage Ranch	19.2
SUB-TOTAL	77.1

TOTAL OPEN SPACE: NEIGHBOURHOODS	
Northwest District	321.1
North District	128.0
Central District	114.6
West District	223.1
Southeast District	276.3
East Hill District	125.4
Water Bodies	77.1
City	719.4
GRAND TOTAL	1,985.0

1. Existing Park Nodes

Waskasoo Park was developed through the Provincial Urban Parks Program with funding through the Alberta Heritage Savings Trust Fund. The park system extends beyond the city boundary and, consequently, falls under the civic jurisdiction of both the City and County of Red Deer. The Waskasoo Park Master Plan was approved in 1982 and development was completed in 1987.

Waskasoo Park can be considered the first phase of the "Regional River Valley Concept" which was approved by the City and the councils of the County of Red Deer and the County of Lacombe in 1975. (See Plan 3 - River Valley Concept - Page 49.) This concept proposes a continuous open space corridor along the Red Deer and Blindman Rivers and the Waskasoo and Piper Creeks. It protects and enhances the river valley and ensures that a wildlife movement corridor is maintained through the Red Deer area. It is recommended that the City continue to support this concept and work cooperatively with the adjacent Counties of Red Deer and Lacombe to ensure its update and implementation on an ongoing basis.

2. Future Trail Development

a. Fort Normandeau Trail:

The Waskasoo Park Master Plan recommended the development of a trail linking Fort Normandeau with Heritage Ranch along the river bank. It was proposed that the precise alignment of the trail be negotiated with the private landowners, either through land acquisition or an easement agreement. Although the design of the new railway bridge has made provision for trail access along the river, negotiations have not been successful to date. It is considered that the City should continue to support the concept of achieving this important link in the future, as Fort Normandeau is isolated from the balance of the park system.

b. Sylvan Lake Trail:

During the planning of Waskasoo Park, numerous interest groups recommended that the abandoned railway line between Red Deer and Sylvan Lake be developed as a multi-purpose trail for hiking, biking, and equestrian use. The concept has considerable recreation and tourism potential, and on January 9, 1989, City Council, having considered reports regarding the future of abandoned railway right-of-way to Sylvan Lake resolved to "support the revised concept of a trail to Sylvan Lake utilizing a portion of the abandoned railway right-of-way, accessed via 67th Street & Burnt Lake Trail". The proposal was also endorsed by Sylvan Lake Town Council, but was not approved by the County of Red Deer. In addition, C.P. Rail made a decision to retain the right-of-way for the present and not transfer ownership to the Province. It is felt that the City should continue to support the concept of the Sylvan Lake Trail if the right-of-way is transferred to the Province.

Council has also adopted policies supporting the concept of the Trans Canada Trail. On May 9, 1994, Council, adopted a policy to "work with Alberta TrailNet and other provincial user groups to ensure that the north-south alignment passes through the City of Red Deer".

Council considered and endorsed, by resolution on January 9, the concept of an interpretive trail to the historic A.C.R. Bridge, utilizing a portion of the abandoned railway right-of-way, accessed via 32nd Street. Council agrees to "support the concept of a loop interpretive trail to the historic A.C.R. Bridge, utilizing a portion of the abandoned railway right-of-way, accessed via 32nd Street, and investigate the development of a bicycle/pedestrian trail in conjunction with the proposed new corridor road".

3. Future Park Development

The final development of Waskasoo Park closely followed the recommendations in the Master Plan approved by the City and County Councils in 1982. However, four specific areas could not be acquired from private landowners and were deleted from the initial phase of development. The pursuit of these areas should be continued.

a. River Bend:

The Waskasoo Park Master Plan recommended the acquisition of the entire area known as the River Bend Golf Course & Recreation Area. However, negotiations to acquire a 10ha (25 acres) parcel immediately west of the present facility were not successful and this area remains in private ownership. This site is wooded and should, to the extent possible, be preserved in its natural state as part of the overall park. It is, consequently, proposed that the City continue to pursue acquisition of this property in the future.

b. Spruce Woods:

The Waskasoo Park Master Plan recommended the acquisition of the escarpment area and flood plain south of the River Bend Golf Course & Recreation Area. This area, known as Spruce Woods, comprises approximately 83ha (205 acres) and includes areas of climax spruce forest within the river flood plain. It was proposed that this property be preserved largely in its natural state and that a bicycle/pedestrian trail be developed along the escarpment linking the McKenzie Trail Recreation Area with River Bend. Negotiations

to acquire this area from two private landowners were not successful. A large portion of the spruce forest has subsequently been destroyed to facilitate a gravel mining operation. Nevertheless, it is considered that the City should pursue the long-term objective of acquiring the escarpment land, possibly through reserve dedication.

c. Bower Woods/Piper Creek:

The area known as Bower Woods is part of the Waskasoo Park system now that extends from 32nd Street to Delburne Road. Development is limited to a bicycle/pedestrian trail and a few picnic tables. The portion of the park south of 28th Street and east of the Bower Place residential area is presently a narrow strip of land which does not include the majority of the wooded area along Piper Creek. The area along the creek, which is not part of the park, is a private land holding.

It is proposed to expand Bower Woods to include a section of the natural area along Piper Creek and the natural treed escarpment, through the purchase of land reserve, when privately owned lands west of Sunnybrook and east of Bower Place are available for sale.

It is recommended that the Bower Woods land be obtained through environmental and Municipal Reserve dedication and land acquisition in accordance with the East Hill Concept Plan. The City has established a special reserve fund from the sale of 1.64 ha (4 acres) of land to Bower Mall in 1994 to allow expansion. Funds have been held in a special parkland acquisition fund since that time, for the purpose of acquiring the two remaining parcels privately owned on the west side of the creek. (See January 17, 1994 Council minutes for full City Council resolution).

The proposal to extend Molly Bannister Drive east across Piper Creek has been the subject of controversy. Council passed a resolution on May 25, 1993 agreeing that the need to extend Molly Banister Drive to the east across Piper Creek be subject to a detailed review and reassessment prior to the commencement of functional design, and that there be significant opportunity for continued public involvement.

d. Michener Centre:

The undeveloped portions of the Michener Centre site include a wetland area to the east of the main residential complex, and a natural area and drainage course immediately west of Clearview Meadows. Both these areas are hydrologically connected with Gaetz Lakes Sanctuary. This land is approved for future residential development in the East Hill Area Structure Plan. It is recommended that future development in this area be carefully planned in order to protect the escarpment and avoid any detrimental impact on the Gaetz Lakes Sanctuary. This would likely include fencing along the Sanctuary boundary and an additional buffer strip of open space between the Sanctuary and future residential development. Development guidelines are being prepared for all lands adjacent to the Sanctuary and the Michener Centre to guide appropriate, orderly and environmental planning and development.

Further detail on this site is included under Gaetz Lakes Sanctuary.

e. Bower Natural Area:

The area known as the Bower Natural Area is 20ha (50 acres) of private land immediately Southeast of Red Deer College. A portion of this area is heavily wooded and the balance is used primarily for agricultural purposes. The wooded area is used for a variety of recreation purposes as an extension of the Red Deer College site, with the permission of the landowner. The Waskasoo Park Master Plan did not recommend acquisition of this area because it is separated from the major park nodes along the river valley and creek system. Nevertheless, it is proposed that the City continue to support the college in its attempt to acquire the site and that the City enter into a partnership with the College for the future management of the land. This matter has been before Council a number of times and a resolution passed May 25, 1993 affirmed its support for the plan for the Bower Natural Area outlined in the 1991 Community Services Master Plan.

Recommendations:

- ◆ *Bower Woods should be retained as a natural area along the Piper Creek trail system. This area should be expanded through parkland acquisition and reserve dedication in the future, when adjacent privately owned lands are developed or available for sale. Ongoing negotiations for the purchase of the two triangular parcels west of Piper Creek should continue as a high priority using the special funding in the Bower Woods Land Requisition Reserve Fund. The special fund should be used solely for the purpose of Piper Creek escarpment acquisition.*
- ◆ *Creative alternatives should be sought instead of the proposed Molly Banister Drive extension across Piper Creek and opportunity should be given to extensive public involvement on those alternatives.*
- ◆ *The City should continue the policy of acquiring escarpment and natural amenity areas through reserve dedication and land purchase, and that the City seek to expand and preserve Waskasoo Park corresponding to city growth.*
- ◆ *The City should endeavour to acquire the balance of privately owned land immediately west of the River Bend Golf Course and Recreation Area. The City should work with the landowners to minimize further stripping and removal of the climax spruce forest in this area. The City should also oppose any plans for further expansion of the gravel pit operation.*
- ◆ *The City should endeavour to acquire the natural area known as Spruce Woods between the River Bend Golf Course and McKenzie Trail Recreation Area in the medium/long term, through reserve dedication and/or land acquisition.*
- ◆ *The City should endeavour to acquire a strip of land or easement along the Red Deer River between Fort Normandeau and Heritage Ranch in order to provide a trail link between the two facilities as outlined in the Waskasoo Park Master Plan.*
- ◆ *The City should continue to work with Red Deer College and the Province to ensure the acquisition of the privately owned site known as the Bower Natural Area, and preservation of the wooded portion of the site for future recreation use. A connection to the remainder of the park system should be explored.*
- ◆ *The City should continue to support and promote the concept of a regional recreational trail between Red Deer and Sylvan Lake along the abandoned railway right-of-way.*

- ◆ *It is recommended that the City continue to support the concept of a continuous open space corridor along the Red Deer and Blindman Rivers and the Waskasoo and Piper Creeks, and work cooperatively with the adjacent Counties of Red Deer and Lacombe to ensure the plan is updated and its implementation is pursued on an ongoing basis.*
- ◆ *It is recommended that City Council approve the addition of the following parcel of land to Waskasoo Park: The Municipal Reserve south of Delburne Road, north of 17th Street along Waskasoo Creek (Lot 4MR/1/822-2274).*

C. DISTRICT LEVEL

District level open space comprises major district parks which serve a number of residential neighbourhoods. Examples include the East, G.H. Dawe and Morrisroe district parks. District level open space comprises approximately 62.3ha (153.9 acres) of land in the city. (See Open Space Map - page 51)

1. Land Allocation

District open space may be acquired through Municipal Reserve dedication or land purchase or a combination of both.

2. Standards

District level open space is generally provided to accommodate active recreation facilities. Consequently, the standards of provision are outlined in the District Level Planning Standards section (See Page 13).

3. Service Districts

a. Northwest District:

The new Northwest District will be served by the proposed Northwest District Park, as outlined in the revised Northwest Area Structure Plan. The plan makes provision for a district park site of approximately 11ha west of 64th Avenue and immediately south of 77th Street.

It is proposed that the district park site be acquired entirely through reserve dedication within the northwest area. The district park is planned to include a public school site and recreation facilities in accordance with the standards outlined in district level standards (See Page 13). However, no detailed planning has taken place as development in this area is only contemplated in the medium/long term.

b. North District:

The North District is served by a 14ha (34.6 acres) district park at the G.H. Dawe Centre. The district park site includes four Class "B" ball diamonds, three sportsfields, and pre-school and elementary playground facilities. Site development has never been completed, although substantial work was undertaken in 1989 and a new development plan has been prepared. It should also be noted that no site has yet been identified for the development of tennis courts.

c. Central District:

The Central District comprises all the downtown residential neighbourhoods, including Parkvale, Woodlea, and Waskasoo. The Central District is served by the district park

adjacent to the Central Junior High School. The district park includes one ball diamond and one Class "B" sportsfield. However, the site is limited and there is no potential for expansion. The Recreation Centre pools and tennis courts and the Kinex Arena are both City level facilities that also serve the relatively small population in this district.

d. West District:

The West District comprises the residential areas west of Piper Creek, including West Park, South Hill, and Bower Place. The area is almost fully developed, with the exception of an area west of West Park and an area south of the College. The West District is served by the district park adjacent to the West Park Junior High School. The West Park District Park includes three Class "B" ball diamonds, two sportsfields, and elementary playground facilities. However, no location for tennis courts has been identified, and only limited landscaping and tree planting has been undertaken. Consequently, a revised development plan for the site should be given high priority.

e. Southeast District:

The district park for the Southeast District includes sites to the north and south of 39th Street. Facilities include five ball diamonds, three sportsfields, pre-school and elementary playgrounds, a community shelter, and multi-purpose pad/tennis courts. Limited tree planting and landscaping has been undertaken and a revised development plan is required.

f. East District:

The new East District is served by the East District Park. The site is approximately 24.3ha (60 acres) in size and is located in Lancaster Meadows, to the southeast of the intersection between 32nd Street and 30th Avenue. When completed, the site will include Hunting Hills Senior High School, Notre Dame Senior High School, an arena, a swimming pool, one Class "A" baseball diamond, three Class "B" fastball/slo-pitch diamonds, four Class "A" soccer/football fields, 400m athletic running track, and eight tennis courts. The three Class "A" soccer/football fields, one baseball diamond and one slo-pitch diamond were completed and available for use in the spring of 1994.

Recommendations:

- ◆ *The City should provide district level open space through a combination of Municipal Reserve dedication and land purchase.*
- ◆ *Existing district sites should be reviewed annually and recommendations for site enhancements and landscaping improvements should be incorporated in the Ten-Year Infrastructure Maintenance Plan.*

D. NEIGHBOURHOOD LEVEL

Neighbourhood level open space comprises all landscaped and natural park areas within the neighbourhood boundary and totals approximately 498ha (1,231 acres) of land in the city. This includes neighbourhood parks, school sites, parkettes, buffer areas, utility lots and roadway landscaping.

All neighbourhood level open space is provided through Municipal Reserve dedication at the time of subdivision. Neighbourhood parks are generally designed to accommodate active recreation facilities. See the neighbourhood standards section (Page 25).

Recommendation:

- ◆ *The City should provide open space at the neighbourhood level through the Municipal Reserve dedication at the time of subdivision.*

E. OPEN SPACE INVENTORY AND CLASSIFICATION SYSTEM

For maintenance and operational purposes, the 1,985 hectares (4,905 acres) of public open space are divided into six classifications. The classifications are distinguished by the extent of development and maintenance standards on the respective parkland. The open space inventory and classification system categories are:

1. Developed Parkland
Parkland that has been landscaped or seeded and maintained by regular or rough-cut mowing
2. Natural Park Areas/Ecospaces (See Ecospace Classification System, p.44)
Natural Park areas are areas that have not been landscaped or in which the natural vegetation has not been significantly altered.
3. Parkland Maintained by Boards & Agencies
Parkland maintained by boards and agencies may be in a natural or developed state. An example of this parkland is the River Bend Golf Course which contains both types of parkland and is managed/maintained by the River Bend Golf and Recreation Society.
4. Semi-Public/Private Open Space
Parkland owned or maintained by semi-public entities such as the Red Deer College or the Michener Centre may contain both natural and developed lands.
5. Cemeteries
Cemetery land is inventoried under a separate category because of special provincial and municipal requirements. Once again, cemetery land may include both natural and developed lands.
6. Tree nurseries
The tree nursery is also inventoried separately because of the special conditions and requirements of the land.

The area contained in each classification and a description of the extent of maintenance performed in each area is as outlined on page 42 in Table 5.

TABLE 5 - Open Space Inventory & Classification System

TOTAL HECTARES BASED ON PARKS CLASSIFICATION Total ha

A. Developed Parkland	
Regular Mowed Areas	319.8
Rough Cut Mowed Areas	299.3
Separate School Board (regular mowed)	28.4
Public School Board (regular mowed)	<u>71.8</u>
SUB TOTAL	719.3
B. Natural Park Areas/Ecospaces (See Classification System, p.38)	
a - Water Courses & Lakes *	214.6
b - Wetlands & Seasonal Streams	25.3
c - Neighbourhood & District Natural Treed Areas	72.9
d - City Level (Waskasoo Park) Natural Treed and Grassland Areas *	374.4
e - Semi-Public Natural Treed Areas	<u>50.8</u>
SUB TOTAL	738.0
* Not designated as ecospace	
C. Parkland Maintained by Boards and Agencies (Fort Normandeau, River Bend, Gaetz Lakes Sanctuary)	
Mowed/Developed Parkland	76.5
Natural Treed Areas	257.2
Infrastructure	<u>6.0</u>
SUB TOTAL	339.70
D. Semi-Public/Private Open Space (Red Deer College, Westerner Exhibition Grounds, Michener)	
Mowed/Developed Parkland (regular mowed)	8.9
Infrastructure and Maintenance by Others	<u>160.9</u>
SUB TOTAL	169.8
E. Cemeteries (Alto Reste, Red Deer)	
Mowing (regular mowed)	12.9
Natural Areas	<u>0.6</u>
SUB TOTAL	13.5
F. City Tree Nursery	
SUB TOTAL	<u>4.7</u>
GRAND TOTAL PARKLAND	<u>1,985.0</u>

F. ENVIRONMENTAL MANAGEMENT

Environment may be defined as all natural or manmade resources that impact the ecological and social well-being of the Red Deer community. Resources include all elements of water, air, land, wildlife, vegetation, and resulted ecosystems, development of facilities, and personal development programs and sessions. The operations and management of the Community Services Division affects the city's "environment" in many ways.

1. City Policy Framework

Red Deer is "a community with a unique natural environment preserved and enhanced by careful community planning - a community which reflects high standards in terms of the quality of life." (Vision 2020)

Vision 2020 articulates a commitment to environmental preservation through its planning principles :

"The preservation of Red Deer's unique natural environment and the demonstration of leadership in environmental management.

To achieve this, the City has committed to the following principles:⁴

2.1 Maintain Red Deer as a community characterized by its natural setting.

2.2 Maintain the City's leading role as an aesthetically pleasing city through such initiatives as the "greening" of major transportation routes, preservation of natural areas, setbacks and development standards and signage requirements. This will be achieved through direct City involvement in cooperation with private industry and community agencies.

2.3 Position the City as a leader in environmental management of the community, including all municipal infrastructure and services such as waste management, major utilities, pest and weed control, park management and environmental education.

2.4 Maintain and expand Waskasoo Park as a major focal point for recreation in the community with linkages to the downtown and all city neighbourhoods.

2.5 Preserve and enhance heritage resources as an integral component of the community, and develop long-term plans for the preservation and interpretation of heritage resources."

2. Environmental Action Plan

The City's Environmental Advisory Board has been delegated a wide range of duties and responsibilities relating to the environment. However, the board's mandate was so broad that it was felt that a unifying document was required to integrate and prioritize the various initiatives and proposals. The Environmental Action Plan was prepared for the City, under the

⁴ Source: City of Red Deer, Vision 2020, July 1991, Planning Principle #2

direction of the Environmental Advisory Board and its technical advisors and approved by Council on March 13, 1995 as a working document for environmental management in the City.⁵ The Environmental Advisory Board will continue to pursue the nineteen Action recommendations contained in the Environmental Action Plan and:

- Make recommendations on how the City should respond to federal and provincial environmental initiatives.
- Coordinate the activities of the various City departments and agencies which deliver environmental education programs and services on behalf of the City.
- Provide an opportunity for public input on development projects that may affect the environment.

G. Natural Park Areas/Ecospace Classification System

The Recreation, Parks & Culture Department is developing a Natural Park Area/Ecospace Classification System, by which the value of natural grassland, wetland and treed areas can be ranked according to a "sensitivity rating". This ecological assessment will encompass all public and privately owned ecologically valuable city-wide and regional land. The designation of land as ecospace by this process would enable negotiations to commence, intended to protect the land from future development and will serve as a link of sustainability, assuring the adequate influx and exchange of biodiversity throughout all natural areas in the urban setting. This complex Ecospace Classification System applies to the Natural Park Areas/Ecospace category only on the Open Space Inventory System.

The ecospace assessment process outlined in Table 6 provides an overview of the stages in the assessment of land and final designation of land as preserved ecospace. The ecological and development factors listed in Table 7 (page 46) are applied to natural areas and the land receives a ranking (Table 8) of:

1. Appropriate for development,
2. Requiring further study using ecological profiles.
3. Exceptional habitat to be preserved.

If land is ranked as #2, it is assessed and, if deemed preservable or ranked as #3, the land will be negotiated in whole or in part for preservation to protect it from future development.

The detailed Biodiversity Ecospace Inventory maps referred to in the ranking process are now used as a tool in the review of new development proposals and how they may affect natural ecospace areas. All natural open space areas are found on the Integrated Ecospace Management Plan contained in the Environmental Action Plan. These ecospace areas (Table 9) are mapped both inside the city and outside the city to a distance of approximately three kilometers beyond the city limits. This inventory is useful for long-term ecological management and planning in conjunction with the City and County of Red Deer Joint General Municipal Plan. These maps should be further developed and maintained by the City, Urban Development Institute, Parkland Community Planning Services, the Red Deer River Naturalists and the Environmental Advisory Board.

⁵Source: Environmental Action Plan, City of Red Deer, February 2, 1995

TABLE 6 - Ecospace Assessment Process

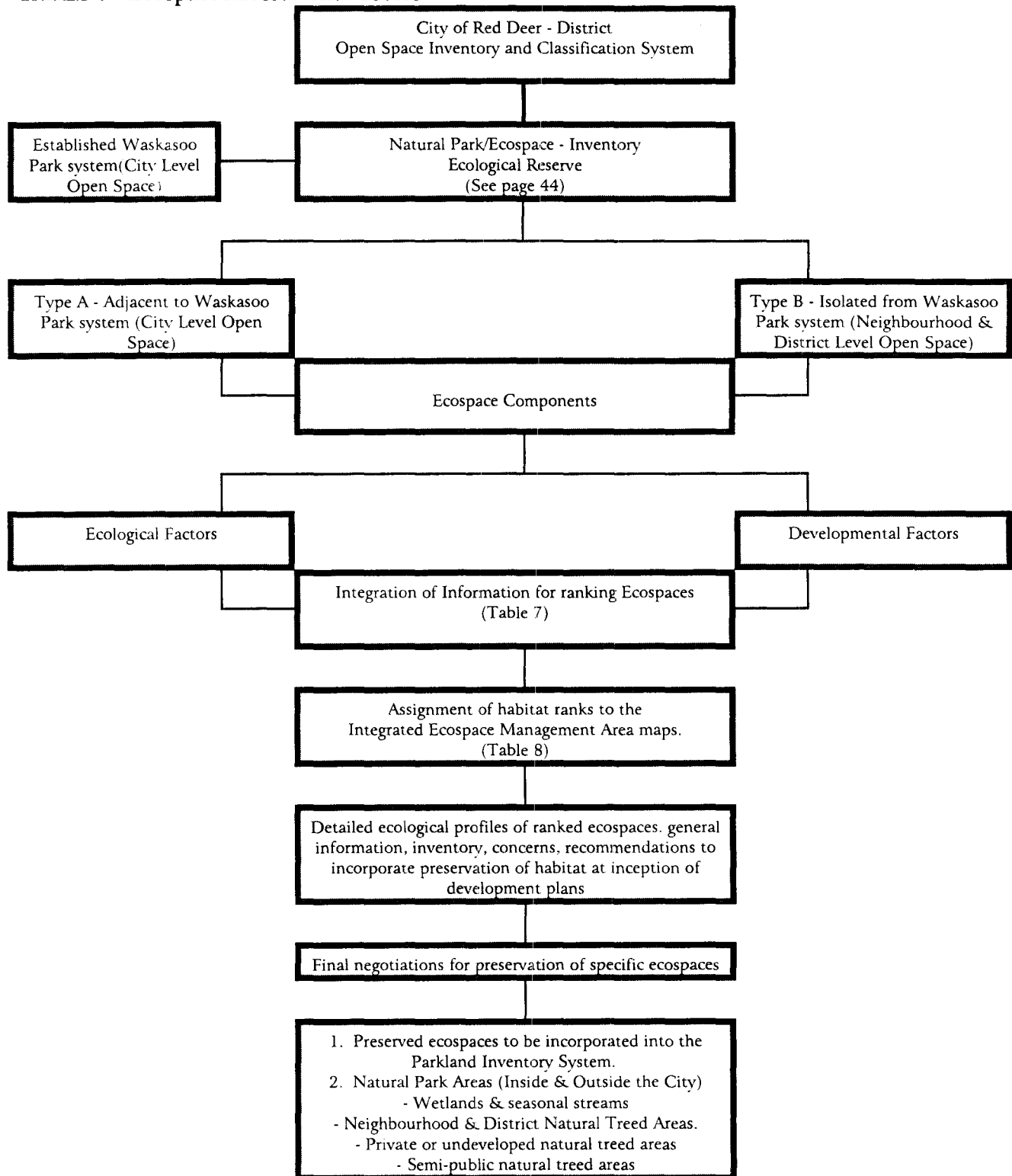
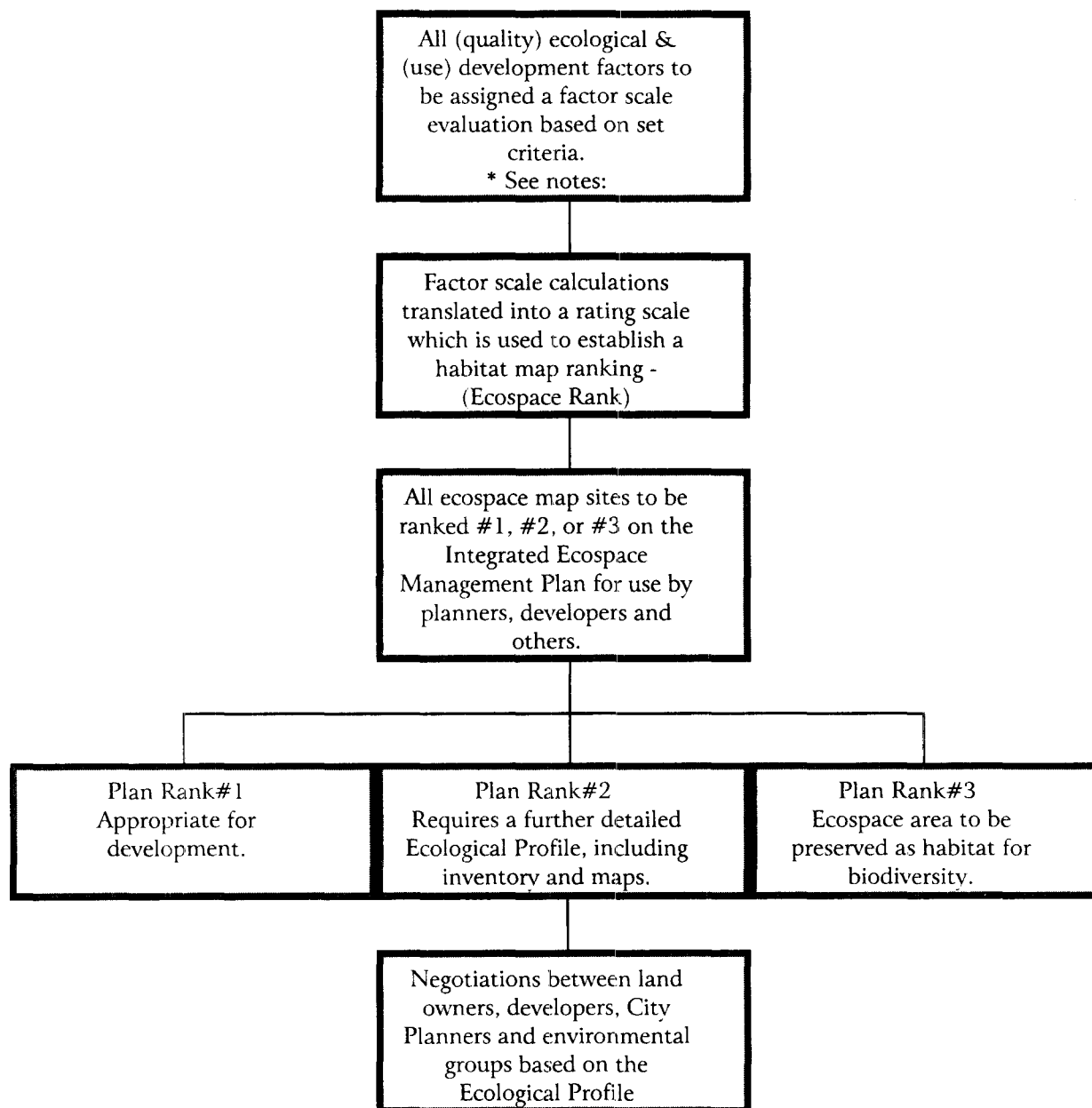


TABLE 7 - Environmental Evaluation Factors (Ecospaces)

Factors	Ecological Factors (Quality)	Developmental Factors (Use)
Factor 1	Waterbody/Wetlands Permanent, semipermanent and temporary wetlands and groundwater/springs	Existing access Human (constructed) and non-human (natural wildlife corridors) access.
Factor 2	Vegetation Grasses, Herbaceous plants, deciduous shrubs & trees and coniferous shrubs & trees.	Community Values History (buildings) and opportunities (quality of life) of an area.
Factor 3	Animals Vertebrates (mammals, birds, fish reptiles & amphibians) and Invertebrates (Insects & spiders)	Development Infrastructure Services including utilities, public facilities, transportation and health and security
Factor 4	Pathogens Two major groups of fungi and a third group of general organisms (lichens)	Development Policy & Plans Environmental and non-environmental planning and policy documents.
Factor 5	Soils Classification of soils found in the Red Deer area	Education and Awareness of Natural Areas Formal education, community education and public education.
Factor 6	Physical Geographic mapping, & information including spatial and topographic & geological relationships	Public Use Open space, recreation and public services.
Factor 7	Contaminants Presence of human waste and other forms of pollution	Residential Zoning Levels (single, multi, special and mixed use)
Factor 8	Climate Micro (within a specific ecospace area) and Macro (extending over total Ecological Management Area) Climatic conditions.	Industrial Environmental, workforce, economic and aesthetic impacts.
Factor 9	Fire Risks /benefits Involving fire	Commercial Workforce, neighbourhood compatibility, economic factors and aesthetics.
Factor 10	---	Economic Impact Employment, growth opportunity, assessments and community values.
Factor 11	---	Agriculture Development and non-developmental agricultural practices in relation to habitat areas.

TABLE 8 - Evaluation Steps for Ranking of Ecospaces



* Criteria:

1. Objective data observed, collected and interpreted from the ecospace site.
2. Subjective observation and interpretation.
3. Consideration of the Biodiversity strategy (preservation)
4. Consideration of human development needs (identification, use and interpretation),.

TABLE 9

**PRIVATELY OWNED OR UNDEVELOPED
ECOSPACE - INVENTORY AND CLASSIFICATION SYSTEM**

Total Hectares Based on Integrated Ecospace Management Area Total ha

Privately Owned or Undeveloped Natural Areas - (Ecospace - Ecological reserve)

A. Inside City - privately owned

(Refer to table 5 for other Ecospace areas classified under "Open Space")

a - Undeveloped treed areas 145.8
b - Wetlands and Seasonal Streams 80.1

SUB TOTAL 225.9

B. Outside City - privately owned (within the boundaries of Environmental Action Plan)

a - Water Courses & Lakes * 109.3
b - Wetlands & Seasonal Streams 718.3
c - Private or undeveloped treed areas 1,380.7

SUB TOTAL 2,208.3

TOTAL 2,434.2

* Not ecospace designated

Recommendations:

- ◆ *A Natural Area/Ecospace Classification and Priorization System should be finalized by the Environmental Advisory Board, and used by all division agencies and departments in land use planning within the city.*
- ◆ *The Ecospace Management Area Maps contained in the Environmental Action Plan should be used in conjunction with the Natural Area/Ecospace Classification and Priorization System as a tool to identify and negotiate with landowners, for the preservation of appropriate natural areas contained within Red Deer and district.*
- ◆ *The Environmental Advisory Board, together with its technical advisors, should develop a policy and procedure for undertaking environmental impact assessments on significant natural areas, where planning documents and development proposals are being considered at the municipal level and bring forward recommendations to City Council.*
- ◆ *The Community Services Division should make comments and recommendations to the Environmental Advisory Board regarding development proposals that may have an affect on the environment or natural areas identified in the Environmental Action Plan.*

IV. FACILITIES

A. INTRODUCTION

Facilities are indoor and outdoor areas and structures that are specifically developed and operated to accommodate a given set of activities. They may range from a simple neighbourhood playground to an extensive multi-use recreation complex.

For the purposes of this Master Plan, facilities have been grouped into 11 categories. Facilities are grouped under these categories through a combination of budgetary responsibilities and facility usage considerations. The 11 categories are:

- Club Houses
- Cultural Facilities
- Interpretive Facilities
- Library
- Park Facilities
- Police Building
- Recreation Facilities
- School Sites
- Social Service Facilities
- Tourism Facilities
- Transit Facilities

A distinction has been made between park facilities and recreation facilities based primarily on maintenance/budget responsibility.

It is worth noting that during the development of the City's Strategic Plan, the Quality of Life Task Force distributed a questionnaire to all City staff. One hundred and fifty-seven responded to the question "What do you consider to be the things which contribute MOST to the quality of life in Red Deer? " The top four responses were:

- #1 "PARKS" - 94 responses
- #2 "RECREATION FACILITIES" - 86 Responses
- #3 "RECREATION PROGRAMS" - 68 Responses
- #4 "TRAILS" - 31 Responses

Although this was certainly not a scientifically applied survey, we believe that these responses fairly represent the values of many of the citizens of Red Deer.

A 1992 Alberta Recreation Survey reported that "walking for pleasure" was the number one activity of participating households with 87% reporting activity in the previous 12 months. Bicycling was listed as the third most popular activity and swimming in pools was number five. The development and maintenance of our park and facility infrastructure is of great importance to the development of our community but most importantly to the quality of life that our citizens experience.

B. CLUB HOUSES

A clubhouse is defined as a facility owned or leased by a community services organization that is utilized exclusively or privately for its own use. The features of the building would relate to the specific activity around which the organization is structured, but would generally include social space, meeting rooms, and storage.

There are numerous clubhouses in Red Deer including the Memorial Centre, the Pioneer Lodge, the Boy Scouts Association, the Boys and Girls Club, German Canadian Club, the Elks Lodge, and the Aspelund Laft Hus. These range from completely privately owned facilities to clubhouses developed on land leased from the City at a nominal rate. Many groups are anxious to develop clubhouses, as they provide a presence in the community and increase independence and autonomy. However, groups often experience problems with the high cost of operation and ongoing maintenance.

The City has traditionally assisted organizations to construct clubhouses by leasing land at a nominal rate and through limited capital grants through a variety of programs. It should be noted that Municipal Reserve land cannot be leased for private use and some degree of public access must be assured. The City does not have sufficient land or funds available to assist all community service organizations in this way. Consequently, there is a need to develop a clearly defined policy for evaluating requests, in order to ensure that all groups are treated fairly and equitably. In any evaluation, the advantages to the community at large should be considered the highest priority.

1. Aspelund Laft Hus

The Aspelund Laft Hus is an expertly crafted replica of a typical sod roofed Norwegian farm home from the late 17th century. The building serves as a centre for the preservation and interpretation of Norwegian Canadian culture and is located in Heritage Square within the Rotary Recreation Park. The centre is normally open from 1:00 p.m. to 5:00 p.m. during July and August.

2. Pioneer Lodge

The Pioneer Lodge is a City-owned facility that is leased to the Central Alberta Pioneers and Old Timers Association. The facility is currently being sublet to the Oddfellows Lodge for a ten-year term. The facility does not meet fire code regulations for public gatherings and the lease agreement restricts the use of the facility to private club functions.

Recommendations:

- ◆ *The City should develop a policy for the evaluation of requests for assistance by community services organizations in the development of clubhouses. This policy should outline conditions for the lease of land and for any direct financial assistance.*

C. CULTURAL FACILITIES

1. Amphitheatre/Bandstand

Amphitheatres are large outdoor areas specifically designed for major spectator events, and may include temporary or permanent seating and stage facilities. Bandstands are outdoor platforms for small performances or concerts and are usually located in a park setting.

Two major natural amphitheatres were planned and developed as part of Waskasoo Park. The amphitheatre at Bower Ponds includes a permanent stage along the water and is used for a variety of events, including the annual Folk Festival and family concerts. The basic landscaping has been completed for a larger amphitheatre on the west side of the south lake at the River Bend Golf Course & Recreation Area. However, this facility will not be available for use until a planned pavilion and other support facilities have been constructed. This will involve fairly substantial capital cost and completion is, therefore, only planned in the medium/long term, depending on demand.

The Westerner Exposition Association has an amphitheatre with a natural grass seating area for 500-1,000 people, with a portable stage and a canopy stage cover set up on an asphalt pad.

City Hall Park is often used for a variety of events, including lunch-hour concerts, and there have been periodic proposals to develop a more formal stage or bandstand in this location. However, the layout of City Hall Park cannot accommodate major spectator events, and the Towne Centre Association has been encouraged to develop a "performance plaza" elsewhere in the downtown.

Recommendations:

- ◆ *The City should maintain the amphitheatre and stage at Bower Ponds for major community events, such as the annual Folk Festival and concerts in the park. Consideration should be given to augmenting the facility with some form of stage covering.*
- ◆ *The City and River Bend Golf & Recreation Society should consider the completion of the amphitheatre at the River Bend Golf Course & Recreation Area, in conjunction with other family recreation facilities, in the medium/long term.*
- ◆ *The City should support the Towne Centre Association in its attempts to develop a "performance plaza" or bandstand within the downtown, which could accommodate a wide range of activities. City Hall Park should not be considered for this plaza.*

2. Art Gallery

An art gallery is a facility which provides for display and appreciation of art in its many forms, e.g., painting, sculpture, ceramics, photography, graphics, etc.

The Old Court House Community Arts Centre includes a public gallery managed by the Red Deer and District Allied Arts Council. High quality temporary gallery space is available in the Red Deer & District Museum, and the Recreation Centre includes a small gallery space for limited community exhibits.

In 1983, the City entered into an agreement with the Red Deer College regarding the construction of a performing arts facility on the college site. Phase III of this facility, as described in the agreement, was proposed to include an art gallery. This art gallery would provide a permanent home for the college art collection. A gallery is listed as an identified need in the Campus Master Plan (1994); however, it is difficult to predict when (or if) this facility might be built.

In 1986, the City undertook a Cultural Interest Study which recommended that the City give a high priority to the development of a community art gallery. Both the Downtown Plan and the 1986 Recreation, Parks and Culture Master Plan recommended that the City investigate the development of a community art gallery on the vacant site adjacent to the Old Court House Community Arts Centre.

The development of a community art gallery would be a major capital expenditure, and it is unlikely that the City or the college will have sufficient financial resources to consider this project within the next five to ten years. However, both projects have merit and should be remain as a future development prospect in the medium to long term.

Recommendations:

- ◆ *The vacant site adjacent to the Old Court House should be retained for the possible development of a community art gallery or, alternatively, considered for sale, with all proceeds from the sale directed to the renovation/redevelopment of art throughout the city in a variety of existing buildings.*

3. Arts Centre (Old Court House)

The Old Court House Community Arts Centre is located at 4836 Ross Street, opposite City Hall Park. Built in 1931, it is the last Court House in Alberta to be designed with classically inspired details. The building received designation as a Provincial Historic Resource in 1984, and was renovated by the Province prior to its transfer to the City. Future ongoing maintenance and upgrading costs are outlined in the Division's Ten-Year Infrastructure Maintenance Plan. Financial assistance to undertake this work may be available through the Alberta Historical Resources Foundation.

The building is owned by the City and is leased to the Red Deer & District Allied Arts Council for operation as an Arts Centre "to house individuals and groups which are involved in artistic activities so as to promote a greater awareness, understanding and appreciation of the arts in Red Deer"⁶. In terms of this lease, the operation, management and ongoing (minor) maintenance of the facility are administered by the Allied Arts Council and the City. The centre provides a base of operations for the Allied Arts Council, including office space, meeting rooms, and a small art gallery. The balance of the space is subleased to a variety of non-profit and commercial arts-related organizations, as well as a small cafeteria. The purpose of the Centre, as outlined in an agreement between the City and the Allied Arts Council, is "to encourage a greater awareness and understanding of the arts, and provide the opportunity for individuals and community organizations to be involved in the arts".

⁶Lease contract between The City of Red Deer and the Allied Arts Council of Red Deer, February 24, 1994

Recommendations:

- ◆ *The City should support the Red Deer & District Allied Arts Council in its operation of the Old Court House Community Arts Centre, as a focus of the arts community of Red Deer as outlined in the Cultural Charter (1994). The maintenance, operation and management of the facility shall continue to be administered by the Allied Arts Council and the City.*

4. Arts & Crafts Facility

An arts and crafts facility includes multi-purpose and/or single-purpose craft areas to accommodate a variety of activities such as painting, graphic arts, and ceramics. Single-purpose craft areas are special facilities, such as photographic studios and dark rooms, home economics classrooms, industrial arts shops, and ceramics workshops.

There are numerous arts and crafts facilities located throughout the city. These may be classified as either "non dedicated", if they are used by more than one group, or "dedicated", if used exclusively by one organization. "Dedicated" space for groups such as the Parkland Weavers and the Writers Guild is available at a reasonable rent within the Old Court House Community Arts Centre.

At the city level, arts and crafts facilities are located in the Recreation Centre, the Michener Centre, and at the Red Deer College. At the district level, single- or multi-purpose craft facilities are located in most senior and junior high schools. Almost every school includes a multi-purpose craft room for neighbourhood level use. These facilities are available for community use as a result of the Joint Use Agreement between the City and both school boards.

The only community pottery studio is located at the Recreation Centre. The facility is available for classes, general public use and the Pottery Club. The fully equipped studio is handicapped accessible and includes ten pottery wheels, glazing and firing areas. The Drawing Board room at the Recreation Centre provides a multi-purpose art and craft facility with storage cupboards, lighting and a sink.

The College has excellent arts and crafts facilities which are used for college students and extension programs. The extension programs are a major asset to the community and region. However, access to these facilities by community organizations is strictly limited.

Recommendations:

- ◆ *At the city level, the City should maintain the craft facilities within the Old Court House Community Arts Centre and Recreation Centre, and endorse the practice of maintaining community access to the facilities within Michener Centre and Red Deer College.*
- ◆ *At the district and neighbourhood level, the City should continue to ensure that arts and crafts facilities within schools are available to the community in terms of the joint use agreement.*

5. Dance Studios

Dance facilities are presently available at the Old Court House Community Arts Centre, the Red Deer College, and at commercial dance studios. The City has traditionally not played a role in providing specialized dance facilities, because of the high cost. In addition, gymnasiums and multi-purpose rooms in schools are available for basic dance instruction. In

terms of the division's Service Delivery Policy, the City should not consider the development or operation of additional dance facilities.

Recommendations:

- ◆ *The City should not be involved in the development or operation of specialized dance studios, and should rely on the use of gymnasiums and multi-purpose rooms in schools or commercial facilities for basic dance instruction.*

6. Multicultural Centre

A Multicultural Centre may include a variety of facilities for use by ethno-cultural groups including a social hall, performance/rehearsal space, meeting rooms, exhibition galleries, and kitchen facilities.

a. Festival Hall:

The Red Deer Cultural Heritage Society is the umbrella organization for ethno-cultural groups in Red Deer. The society operates the Cronquist Cultural Heritage Centre and the Festival Hall in the Memorial Centre, which, together, provide excellent facilities for the city and the region. The Festival Hall has been developed by the society within the former gymnasium leased from the City. It provides an excellent community hall, including meeting space and kitchen which may be used in conjunction with the adjacent Memorial Centre Theatre. This facility is available for use by the general public, as well as ethno-cultural groups.

b. Cronquist House:

The Cronquist Cultural Heritage Centre, is an historic building that was relocated at Bower Ponds within Waskasoo Park. The building is owned and operated by the Red Deer Cultural Heritage Society as a multicultural centre, which is available for community use. The centre includes meeting space, a kitchen, a small rehearsal facility, galleries, a gift shop, and administrative offices. The society serves tea and ethnic lunches on the main level and operates a library, gallery and gift shop upstairs. The facility has become a major cultural centre and tourist attraction and is the major focus of the city's annual Folk Festival on Canada Day.

Recommendations:

- ◆ *The City should continue to provide a facilitative role to support the Red Deer Cultural Heritage Society in the operation of the Festival Hall in the Memorial Centre and ensure access for the Public School Board for gymnastics programs.*
- ◆ *The City should continue to recognize Cronquist Cultural Heritage Centre and Festival Hall as the focus of multicultural activities in the city. Programming should encourage maximum use of the facilities, in conjunction with activities such as the annual Folk Festival.*

7. Performing Arts Facilities

A performing arts facility may range from a small multi-purpose hall with stage to a single-purpose theatre with sophisticated lighting, sound, and other technical equipment. For the purpose of this Master Plan, a large multi-purpose spectator arena/exhibition center is defined as a coliseum.

Red Deer is well served with a variety of performing arts facilities. These include the Arts Centre and the Margaret Parsons Theatre at Red Deer College, the Memorial Centre Theatre, as well as performance areas in the Roland Michener Recreation Centre, the Old Court House Community Arts Centre, the Red Deer Public Library, and in a number of school buildings. Commercial facilities include a dinner theatre, a commercial theatre and performance facilities in a number of hotels, restaurants and lounges.

a. Arts Centre (Red Deer College):

The Arts Centre is a state-of-the-art facility that includes a main theatre with 593 seats, as well as a performance studio seating up to 120 persons. The complex also has excellent technical equipment, dressing room and rehearsal space.

The City contributed \$1 million toward the construction of the Arts Centre in order to assure access to the rehearsal areas of the facility by community organizations and individuals, and to provide a theatre of a higher calibre. The City's contribution was subject to a number of conditions outlined in the Joint Use Agreement. These included the establishment of the College Fine Arts Centre Advisory Committee, with membership from the College, the City, and a variety of community groups. The purpose of this committee is to review the annual budget, recommend the fee structure, and monitor community use.

The 1983 agreements regarding the construction of the performing arts center included Phase I of this facility which were the main theatre and support facilities which have now been completed. Phase II was proposed to include a concert hall, however, the development of a concert hall is no longer listed as a need in the 1994 College Master Plan. Additionally, musical concerts are being well accommodated in the main theatre, which has excellent acoustics.

b. Red Deer Library:

The Red Deer Public Library Board has developed a small 150-seat lecture theatre (Snell Auditorium) in the basement of the linking structure, between the armoury and the present library. This auditorium now provides an intimate venue for a variety of programs, including readings, concerts, and lunch-box theatre.

c. Memorial Centre:

The Memorial Centre is located next to the Lindsay Thurber Comprehensive High School. The complex was built in 1942 as government armouries. After World War II, the building was adapted to provide a performing arts auditorium and a gymnasium. The auditorium has been used for a variety of cultural events and has a seating capacity of 774 plus space for up to 12 wheelchairs.

The gymnasium space on the east side of the Memorial Centre was leased to the Red Deer International Folk Festival Society in 1989. This space has been converted into a community hall for use by ethno-cultural groups and the public. The lease provides access to the facility by the Red Deer Public School District for gymnastics programs during the school day. The renovated facility has been named the Festival Hall and includes seating for 300, together with a full-service kitchen.

Since the completion of the new Arts Centre at the Red Deer College, use of the Memorial Centre Theatre declined significantly. However, the facility is still provided an ideal venue for productions or community concerts that required a larger audience capacity. In August of 1994, the Central Alberta Theatre (C.A.T.) entered into an agreement with The City of Red Deer to lease and operate the Memorial Centre, except the portion known as Festival Hall for a 25-year period. The society is bound to continue to provide access to the Public School Board for their needs in a similar way to what has existed with the City-operated facility, and to make it available for reasonable community use and private rental. C.A.T. assumes full responsibility for the operation, maintenance and management of the facility. Subsequent to C.A.T. taking over the building, the society has commissioned studies to determine what renovations are necessary to enhance and improve the facility. There is some expectation that improvements may be undertaken in the next three years.

Recommendation:

- ◆ *The City should continue to provide a facilitative role to support Central Alberta Theatre in its operation of the Memorial Centre, and ensure lease access stipulations are maintained.*

d. Music Rehearsal/Teaching Facilities:

Music rehearsal/teaching facilities may be either single-purpose or shared spaces. However, they should have good acoustics, storage space for instruments, and be generally isolated from adjacent areas.

There is a significant number of music/teaching facilities in the city. These include basic band and practice rooms within schools, as well as high-quality teaching facilities within the Arts Centre of the Red Deer College. The facilities within the Arts Centre include 12 practice studios, six office studios, and four multi-use rehearsal studios. No need for additional facilities has been identified. However, a number of the facilities within the schools require upgrading to improve acoustics and provide sufficient storage space.

Recommendations:

- ◆ *The City should not become involved in the development of music rehearsal/teaching facilities and should rely on provision through the schools and other institutions.*
- ◆ *At the city level, the City should ensure community access to the extensive performing arts and music rehearsal facilities at the Red Deer College Arts Centre.*

D. INTERPRETIVE FACILITIES

"The City will preserve and enhance heritage resources as an integral component of the community and develop long-term plans for the preservation and interpretation of heritage resources" (Vision 2020)

A museum is a facility used for exhibiting, interpreting and storing artifacts relating to cultural and natural history and art. An Interpretive Centre is an outdoor/indoor facility that includes displays and/or artifacts interpreting a specific cultural or natural history site. (An interpretive centre does not house a collection.)

There are at present three major interpretive facilities in Red Deer: the Red Deer & District Museum and Archives, the Kerry Wood Nature Centre, and the Fort Normandeau Historic Site and Interpretive Centre.

1. Allen Bungalow

The Allen Bungalow is located at 6316 - 45th Avenue by the northwest corner of the Gaetz Lakes Sanctuary. The house was built in 1912 and became a part of Waskasoo Park in 1985. The house was designated a Registered Historic Resource in 1985 and received a \$112,900 sympathetic renovation to 1912 appearances through funding from Alberta Culture and the Heritage Savings Trust Fund. The 239.6 square metre building provides residential accommodation for a Site Supervisor and a meeting room suite. The McCullough Room will accommodate up to 60 persons standing, 36 persons seated theatre style, or 28 persons seated at tables. The Allen Bungalow is operated for the City by the Waskasoo Park Interpretive Program.

Recommendations:

- ◆ *The historic Allen Bungalow should be retained as a residence for on-site supervision and access control to Kerry Wood Nature Centre and Gaetz Lakes Sanctuary, as well as for small group meetings and social events.*

2. Fort Normandeau

The Fort Normandeau Historic Site is the westernmost portion of Waskasoo Park. The site includes an Interpretive Centre constructed in 1985 and a replica of an historic fort that was constructed in 1973. The site marks the first permanent settlement in Central Alberta and was the forerunner of the present city of Red Deer. The site has been developed as the focus of cultural history interpretation for the period 1880-1895. Development includes a day-use picnic area, a canoe launch along the river, the fort replica, and an interpretive centre.

Fort Normandeau is operated on behalf of the City by the Waskasoo Park Interpretive Program with support from volunteers in the community. The number of visitors to the site declined after the closure of the southbound Highway #2 off-ramp, effectively isolating the site. It is now 5km from the City limits on indirect rural roads. The development of a trail link with the rest of Waskasoo Park is highly recommended. However, extensive programming and promotion have increased use of the site again.

Recommendations:

- ◆ *Fort Normandeau should be retained and supported as a centre of historical interpretation.*
- ◆ *The Fort Normandeau Historic Site should be actively promoted as a tourist attraction.*
- ◆ *The City should make the construction of a trail link between Fort Normandeau, Heritage Ranch and the rest of the park trail system a priority.*
- ◆ *The City should support the development of a privately operated, full-facility campground on the Border Paving site immediately adjacent to Fort Normandeau Historic Park in the medium term.*

3. Gaetz Lakes Sanctuary

The area now known as Gaetz Lakes Sanctuary is a 118 hectare wildlife sanctuary that contains two eutrophic lakes, remnants of a former oxbow of the Red Deer River, known as East and West Gaetz Lakes. The area has been a Federal Migratory Bird Sanctuary since 1924. The Federal Bird Sanctuary was transferred to the City in 1983 and is subject to stringent usage restrictions which are monitored by the Gaetz Lakes Sanctuary Committee. The Sanctuary is operated for The City of Red Deer by the Waskasoo Park Interpretive Program.

The area encompasses a wide variety of vegetation communities. These include stands of climax white spruce and mixed wood along the escarpment, and poplar and deciduous slough vegetation in the lowland area surrounding two oxbow lakes. An environmental study of the area noted that it was a unique wildlife habitat in the region, and identified 190 species of birds, and 30 species of mammals have been identified within the Sanctuary boundaries.

The bicycle/pedestrian trail system along the river provides access to the Sanctuary entrance at the Kerry Wood Nature Centre, but carefully located fencing prevents unauthorized access into the heart of the Sanctuary. The 1km Dr. George Trail leading to a viewing deck and bird blind is accessible to the elderly and the physically disabled. The 4km Wishart Trail follows the perimeter of the entire area, with a number of interpretive viewpoints and viewing platforms. No public access is permitted in the sensitive area between the lakes and no trails should be developed.

The northern boundary of the Sanctuary is defined by the 67th Street road allowance. The 67th Street road and bridge were carefully designed to minimize the impact on the adjacent sanctuary. In addition, an extensive tree planting program has been undertaken along the road allowance. No direct vehicular connection was made between 67th Street and 45th Avenue, in order to prevent 45th Avenue between the Sanctuary and the river from being utilized as a through route.

The Allen Bungalow, a designated Registered Historic Resource, has been renovated as part of the overall Sanctuary site and provides a supervisor residence, as well as a meeting room for community groups. The Bungalow is operated on behalf of the City by the Normandeau Cultural & Natural History Society, with support from numerous volunteers of the community. The Society is also responsible for natural history programming throughout Waskasoo Park.

It is proposed that the Normandeau Cultural & Natural History Society prepare a management plan for the Sanctuary. This management plan should consider issues such as fire management, encouragement of native species, and policies for public and group use. This plan should be developed with full public input during the planning process.

The land to the east of Gaetz Lakes Sanctuary and north of Michener Centre is owned by the Province, and is proposed for future residential development in the approved East Hill Concept Plan. The City had leased 16.81 hectares (41 acres) from the Province for a tree nursery. Only 11.89 hectares (29 acres) remain in the lease area and the lease term has been shortened to the year 2001, at which time, the nursery will be totally phased out and turned back to the Province. It is recommended that future development in this area be

carefully planned, in order to protect the escarpment and avoid any detrimental impact on the Sanctuary. This would likely include fencing along the Sanctuary boundary and an additional buffer strip of open space between the Sanctuary and future residential development.

At its May 25, 1993 meeting, City Council passed a resolution to direct the future development of this property. The resolution reads:

- "The City does not wish to exercise its option to purchase any of the lands within the total 41.29 acre property."
- "to request the Province to grant the City a supplementary lease on the northern 29.59 acre portion of the property until December 31, 1993 in order to accommodate the existing garden plot area and the temporary nursery area."
- "to advise the Province of the inherent bank stability problem along the escarpment, and the need for a buffer strip to protect the escarpment and the Gaetz Lakes Sanctuary from the impact of adjacent residential development."
- "to advise the Province that all future development of the property must be subject to a detailed hydro-geotechnical evaluation in accordance with City Council policy to be undertaken at the time of preparation of an outline plan."
- "to approve a reduction of the terms of the lease of the nursery to the year 2001, subject to the Province confirming that it will make the requirement of buffer strip or development setback along the Sanctuary a condition of any future sale of the total 16.9 hectares (41.29 acres) property. Such setbacks shall be mutually acceptable to Alberta Environment Protection, Fish & Wildlife and The City of Red Deer, and shall be determined prior to the sale of the property."

A Michener Centre Outline Plan is being prepared for all lands adjacent to the Sanctuary and the Michener Centre to guide appropriate, orderly and environmental planning and development.

Recommendations:

- ◆ *Gaetz Lakes Sanctuary should be retained as the major conservation area within Waskasoo Park. Only limited trail development should be permitted within the designated boundaries.*
- ◆ *Gaetz Lakes Sanctuary should continue to be operated by the Normandeau Society's Waskasoo Park Interpretive Program in accordance with the terms and conditions established by the Province and monitored by Gaetz Lakes Sanctuary Committee.*
- ◆ *The City should reaffirm the present road configuration adjacent to Gaetz Lakes Sanctuary, which does not provide for a direct vehicular link between 67th Street and 45th Avenue.*
- ◆ *The Normandeau Cultural & Natural History Society should prepare a management plan for Gaetz Lakes Sanctuary, and encourage public input during the planning process.*
- ◆ *The City should ensure that future development to the east of Gaetz Lakes Sanctuary be carefully planned, in order to protect the escarpment and avoid any detrimental impact on the Sanctuary including its groundwater supply.*
- ◆ *The street lights on 67 Street should be shielded to minimize glare down into Gaetz Lakes Sanctuary.*

- ◆ *The Michener Centre Outline Plan should be finalized and approved as a guide for development around the Sanctuary and Michener Centre.*

4. Heritage Square

Heritage Square, is a unique landscaped interpretive park, adjacent to the Museum and Recreation Centre, incorporating a number of heritage features, including the Presbyterian Church Steeple (1898), the Stevenson Hall Block (1891), Gaetz Library (1912), The Crossing School (1887), and Aspelund Laft Hus. A dance platform was added to park amenities in 1994 by the Fanatullen Dancers Society. The dance floor and the Aspelund Laft Hus are operated by the Aspelund Laft Hus Society. The Laft Hus is leased to the Aspelund Laft Hus Society by the City. With the exception of the Laft Hus, Heritage Square is managed on behalf of the City by the Normandeau Cultural & Natural History Society.

5. Heritage Sites

Heritage sites include buildings, sites, areas or natural landscape features which have significant importance for preservation and/or interpretation, because of their intrinsic environmental, historical and education value.

The City maintains a Heritage Preservation Committee, which is operated by the Normandeau Cultural and Natural History Society. This committee was established in 1981, and is responsible for making recommendations to City Council regarding the designation, preservation and interpretation of heritage sites in and around Red Deer. This broad-based community committee provides advice and insight on natural and cultural history.

There are numerous heritage sites in Red Deer. During the planning of Waskasoo Park, an Interpretive Master Plan was prepared in 1983 and adopted as a framework for cultural and natural history interpretation. Over 90 sites were identified and an extensive interpretive signage program was completed in 1987. The Normandeau Cultural and Natural History Society is revising the Interpretive Master Plan as a framework for interpretation of heritage sites over the next ten years.

The majority of historical buildings in the city are located in the downtown area and are identified on three interpretive walking tours. These tours were prepared by the Heritage Preservation Committee and Alberta Culture and Multiculturalism, and have become a significant attraction for residents and visitors. Interpretive signage has been installed on a number of these sites and it is proposed to expand this program in the future. Interpretive Walking Tours have also been prepared for the Red Deer Cemetery and for North Red Deer.

The Downtown Concept Plan outlines a number of initiatives relating to the preservation of historical buildings in the downtown area. These include a proposal to investigate the feasibility of an historical restoration incentive program, and the identification of historic facades that should be preserved or upgraded. It is proposed that the Heritage Preservation Committee follow up these initiatives in conjunction with the Towne Centre Association.

Recommendations:

- ◆ *The Heritage Preservation Committee should develop a comprehensive building and site inventory.*
- ◆ *A process should be established that ensures that heritage sites and structures being considered for development are checked against the heritage site inventory.*

6. Kerry Wood Nature Centre

The Kerry Wood Nature Centre is located at 6300 - 45th Avenue. Situated in the northwest corner of Gaetz Lakes Sanctuary, the centre acts as the "gateway" to the Sanctuary, and is the focus of natural history interpretation and education for Waskasoo Park, as a whole. The centre was built in 1985 at a total cost of approximately \$1.3 million. The 840-square-metre building includes 173 square meters of office, work and storage space, a 54-square-metre "travelling exhibit" exhibition hall; a 66-square-metre theatre, and a 62-square-metre Discovery Room, where school programs and meetings are held. The latter two rooms can be combined into one large multi-purpose room, with a total seating capacity of 169 persons. The centre includes permanent displays depicting a walk through time, from the birth of the river to the present. The centre served 70,000 people in 1995, and is one of Red Deer's major tourist attractions. The Kerry Wood Nature Centre is operated by the Normandeau Cultural and Natural History Society's Waskasoo Park Interpretive Program. It also serves as the headquarters of the Waskasoo Park Interpretive Program, including the cultural/historical interpretive programs offered at Fort Normandeau and elsewhere in the park.

Recommendations:

- ◆ *Kerry Wood Nature Centre should remain the focus of natural history interpretation for Waskasoo Park and the surrounding region.*
- ◆ *Kerry Wood Nature Centre should continue to be promoted as a tourist attraction.*
- ◆ *The permanent exhibits at Kerry Wood Nature Centre should be updated as funding permits.*

7. Museum

The Red Deer & District Museum & Archives facility is located at 4524-47A Avenue, next to the Recreation Centre complex. The facility, opened in 1978, includes permanent and temporary display areas, an exhibition gallery, an atrium, meeting rooms, the Museum Shop, and administrative offices and storage areas for both the Museum and the Archives. A 511 square metre addition, built in 1984, increased the total area to 2,109 square meters. The Red Deer and District Museum Society provides financial assistance and volunteer support to the Museum and operates the Museum Shop.

The museum is operated on behalf of the City by the Normandeau Cultural and Natural History Society, whereas, the Archives is operated directly by the City within the Community Services Division with assistance from the Red Deer and District Archives Committee. The Red Deer & District Archives is the repository for important City records, manuscripts, photographs and publications. Consequently, a close link has been established between the Archives and the City Clerk's Department.

The Red Deer and District Museum Society is developing an Agricultural Interpretive Centre named "Sunnybrook Farm" on an eight-acre site immediately west of Bower Woods. On June 18, 1994, City Council approved the Sunnybrook Farm Development Plan and Feasibility Study. Prior to that, the City had refused to issue a development permit until a detailed development plan and feasibility study was undertaken. In giving approval in 1994, Council clearly stipulated that capital or operational expenses would be borne by the society.

Recommendations:

- ◆ *The City should continue to support the Red Deer & District Museum as a cultural and natural history resource and tourist attraction.*
- ◆ *The City should continue to support the Red Deer & District Museum as a focus of cultural history interpretation and education for the city and the region, and it should be promoted as a tourist attraction.*
- ◆ *The City should support collecting, preservation and research functions of the museum.*
- ◆ *Efforts to upgrade the quality and renew the permanent exhibits should be given high priority.*
- ◆ *The Sunnybrook Farm Development should proceed without capital or operating funding from the City.*
- ◆ *The City should continue to support the Red Deer & District Archives as the repository of records, manuscripts, photographs and publications for the city, the City of Red Deer and the region.*
- ◆ *The Normandeau Cultural and Natural History Society should give consideration to conducting an update and revision of the Interpretive Master Plan for Waskasoo Park.*
- ◆ *The City should maintain and enhance the program of cultural and natural history interpretive signage within the framework of the Waskasoo Park Interpretive Master Plan.*
- ◆ *The City should actively promote all the Red Deer Historical Walking Tours and financially support an extension of the interpretive signage program in the downtown area.*
- ◆ *The Heritage Preservation Committee should work with the Towne Centre Association to investigate ways of preserving heritage buildings in the downtown area, and follow up initiatives outlined in the Downtown Concept Plan.*

E. LIBRARY

Libraries are informational, educational and recreational resource centres containing books and other forms of media for patron use. In addition to providing collections for patrons to consult and borrow, libraries also make information available to patrons in response to their queries, and borrow materials from other libraries for patron use. Public libraries also provide a variety of programs to promote the use of their collections. Libraries provide collection space, seating and work areas for patrons, as well as meeting rooms. Public libraries often provide lecture theatres for community programs.

There are two major libraries in Red Deer; the Red Deer Public Library and the Red Deer College Learning Resources Centre. There is also a 700m² library at the G.H. Dawe Community Centre, which is an affiliate of the Red Deer Public Library and is accessible to the general public, as well as to the two community schools.

1. Red Deer Public Library

The Red Deer Public Library is located along 49th Street within City Hall Park. The Red Deer Library was constructed as a Canadian Centennial Celebration project in 1967 and consisted of a two-storey concrete structure with a developed basement. The facility included an adult and children section, administrative offices, and a meeting room named the Snell Gallery, which is used for community programming.

The facility was substantially upgraded in 1989/90, including improved mechanical systems, ceiling, lighting, furniture, and interior decoration. Increased circulation, a growing collection and greater program attendance again necessitated expansion into the adjacent Firehall/Armoury in 1995. The total cost of expansion was approximately \$2.5 million, half of which came from a City loan, smaller provincial grants, service clubs, charitable organizations and individuals. The balance of funding was included in the approved Five-Year Capital Plan. The Library Expansion approximately doubled the size of the existing facility to 3,600 square meters. The Children's Library was relocated to the main floor of the armoury building. The new Children's Library was the Armoury when it opened in 1913 and then a working firehall from the 1960s until 1992. The building has been designated as a Provincial Historic Site. A small 150-seat lecture theatre (Snell Auditorium) was developed in the basement of the linking structure, between the Armoury and the present Library. This auditorium now provides an intimate venue for a variety of programs, including readings, concerts, and lunch-box theatre. The adult services section occupies the main and second floors of the existing building. The lower level of the existing building is used for staff work space, storage and meeting space.

The Red Deer Public Library is operated by the Red Deer Public Library Board, which is appointed by City Council and funded through a special tax levy. The Library has over 175,000 volumes, two-thirds of which are adult and the remainder, children's. Besides books, there are audio cassettes, magazines, newspapers and reference material of which the primary focus is information, although recreation needs of its patrons are also met through a substantial collection of fiction and limited audio and visual media.

2. Red Deer College

The Red Deer College Learning Resources Centre is a major library which contains in excess of 100,000 volumes, as well as an extensive collection of periodicals and audiovisual resources. The library's primary focus is educational and the collection is based on the college curriculum. The facility is available for use by the community and provides an excellent educational resource. A good cooperative relationship has been developed between the Learning Resources Centre and the Red Deer Public Library, which utilize the same software for their automated library systems.

The College Campus Master Plan (1994) recommends the development of a new 8,900m² library as part of its Capital Expansion Plans. The development would include space for 280,000 volumes and 1400 study carrels/tables. Phase I of this development is recommended in the plan to begin between 1996 and 2000.

3. G.H. Dawe

Red Deer Public Library operates a branch at the G.H. Dawe Community Centre, providing public library services: collections, reference services and programming. The Red Deer Public

Library also contracts school library service to both School Boards that operate schools at the centre. Dawe circulation of materials to public customers makes up 6.5% of total circulation for the entire Public Library. Having a library branch in North Red Deer provides the opportunity to reach new markets, creating economic and service efficiencies by working in partnership with the school boards.

Recommendations:

- ◆ *The City should continue to support the Red Deer Public Library with funding through a special tax levy.*
- ◆ *The City should endorse the college's practice of maintaining community access to the Red Deer College Learning Resources Centre and cooperation with the Red Deer Public Library.*
- ◆ *At the district level, the City should continue to support the library at the G.H. Dawe Community Centre as a joint project between the Red Deer Library Board and both school boards.*
- ◆ *The development of a branch of the Public Library or an agreement allowing community access to the High School public libraries serving the East District should be considered in the medium/long term.*

F. PARK FACILITIES

"The City will maintain and expand Waskasoo Park as a major focal point for recreation in the community, with linkages to the downtown and all city neighbourhoods." (Vision 2020)

1. Ball Diamonds

Ball diamonds are fields developed specifically to accommodate baseball, T-ball, softball/fastball, and slo-pitch. As with sportsfields, these serve a variety of users ranging from beginner elementary school classes to adult competitive/spectator leagues. Ball diamonds are classified according to size and this directly affects the type of user who will play on the field.

a. Classifications:

Four basic categories of ball diamonds may be described as follows:

Class 'A' ball diamonds are high-quality baseball or fastball fields which have an outfield distance of at least 325 ft. These diamonds are primarily used for competitive play and spectator events.

Class 'B' ball diamonds are fastball, softball, or slo-pitch fields that have an outfield distance of at least 250-325 ft. These fields serve adult recreational and competitive play.

Class 'C' ball diamonds are small fields with outfield dimensions of at 200 to 260 feet. Class 'C' diamonds are suitable for youth play only.

Class 'D' Ball diamonds are small fields not booked for organized play. These fields are intended for casual youth drop-in use and are not suitable for adults.

The current development standards recommend at least four Class 'B' ball diamonds within each district park and at least one Class 'B' ball diamond within each neighbourhood park. It is proposed that an additional Class 'B' ball diamond be considered within neighbourhood parks which do not include a school site.

The standard of maintenance for ball diamonds has been notably increased in the last five years as a significant number of district and neighbourhood diamonds have been surfaced with shale. Shale infields have reduced the cost of maintenance. Staff conduct bi-weekly maintenance on all shale infield diamonds from April 15 to September 30. Staff have also been experimenting with installing shale on the base paths and around the back stop of some grass diamonds, which has also shown to reduce maintenance requirements.

b. Inventory:

The 1995 ball diamond inventory lists 4 Class 'A' baseball diamonds, 27 Class 'B', 30 Class 'C' and 30 Class "D" diamonds in the city. One more Class 'A' baseball field and four more Class 'B' slo-pitch fields are expected to come on stream in the spring of 1996 with the opening of Edgar Athletic Park.

c. Demand:

The Minor Softball Association is satisfied with the facilities that presently exist in the city. However, it is expected that two additional fastball diamonds will be required as the association continues to grow. The Minor Baseball Association has an urgent need for additional junior and senior diamond facilities. The City Soccer Association also requires additional facilities as registrations continue to grow. The Central Alberta Slo-Pitch Association is developing four diamonds at the Edgar Athletic Park and two additional Class "B" diamonds will be available at the East District Park in 1997.

d. Edgar Athletic Park:

The Edgar Athletic Park is a joint project of Central Alberta Slo-Pitch Association, Red Deer Minor Baseball Association, and the Red Deer City Soccer Association. The park is a 12.9 hectare site situated just east of Highway 2 and north of 67th Street in North Red Deer. The athletic organizations have entered into a 20-year lease to construct, maintain and operate sportsfields and related facilities. The site plan includes four Class "A" soccer/football fields (70 X 110 yards), four 300' slo-pitch fields, one baseball field (325') and one senior baseball field (375') infield, as well as concession facilities. Operation of the park by the respective associations will begin in the 1996 season with the four slo-pitch fields and the 325' baseball field.

Although ball diamonds are currently booked to capacity, the development of the fields at the Edgar Athletic Park, together with the development of district facilities as the City grows, should satisfy the demand for ball diamonds in both the medium and long term.

Recommendations:

- ◆ *The City should continue to provide a facilitative role in supporting the development of facilities at Edgar Athletic Park. Multi-use facilities at this site will be encouraged.*
- ◆ *The City should continue to develop district and neighbourhood ball diamonds in accordance with the established standards.*
- ◆ *The City should continue the established diamond maintenance standards to ensure safe, acceptable play surfaces.*

2. Cemeteries

A cemetery is a facility which provides for the internment of the deceased. Regulations relative to the Red Deer cemeteries are outlined in the Cemeteries Act and the Cemetery Bylaw 2952/88/B-91.

The two city-owned cemeteries in Red Deer are Red Deer Cemetery and the Alto Reste Cemetery. A third cemetery exists north of 67th Street, which is owner-operated by Sacred Heart Church. The City does not have any active role in the management of this cemetery. Capacity in the two City cemeteries is becoming limited. All regular lots at the Red Deer Cemetery have been sold and only cremation lots are available. Lots for regular burial, cremations, and columbarium niches are available at the Alto Reste Cemetery. Space is available to accommodate up to 2,000 plots. There has been a marked decline in the number of burials and plot sales in the 1990's. To maintain standards of maintenance a cost recovery rate of 92% (8% tax support) is proposed.

a. Alto Reste Cemetery:

Alto Reste Cemetery is located 3.6km east of 30th Avenue on Highway 11. This cemetery was in private ownership until 1976, when The City of Red Deer agreed to take over the facility. This 9ha cemetery includes a chapel and crematorium leased to the Central Alberta Funeral Directors' Association for their respective businesses. In addition, Alto Reste contains a Field of Honour area, common grounds, cremated remains section, flat monument section, stillborn baby monument, Royal Canadian Legion Monument, and two columbariums.

Operation and maintenance of this cemetery is conducted through the cemetery office and shop. Approximately 2,000 lots are available for sale in the proposed expansion area of the cemetery, which represents a twenty-year supply.

b. Red Deer Cemetery:

The Red Deer Cemetery is located adjacent to the Michener Centre and contains 7 hectares of land. Plots in this cemetery date back to the turn of the century. The regular burial plots have all been sold and only cremated remains plots are available.

This cemetery is operated through an office and shop on site. In 1991, a major sub-surface drainage tile system was installed along the west perimeter to stabilize the slope, and reforestation should now be considered. A number of the monuments in this cemetery are featured in a Historical Cemetery Walking Tour which is promoted through the Red Deer Historical Preservation Committee.

In view of the limited cemetery capacity, it is considered that cremated remains burials and columbarium niche placements should be marketed as a wise use of municipal land. In addition, the Recreation, Parks & Culture Department should give high priority to the identification and planning for additional cemetery space, either in the form of expansion or at a new location.

Recommendations:

- ◆ *The Recreation, Parks & Culture Department should continue to operate and maintain the two cemeteries to existing standards.*
- ◆ *The City should give an immediate, high priority to the identification and planning of additional cemetery space, either in the form of expansion at Alto Reste Cemetery or at a new location.*
- ◆ *The Recreation, Parks & Culture Department should promote and encourage cremated remains burials and columbarium niche placements as a wise use of municipal land.*
- ◆ *The City should approach the owner of Lot B, Plan 55 36KS (2.02 hectares)(5 acres) in the short term and request consideration of consolidating this lot with the balance of the Alto Reste Cemetery to enable an easterly expansion of cemetery space.*
- ◆ *The City should monitor cemetery burial trends with the objective of moving towards 100% self-sufficiency in operations by the year 2005. The present recovery rate of 92% should apply for the years 1995 to 1997 inclusive.*

3. Fishing Ponds

Fishing ponds are natural or manmade bodies of water developed and stocked for put-and-take recreational fishing.

Man-made fishing ponds have been developed within Waskasoo Park at Heritage Ranch and Bower Ponds. These facilities are stocked annually by Alberta Fish & Wildlife. Fishing is not permitted at Gaetz Lakes, and stocking is not proposed in the lakes at McKenzie Trail Recreation Area, Three Mile Bend or the River Bend Golf Course & Recreation Area.

Recommendations:

- ◆ *The City should maintain stocked fishing ponds at Heritage Ranch and Bower Ponds for casual recreational fishing.*

4. Outdoor Rinks

Skating rinks are outdoor boarded, semi-boarded, and snow bank rinks which are located in neighbourhood and district parks. These should be differentiated from indoor rinks which are described as arenas.

The previous standard for these facilities was to attempt to develop three skating rinks within each neighbourhood park throughout the city. This included a boarded hockey rink, a semi-boarded ""shinny"" rink, and a snow bank rink. The revised standard is to develop one boarded and one snow bank rink within each neighbourhood park.

In an effort to reduce costs as per City council direction, the Recreation, Parks & Culture Department entered into agreements with 12 community associations for the operation of the community rink shelters in 1995. Under these agreements, the installation and maintenance of the rink boards and the construction and maintenance of the outdoor ice is the

responsibility of the Recreation, Parks & Culture Department. The Community Associations, with an annual assistance grant of \$3,000.00 per shelter, maintain and staff the shelters. The program has been successful and continued operations under this agreement are recommended.

Public meetings and meetings with community associations held in 1994 clearly indicated that Red Deer residents want the City to retain the ice maintenance responsibility but that community associations can operate the facilities and implement programs within the facilities.

Recommendations:

- ◆ *At the neighbourhood level, the City should attempt to achieve a standard of one boarded and one snow bank rink within each neighbourhood park.*
- ◆ *The City should continue to work with community organizations in the operation, maintenance and programming of facility shelters.*
- ◆ *The City should negotiate long term leases with Community Associations for the operation and programming of the shelter buildings. The City should retain responsibility for completing major structural maintenance on the facility shelters.*

5. Parks Shops

a. Parks Maintenance Shop #1:

Located at 4934 - 54 Avenue, the Parks Maintenance Shop #1 is a metal clad building constructed in 1980. This 526 square metre shop houses vehicles, tools, equipment, staff offices and amenities.

b. Waskasoo Shop:

Located north of the Allen Bungalow on the Kerry Wood Nature Centre site, this 83 square metre wood frame structure was built in 1985.

c. Parks Maintenance Shop #2:

The Parks Maintenance Shop #2 is located on the same site as the Arena, Kinex Arena and the Curling Club. This cinder block structure with metal roofing was built in 1955. The building is 611 square metres and has a fenced compound on the west side,

d. Butler Storage Building:

The Butler Storage Building is located inside the fenced compound next to Shop #2. This metal building was built in 1970 and was originally used by the Exhibition Association. Presently this 312 square metre building serves as cold storage and a vehicle garage.

All of these shops are in good condition and are expected to have low to average maintenance costs over the next ten years.

6. Parks Residences

During the construction of Waskasoo Park, the City purchased several pieces of property, some with houses. Five of these residences have been retained and rented to tenants. They are:

a. Marra Residence:

6050 - 67 Avenue

b. Heritage Ranch Residence:

Heritage Ranch

- c. Cressman Residence:
4713 - 39 Street
- d. Coatham Residence:
3730 Spruce Drive
- e. Snell Residence:
5521 - 50 Avenue

Recommendations:

- ♦ *The City should continue to manage the Parks Residences, providing for required maintenance through the Facilities Infrastructure Maintenance Program. The City should be prepared to demolish the facilities in the medium term as major repairs become necessary.*

7. Parks - Formal

Red Deer is renowned for its parks and park system. In the heart of Alberta's beautiful parkland, the extensive river valley park system connects dozens of green areas with over 60 kilometres of paved trails. See Parks Plan - page 93

a. Bower Ponds:

Bower Ponds is a large park area located just off Kerry Wood Drive next to Great Chief Park. This picturesque network of ponds is a great place for paddleboating, canoeing, cycling, strolling, fishing, or picnicking. In winter, the ponds are a natural choice for ice skaters.

A pavilion along the edge of the pond houses a food concession, rental operation, rest area, skate change area and washrooms. Constructed in 1984, the operation of the pavilion and services is contracted out to a concessionaire. A lighted bicycle/pedestrian trail system around the ponds, which is linked to the main river trail system, provides access to a major sliding hill on the south of the ponds and a handicapped accessible fishing deck.

An amphitheatre and permanent accessible stage along the ponds is the outdoor entertainment center in Red Deer. The facility is used for a variety of events, including the Annual Folk Festival and family concerts.

Since the completion of this facility, major problems have been experienced with the stability of the retaining wall, the deck and stage along the west bank and ponds. In 1994 major renovations were completed, which included new base pads for the stage and docks, rebuilding of shale and asphalt trails and shoreline treatment. Also completed in 1995 was a wheelchair ramp to make the stage fully accessible. Some users have requested that consideration be given to the installation of a temporary roofing system or cover over the stage in the future, however this is rated as a low priority at this time.

The Cronquist House is also located at the Bower Ponds site. This Victorian farmhouse overlooks the ponds and is open for refreshments and public viewing. More information is provided on this facility under Cultural Facilities.

Recommendations:

- ◆ *Bower Ponds should be maintained as a landscaped family recreation area. No additional facilities should be developed in this location due to limited access and parking.*
- ◆ *The City should continue to operate the pavilion/concession on a contractual basis.*

b. Coronation Park:

Coronation Park is a landscaped, ornamental park along Waskasoo Creek, immediately north of Ross Street. A bicycle/pedestrian trail links Coronation Park with Barrett Park to the south and Stephenson Park to the north. Development also includes two bridges across the creek, seating areas, and interpretive signage. The existing north bridge should be replaced with a standard bridge unit when major repairs are required.

Recommendations:

- ◆ *Coronation Park should be retained as a landscaped, ornamental park for passive recreation, and no additional facilities should be developed.*
- ◆ *The north bridge should be replaced as scheduled by the Infrastructure Maintenance Plan.*

c. Kin Canyon:

Kin Canyon is a large, natural and landscaped park area along Waskasoo Creek, immediately north of 32nd Street. It includes major stands of mature spruce and mixed forest along the creek and escarpment. A bicycle/pedestrian trail links Kin Canyon with Rotary Picnic Park to the north, and Bower Woods to the south, via a tunnel beneath 32nd Street. There are also good trail connections with surrounding residential areas. Other facilities within Kin Canyon include a parking lot near 32nd Street, a major picnicking area with washroom facilities, a playground and spray pool, a hiking trail along the escarpment, several bridges across the creek, and a partici-park fitness trail.

During preparation of the former Master Plan, numerous complaints were received that the trail system within Kin Canyon was heavily used, resulting in a conflict situation between cyclists and pedestrians. This problem appears to have been largely resolved through the City's Bicycle Safety Program and development of additional trails for cyclists along the river valley. A need has also been identified to replace the playground equipment in relation to the major picnic facilities.

Recommendations:

- ◆ *Kin Canyon should be retained as a natural and landscaped area and reforestation should be undertaken on an ongoing basis. Consideration should be given to replacing some of the playground facilities and relocating them to the open area. The use and safety of the main bicycle trail system should be reviewed on a regular basis.*

d. Rotary Picnic Park:

Rotary Park is a major picnic and playground park located along Waskasoo Creek immediately south of 42nd Street. Facilities include a picnic area, picnic shelter, washroom/warming hut, and a major playground for children of all abilities, including the disabled. A bicycle/pedestrian trail links Rotary Picnic Park with Barrett Park to the east and Kin Canyon to the south.

e. Rotary Recreation Park:

Rotary Recreation Park is a large landscaped park in the downtown area, stretching from 43rd Street to 48th Street. A number of the city's major recreation and culture facilities are located in this area. These include:

- the Recreation Centre.
- the Red Deer & District Museum & Archives.
- the Golden Circle Seniors' Centre with adjacent skate change, seating and washroom facility.
- the Lions Speed Skating Oval surrounding a high-quality Lawn Bowling green.
- eight top-quality tennis courts and adjacent service building and concession,
- a four-court indoor tennis facility run by a private operator in accordance with a lease agreement with the City of Red Deer.
- Heritage Square, a unique landscaped interpretive park, adjacent to the Recreation Centre, incorporating a number of heritage buildings and attractions.
- playground and picnicking facilities.

Substantial upgrading of the park, including repaving of the old tennis courts, renovation of the service building, and a small expansion, was completed in 1990. Further development has seen the construction of an indoor tennis facility on the four southernmost courts.

A conceptual development plan for the south expansion area of Rotary Recreation Park, prepared in 1995, proposes the development of a stage, public gathering area, feature area and parking lot for 242 vehicles. The plan has been prepared for discussion purposes with the Town Centre Association and would provide a site for public gatherings in the downtown, as well as providing necessary additional parking for the curling rink, arena, indoor tennis facility and Rotary Recreation Park. The expansion would include the development of a bicycle/pedestrian trail system linking Waskasoo Park with other facilities in the downtown core.

Recommendations:

- ◆ *Rotary Recreation Park should be retained as a landscaped park, incorporating a number of the City's major recreation and culture facilities.*
- ◆ *The City should approve a development plan for Rotary Recreation Park, incorporating facilities that can be realistically developed in the short/medium term. This plan should provide for the southerly expansion of the park up to 43rd Street and development of a bicycle/pedestrian trail system, stage, feature area, seating area and parking lot.*

8. Parks - Natural

a. A.C.R. Trail:

The A.C.R. (Alberta Central Railway) Trail is a natural area along Waskasoo Creek between 32nd and 43rd Streets. Development includes a bicycle/pedestrian trail, providing access from the downtown to Red Deer College, a washroom/warming hut and picnic facilities. The shelter requires repair and modifications that are scheduled for 1996.

Recommendations:

- ◆ *The A.C.R. Trail area should be retained primarily as a natural area along the Waskasoo Creek trail system, with limited facility development.*

b. Barrett Park:

Barrett Park is a large park area along Waskasoo Creek, immediately south of Ross Street. The areas east and south of the creek are densely wooded escarpments that include significant stands of climax spruce forest. The area west of the creek is more formally landscaped and has been developed primarily for passive recreation. A bicycle/pedestrian trail links Barrett Park with Victory Park and Coronation Park to the north, and Rotary Picnic Park to the west. Other facilities include two bridges across the creek, a shale hiking trail along the escarpment, seating areas, and interpretive signage. One small house has been retained in the southern portion of the park and is rented out at the present time

Recommendations:

- ◆ *Barrett Park should be retained as a natural and landscaped park area along the Waskasoo Creek trail system. The area should be retained for passive recreation adjacent to downtown residential communities, and no active recreation facilities should be developed.*

c. Bower Natural Area:

The area known as Bower Natural Area is 20ha (49.4 acres) of private land adjacent to Red Deer College, south of Waskasoo Creek and west of the old CPR tracks. This hilly and wooded area completes the cross-country skiing, running, and orienteering trail system that has been developed by Red Deer College, with assistance from the City. The trails have been developed and used with permission from the owner.

Since 1980, users of the area have put forward proposals that this private land be acquired by the City as an extension of Waskasoo Park, or by Red Deer College as an extension of its recreation facilities. The Waskasoo Park Master Plan did not recommend acquisition of this site because it is separated from the major park nodes along the river valley and creek system. The City has been active in aiding the college's attempts to acquire the site. It is the college's intention to attempt to preserve the wooded natural area.

Recommendations:

- ◆ *The City should continue to support Red Deer College in its attempts to acquire the Bower Natural Area and preserve the wooded portion of the site as a low key natural area for non motorized recreation with trails for skiing, orienteering, and cross-country skiing.*

d. Bower Woods:

The area known as Bower Woods includes all City-owned parkland along Piper Creek, between 32nd Street and Delburne Road. The area immediately south of 32nd Street is densely wooded and includes stands of climax spruce forest. Developments include a bicycle/ pedestrian trail, which provides access to the Westerner Exposition Grounds, a number of seating areas and interpretive signage.

Recommendations:

- ◆ *Bower Woods should be retained as a natural area along the Piper Creek trail system. This area should be expanded through parkland acquisition and reserve dedication in the future, when adjacent privately owned lands are developed or available for sale. The special Bower Reserve Fund should be used solely for the purpose of Piper Creek escarpment acquisition.*

e. Gaetz Park:

Gaetz Park is a small, natural park area along the river between Gaetz Avenue bridge and Waskasoo Creek. The northern portion along the river is landscaped, whereas, the southern portion is densely wooded. A bicycle/pedestrian trail links Gaetz Park with other Waskasoo Park facilities along the south bank of the river.

Prior to the development of Waskasoo Park, plans were prepared to develop Gaetz Park as a family recreation area, with picnicking facilities and a canoe launch. However, residents of 56th Street to the south are strongly opposed to the development of any additional recreation facilities in this area.

Recommendations:

- ◆ *Gaetz Park should be retained primarily as a natural area along the main river trail system, and no additional facilities should be developed. Reforestation of the area should be undertaken on an ongoing basis.*

f. Galbraith Park:

Galbraith Park is a densely wooded natural area along Waskasoo Creek, which stretches from the river to 55th Street. The only facility in Galbraith park is a bicycle/pedestrian trail and bridge linking the park to the main river trail system to the north, and Stephenson Park and the Devonian Trail system to the south.

Recommendations:

- ◆ *Galbraith Park should be retained as a natural area along the main river and creek trail system. Reforestation of this area should be undertaken on an ongoing basis.*

g. Highland Green Escarpment:

Highland Green Escarpment includes the entire City-owned escarpment area from 64th Avenue east to Gaetz Avenue. The area is partly landscaped and partly in its natural state, with significant tree stands immediately west of Gaetz Avenue. Development is limited to a small section of bicycle/pedestrian trail between 64 Avenue and Taylor Drive.

The Bicycle Master Plan recommends that the bicycle/pedestrian trail be extended east from Taylor Drive to 52nd Avenue, and link directly with the North Red Deer neighbourhood park and school site.

Recommendations:

- ◆ *The Highland Green escarpment should be retained as a natural and landscaped park area. The bicycle/pedestrian trail system should be extended from Taylor Drive to 52nd Avenue.*

h. Maskepetoon Natural Area:

Formally known as Maskepetoon Park, this area has been redesignated, and is now limited to 8.2 ha (20 acres) of natural area. The Maskepetoon natural area includes a fairly unique and sensitive bog vegetation community, with a significant stand of tamarack forest. The area has been divided into five distinct ecological zones based on vegetation and water bodies. The five zones include a balsam poplar deciduous zone, with a large cattail-lined water body; a tamarack coniferous zone with sensitive mossy undergrowth and numerous semi-aquatic plants (fen); a spruce coniferous zone, with numerous flood channels; a river side shrub zone; and an inner beaver dam water body with its associated ecosystems. There is little evidence of human presence in the area, except in peripheral zones along Highway 2, sections of the riverbank and by way of limited pathways found within this fragile area. A portion of the facility is being threatened by erosion from a storm sewer outlet at the north end and remedial measures should be investigated.

Three development options include:

- (1) Leave the area in its present state with open access risking damage from nearby residential development.
- (2) Fence the area completely and attempt to control access with the intention of preserving the area in its natural state. (This option would restrict the movement of some forms of wildlife.)
- (3) Construct a formal interpretive trail system, including a wetland boardwalk and observation points for viewing.

Recommendations:

- ◆ *The Maskepetoon Natural Area should be preserved in its natural state. Development should be limited to low-key interpretive hiking trails and viewing areas.*
- ◆ *Erosion control measures should be completed to protect the Maskepetoon fen, and this natural area should be incorporated in the design and development of the Oriole Park neighbourhood.*

i. McKenzie Trail:

The McKenzie Trail Recreation Area is a large natural park area along the east bank of the Red Deer River, immediately north of the Gaetz Lakes Sanctuary. The area includes a former City landfill site and a number of abandoned gravel pits, which have been reclaimed as a series of meandering ponds with islands for waterfowl nesting. The escarpment to the east includes major stands of climax spruce forest, which have been preserved in their natural state.

The area has been planned as both a recreation area and as an adjunct to the Gaetz Lakes Sanctuary. A bicycle/pedestrian trail has been developed along the river and up the escarpment to 67th Street. Facilities within the area include a major picnic shelter, playground, washroom/warming hut on the north side of the ponds, and a canoe launch along the river. Significant repairs (\$40,000) are required to maintain the boardwalk structures at this facility. This work is scheduled for 1996.

A group picnic area has been designated and fenced to the east of the canoe launch. The site would include a cook shelter/washroom/kitchen, baseball diamond, horseshoe pits, water well and playground. Upon completion, this area will be available for lease by

individual groups for special gatherings. The complete development of this site is dependent upon support by a service club or development by a private operator.

Recommendations:

- ◆ *The McKenzie Trail Recreation Area should be retained as a natural extension of the Gaetz Lakes Sanctuary and as a major picnic area within Waskasoo Park.*

- ◆ *The City should continue efforts to see the group picnic area at McKenzie Trail developed for day use and specialized youth overnight use either by securing funding from sponsors/service groups or through lease of the site to a commercial operator for development and operation.*

j. Pines Escarpment:

The Pines Escarpment includes the entire escarpment area east of Gaetz Avenue, between the Red Deer River to the south, and Highway 11A to the north. The escarpment east of the Pines residential area is heavily wooded with climax spruce forest, and is a significant wildlife habitat. The area was included in Waskasoo Park in 1982, and a low-key hiking trail has been developed between Parkland Mall and 77th Street. Development also includes a series of viewpoints with seating areas overlooking the river valley. It is proposed that the hiking trail be extended from 77th Street north to Highway 11A.

Recommendations:

- ◆ *The Pines Escarpment should be retained as a natural area, with low-key trails for hiking and cross-country skiing. The trail system should be extended north from 77 Street to Highway 11A in the medium/long term.*

k. Piper's Mountain:

The hill known as Piper's Mountain is an interesting natural feature along Waskasoo Creek, which has historical and archaeological significance. In 1984, an archaeological dig of this site was undertaken and the artifacts collected were found to be of provincial significance. Following the dig, the site was developed with a hiking trail, viewing platform and interpretive signage. Reforestation efforts are now underway to combat erosion caused by extensive public use of the site.

Recommendations:

- ◆ *Piper's Mountain should be retained primarily in its natural state, with limited trail development. An aggressive reforestation program which includes controlled public access to portions of the area should continue. Further mitigation of the archaeological site should be considered in the future.*

l. Red Deer College Site:

The college property is a large parcel located in southwest Red Deer, with access off 32nd Street to the north, and bounded on the east by Taylor Drive and on the west and south by Highway 2. The site includes a large natural area along Waskasoo Creek in the southwest corner of the site. A portion of this area is hilly and wooded and is used in conjunction with the privately owned Bower Natural Area to the east. An extensive trail network has been developed in this area that is used for cross-country skiing, running, and orienteering.

m. Riverside Park:

Riverside Park is a large undeveloped area immediately north of 67th Street and south of Three Mile Bend between Riverside Drive and the Pines escarpment. A bicycle/pedestrian trail along the river provides a link with Lions Campground to the south and Three Mile Bend to the north. The Riverside Park area has, in the past, been recommended as a site for both an agricultural equipment park and an athletic park. With the Edgar Athletic Park development underway, development as an athletic park is no longer necessary. The land is at the 100-year flood plain level and building/infrastructure development is neither economical nor recommended.

Recommendations:

- ◆ *Riverside Park should be retained as part of the City's park inventory; it should be allowed to reforest naturally and no development should be planned for the site.*

n. Stephenson Park:

Stephenson Park is a densely wooded natural area along Waskasoo Creek immediately south of 55th Street. A bicycle/pedestrian trail links Stephenson Park with Galbraith Park to the north and Coronation Park to the south.

Recommendations:

- ◆ *Stephenson Park should be retained as a natural area along the Waskasoo Creek trail system and no additional facilities should be developed.*

o. Southbank Trail:

The area designated as the South Bank Trail extends from Snell Gardens west to Heritage Ranch. It includes a bicycle/pedestrian trail which has been developed partially within Municipal Reserve, and partially within easements and road allowances. The trail follows the bank of the river west of Snell Gardens, ascends the escarpment near Wiltshire Drive, and has been developed within the Cronquist Drive road allowance.

The original Master Plan proposed development of a hiking trail within the escarpment along the river, north of Riverview Park. However, this proposal has been abandoned following major erosion of the reserve lot in this location. Naturalization programs undertaken from 1993-1995 have significantly increased the potential of this area as a wildlife corridor.

Recommendations:

- ◆ *The South Bank Trail should be retained as a landscaped and natural area, providing access for the main river bicycle/pedestrian trail system. Attempts should be made to widen and/or improve the suitability of this area as part of the wildlife corridor through the city.*

p. Three Mile Bend:

Three Mile Bend is a large natural park area along the west bank of the Red Deer River, just north of 67th Street. A bicycle/pedestrian trail links Three Mile Bend with Lions Campground to the south, and River Bend to the north via a bridge across the river.

Three Mile Bend was severely impacted by gravel mining until its reclamation by Alberta Environment, as part of Waskasoo Park. As a result of this project, use of the site was restricted for a ten-year period, expiring in 1994. Facilities in the area include:

- A series of interlinked ponds within the reclaimed gravel pits, which are used for canoe lessons and kayak slalom training.
- A washroom/warming hut and adjacent picnic facilities and parking area.
- A freestyle ski jump facility along the major pond, which is used for summer ski training. This structure is located on a site leased by the City to the Central Alberta Freestyle Ski Association.
- A large informal park area, which has been designed to accommodate a variety of recreation activities, including retriever training, archery, and model car racing.

Three Mile Bend is the only area within Waskasoo Park where dogs are permitted off leash, provided they are under control. It is, therefore, an extremely popular area for dogowners. The area is regularly used by the Red Deer Retriever Club for Retriever Trials and was the chosen location for the 1990 National Retriever Trials.

The original development plan for the site proposed a variety of park enhancements, including botanical gardens and a major park service building. It is now proposed to retain the area largely in its natural state for specific extensive recreation uses.

Recommendations:

- ◆ *Three Mile Bend should be retained as a natural park area, with limited facility development. The area should be recognized as a focus for diverse recreation activities, such as freestyle ski training, archery, canoe lessons, retriever training, as well as a valuable wildlife area. The park should be actively promoted as a dog exercise area where dogs are allowed off leash, but under control.*

q. Westerner Natural Area:

The area known as Westerner Natural Area is a fairly large natural area along Waskasoo Creek, between Westerner Park and the City Landfill Site. This area was specifically excluded from the land leased to the Westerner Exposition Association. Preliminary development plans for this park were completed in 1984. The plans included an extension of the bicycle/pedestrian trail system in Bower Woods to link with Westerner Park and future development on the landfill site. This proposal is also included in the City's Bicycle Master Plan.

Recommendations:

- ◆ *The City should prepare a development plan for the Westerner Natural Area as an extension of the Waskasoo Park system. Consideration should be given to the preservation of natural areas along Waskasoo Creek and the development of a bicycle/pedestrian trail, as proposed in the Bicycle Master Plan.*

r. Woodlea Park:

Woodlea Park consists of a natural and developed escarpment area immediately south of the Lindsay Thurber Comprehensive High School.

In the past, this area was used as a family ski run operated by the City. However, the site was too small and the operation, without snow-making equipment, had a very limited season and was not cost effective. Consequently, all facilities were removed in 1990 and the site has been retained primarily as a natural area, with a number of low-key hiking trails. The south facing slope adjacent to 55th Street is used extensively as a family toboggan run.

It is proposed that a new development plan be prepared for the site to accommodate an extension of the toboggan run onto the former ski hill, and the reforestation of the balance of the site. The plan should also provide for the phased upgrading and extension of a low-key trail system.

Recommendations:

- ◆ *Woodlea Park should be retained primarily as a natural and landscaped park area. A new development plan should be prepared to accommodate an extension of the toboggan run onto the former ski hill, and the reforestation of the balance of the site.*

9. Parks - Ornamental

These facilities are centred around displays of trees, shrubs, and flowers. They usually have a large number of plant species and are maintained to a high standard. Indoor conservatories are the ultimate extension of this type of facility.

There are very few formal and botanic gardens in Red Deer, primarily due to the high maintenance cost. City Hall park is a beautiful 0.8ha (2 acres) of ornamental park that is an aesthetic highlight for the city. Smaller facilities have been developed in Victory Park and Snell Gardens. A small "arboretum" is located within the Heritage Square section of Rotary Recreation Park, where specific trees and shrubs are identified and interpreted.

a. City Hall Park:

City Hall Park is an ornamental park with geometrically arranged walkways, lighting and flowerbeds, surrounded by mature trees. It is a focal point of the downtown, and respondents to a 1985 questionnaire rank the park as the downtown's greatest attraction. The park boasts 45,000 flowering annuals, flowering shrubs and manicured lawns. During winter, the park is decorated with Christmas lights.

City Hall Park is used for a variety of events, including lunch hour concerts. However, the layout of the park cannot accommodate major spectator events and alternative locations for a "performance plaza" are being actively considered by the Towne Centre Association and the City, possibly in the south extension of Rotary Recreation Park. (see Recreation Centre - Page 77, 120)

Recommendations:

- ◆ *City Hall Park should be retained as a landscaped ornamental park for passive recreation. High priority should be given to reconstructing the unistone walkways within the park. No additional facilities should be developed within its present boundaries.*

b. Snell Gardens:

Snell Gardens is a small, passive, landscaped park along the south bank of the river, between the Gaetz and 49th Avenue bridges. Development includes formal botanic gardens, a landscaped arbour and seating area linked to the riverside bicycle/pedestrian trail system. The City leases a residence adjacent to the park with access from 49 A Avenue. It is planned to demolish the residence when repairs become uneconomical.

Recommendations:

- ◆ *Snell Gardens should be retained as a landscaped ornamental park, with further botanical enhancements in the future. The City should continue to lease the residence, until such time as maintenance costs become impractical.*

c. Victory Park:

Victory Park is a very small, landscaped, ornamental park on a triangular lot between Ross Street, 46th Avenue and 49th Street. The site includes flowerbeds and a sculpture by Dean Eilertson.

Recommendations:

- ◆ *Victory Park should be retained as a landscaped, ornamental park on an important arterial entryway, and no additional facilities should be developed.*

10. Picnic Grounds

Picnic grounds vary in size and nature from a small group of picnic tables in a neighbourhood park, to a major day-use facility where picnicking may be combined with a wide range of other activities.

Picnicking has one of the highest participation rates of summer activities in Red Deer. At the neighbourhood level small picnic areas have been incorporated within a number of neighbourhood parks. These are particularly successful where they are located adjacent to natural treed areas or playgrounds.

The main picnic grounds in Red Deer are located at Fort Normandeau, Heritage Ranch, Great Chief Park (Kiwanis Picnic Grounds), Bower Ponds, McKenzie Trail Recreation Area, Three Mile Bend, River Bend Golf Course & Recreation Area, Rotary Picnic Park and Kin Canyon.

a. Rotary Picnic Park:

As the name implies, Rotary Picnic Park is unquestionably the City's premier picnic area. The park is a small family park along Waskasoo Creek immediately south of 42nd Street. Facilities include a picnic area, picnic shelter, washroom/warming hut, and a major playground for children of all abilities, including the disabled. A bicycle/pedestrian trail links Rotary Picnic Park with Barrett Park to the east and Kin Canyon to the south.

b. Kiwanis Picnic Park:

Kiwanis Picnic Park is located at Great Chief Park (4707 Fountain Drive). Kiwanis Picnic Park is most popular for families and small group gatherings. The site includes a small group shelter with a kitchen/fireplace, a playground, horseshoe pits, family picnic sites, an open play area and a canoe launch.

c. McKenzie Trail:

The McKenzie Trail Picnic Site amenities include bike trails connecting the Waskasoo Park trail system, a group shelter, a boardwalk overlooking the lake, playground apparatus, washroom/warming hut on the north side of the ponds, and parking.

A group picnic area has been designated and fenced to the east of the canoe launch at McKenzie Trail. The proposed site development includes a cook shelter/washroom/kitchen, baseball diamond, horseshoe pits, water well and playground. Upon completion, this area will be available for lease by individual groups for special gatherings. The completion of this site is dependent upon support by a service club or development by a private operator. (See page 80 for recommendations.)

Recommendations:

- ◆ *Rotary Picnic Park should be retained as a major family picnic area and children's playground along the Waskasoo Creek trail system. The playground should continue to cater to children of all abilities.*
- ◆ *At the city level, the existing picnic facilities should be retained and upgraded as required.*
- ◆ *At the district and neighbourhood level, small picnic facilities should be considered for inclusion in neighbourhood and district parks, depending on the characteristics of the site.*
- ◆ *Kiwanis Picnic area should be retained as a major family picnic area and children's playground along the Waskasoo Creek trail system.*

11. Partici-park

A partici-park is a short trail loop with fitness stations located along its length.

Red Deer's only partici-park is located in Kin Canyon and is currently underutilized. The need for this facility will be evaluated when repairs are no longer effective. No additional facilities are proposed in the City.

Recommendations:

- ◆ *The City should maintain the existing partici-park in Kin Canyon and evaluate the need for the facility when repairs are no longer effective.*

12. Playgrounds

A playground is a facility including a variety of play apparatus specifically designed for children's play. These range from small individual pieces of play apparatus to large multi-use playgrounds catering to all age groups, as well as the disabled.

Conventional playgrounds have been developed in a number of city level facilities. These include Rotary Recreation Park, Heritage Ranch, McKenzie Trail Recreation Area, and Rotary Picnic Park, which includes specific equipment for the disabled.

The majority of playgrounds have been developed at the neighbourhood level within neighbourhood parks or other smaller park areas. The revised standards recommend that the development of a preschool and elementary playground within each neighbourhood park be funded through the recreation levy. In addition, an attempt has been made to develop a

playground within 400m of every residence in a neighbourhood. Playgrounds have also been developed within district parks if these serve a neighbourhood function. Playground maintenance is done on a weekly basis from April 1 to October 31 and monthly from November 1 to March 31.

The City's 103 playgrounds are classified by the number of creative components, the number of traditional components, and whether the equipment is located on a school site. Creative components may be defined as wooden play structures, and traditional components as metal structures, such as swings and teeter-totters, commonly found in older playgrounds. The classification system uses the following codes:

- C1 - Creative with 8 or less components
- C2 - Creative with 9 to 20 components
- C3 - Creative with 21 or more components
- T1 - Traditional with 7 or less pieces
- T2 - Traditional with 8 or more components
- (S) - Located on a school site

Playgrounds may have one or more of these designations depending on the mix of the equipment. The following playground inventory and corresponding map (page 97) provides an overview of playground development in the city.

Recommendations:

- ◆ *At the city level, the City should retain the existing playgrounds within major park facilities. Specific attention should be given to include additional facilities for the disabled.*
- ◆ *At the district level, playgrounds should be included within district parks where they serve a neighbourhood function.*
- ◆ *At the neighbourhood level, the City should attempt to maintain the standard of one preschool and one elementary playground within each neighbourhood park, to be funded through the recreation levy. In general, the City should attempt to provide a playground within 400m of each residence.*
- ◆ *The City should continue to work with volunteers and community groups in the development and upgrading of neighbourhood playgrounds.*

13. Skating Ponds

Skating ponds are natural or manmade bodies of water that are used for informal family skating. These may be differentiated from outdoor skating rinks in that they are not suitable for formal hockey games.

The City has developed Bower Ponds as a major skating pond served by a pavilion, including a skate change area, washrooms, and a concession for food and skate rental. This has become one of the City's most popular winter recreation facilities.

No provision has been made for skating on the ponds at Heritage Ranch, Three Mile Bend, or the McKenzie Trail Recreation Area. In addition, activities such as skating are specifically prohibited in the sensitive Gaetz Lakes Sanctuary. The south pond of the River Bend Golf Course and Recreation Area has been designed for recreation use, including skating in the

winter, to be served by a future recreation pavilion building. However, the development of this facility will only occur in the medium/long term when demand can no longer be accommodated at Bower Ponds.

Recommendations:

- ◆ *The City should retain the existing skating pond and pavilion at Bower Ponds and maintain them to a high standard. No provision should be made for skating on the ponds at Heritage Ranch, McKenzie Trail Recreation Area, and Three Mile Bend.*
- ◆ *The City should continue to prohibit skating and other defined recreation activities in the sensitive Gaetz Lakes Sanctuary.*
- ◆ *The City, in conjunction with the River Bend Golf & Recreation Society, should consider the development of the south lake at River Bend for family skating in the medium/long term, as demand arises.*

14. Sportsfields

Sportsfields are defined as those fields developed to accommodate soccer, football, rugby and field hockey. As with ball diamonds, these serve a variety of users, ranging from beginner elementary school classes to adult competitive spectator leagues. Sportsfields are built to accommodate various levels of users with differing needs. These are classified according to size and this directly affects the type of user that will play on the field. See Plan 10 - Page 101. Four basic categories of sportsfields may be described as follows:

Class "A" Sportsfields

These fields have dimensions of 100m X 60m (110 yards X 65 yards with two 20-yard end zones) and are primarily used for competitive and spectator adult events.

Class "B" Soccer

These fields have dimensions of 91m X 55 m (100 yards X 60 yards) with two 10-yard end zones

Class "B" Sportsfields

These fields have dimensions of 82m X 50m (90 yards X 55 yards) with two 20-yard end zones and serve adult and teenage recreational needs. * Thirteen of these fields exist throughout the city, however, this field configuration is being replaced by the Class 'B' Soccer and this field size will not be constructed after 1995.

Class "C" Sportsfields

These fields have dimensions of 68m X 32m (75 yds. X 35 yds.) and are suitable for elementary school classes and minor recreational needs.

The current City inventory includes: 16 Class "A" soccer/football sportsfields; 3 Class "B" soccer fields; 13 Class "B" sportsfields; and 27 Class "C" soccer/football fields. These fields are primarily located within existing neighbourhood and district parks. The revised standards recommend the development of at least one Class "A" sportsfield within each new neighbourhood park. * The four Class "A" fields at Edgar Athletic Park are not yet complete.

The previous neighbourhood and district park standards allowed various degrees of overlapping between sportsfields and ball diamonds. However, this has posed numerous problems for maintenance and scheduling. Consequently, the revised standards recommend that the City should not develop any overlapping sportsfields and diamonds except under extraordinary situations.

A severe shortage of sportsfields has recently occurred because of the unparalleled growth in the soccer participation. There were over 1,800 children playing soccer in Red Deer in 1995. The Red Deer City Soccer Association wrote in 1995, expressing their concern for the lack of competitive quality soccer fields indicating an urgent need for more sportsfields and, also, expressing a need for an indoor soccer facility. The club has requested that every consideration be given to increasing the number and maintenance of soccer fields in the city. Many of the sportsfields are not suitable for soccer, particularly due to football uprights which are required much less frequently than soccer goals. More flexibility is now being considered to provide only soccer goals on some fields where soccer is to be considered for exclusive use of the fields. The results of a soccer field upgrading study recommend a number of changes to accommodate the needs of the soccer players. Some of these recommendations are (1) increase Eastview Jr. High field size, (2) remove the football uprights at McLean West "A" and McLean East "A" and (3) increase the size of the Red Deer College "B" field.

a. Edgar Athletic Park:

The Edgar Athletic Park is a joint project of Central Alberta Slo-Pitch Association, Red Deer Minor Baseball Association, and the Red Deer City Soccer Association. The park is a 12.9 hectare site, situated just east of Highway 2 and north of 67th Street in North Red Deer. The site plan includes four Class "A" fields, four slo-pitch fields, one "B" size baseball field and one senior baseball field.

b. East District Park:

The East District Park and high school site (formerly East Hill) is a 60-acre site located east of 30th Avenue and south of 32nd Street in southeast Red Deer. Three Class "A" soccer/football fields, one baseball diamond and one Class "B" slo-pitch diamond were completed and available for use in the spring of 1994. Completion of the site will see the development of two more Class "B" slo-pitch diamonds and one additional Class "A" sportsfield.

Recommendations:

- ◆ *At the district level, the City should attempt to achieve a standard of providing four Class "A" sportsfields at each district park site.*
- ◆ *At the neighbourhood level, the City should attempt to achieve a standard of providing at least one Class "A" sportsfield at each neighbourhood park site.*
- ◆ *The City should not develop any overlapping sportsfields and ball diamonds within new neighbourhood and district parks. However, in unique circumstances such as park sites containing natural tree stands, the overlapping of fields may be considered.*

15. Trails

Trails are paths or tracks specifically constructed for recreation use or access. These may be multi-purpose or specifically designed for particular activities such as walking, biking, hiking, cross-country skiing and horseback riding.

Red Deer has developed a comprehensive system of trails that encompass the whole of Waskasoo Park and the City proper. A total of 60km of paved trails and an additional 29km of hiking, 6km of equestrian and 8km of complimentary neighbourhood shale trails make Red Deer a natural outdoor park. See Trails Plan on page 53. Trail design ranges from narrow, cleared, pedestrian paths to paved bike paths. Horse/equestrian trails are provided separately from all other trails. Presently, bicycle riders are prohibited from riding on the shale trails.

Trail usage has increased each year since the development of the trail system. The types of trail users have also increased each year. Walkers, hikers, bikers, skateboarders, in-line skaters and joggers are now competing for space and stretching the limits of safe trail use. This increasing use of the Waskasoo Park Trail System and the associated parkland by a variety of users has created safety, management and preservation concerns. It is, therefore, recommended that an ad hoc "Waskasoo Park Users Advisory Committee", reporting to the Recreation, Parks & Culture Board, be established with a mandate that would include but not be limited to:

- * Represent all Waskasoo Park users and user groups, providing advice to The City of Red Deer Recreation, Parks & Culture Department and the Recreation, Parks & Culture Board regarding operational policies, user education and resource management of the Waskasoo Park trail and natural park system.
 - * Review and recommend to the Recreation, Parks & Culture Board policies and initiatives related to the development and use of Waskasoo Park.
 - * Develop and implement a public education campaign, in cooperation with the Recreation, Parks & Culture Department and Waskasoo Park Interpretive Program staff to improve management, preservation and safety of Waskasoo Park and its trail system.
 - * Involve the community at large in the identification and discussion of issues through public meetings and workshops, and provide a forum for residents to share or express concerns, suggestions or inquiries.
 - * Assess changing recreation and leisure trends, especially related to the multi-use of trails, and make appropriate recommendations to the Recreation Parks & Culture Department.
 - * Liaise with the private/business sector to secure support and funding for special improvements and or operational initiatives as identified by the committee.
- a. Bicycle/Pedestrian:
- There are, at present, 60km of bicycle/pedestrian trails maintained by the City. In 1985, City Council approved a Bicycle Master Plan as a framework for the development of a "comprehensive bike path system throughout the city, serving both recreation and transportation functions". The overall goal of the Master Plan is to make the trail system

readily accessible and to provide a bicycle/pedestrian trail at a distance of not greater than 1 km from each residence (approximately five minutes of comfortable cycling). The Master Plan classifies bicycle/pedestrian trails as either "recreation bike paths" within parks and recreation areas, or "arterial bike paths" within the rights-of-way along major arterial roads." "Recreation bike paths" are primarily for recreation purposes and are the responsibility of the Recreation, Parks & Culture Department, whereas, "arterial bike paths" are a part of the overall transportation system and are the responsibility of the Engineering Department.

The existing and proposed bicycle/pedestrian trail system is shown on Plan 5 (page 53). As can be seen, the system of "recreation bike paths" is largely complete. However, new trails are proposed in the future linking McKenzie Trail Recreation Area with River Bend, east of the river and immediately west of Gaetz Avenue between 61st Street and 77th Street. It is also proposed to extend the trail system in Bower Woods into the Westerner Natural Area south of Delburne Road and extend the trail from Heritage Ranch to Fort Normandeau. Major new "arterial bike paths" are proposed along 28th Street, 32nd Street, and 77th Street. The trail system was extended into the downtown in 1995 and now extends down 48th Avenue and the entire length of 48th Street. Rest stops are planned near the C.P.R. bridge, Taylor Drive, Rotary Park, and Victory Park. A high priority should also be given to the provision of bicycle parking areas in key locations.

In 1994, the City adopted a policy of supporting the concept of the future Trans Canada Trail and has resolved to "work with Alberta Trailnet and other provincial user groups to ensure that the north-south alignment passes through the city of Red Deer". Further to this development, the City, having considered reports regarding the future of the abandoned railway right-of-way to Sylvan Lake agreed to "support the revised concept of a trail to Sylvan Lake, utilizing a portion of the abandoned railway right-of-way, accessed via 67th Street & Burnt Lake Trail" and "to support the concept of a loop interpretive trail to the historic A.C.R. Bridge, utilizing a portion of the abandoned railway right-of-way, accessed via 32nd Street, and investigate the development of a bicycle/pedestrian trail in conjunction with the proposed new corridor road".

b. Hiking:

There are 29km of hiking trails maintained by the City. These are primarily located in Heritage Ranch, Pines Escarpment, Gaetz Lakes Sanctuary, River Bend Golf Course & Recreation Area, and in the Bower Natural Area south of the Red Deer College. It is proposed to extend the hiking trail within the Pines Escarpment north from 77th Street to Highway 11A in the medium/long term, as shown on Plan 5 (see page 53).

c. Complimentary Trails:

There are 8km of shale trails located in neighbourhoods that are complimentary to the hiking and paved bike paths running through Waskasoo Park. Neighbourhood development standards now exclude this kind of trail development, however, the shale trails in existing neighbourhoods require regular maintenance.

d. Equestrian:

There are 6 km of equestrian trails maintained by the City. These are located within Heritage Ranch, which includes a variety of equestrian facilities. Due to safety concerns,

the City has adopted a policy of only permitting horse riding on designated equestrian trails. It is proposed to extend the trail system to link with Fort Normandeau along the river in the medium/long term as shown on Plan 5 (see page 53)

Recommendations:

- ◆ *The City should maintain the existing bicycle/pedestrian trail system and adopt the proposals for extension, as outlined on Plan 5 (see page 53), as a framework for future development by both the Recreation, Parks & Culture and Engineering Departments.*
- ◆ *The City should establish a "Waskasoo Park Users Committee" for the purpose of representing all Waskasoo Park users and providing advice to The City of Red Deer Recreation, Parks & Culture Department through the Recreation, Parks & Culture Board, regarding operational policies, education and resource management of the Waskasoo Park Trail and Natural park system.*
- ◆ *The City should make every effort to link the existing trail system with all major residential neighbourhoods.*

16. Washroom Warming Shelters

Washroom/warming huts include a range of facilities from basic washroom buildings to higher quality heated buildings that have additional facilities, such as storage areas and adjoining warming huts.

Washrooms facilities have been developed at A.C.R. Trail, Three Mile Bend, McKenzie Trail South, McKenzie Trail North, Rotary Park, Kin Canyon, Heritage Ranch, Kiwanis Park and the BMX Track. Four of these sites also have B.B.Q. facilities, those being McKenzie Trail South, Rotary Park, Heritage Ranch, and Kiwanis Park. Six of the facilities have adjoining warming huts for use by skiers, skaters, and picnickers. The existing washroom buildings at Kin Canyon and Kiwanis Picnic Grounds have been upgraded to Waskasoo Park standards. No additional facilities are proposed.

Recommendations:

- ◆ *The City should retain the existing washroom/warming huts in Waskasoo Park and maintain these to a high standard.*

G. POLICE BUILDING

1. Administration Building

The original R.C.M.P. City Detail Facility at 4811 - 49th Street was built in 1972. For ten years, this one-storey building housed the jail cells, administration offices and vehicle garages. In 1983, a major renovation/addition was undertaken, which added a second floor and increased the overall facility size to 3,302 square meters. The basement level now contains the furnace room, a large conference room, an exercise area, a coffee room, locker rooms and two washroom/shower facilities. The main floor continues to house the holding cells, as well as the operations offices. The top floor of the building now houses all of the administration offices. There are no City detail compounds and storage space for lost and found articles or recovered merchandise (bicycles etc.)

Recommendations:

- ◆ *The Ten-Year Infrastructure Maintenance Plan should include consideration for the construction of a storage facility in adjunct to the R.C.M.P. Administration Building or designated space within an existing park facility.*

H. RECREATION FACILITIES

"The City will coordinate and facilitate the provision of recreation and cultural facilities and programs to meet the community's needs by providing basic facilities and programs and working with the community agencies and the private sector to provide enhanced services." (Vision 2020)

"The City believes in supporting programs and initiatives which reflect a caring community and which provide high quality of life in a unique and attractive environment for all citizens." (Strategic Plan)

1. Arenas

Arenas are multi-purpose facilities designed primarily for winter use as artificial ice arenas for hockey, ice skating, figure skating, ringette and broomball. Summer activities may include roller skating, ball hockey and lacrosse, as well as exhibitions, concerts, and cultural programs. These facilities range from basic activity centres to major spectator arenas which can accommodate professional calibre spectator events. For the purpose of this Master Plan, a large multi-purpose spectator arena/exhibition centre is defined as a coliseum. See pages 45, 109

There are five major public arenas in Red Deer. These include the Red Deer Arena, the Kinex, the Dawe Arena, and the Kinsmen Community Arenas (a twin arena complex). The City has adopted a standard of attempting to provide an arena to serve each recreation district. The Red Deer Arena and the Kinex Arena are both city level facilities, however, they also serve the Central and West Park Recreation Districts. The Dawe Arena primarily serves the North Recreation District, whereas, the Kinsmen Community Arenas serve the East and Southeast Recreation District. New arenas are proposed for development within the developing districts (East and Northwest). The City should consider the development of twin arenas in these locations due to potential savings in capital and operating costs.

Recommendations:

- ◆ *The City should continue to develop major sport facilities within new district sites to serve each future recreation district.*

a. Red Deer Arena:

The Red Deer Arena is located at 4309 - 48th Avenue, immediately south of Rotary Recreation Park. The building was constructed in 1952 and was, for many years, the City's major spectator facility, seating 2,288 persons. The facility underwent renovations in 1978 and then, with the help of Federal Infrastructure Program funds, underwent major renovations costing \$1.8 million in 1995. Improvements included new seating for 1,500, a new concrete ice surface slab (85' X 200'), new dressing rooms, an upper level multi-purpose room, meeting rooms, offices for the Red Deer Minor Hockey Commission and new mechanical systems.

An agreement between the City and the Westerner Exposition Association provides some limitations for the use of the Arena. In terms of this agreement, the City should not use the arena for activities such as agricultural exhibitions, fairs, rodeos and other major exhibition events that are presently carried out by the Westerner.

Recommendations:

- ◆ *A high priority should be given to undertaking further improvements to the Red Deer Arena including installation of a dehumidification system, an elevator, and an astrofoil ceiling to increase the potential for additional bookings and holding special events.*

- ◆ *The Red Deer Arena should continue to be used year-round for a variety of ice spectator events and non-ice activities, and an aggressive marketing and promotion strategy should be pursued to attract ice and non-ice users to the arena.*

b. Kinex:

The Kinex Arena is located at 4309 - 48th Avenue, immediately south of the Red Deer Arena and Curling Rink. The facility was constructed in 1967 as a joint venture between the City and the Westerner Exposition Association, with the support of the Kinsmen Club. Initially, the arena was used as a livestock pavilion, and programmed for exhibitions and cultural events, as well as an ice arena. This facility has an ice surface measuring 85' x 200' and it is in excellent condition following completion and upgrading in 1991. Only minor maintenance costs are contemplated in the Ten-Year Infrastructure Maintenance Plan. The Kinex is covered by the agreement with the Westerner Exposition Association and subject to the same usage limitations as the Red Deer Arena.

Recommendations:

- ◆ *It is recommended that the Kinex arena continue to serve the city for various winter ice uses, as well as a wide variety of summer non-ice activities.*

c. Kinsmen Community Arenas:

The Kinsmen Community Arenas are a twin ice rink facility located at 5 McIntosh Avenue. Constructed in 1975, the original arena, now known as the "B" side, has an ice surface measuring 85 feet x 185 feet. The new ice surface, or "A" side, was added in 1988 and is a regulation 85 ft. x 200 ft. ice surface. This facility has a meeting room available for coaches and teams, as well as storage space for minor hockey equipment.

Recommendations:

- ◆ *The Kinsmen Community Arenas should continue to be programmed for winter ice use and summer non-ice use.*

d. Dawe:

The G.H. Dawe Community Centre is located 56 Holt Street. The complex houses the G.H. Dawe Community School, St. Patrick's Community School, an indoor swimming pool, library, connecting mall area and an ice arena (opened in 1982). The arena has an ice surface of 85' x 185'. Ice is maintained from October 1 through April 15. During the non-ice season, the arena is used for ball hockey, lacrosse, various sports and other community events. The arena has bleacher seating for 250 persons. A dehumidification unit was installed in 1995, making the facility suitable for summer ice activities and rentals. Further improvements recommended for 1996 include an new room for the ice resurfacer on the north side of the arena.

Recommendations:

- ◆ *The G.H.Dawe Arena should continue to be marketed as a year-round facility for ice and non-ice use.*
- ◆ *Improvements should continue to be made to the G.H.Dawe Arena in accordance with the engineering study undertaken by Group 2 Architects (1994).*
- ◆ *Priority should be given to the construction of room to house the ice resurfacer on the north side of the arena.*

2. Athletic Park

An Athletic Park is a multi-use outdoor sports facility that may contain baseball, football and soccer fields.

a. Great Chief Park:

Great Chief Park is the city's premiere athletic park facility. Great Chief Park is a 17.4 hectare park located at 4707 Fountain Drive, between the Red Deer River and Kerry Wood Drive on the west side of the city. The park was opened in 1975 and is now open from May 1st until mid-November each year. The multi-use facility includes one baseball diamond, three fastball diamonds, one football/soccer field, a pitch-and-putt golf course, picnic facilities and a concession and washroom building.

The facilities have been substantially upgraded as part of the Waskasoo Park development over the years. Improvements have included lights on one fastball diamond, the football/soccer field, and the baseball diamond, paving of the parking lot, new dugouts, expanded press booth at the baseball diamond, and a service building (built in 1991) that provides washroom and concession facilities. The most recent improvement has been the upgrading of the field and installation of a new irrigation system on the football/soccer field in 1995.

Operational changes have included the approval of beer sales by adult user groups of ball diamonds one and two. Concession services are no longer contracted out, but the provision of these services has been assigned to the user groups as a fundraising opportunity for their respective organizations. It is hoped that these service changes will

return additional revenue to the City, increase spectator attendance and encourage more tournament bookings.

Recommendations:

- ◆ *Great Chief Park should remain as the city's primary spectator athletic park. Every effort should be made to maintain a high standard of maintenance to these sportsfields.*
- ◆ *Great Chief Park should be marketed to provincial sport associations and provincial corporations, promoting the park as an ideal site for regional or provincial championships. The facility should also be promoted through Bid Red Deer, encouraging events that draw spectator crowds.*
- ◆ *User statistics should be monitored and consideration given to converting fastball diamond no. 3 into a youth baseball/adult slo-pitch diamond with a 300' outfield.*

b. Edgar Athletic Park:

The Edgar Athletic Park is a joint project of the Central Alberta Slo-Pitch Association, Red Deer Minor Baseball Association, and the Red Deer City Soccer Association. The park is a 12.9 hectare site situated just east of Highway 2 and north of 67th Street in North Red Deer. The Central Alberta Slo-Pitch Association and Red Deer Minor Baseball Association have entered into a 20-year lease to construct, maintain and operate baseball sportsfields and related facilities. The Red Deer City Soccer Association has a letter of understanding with the City allowing them to proceed with development of soccer facilities on site. The site plan includes four Class "A" soccer/football fields (70 yds. x 110 yds.), four 300' slo-pitch fields, one bantam baseball field (325') and one senior baseball field (375') infield, as well as concession facilities. Operation of the park by the respective associations will begin in the 1996 season with the four slo-pitch fields and the bantam baseball field.

Recommendations:

- ◆ *The Edgar Athletic Park development should proceed as a high priority with all capital construction and operational responsibilities being assumed by the respective sport associations. Multi-use facilities developed and operated through partnerships will be encouraged.*
- ◆ *The City of Red Deer standards and specifications should be used as a guideline for all developments and improvement on the Edgar Athletic Park site, acknowledging that the Recreation Parks & Culture Manager may authorize some flexibility in the application of these standards.*

c. East District Park

The East District Park and high school site is a 24.6ha (60 acre) site located east of 30th Avenue and South of 32nd Street in southeast Red Deer. The concept plan for the site, endorsed by City Council in March of 1990, included park and recreation facilities to be jointly used and shared by the Public School Board, Red Deer Catholic Board of Education and The City of Red Deer. When completed, the site will include Hunting Hills Senior High School, Notre Dame Senior High School, an arena, a swimming pool, one Class "A" baseball diamond, three Class "B" fastball/slo-pitch diamonds, four Class "A" soccer/football fields, 400m athletic running track, and eight tennis courts. The three Class "A" soccer/football fields, one baseball diamond and one slo-pitch diamond were completed

and available for use in the spring of 1994. Two additional slo-pitch fastball diamonds were completed in 1995 and available for use in fall 1996.

Recommendations:

- ◆ *The four soccer/football fields on the East District Site should be further developed to include irrigation services in the short to medium term.*

3. Biathlon

The only Biathlon Range in the city is located at the River Bend Golf Course and Recreation Area. The Biathlon Range is used infrequently.

Recommendations:

- ◆ *The Biathlon Range should be maintained to the existing standard. Ski trails should be set and groomed to a high standard and use of the Biathlon Range should continue to be monitored.*

4. Bicycle Motocross

Bicycle Motocross (BMX) Facilities are small areas with rugged humps and hollows, specifically designed as a challenge for youngsters on specially designed, non-motorized trail bicycles.

Great West Adventure Park is a Provincial Class BMX Racing Facility situated immediately east of Taylor Bridge, and was constructed as part of Waskasoo Park development. The BMX track is operated and maintained by the Red Deer BMX Club. This is a large, well-organized club, that has done very well in establishing and advancing BMX sport opportunities in Red Deer. The club undertook major renovations to the facility in 1995 that included rebuilding the track, drilling a water well, renovating the trailer, constructing an announcing tower and the complete fencing of the area. The club has agreed to ensure public access to the track through volunteer/paid staff supervision.

Recommendations:

- ◆ *Great West Adventure Park should be retained as a primary activity node for BMX, and as the designated access point to the river for powerboats and snowmobiles.*
- ◆ *The City should continue to work with and support the Red Deer BMX Club in its operation and maintenance of BMX opportunities at Great West Adventure Park.*

5. Boating

a. Powerboats:

Red Deer has become a popular destination for river races, attracting racers from all over the world each year. The only powerboat access to the river within the city has been developed at Great West Adventure Park. It should be noted that some complaints have been received regarding the operating of powerboats without mufflers. Some form of monitoring, control and noise level retulation should be undertaken. It should be recognized, however, that the City has no jurisdiction or control over the use of the river as use is under the authority of the National Navigable Waters Act.

b. Canoeing:

Canoeing is permitted at Bower Ponds, Three Mile Bend, and is proposed for a portion of one pond at River Bend. However, canoeing is prohibited on the lakes at Heritage Ranch, McKenzie Trail Recreation Area, and within Gaetz Lakes Sanctuary. Canoe launching facilities have been developed within Waskasoo Park along the river at Fort Normandeau, Great Chief Park, Great West Adventure Park, the Kiwanis Picnic Grounds, McKenzie Trail Recreation Area and River Bend.

c. Rowing

The potential for the development of rowing and rowing facilities exists in Red Deer. Future growth is dependent upon the identification of a suitable location and the storage of rowing sculls.

Recommendations:

- ◆ *The City should maintain the present canoe launching facilities within Waskasoo Park, and regularly maintain the access into the river channel.*
- ◆ *The City should encourage canoeing on Bower Ponds, Three Mile Bend and River Bend pond systems. However, canoeing on the more sensitive lake systems at Gaetz Lakes, McKenzie Trail Recreation Area and Heritage Ranch should be prohibited.*
- ◆ *The City should maintain the present powerboat launching site at Great West Adventure Park, and no additional powerboat facilities should be provided.*
- ◆ *A policy should be developed for the use of boats, canoes and kayaks at River Bend to ensure that use is compatible with the golf course, and that there are no undue safety concerns with/from golfers.*

6. Bowling Alley

A bowling alley is a single purpose facility comprising a number of lanes for either five or ten-pin bowling. The facility usually includes a concession and may include meeting rooms, game areas, and other recreation facilities.

The City is well served by two commercial facilities, the Bowladrome and Riverside Bowl and Recreation. Consequently, in terms of the division's Service Delivery Policy, the City should not consider the development or operation of additional facilities.

Recommendations:

- ◆ *The City should not play a role in the provision of opportunities for bowling and should rely on commercial facilities operated by the private sector.*

7. Campgrounds

A campground is a facility designed to provide overnight accommodation for trailers, recreation vehicles and/or tents. These may range from simple camping sites with no services, to fully serviced sites with paved stalls, power and television connections. Supporting services may include washrooms, laundry room, concessions, and recreation facilities.

a. Lions Campground:

Lions Campground is located at 4723 Riverview Drive, along the north bank of the Red Deer River, immediately east of the 49th Avenue bridge. The campground was first

opened in 1958. The facility was upgraded during the Waskasoo Park development and expanded to include 89 fully-serviced stalls and 38 semi-serviced stalls. Amenities include three washrooms, two laundry facilities, a registration booth, two children's playgrounds, and a small amphitheatre for evening programs. A bicycle/pedestrian trail links the campground with the Great West Adventure Park to the west and Three Mile Bend to the north.

The management of the campground is contracted to a private operator through a tender process. Special interpretive programs in the amphitheatre are coordinated by the Normandeau Cultural and Natural History Society.

Lions Campground is a very popular destination for both local and national travellers and expansion will be necessary to meet demand in the near future.

b. Youth/Group Camping:

There has been an identified need for a primitive campground within Waskasoo Park to accommodate local youth groups for outdoor education programs. The proposed group picnic area at the McKenzie Trail Recreation Area could be considered for this purpose.

Recommendations:

- ◆ *Lions Campground should continue to be promoted as a major tourist stopover point.*
- ◆ *The City should continue to contract the operation of Lions Campground to a private operator.*
- ◆ *The City should continue to monitor the use of Lions Campground and consider initiating a study to determine future campground requirements at this site or an alternate location. The construction of a small stage and storage facility should be considered in the short/medium term.*
- ◆ *The City should continue to study alternatives for the development of a primitive campground in Waskasoo Park to accommodate outdoor education programs.*

8. Coliseum

A coliseum is a large multi-purpose spectator arena/exhibition center, which can accommodate a large variety of recreation, sports and cultural events, as well as provide a venue for major exhibitions. These may include rock concerts, hockey and basketball games, curling, ice shows, wrestling, boxing, rodeos, circuses and agricultural exhibitions.

The Red Deer Arena served as the City's major spectator arena since 1952. However, the facility was not very flexible and the need for a more modern sophisticated building was first identified in a report by the Red Deer Civic Centre Committee in December 1971. The development of a coliseum was a major objective of the 1981 Recreation Master Plan and the 1986 Recreation, Parks & Culture Master Plan. However, it was noted that the construction of a coliseum was beyond the financial resources of the City, without major federal or provincial government assistance. In 1988, the Province announced support for the project in the sum of \$21 million dollars and a joint funding agreement between the City, the Province, and the Westerner Exhibition Association was approved in 1989. In terms of this agreement, the City is required to guarantee payment of "any and all operating costs of the

centre in the event that such costs exceed the financial resources of the Westerner Exposition Association".

Detail planning commenced in 1989 and the facility was completed in 1991. The final design concept was to expand the existing Westerner Altaplex building to a total of 20,000m² of exhibition space, including a new pavilion (Parkland Pavilion) and a multi-purpose spectator arena/exhibition area (the Centrium). The Centrium is the focus of the entire complex and can accommodate seating from 2,000 up to 7,500 in a variety of configurations. Arena seating includes 6,000 fixed and movable seats, with a potential expansion to 10,000 in the future. The Centrium is a state of the art facility that will serve the City's needs for at least the next 30 years.

The Centrium is operated by the Westerner Exposition Association as part of the total facilities at Westerner Park which include the Centrium, Parkland Pavilion, Chalet, Administration Building, Agricentre, Tents 1 & 2, Barns 1, 2, 3, & 4, Sand Rings 1 & 2, turf ring, race track, hay shed, shop, and a storage shed. The Centrium has enabled the City to host a variety of large events in recent years including the Labatt Brier and Skate Canada International in 1994 and the World Jr. Hockey Championships in 1995. These major events have had a significant impact on the local economy.

Recommendations:

- ◆ *The City should support the Westerner Exposition Association in the operation of the Centrium at Westerner Park and continue to guarantee payment of any operating deficits, as required, in accordance with the funding agreement with the Province and the Westerner.*

9. Community Shelters

A community or neighbourhood shelter is a basic facility in a neighbourhood park, which provides washrooms, change rooms, storage, and an open area suitable for a variety of programming needs. At present, there are 16 community shelters located in neighbourhood parks throughout the city. In 1994, the City entered into agreements with the community associations to assume responsibility for the operation of the shelters with a \$3,000 annual grant from the City. It is hoped that this annual grant can be reduced and that the associations can meet all of the operating expenses over time.

The present community shelter development standard provides for a basic community shelter of approximately 93m² in each neighbourhood park, with the possibility of an additional 70m² of space, accommodating dressing rooms and storage. All neighbourhood park facilities, including the shelter, are funded through a recreation levy assessed against the entire neighbourhood at the time of development, if funds permit. In neighbourhoods without schools, an enhanced shelter, including a kitchen and larger meeting room is permitted, provided that capital and operating costs are borne by a local community association or group.

A detailed evaluation of community shelters was completed during the span of the last Master Plan. The majority of these facilities were found to be in fairly good condition. However, based on a detailed architectural evaluation, it was recommended that major renovations be undertaken to all of the older shelters. Renovations were undertaken in West Park and Mountview in 1995, as funds were identified in both the Five-Year Major Capital Plan and the Federal Infrastructure Maintenance Plan.

Recommendations:

- ◆ *The City should attempt to achieve a standard of developing one basic community shelter in each neighbourhood park, funded through the recreation levy.*
- ◆ *The City should support the construction of an enhanced community shelter where no school is planned in the neighbourhood, provided that additional construction and operating costs are borne by a community association or group.*
- ◆ *The City should give a high priority to the replacement of the Grandview Community Shelter and the renovation of specific community shelters as outlined in the division's Ten Year Infrastructure Maintenance Plan.*
- ◆ *The City should implement gradual reductions in the operating grant provided to community associations for operation of community shelters in the medium to long term. Facilitation efforts by the Recreation, Parks and Culture Department should be stepped up in the short term to facilitate growth of community association programs, with the intent of increasing the use, profile, and revenues of community shelters.*

10. Community Halls

A community hall is a multi-purpose facility that usually includes a large meeting/dining area and stage, together with kitchen and bar facilities. These are primarily used for social activities, banquets, dances, and receptions, as well as public meetings and performances. They may range from basic facilities within recreation centres to commercial facilities with high quality decor.

There are a large number of community hall type facilities in Red Deer that are operated by service clubs, non-profit societies, and the private sector. These include the Elks Club, the Golden Circle Seniors Centre, the Festival Hall, Highland House, South Hill Community Hall, as well as facilities at Westerner Park and in a number of hotels. At the district and neighbourhood level, basic facilities are provided within schools for certain limited functions.

During the preparation of the 1986 Master Plan, considerable public input was received regarding the need for a large licensed community hall to accommodate a variety of events, which could not be accommodated in schools or commercial facilities. A typical example would be a multi-cultural evening in which the ethno-cultural groups provided their own food and drink. These activities can now be accommodated in the new Festival Hall in the Memorial Centre complex.

Recommendations:

- ◆ *The City should not be involved in the development or operation of community hall type facilities and should rely on facilities operated by service clubs, non-profit societies, and the private sector.*
- ◆ *At the district and neighbourhood level, the City should ensure community access to social hall facilities within schools, in terms of the joint agreement for facility use.*

11. Court Facilities

Courts are indoor recreation facilities designed specifically for racquetball, squash, handball, and adaptable in some cases for wallyball. Court design is the same for all levels of

participation. Facilities may include a spectator viewing area and concession, and be combined with other fitness related recreation activities.

There is only one commercial facility in the city at this time that has two racquetball/wallyball courts and six squash courts. Three semi-public courts are also available, two at the Red Deer College one at the Roland Michener Recreation Centre.

Demand for courts has decreased since the 1980's. Even the limited number of courts now available are seen to be meeting demand at this time. The City should maintain the position of leaving commercial establishments to respond to demand for court facilities.

Recommendations:

- ◆ *The City should not be involved in the provision of opportunities for the provision of court game facilities and should rely on commercial facilities operated by the private sector.*

12. Curling Rinks

Curling rinks consist of a single-purpose artificial ice surface. These facilities may include a spectator area, concessions and/or lounge. Provision for curling may also be made in ice hockey arenas with minor modifications. However, these modifications are normally only practical for major events.

Curling has taken a rather high profile recently, as the City played host to the Labatt Brier at the Centrium in 1994. Red Deer will also host the World Junior Curling Championship in 1996 and has bid to host the WorldCurling Championship at the Centrium in 1999.

The two curling rinks in Red Deer are found at the Roland Michener Centre and the Red Deer Curling Rink.

a. Michener Centre:

The Michener Curling Rink at the Michener Centre includes four sheets of ice and is leased from the provincial government and managed by the Michener Hill Curling Association.

b. Red Deer:

The Red Deer Curling Rink, located immediately west of the Red Deer Arena, is owned and operated by the Red Deer Curling Club. The building includes eight sheets of ice, a spectator area, and a concession/lounge. The facility was substantially upgraded in 1986, and the City provided a loan for the installation of a new ice plant. The Curling Club completed major renovations to the facility in 1995 with the development of a new lobby, concession locker and meeting rooms. These renovations costing \$900,000 are expected to increase concession and rental revenue as well as preparing the rink to host the World Jr. Curling Championships in March of 1996.

Further development of the "Ice Barn" is proposed in the Red Deer Curling Club's long-range plans to expand the number of ice sheets to 12; however, development will depend on curling trends, population and financing.

A Curling Needs Study completed in 1986 suggested that an appropriate standard for curling facilities in Red Deer be in the range of one sheet per 3,300 residents (18 sheets

in 1995). While the supply has, in fact, remained well below this standard, participation in curling has declined slightly both provincially and nationally over the past ten years. As a result, although there are still only 12 sheets of ice in Red Deer, there is still evening ice time available. Additionally, the sale of Penhold base to private developers in 1995 may mean that four sheets of ice at that facility can be made available to the public, further adding to the surplus ice.

The North Pavilion of the Westerner facilities was built with a header trench and the necessary brine pipes in the floor, so that curling ice could be added here at some time in the future. Existing use of this pavilion, however, is extensive, and it is not likely that this facility will ever be converted to curling.

In accordance with the division's Service Delivery Policy, the City has not been extensively involved in curling programs and it is not proposed to increase this role in the future.

Recommendations:

- ♦ *The City should continue the policy of not being directly involved in the development or operation of curling rinks.*

13. Equestrian

An equestrian facility may range from simple riding stables where horses may be boarded, to equestrian centres offering riding lessons, pony rides and hay rides in conjunction with facilities such as a track, gymkhana area, and informal or formal equestrian trails.

a. Heritage Ranch:

The only equestrian facilities within the city are located at Heritage Ranch at 25 Riverview Drive in Waskasoo Park. Heritage Ranch is a large 87ha (214.89 acres) natural area, immediately east of Highway 2, which was acquired and developed through the Urban Parks Program. Development in this area includes parking, a major visitor centre, adjacent gymkhana area, a playground and picnic facilities. The Visitor Centre includes a concession service, information kiosk and viewing tower. Services offered by the equestrian operator include riding lessons, trail rides and hay rides during summer and sleigh rides during winter.

The operation of Heritage Ranch has not been very successful from a financial perspective and has not become a significant attraction or tourist destination. With the termination of the equestrian subsidy effective February 1996, there is the possibility that equestrian programs may no longer be available at Heritage Ranch.

Outside of the equestrian services offered at Heritage Ranch, most equestrian services are provided by private enterprise. The Red Deer Pony Club provides horsemanship and horse care training, including jumping facilities that have been constructed in the Lower Heritage Ranch site, in conjunction with the established 10km of equestrian trails. The lower bottom lands along the river remain in a relatively natural state. Facilities include a major fishing lake that has been developed within a series of abandoned gravel pits, a picnic shelter, a washroom/warming hut, and a playground. The natural environment in this area makes it a unique habitat for a wide variety of wildlife. Consequently, dogs are prohibited, except on a leash, on the bicycle/pedestrian trail system.

The Pony Club uses both this site and the privately owned Wolf Crossing Stables, which is connected by a path along the river. There is also some use of the Lower Heritage Ranch Site by recreational riders who access the area by crossing the river.

The City should examine the current equestrian use of the Lower Heritage Ranch site and the access to the site, including the potential for a trail to Fort Normandeau, with a view to affirming appropriate equestrian use areas.

The Westerner Exposition Association hosts approximately 20 horse shows annually, and operates three outdoor show rings, up to three indoor show rings, stabling for 500 horses, a 5/8 mile track with starting gate.

Recommendations:

- ◆ *Equestrian services in the Red Deer Region should be provided by the private sector. Equestrian services at Heritage Ranch will continue in the interim, while an environmental impact assessment study is done on the upper pasture land, and will be reassessed in 1997,*

14. Exhibition Facility

An Exhibition Facility is designed to accommodate a variety of major events and attractions including exhibitions, trade shows, rodeos, circus events, sporting events, and cultural performances.

a. Westerner Park:

Westerner Park is the City's major exhibition site and is leased and operated by the Westerner Exposition Association. The site comprises approximately 49ha (121.03) of land immediately south of Delburne Road, which is leased from the City for a 50-year term. Facilities include the major Altaplex building that was expanded in 1991, the Chalet and Administration Building, show rings, barns, 3,000 parking stalls, and a low-grade race track. The Altaplex facility includes approximately 20,000m² of exhibition space in a number of different venues and configurations. These include the Centrum, the Parkland Pavilion, the North Pavilion, the Stockmen's Pavilion and a variety of smaller breakout rooms. The Centrum is a versatile multi-purpose facility designed to host recreation, cultural and sports events, as well as exhibitions. Seating can be arranged in a variety of configurations from 2,000 up to 7,500. Arena seating includes 6,000 fixed and movable seats, with a potential for expansion to 10,000 in the future.

The Centrum and Parkland Pavilion were jointly developed by the City and the Westerner, with substantial funding from the Province. The City plays a direct role in the operation of the Westerner Exposition Association through its membership on the board.

The development of the new facilities within Westerner Park has substantially altered the original conception plan outlined in the lease agreement with the City. Consequently, it is considered that it is now an appropriate time for a new overall concept plan to be prepared. This plan should recognize the Westerner Natural Area to the east, and the potential of providing for additional parking and facilities on the landfill site in the future.

A 2ha (4.9 acre) portion of the Westerner site in the northeast adjacent to Delburne Road is subleased back to the City and used as a Class "A" baseball diamond. The lease is for

a ten-year period, ending in December 1997, when the site will likely be converted to alternate uses.

Recommendations:

- ◆ *The City should recognize Westerner Park as the primary focus of exhibition facilities, and should ensure that City facilities and events are complementary and comply with the current agreement.*
- ◆ *The City should encourage the Westerner Exposition Association to prepare a new conceptual plan for Westerner Park, including the area of the existing landfill site.*

15. Fitness Centre

A fitness centre is a facility which contains specialized equipment for use by athletes preparing for competition, or for those who wish to increase their fitness levels. Equipment usually consists of a variety of weights and exercise machines, together with equipment for testing. The facilities may include saunas, whirlpools, and other recreation facilities.

Fitness Centres are located at the Red Deer College, Hunting Hills High School, Lindsay Thurber High School and at a number of commercial recreation facilities. A small fitness facility is also included in the G.H. Dawe Community Centre, in conjunction with the indoor swimming pool, whirlpool, and saunas. This is seen as a model of similar facilities which might be developed at other district centres in the future. The Kevin Sirois Fitness Resource Centre at the college is the only Accredited Fitness Appraisal Centre in the city that provides scientific fitness appraisal, exercise counselling and fitness training. The program is a joint project of the college and the community and the City has provided varying levels of support over the years.

Recommendations:

- ◆ *At the city level, the City should not be involved in the development and operation of specialized fitness centres, and should rely on commercial facilities operated by the private sector.*
- ◆ *At the district level, the City should continue the policy of providing a small fitness facility at each district recreation centre, in conjunction with other recreation facilities.*

16. Golf Courses

Golf course facilities in the immediate Red Deer area include the private Balmoral Golf Course, Spruce Ridge, the Red Deer Golf & Country Club, and a nine-hole pitch 'n' putt course at Great Chief Park and the River Bend Golf Course & Recreation Area. Three new courses, including Alberta Springs Recreation Resort, 5km west of Red Deer, are scheduled to come on line within a 25-mile radius of Red Deer within the next two years, adding to the current twenty-one courses within this 25-mile radius.

a. Great Chief Park:

The nine-hole Par 3 course at Great Chief Park is part of the larger recreation complex. The course is designed in and around the baseball diamond and fastball diamonds 2 and 3. The facility provides good family recreation, as well as a good location for novice golfers to perfect their swings. Fees for the nine-hole, Par 3 golf course are collected on an honour system. Records show a total of 4,706 people played this course in 1994.

b. River Bend Golf and Recreation Area:

The River Bend Golf Course and Recreation Area is over 100 hectares (247 acres) of groomed and natural environments at the north end of Waskasoo Park within the County of Red Deer. Developed as part of Waskasoo Park and opened in 1987, the facility includes an 18-hole championship golf course, a 9-hole mini-links, and a driving range/situation golf area. Other non-golf amenities include Discovery Canyon Water Park, picnic facilities, canoe launch, hiking/cross-country ski trails, and a biathlon range. The River Bend Club House is a 3,186 square metre facility, with 149 square meters of exterior patio, as well as 111 square metres of cart storage space. The site also houses the golf course maintenance shop and garage constructed in 1985 and a superintendent's residence which was constructed in 1991.

River Bend is now operated on behalf of the City by the River Bend Golf and Recreation Society, which is an independent society consisting of nine members appointed by the City. The management agreement stipulates that fees for the use of the golf course will be reasonably comparable with the fees charged by golf courses operated by the private sector and will not represent unfair competition. The agreement also requires the society to pay an annual "rent" for the facility, which is to be used to finance the operations of the total Waskasoo Park system. This "rent" of approximately \$200,000 is negotiated and reflected in the agreement.

The west side of the larger 14ha (34.6 acre) lake has been landscaped as an amphitheatre. It was planned that this area would ultimately become a major family recreation area, with paddle boats and canoeing on the lake in summer and skating in winter. A future pavilion is also proposed, which is planned to include a skate change facility, a seating area, washrooms, and a concession for food and rental equipment. Further study and public consultation will be necessary before these plans can proceed further. The River Bend Golf & Recreation Society would need to be supportive of such a development, as this would impact the golf course operation and parking and, thus, may no longer be an appropriate consideration.

The River Bend Golf and Recreation Society has completed a Ten-Year Infrastructure Plan. The plan is intended to provide a medium-term capital development and equipment replacement schedule. Roughly \$200,000 will be allocated for the repair and maintenance of the clubhouse, the golf course and turf maintenance equipment. Detailed budget information can be found in the Ten-year Infrastructure Plan.

Recommendations:

- ◆ *The City and the River Bend Golf & Recreation Society should continue to operate the golf facilities at Great Chief Park and the River Bend Golf Course and Recreation Area, respectively. In order to avoid unfair competition, fees should be comparable with those charged by golf courses operated by the private sector.*
- ◆ *The City should not be involved in the development of additional golfing facilities and rely on provision through the private sector.*
- ◆ *The City and the River Bend Golf & Recreation Society should consider the future development of a pavilion building to service Discovery Canyon and associated west lake area.*

- ◆ *Enhancements and improvement of the golf course, mini-links and club house should proceed as funding becomes available through the society. All improvement should be in accordance with the River Bend Golf Course and Recreation Area Master Plan.*

17. Gymnasium

Gymnasiums are large indoor facilities which provide space for a variety of recreation and sports activities such as basketball, volleyball, badminton, and gymnastics. Most facilities include portable chairs and/or bleachers for spectators. Some gymnasiums also include stages for meetings, music, and drama productions.

In Red Deer, the majority of gymnasiums are provided at schools and other institutions. City level facilities are located at the high schools, Michener Centre and Red Deer College. At the district and neighbourhood level, gymnasiums have been developed in most elementary and middle schools.

The Westerner Exposition Association has recently purchased a portable gym floor and, with bleacher seating, can host large gymnasium-type events.

The City has not been involved in the development of gymnasiums, and has entered into an agreement with both school boards and the Royal Canadian Legion to ensure mutual free use of school and City Community Services buildings and facilities. This agreement guarantees community use of school gymnasiums. Household and student surveys have shown no indication of the need for additional gymnasium facilities.

The existing multi-purpose gymnasiums are not adequate for specialized programs, such as those offered by the Red Deer Gymnastics Club. The Gymnastics Club has leased and equipped its own facility with limited City support for a number of years; however, the club is now exploring options for the purchase or construction of a new gymnastic facility, and there appears to be good potential for a joint project with another athletic club such as the Titans Track Club.

Recommendations:

- ◆ *The City should not become directly involved in the development of gymnasium facilities, and should rely on provision through the schools, gymnastics clubs and other institutions.*
- ◆ *The City should continue to assist the Gymnastics Club in identifying a suitable gymnasium or building site. The City should encourage cooperation between clubs that have compatible facility needs in regards to accessing or constructing a facility.*
- ◆ *At the city level, the City should ensure community access to major gymnasiums at the high schools, Red Deer College and Michener Centre.*
- ◆ *At the district and neighbourhood level, the City should ensure community access to school gymnasiums in terms of the joint agreement for facility use.*

18. Horseshoes

A horseshoe "pit" is a rectangular grass court with iron posts.

The City has developed eight horseshoe pits for tournament play in Rotary Recreation Park, adjacent to the lawn bowling green. The extension of the Golden Circle provides seating and washrooms to serve the facility. Six horseshoe pits have also been developed at Kiwanis Picnic Grounds within Great Chief Park and three at Lions Campground.

Horseshoe pits can be developed at a nominal cost, and the activity lends itself well to family and other social gatherings. Consequently, it is proposed to develop additional horseshoe pits within the future group picnic area at McKenzie Trail Recreation Area.

Recommendations:

- ◆ *The City should maintain the existing horseshoe pits at Rotary Recreation Park, Lions Campground and Kiwanis Picnic Grounds. Additional horseshoe pits are proposed within the future group picnic facility at McKenzie Trail Recreation Area.*

19. Lawn Bowling

Lawn bowling greens are single-use facilities for the sport of lawn bowling.

The only Lawn Bowling Green is located in the northwest corner of Rotary Recreation Park, next to the Golden Circle Seniors Drop-in Centre. The facility includes a shelter, which is an extension of the Golden Circle facility and which provides a seating area and washrooms for lawn bowlers in summer, and a skate change area in winter. Maintenance of a lawn bowling green is very intensive and the operation of the lawn bowling green was turned over to the user group in 1994.

Recommendations:

- ◆ *The Lawn Bowling Club should continue all operations, improvements and maintenance of the lawn bowling facility. No additional lawn bowling facilities should be considered.*

20. Meeting Rooms

A meeting room can include a wide range of facilities used for public and group meetings. These are normally equipped with tables, chairs and a blackboard and may have provision for audio-visual equipment.

Red Deer has a substantial inventory of meeting rooms. These include facilities operated by the City, non-profit societies, and commercial establishments. City facilities which have meeting rooms include the Recreation Centre, G.H. Dawe, Red Deer Arena, Kinex, Kinsmen Community Arenas, the Museum and the Library. Most groups, including Recreation & Culture programs, are charged by the hour for these rooms. The Westerner also has 12 meeting rooms of various sizes.

The City has a Joint Use Agreement with both school boards that facilitates community use of all school buildings in the city. This provides adequate meeting space at the neighbourhood and district level.

Recommendations:

- ◆ *At the city level, the City should promote and maximize the use of existing meeting room space in community service facilities.*
- ◆ *At the district and neighbourhood level, the City should ensure that meeting space in schools is available to the public in terms of the Joint Use Agreement.*

21. Model Plane

A permanent facility for the flying of model airplanes requires a large open space, limited by fairly stringent criteria relating to safety and noise.

There is no permanent radio-controlled flying facility in the city. Although a need was identified, no suitable site could be designated during the planning of Waskasoo Park. The Central Alberta Radio Fun Flyers (C.A.R.F.F.) have since leased land outside the city and it appears that adequate provision is being made for this activity.

Recommendations:

- ◆ *The City should not be directly involved in the development of a site for a model airplane facility.*

22. Motocross

A motocross track is a facility designed for motorized cycles and could be accommodated within a "noise park" for motorized off-highway vehicles.

The City does not have a motocross track because no suitable site could be identified. The issue of highway vehicle/motorcycle/trail bike accommodation was carefully considered during the preparation of the Waskasoo Park Master Plan. The final decision was to prohibit motorized vehicles in the city's park system because of noise considerations and potential environmental damage to sensitive areas.

Recommendations:

- ◆ *The City should continue the policy of prohibiting motorized off-road vehicles within the City's park system.*

23. Off-Trail Biking

Off-trail biking has been increasing with the popularity of mountain bikes. Waskasoo Park trail use guidelines currently prohibit bikes from using shale hiking paths; however, this policy is commonly disregarded. The Cities of Calgary and Edmonton have both developed extensive trail use policies and user education programs which include well defined guidelines for off-trail biking.

Red Deer's trail system travels through many kilometres of fragile ecospace that could be destroyed by off-trail bikers, and further intervention in this emerging trend is urgently required if damage to fragile ecosystems is to be contained.

Recommendations:

- ◆ *The City should, through the Waskasoo Park User Committee, develop a strategy acknowledging the need for off-trail cycling, including the designation of riding sites, while ensuring sensitive eco-systems areas are maintained.*

24. Recreation Centres

a. Roland Michener Recreation Centre:

The Michener Centre occupies a site of 123.8ha (305.8 acres) immediately south and east of the Gaetz Lakes Sanctuary, and provides residential care and training for over 600 mentally handicapped persons. The facility includes a number of facilities that serve the residents and the community. These include the Roland Michener Recreation Centre, which incorporates a theatre, a large gymnasium, racquetball courts, and a swimming pool, which serve residents in the East District.

An aggressive downsizing policy, which has residents integrated into community living situations, where possible, and which will limit or eliminate new clients from moving into Michener Centre, will continue to create uncertainty around the operation and community use of the Michener Centre facility in the short to medium term. City staff have been working with the Michener Centre management at a variety of levels to ensure appropriate transitions and supports are maintained.

Recommendations:

- ◆ *The City should continue to work with the Michener Centre administration to ensure continued community access to the centre's facilities, including the swimming pool.*

b. Recreation Centre

The Recreation Centre is located downtown at 4501-47A Avenue, sharing a site with the Red Deer & District Museum and the Golden Circle Senior's Centre. The 6.1 hectare site includes Rotary Recreation Park and has been the focus of recreation and culture in Red Deer for many years. The facility includes a 25m indoor pool and 17-seat whirlpool, a 50m outdoor pool, arts and crafts workshops, meeting rooms, a concession, a small gallery, and the Recreation Parks & Culture Department's administrative offices. The administration wing was constructed in 1972 and major renovations were done in 1984. The parking lot can accommodate approximately 170 vehicles.

Major improvements to the complex have been undertaken over the years, including basement development in 1984, a new indoor pool tank in 1986, the addition of a whirlpool in 1990, and new mechanical and zero-depth entry for the outdoor pool in 1994, which has made the outdoor pool fully accessible. No expansion of the complex is proposed in view of restricted parking in the area.

Registration for Recreation, Parks & Culture programs was moved to the Recreation Centre in 1992 in order to improve customer service. This move has achieved the desired result, however, the increasing workload in this area has taxed the physical and human capacity of the registration office. With the planned addition of computer registrations, it will soon be necessary to make structural improvements to the registration area.

Recommendations:

- ◆ *The Recreation Centre should continue to operate as a public recreation facility, registration and administrative centre for the Recreation Parks & Culture Department.*

- ◆ *Expansion of the cashier/registration office at the Recreation Centre should be undertaken in the short term, with consideration for a TicketMaster and/or lottery terminal.*
- ◆ *Computerized program registration equipment should be installed at the earliest possible time.*
- ◆ *The outdoor pool should be converted to a salt/chlorine sanitization system as soon as possible.*

c. G.H. Dawe Community Centre:

The G.H. Dawe Community Centre is located on a 13 hectare site south of 67th Street, between 59th Avenue and 64th Avenue in North Red Deer. The G.H.Dawe Centre was built in 1982 as a joint venture of The City of Red Deer, the Red Deer Public School District, the Red Deer Catholic Board of Education and the Red Deer Public Library Board. The Centre houses the G.H. Dawe Community School, St. Patrick's Community School, an indoor swimming pool, artificial ice arena, a library that serves both schools and the public, and connecting mall and administrative area. The entire complex is approximately 12,000 square meters in size. In 1989, an upgraded entrance was developed for the mall, public, pool and arena access. This improvement included a much larger foyer and wider sidewalks.

Recommendations:

- ◆ *The swimming pool should be converted to a salt chlorine system.*

d. East Recreation Centre:

The East District Park and High School Site is a 24.6 hectare (60 acre) site located east of 30th Avenue and south of 32nd street in southeast Red Deer. The concept plan for the site, endorsed by City Council in March of 1990, includes park and recreation facilities which, when completed, will accommodate an arena and swimming pool between Hunting Hills Senior High School and Notre Dame Senior High School.

Recommendations:

- ◆ *Priority should be given to the development of recreation facilities on the East District Site after the moratorium on new capital facility development has expired, pending a needs assessment that will determine the type of facility most needed.*

25. In-Line Skating Facility

In-line skating may be done on outdoor rinks, along paved bicycle trails or in existing arena facilities during summer months.

Coming on the heels of the decline in roller skating has been a tremendous growth in the popularity of in-line skating. Recreational and competitive team opportunities are growing quickly. Recreational in-line skating (for fitness or fun) can be done on existing trails without difficulty, and so, although the potential for arena use in the summer exists, it is not expected that any special facilities will be required to accommodate in-line skating.

The shared use of city trails by hikers, cyclists and in-line skaters has prompted many municipalities to develop public education campaigns. Calgary Parks & Recreation has committed substantial resources to a "Share the Trail" program aimed at improving safety on trails. Better Biking Red Deer has been active in providing safety awareness and trail

education programs, however, increased usage by all groups will certainly necessitate that the Recreation, Parks & Culture Department take an increasingly proactive role in ensuring trail safety.

Recommendations:

- ◆ *The City should not be directly involved in the development or operation of a single-purpose roller skating or in-line skating rink.*
- ◆ *The City should monitor the need for a team/league in-line skating/hockey program at City arenas.*
- ◆ *The City should promote in-line skating as an appropriate use of hard-surface trails, and require users to respect their multi-use nature.*
- ◆ *The City should undertake a trail safety campaign through the Waskasoo Park User Committee to ensure the safe use of the trail system.*

26. Running Tracks

Running tracks include a variety of facilities ranging from indoor tracks in major recreation centres to outdoor grass, shale or all-weather tracks. There is no indoor track facility in Red Deer.

a. Legion Track

The Legion Track is located at 4204 - 58th Street adjacent to the Lindsay Thurber High School. It is the city's only all-weather track facility. The Track is a regulation 400m, 8-lane, all-weather rubberized surface. Built in 1973 and rebuilt in 1991, the site includes a full complement of equipment that is stored in two storage facilities shared with the school board.

b. Shale Tracks

There is one shale track in the city located at the Red Deer College. A second track at the Hunting Hills/Notre Dame (East District Park Site) is proposed.

Recommendations:

- ◆ *The City should continue to maintain the Legion Track to a high standard.*
- ◆ *The City should continue to explore alternatives for the future development of an indoor track, including support for a fieldhouse facility at Red Deer College.*
- ◆ *At the district level, the City should continue to uphold the standard for one shale running track within each future district park as a joint project with the school boards. The first priority is the proposed track at the East District Park Site.*

27. Shuffleboard Courts

A shuffleboard court is a smooth, hard surface area marked for shuffleboard.

The City had four shuffleboard courts in Rotary Recreation Park, however, use was very limited and two were claimed for tennis rebound practice sites by the expanding tennis club. The use of the two remaining courts is essentially non-existent.

Recommendations:

- ♦ *The City should not develop any new shuffleboard courts unless strong interest is expressed by the community.*

28. Skateboard Park

A skateboard park consists of a series of undulating concrete surfaces that create a challenging course for executing skateboarding skills and tricks.

The need for a skateboard facility has been identified by a number of individuals and interest groups over the last few years. While various attempts have been made to identify an appropriate location and provide adequate structural development, a permanent site and facility have not yet been developed. Equipment was placed at the Kinex Arena site for a time, however, the isolated location appeared to contribute to vandalism and a less than wholesome atmosphere. Temporary wooden ramps placed at 54th Avenue in 1992 were poorly used and deteriorated to the point where they had to be dismantled in 1995. Reaction to that site was mixed both from residents and skateboarders. There has been some interest expressed by private business in the development of an indoor skateboard facility, however, nothing has yet developed in this regard. As a result, skateboarding normally occurs on downtown sidewalks and streets in residential areas.

All over Canada, municipalities are striving to find solutions to this sometimes complex issue. The City of Calgary has tried a number of initiatives over the last eight years, including offering a mobile skateboard program which consisted of two sets of portable ramps which could be located in various communities. This program folded in 1989. The City has passed strict bylaws restricting the use of skateboards on sidewalks and police are now (1995) giving out tickets for these bylaw infractions. City staff maintain that they are not going to build a facility, but will be willing to facilitate a group developing their own facility.

The City of Lethbridge developed a skateboard park in cooperation with the YMCA on an old tennis court in 1988. The site was only open for a year and then closed due to poor participation. The City has now sold the equipment to another community and does not have any designated site or equipment for skateboarders.

The City of Kelowna has taken quite a different approach and has been very successful in doing so. In 1995, Kelowna built a skateboard park on the same site as their water park facility. The \$60,000 park was built with a \$25,000 contribution from the Rotary Club and the remainder from the City. There is no admission fee charged and the facility is fenced in the summer when the Water Park is open and then the fence is removed during off seasons for open use. The project engineer worked with kids to design the facility. The reviews and use of the new facility has been excellent so far!

Risk Management is a very real concern for municipalities today. Every municipality has a duty to ensure recreation facilities are designed and operated in a way that ensures a reasonable level of safety for the participants. If the City is to be involved in the provision of skateboard facilities, the safety of public and participants needs to be a fundamental consideration. The most common assessment tool is the determination of "standard of care", which assesses the common practices amongst other municipalities and sets a "management practice" that eliminates "hidden or unusual" dangers and provides for the management of

other participation risks. The City's future involvement in skateboard facilities should not be based on fear, but on a reasonable assessment of real risks and a strategy to manage these risks to an acceptable level.

While the City may be involved in identifying a suitable site and providing the land for a lease, it is neither economically nor practically feasible for the City to provide infrastructure development because of long term management and supervision issues. However, land could be designated and leased to a skateboard club for development and operation providing that standard liability issues were satisfactorily resolved.

Recommendations:

- ◆ *The City should not undertake the capital construction of a skateboard facility at this time.*
- ◆ *The City should continue to work with the community to identify an appropriate site and should support the development and operation of a skateboard park by a community group or agency.*

29. Skiing

Skiing facilities include a variety of downhill ski runs, cross-country ski trails, and specialized facilities for freestyle skiing and biathlon. Downhill ski runs are usually developed in association with sport facilities such as lifts, equipment rental and concessions.

a. Downhill:

There are no downhill skiing facilities in the city, however, the area is well served by the Canyon Ski & Recreation Area, 12km east of Red Deer, and the Medicine Lodge Ski Area at Bentley.

The Canyon Ski and Recreation Area is a commercial operation that offers first-class downhill ski runs in association with a freestyle ski jump, licensed lodge with full restaurant facilities and equipment rental. This is an excellent out-of-mountain facility with snow-making capability, and is the location for most community downhill ski programs.

b. Freestyle:

Winter freestyle activities are accommodated at the Canyon Ski and Recreation Area. Summer training is being done at a freestyle jump facility located along the larger pond at Three Mile Bend. This facility is well used and managed by the Central Alberta Freestyle Club.

c. Cross-country:

Cross-country skiers utilize most of the trails throughout Waskasoo Park and the Bower Natural Area south of the Red Deer College. Trails are track set and groomed at Heritage Ranch, Great Chief Park and the River Bend Golf Course and Recreation Area. River Bend is the focus of cross-country skiing in the city and includes more than 15km of groomed trails which cater to novice and expert skiers. The cross-country ski facilities at this location are considered to be among the best in the province and have been the site of a number of provincial and national events.

d. Water Skiing:

There are no suitable water skiing facilities within the city. There are a number of lakes in the Parkland Region that accommodate both recreational and competitive demand.

Recommendations:

- ◆ *The City should not consider the development of downhill facilities, but should encourage community downhill ski programming at the Canyon Ski and Recreation Area.*
- ◆ *The City should maintain River Bend Golf and Recreation Area as the focus of cross-country skiing in the city, with the trails track-set and groomed to acceptable standards and linked with the Biathlon Range.*
- ◆ *The City should continue to work with the Central Alberta Freestyle Club in the use and management of the freestyle ski jump at Three Mile Bend.*

30. Snowmobile

Snowmobile areas are specifically designated sites where snowmobile use is permitted.

Snowmobiling is a reasonably significant activity in Central Alberta. The issue of snowmobile use in the city was carefully considered during the preparation of the Waskasoo Park Master Plan. The final decision was to prohibit snowmobiles in the city park system, except along the frozen Red Deer River channel which falls under federal legislation. A special snowmobile ramp, providing access to the Red Deer River, has been constructed at Great West Adventure Park, which also includes adjacent parking and unloading areas and a washroom/warming hut.

Recommendations:

- ◆ *The City should continue the policy of prohibiting snowmobiles within the city's park system, except along the frozen Red Deer River channel. The snowmobiling access ramp and facilities at Great West Adventure Park should be maintained and no additional facilities should be developed.*

31. Speed Skating Oval

A speed skating oval is a standard-sized, oval-shaped rink used for competitive speedskating and pleasure skating. The only outdoor speedskating oval in Red Deer is located in Rotary Recreation Park, adjacent to the Golden Circle Seniors' Centre. This first-class competition facility, which was built in 1965, is serviced by a skate change, seating, and washroom building attached to the Golden Circle. There is no demand for an additional facility in Red Deer.

Recommendations:

- ◆ *The City should retain the speedskating oval in Rotary Recreation Park as a first-class speed skating facility, accessible to competitive skaters and the public at large.*

32. Storage Buildings

The Central Storage building is located at 4309 - 48th Avenue behind the Red Deer Arena. Constructed in 1960, the building is used as a one-vehicle garage and miscellaneous storage area.

33. Swimming Pools

A swimming pool is an indoor or outdoor aquatic facility, accommodating activities such as recreation, therapeutic and competitive swimming, synchronized swimming, diving, and water polo. Amenities associated with pools include saunas, whirlpools and exercise areas. Pools designed for aquatic competition usually also include accommodation for spectators.

There are three swimming facilities in Red Deer located at the Recreation Centre, the Roland Michener Recreation Centre, and the G.H. Dawe Community Centre.

a. Recreation Centre:

The Recreation Centre pools are located south of downtown Red Deer at 4501 - 47A Avenue. The indoor pool is a five-lane, 25-metre facility that was constructed in 1962. The pool has undergone extensive renovations over the years, including the installation of a new pool tank and new mechanical systems in 1984 and the addition of a whirlpool in 1990. The pool was converted to a salt-based chlorine disinfection system in 1994.

The six-lane, 50-metre outdoor pool was constructed in 1965. This pool was retrofitted in 1995 with the help of Federal Infrastructure Program funds. Improvements included a new deck, new heater & piping systems, and the addition of a zero-depth entry area in the southeast corner. Modifications to improve accessibility are being undertaken including the installation of accessible washroom cubicles, sliding doors and ramps to the outdoor pool. Both the indoor and the outdoor pools are suited for competitive swimming and are the chosen location for most swim meets.

b. G.H. Dawe:

The pool at the G.H. Dawe Community Centre was opened in August of 1980 and features a 25-metre, four-lane main pool, a children's paddling pool, a whirlpool, sauna and a small wet lounge which includes exercise equipment.

The Dawe Pool was designed along the family leisure pool concept and is ideal for recreational swimming, but is not able to accommodate aquatic sports such as diving, synchronized or competitive swimming. Improvements to the swimming pool have, thus far, been fairly minor and have been limited to refurbishing of dressing rooms, tiling and painting. The filtration system at this pool is often taxed to capacity and improvements to the turnover rate and the changeover to a salt water sanitation system are recommended in the short/medium term.

c. Michener Centre:

The Michener Centre is a provincially owned and operated facility serving City, Central and East District requirements. The main pool is six-lane, 25-metre tank, suitable for recreation and competitive swimming. The centre also boasts a 10-metre diving tank and a large therapeutic pool with a zero-depth entry. The facility is programmed with the client's needs as a priority, however the facility also has extensive public swim times and is used by both private swim clubs and by the City's Aquatics Unit.

A new indoor swimming pool is proposed for development on the East District and Northwest District sites in the medium/long term.

Recommendations:

- ◆ *At the city level, the City should maintain the swimming pools at the Recreation Centre and the Dawe Centre and should encourage continued community use of the pools at the Roland Michener Recreation Centre.*
- ◆ *At the district level, the City should attempt to achieve a standard of developing a modified leisure pool within new district parks to serve each future recreation district.*
- ◆ *Upgrading the pool filtration equipment and converting from chlorine gas to a salt water based sanitation system at the Dawe should be considered a high priority.*

34. Tennis Courts

Tennis courts are single-purpose facilities consisting of an asphalt or grass court surrounded by fencing.

a. Downtown Courts:

The major tennis facility in Red Deer is located within Rotary Recreation Park and includes twelve championship quality courts and an adjacent service building. The building serves as a public shelter and tennis building, and is complete with change rooms, public washrooms, a concession, a common lobby area and an exterior wood deck. The facility was constructed in 1969 and renovated in 1990.

b. Indoor Tennis Facility:

In July of 1995, City Council approved the construction of a \$433,000 Indoor Tennis Facility by a private developer which will cover the south four courts at Rotary Recreation Park. The lease gives the operator the responsibility for the management of the clubhouse, the tennis structure and the connecting sidewalks. The lease arrangement with the private developer will generate revenue for the City

c. Neighbourhood Courts:

Numerous tennis courts are located at neighbourhood and district parks throughout the city. These take the form of multi-purpose pads with fencing at both ends and are used as skating rinks in winter and tennis courts in the summer. These multi-purpose pads are expensive to develop and maintain, and are not suitable for competitive play. It is proposed that future neighbourhood sites be developed with only a multi-purpose pad which may then be developed by a community group.

d. District Courts:

The revised standards recommend the development of eight tennis courts at each future District Park. The East District Site Plan includes an eight-court development, to be jointly used by the Public School Board, Red Deer Catholic Board of Education and The City of Red Deer.

Recommendations:

- ◆ *At the city level, the City will continue to work with the Tennis Club and Foothills Indoor Tennis Inc. in the operation of the tennis complex within Rotary Recreation Park. The City should ensure that public access to these facilities is maintained.*

- ◆ *At the district level, the City should attempt to achieve a standard of eight tennis courts within each new district park.*
- ◆ *At the neighbourhood level, the City should provide a site for a multi-purpose pad/tennis court which may be developed with community support.*
- ◆ *The City should continue to provide for the resurfacing of existing neighbourhood courts as outlined in the Ten-Year Infrastructure Maintenance Plan.*

35. Volleyball

Volleyball courts may be developed indoors or outdoors. Gymnasiums have been the traditional site for volleyball activities, however outdoor courts, both grass and sand, are being developed at a rapid rate.

Volleyball continues to grow in popularity and actually exceeds both hockey and tennis as participation activities in the 1992 Alberta Recreation Survey. Outdoor volleyball courts are being developed by schools and private business. Plans existed to build outdoor courts at the Edgar Athletic Park.

Recommendations:

- ◆ *The City should develop outdoor sand volleyball courts within the Rotary Recreation Park.*

36. Water Parks

A water park is an aquatic play centre that may include a wave pool, aquatic rides/slides and play toys such as water guns. There is no wave pool in Red Deer. The potential exists for water slide and play features to be added to the Recreation Centre Outdoor pool, however, a significant funding source would need to be identified for this to occur.

Discovery Canyon is a unique water park attraction contained within the River Bend Golf Course and Recreation Area. Discovery Canyon is a popular family water recreation area, which includes an artificial river, a spray pool and picnic facilities. Open between the Victoria Day and Labour Day weekends, this facility draws large family crowds on warm days. Discovery Canyon is one of the few remaining facilities that can be accessed free of charge.

Recommendations:

- ◆ *The City should encourage the continued operation of Discovery Canyon, free of charge, and support the continued practice of partial operational costs being recovered through concession sales and tube rentals.*

I. SCHOOL SITES

"The City will work with both school boards to optimize the delivery of education services and the joint use of school and community facilities." (Vision 2020)

"The City will support and promote expanded opportunities in post secondary education." (Vision 2020)

1. Camille J. Lerouge

The Camille J. Lerouge High School is a Catholic school site located at 55th Street and 42nd Avenue. The park site is 2.6ha (6.4 acres) in size and only includes one Class "B" soccer/football sportsfield. No additional facilities are planned for this site.

2. Eastview Jr. High

The Eastview Junior High School is a community school located at 3929-40th Avenue. The school has been substantially modified and is heavily programmed for community use. The 3.99ha (9.63 acres) park site contains a Class "B" football/soccer field, and two shale ball diamonds that are booked for softball and ladies' slo-pitch. The school has recently installed two sand volleyball courts and some basic park furniture. Both school and park facilities are well used and no further development is recommended at this time.

3. G.H. Dawe

The G.H. Dawe Community Centre is located on a 14ha (34.6 acres) site south of 67th Street, between 59th Avenue and 64th Avenue in North Red Deer. The G.H. Dawe Centre was built in 1982 as a joint venture of The City of Red Deer, the Red Deer Public School District, the Red Deer Catholic Board of Education and the Red Deer Public Library Board. The Centre houses the G.H. Dawe Community School, St. Patrick's Community School, an indoor swimming pool, artificial ice arena, a library that serves both schools and the public, and a connecting mall and administrative area. The park site includes four Class "B" ball diamonds, three sportsfields, and preschool and elementary playground facilities. Site development has never been completed, although substantial work was undertaken in 1989 and a new development plan has been prepared.

4. Hunting Hills

Hunting Hills is the newest public high school. Opened in 1994, the school sits on the 24.6ha (60 acre) East District Park Site east of 30th Avenue and south of 32nd Street. Site amenities include the Notre Dame Senior High School, which is under construction, and a district recreation centre. When complete, the ball diamond and sports field inventory will include one Class "A" baseball diamond, three Class "B" fastball/slo-pitch diamonds, four Class "A" soccer/football fields, a 400m athletic running track, and eight tennis courts. The three Class "A" soccer/football fields, one baseball diamond and one slo-pitch diamond were completed and available for use in the spring of 1994.

5. Notre Dame

Notre Dame is the newest Catholic school. Scheduled to open in 1996, the school sits on the 24.6ha (60 acre) East District Park site, east of 30th Avenue and south of 32nd Street, along with the Hunting Hills High School. When complete, site amenities will include a district recreation centre, complete with pool and arena and a full district ball diamond and sports

field inventory, including one Class "A" baseball diamond, three Class "B" fastball/slo-pitch diamonds, four Class "A" soccer/football fields, 400m athletic running track, and eight tennis courts. The three Class "A" soccer/football fields, one baseball diamond and one slo-pitch diamond were completed and available for use in the spring of 1994.

6. Lindsay Thurber Comprehensive High School Site

The Lindsay Thurber Comprehensive High School site occupies a 15ha (37.05 acre) site immediately north of 51st Street and west of the Gaetz Lakes Sanctuary. During the planning of Waskasoo Park, it was found that the northeast portion of the school site was an integral part of the Gaetz Lakes Sanctuary and included a portion of the west oxbow lake. As a result, the Public School Board donated approximately 11.7ha (29 acres) of land to the City for inclusion in Waskasoo Park. The City subsequently entered into an agreement with the Public School Board, ensuring that the students will have free access to all non-commercial areas of Waskasoo Park in the future during normal school hours.

The site has been developed with a variety of recreation facilities including a Class "A" sports field, two Class "B" fastball diamonds, two volleyball courts, and an all-weather running track. The Legion Track is the only all-weather track in the city, and it was substantially upgraded and resurfaced in 1991.

A 2.6ha (6.4 acre) portion of the site is leased to the City for the development of the Red Deer Day Care Centre. In terms of the lease agreement, the City is responsible for the maintenance of the surrounding land.

7. Red Deer College

Red Deer College is a major educational institution located on a large 117ha (285.5 acre) site in the southwest of the city, immediately east of Highway 2. The facility infrastructure has been assembled from 1963 through to 1975. The college's primary mission is to provide quality educational opportunities for the adults of Central Alberta. However, many of the recreation and culture facilities are available to the community and the Community Development Division programs specifically for public enrollment. There is an excellent working relationship between the college and the City, and joint development and use of facilities is governed by a number of formal agreements.

There are two major sportsfield developments on the college site, which are jointly maintained and programmed by the City and the college in terms of joint use agreements.

The Kinsmen playing fields in the northwest portion of the site adjacent to Highway 2 include three ball diamonds and two sportsfields. This was a cooperative venture between the City and the college, with funding assistance from the Kinsmen Club. Maintenance and scheduling responsibilities are outlined in the agreement between the parties dated June 1986, which is monitored by a joint advisory committee.

The playing fields and running track to the north of the college buildings have been developed jointly by the City and the college. As with the Kinsmen playing fields, the maintenance and programming responsibilities are shared in terms of an agreement dated June 1988. This agreement is monitored by a separate joint advisory committee

The Red Deer College Campus Master Plan (1994) recommends the development of a gymnasium/fieldhouse in Phase 1 of facility development (0-5 year term) and eight squash/racquetball courts in Phase 2 (5-10 year term).

8. West Park Jr. High

The West Park Junior High School is an older facility, which has some limitations for community use. West Park Junior High School and the adjacent district park serve the West District. The 7.9ha (19.5 acre) district park includes three Class "B" ball diamonds, two sportsfields, and elementary playground facilities. It has previously been recommended that the City and the Public School Board jointly undertake a feasibility study of modifications, which might be undertaken to improve accessibility and suitability for community use. Items which should be considered include the provision of additional storage space, the expansion of dressing rooms, and entrance/exit modifications.

Recommendations:

- ◆ *The City should support the retention of the existing recreation facilities on the Lindsay Thurber Comprehensive High School site.*
- ◆ *The City should work with both school boards to ensure that the Legion Track is maintained to a high standard as a city level facility.*
- ◆ *The City should support the retention of the existing recreation facilities on the Camille J. Lerouge High School site.*
- ◆ *The City should continue to support the development of a multi-use indoor fieldhouse in Red Deer, for a variety of recreational and sport activities.*
- ◆ *The City should continue to support the operation of the Kevin Sirois Fitness Testing and Training Centre.*
- ◆ *The City should endorse the college's practice of maintaining community access to its physical education facilities, as outlined in the joint use agreements.*
- ◆ *The City should continue to maintain the ball diamonds and sportsfields on the college site.*

J. SOCIAL PLANNING FACILITIES

"The City will coordinate/facilitate the provision of preventive social services to meet the community's needs, with specific consideration given to the youth, the elderly, persons with disabilities, immigrants and single-parent families." (Vision 2020)

1. Community Services Centre

The Community Services Centre is located in downtown Red Deer at 4935 - 51st Street. This two-story building is 1,394 square metres and includes a full basement. This former Provincial Building was constructed in 1950 and leased to the City in 1990 for a 15-year term. The City undertook substantial renovations to the building in 1990 to accommodate a variety of community service agencies. Tenants in 1995 include the Red Deer Family Service Bureau,

the Downtown House, the Red Deer Action Group for the Physically Disabled, Community Information & Referral Service (C.I.R.S.), Suicide Prevention Services, Children's Council, the Landlord & Tenant Advisory Board, the Central Alberta AIDS Network, the Arthritis Society, and the Lettering Arts Guild. The facility is managed on behalf of the City by the Red Deer Family Service Bureau by way of a management agreement. The Bureau works closely with the Facility Advisory Board, which includes representatives of each tenant and the City Social Planning Department. The board is responsible for the preparation of the annual budget, in which rents collected are planned to balance all operating costs, including maintenance of the building, as outlined in the division's Ten-Year Infrastructure Maintenance Plan.

The Community Services Centre has brought the organizations involved more closely together, both physically and through a cooperative approach to programs. There is a considerable amount of sharing of resources in the facility and joint planning among services.

Recommendations:

- ◆ *The Community Services Centre should be retained to provide shared accommodation and resources for community service agencies in the city.*
- ◆ *The City should continue to contract the management of the Community Services Centre through the Red Deer Family Service Bureau.*
- ◆ *The manager of the Community Services Centre should continue to promote a cooperative planning approach through the Facility Advisory Board, and rents should be established to balance total operating costs.*

2. Day Care

A day care centre is a facility in which supervision and care are provided to children between the ages of infancy and school age, while parents are working, attending school, or in need of short-term child care. Day care includes the provision of a developmental program of learning opportunities and activities, according to the needs of the young child. The facility usually includes indoor craft areas and outdoor playground facilities.

There are twelve day care centres in Red Deer, which serve city and district level needs and provide a total of 654 spaces. Eight of these facilities are operated as commercial centres by the private sector. The Red Deer College operates two non-profit centres located at the college and at the Red Deer Regional Hospital. The City has developed the Red Deer Day Care Centre on the Lindsay Thurber High School Site, and the Normandeau Day Care Centre attached to Normandeau School. Both these facilities are leased to the Red Deer Child Care Society, to be operated as pre-school child care programs. Funding from the City allows low and moderate income families to utilize these programs.

a. Red Deer Day Care:

The Red Deer Day Care Centre is a city level facility, which provides 60 spaces for pre-school children (19 mos. to 6 years), and 14 spaces for children from birth to 18 mos. The Red Deer Day Care Centre is located immediately north of the Lindsay Thurber Comprehensive High School, on a site leased from the Public School District. In terms of the lease agreement, the City is also responsible for the maintenance of the surrounding

area up to the boundary of the Gaetz Lakes Sanctuary. Access to the facility is by means of a lane and a gravel roadway north of the Memorial Centre. The facility consists of thirteen modified Atco trailer units that were purchased and moved to the present site in 1985. These trailers were 12 years old and operable, but not in excellent condition. There have been ongoing maintenance problems with the facility, and fairly substantial renovations to the roof, joints, and venting system were undertaken in 1989. Significant ongoing maintenance items have been identified in the City's Ten-Year Infrastructure Maintenance Plan, which has helped to extend the life of the building. An architectural evaluation completed in 1995 concluded that the building may have 10 years useful life remaining. A review of day care completed in 1995 recommends that once the facility debenture is paid, the City should continue to rent the centre to Red Deer Child Care Society. A second potential option is to offer the facility for sale to the society.

b. Normandeau Day Care:

The Normandeau Day Care Centre is a district level facility and provides 53 spaces for pre-school children. The Normandeau Day Care Centre is located at 53 Noble Avenue on the south end of the elementary school. The centre is 488 square metres in area. The facility was constructed in 1982 and includes a large kitchen, two playrooms, administration area, staff room and washroom amenities.

Based on the 1995 Day Care Review, the City's role in the provision of facilities for the use as day care centres should continue. As the current management agreement is renegotiated in the future, attention must be paid to the condition and longevity of each facility. However, in the meantime, City funding must be directed toward the provision of subsidies for low-income families.

Recommendations:

- ◆ *The City should continue to make available two day care centres to the Red Deer Child Care Society. An agreement for this is in place through 1998.*
- ◆ *The City should view the private sector as a partner for the provision of additional day care. However, the location of these facilities should be closely monitored, with a preference for locations adjacent to parks, playgrounds and schools.*
- ◆ *The Red Deer Day Care Centre should continue to be operated as a City level day care facility under a management agreement with the Red Deer Child Care Society.*
- ◆ *The City should carefully monitor the ongoing maintenance of the facilities and consider specific alternatives suitable to both the City and the Red Deer Child Care Society upon completion of debenture payments.*

3. Golden Circle

The Golden Circle Seniors' Centre is located at the northeast corner of the parking lot in Rotary Recreation Park. Built in 1977, this facility operates as a major resource centre for the retired and semi-retired and other age groups. The centre includes a large hall/dining room, which is available for rent, a kitchen, music, crafts and games rooms, and administrative offices. An extension of the building acts as a skate change, seating, and washroom facility for the adjacent speed skating oval and other recreation facilities. An agreement with the Red

Deer Lions Speed Skating Club provides access to the whole building during competitive skating meets.

The Centre is operated for the City by the Red Deer Golden Circle Society, through a management agreement. Operational funding is largely provided through the Provincial Family and Community Support Services (F.C.S.S.) Program. Funding for major and minor maintenance is also provided to ensure the building meets City standards.

Recommendations:

- ◆ *The Golden Circle Seniors' Centre should continue to be supported as the City's major facility for seniors, including provision for adequate maintenance.*
- ◆ *The City should continue to monitor the need for facilities for senior citizens in the future, and work cooperatively with other social and recreation agencies to meet the demand. New facilities are not practical unless they can be self sufficient.*

K. TOURISM FACILITIES

"The City will promote tourism as a priority in the economic development of the City and the region." (Vision 2020)

1. Heritage Ranch

Heritage Ranch is a large 87ha (214.89 acre) natural area, immediately east of Highway 2, which was acquired and developed through the Urban Parks Program. The park includes a variety of natural environments and is divided by a heavily wooded escarpment into an upper and lower area. A bicycle/pedestrian trail links Heritage Ranch with Great Chief Park via a major river bridge and a trail along the southern boundary of the Red Deer Golf & Country Club. The facility is also accessible via the South Bank Trail along the river.

The upper area of Heritage Ranch has direct vehicular access from 43rd Street and Highway 2 northbound via a lay-by and rest stop. Development in this area includes parking, a visitor information centre and adjacent gymkhana area, a playground, a covered deck, ball field and picnic facilities. The visitor centre includes a restaurant, information kiosk and viewing tower linked with a barn and tack room. Heritage Ranch serves an important role in introducing visitors to Red Deer and Waskasoo Park. There were 45,000 people who stopped at the visitor centre in 1994. The potential of the Heritage Ranch site to attract visitors off busy Highway 2 and introduce them to the community has been clearly recognized.

Recommendations:

- ◆ *Heritage Ranch should be actively promoted as a tourist attraction in the region and a gateway to Waskasoo Park. The facility shall serve as the city's year-round Visitor Information Centre, operated under agreement with the Red Deer Visitor & Convention Bureau.*

2. Alberta Sports Hall of Fame & Museum

The Sports Hall of Fame and Museum will be a landmark building housing exhibits that highlight the significant contributions of Alberta's athletes, teams and builders. The building

will be a 1,210m² structure, symbolic of a stadium, located on land leased from the City directly northeast of the existing access road to Heritage Ranch from Highway 2. Both structure and materials are natural in order to harmonize with the surrounding natural environment. The development is planned so as to not affect the environmentally sensitive areas of the site, including the escarpment and bottom lands. The City entered into an agreement with the Province to provide the two acre serviced site when it won the bid to locate the museum in Red Deer. Fundraising is well underway for this facility and the Friends of the Alberta Sports Hall of Fame & Museum Society have set their goal at \$2 million for the facility and \$2 million for an endowment fund to cover ongoing operating costs. Construction of this facility may be expected to begin in 1997 or 1998.

This high-profile, provincial attraction is expected to attract an estimated 200,000 visitors annually. Once they stop at the site, information on other attractions, services and opportunities in Red Deer will be readily available.

Recommendations:

- ◆ *The City supports the development of the Alberta Sports Hall of Fame & Museum at Heritage Ranch.*

3. The Crossing

"The Crossing" has been conceived as an appropriate tourism generator for Red Deer and the surrounding area. A proposed facility might include food service, a retail outlet, entertainment and interpretive centre, highlighting the regions, attractions and other services geared to travellers. City Council has endorsed the concept of "The Crossing", which would be complimentary to existing development and the Alberta Sports Hall of Fame & Museum.

Recommendations:

- ◆ *The Visitor & Convention Bureau should investigate the feasibility of "The Crossing" development. This investigation will need to consider the environmental assessment study now underway.*

4. Westerner

The Westerner Park is an exhibition facility which is the site of the "Altaplex", the "Centrium" and the "Parkland Pavilion". The Altaplex is a state of the art facility, which encloses 260,000 square feet of usable floor area, seating for 6,000 for hockey, seating for 7,000 for concerts or meetings, and can accommodate over 1,000 trade show booths. The arena portion is called "The Centrium" and the meeting, display and connection link between the two is called "The Parkland Pavilion". The City leases the Westerner site to the Westerner Association and has contributed significantly to the capital construction of the facilities. The Westerner Exposition Association and staff aggressively market the Westerner facilities and inject both direct and indirect economic benefits into the Red Deer community through livestock shows, concerts, sporting events, as well as convention and trade shows.

5. Red Deer Introductory Signs

With financial assistance from The City of Red Deer and the lottery-funded Community Tourism Action Plan, the Red Deer Visitor & Convention Bureau installed major introductory signs on Highway 2, north and south of the city. The signs are operated and maintained by the Visitor Bureau, with changeable message panels to promote attractions and events in Red Deer.

6. Trailer Dumping Station

A trailer dumping station at the Chamber of Commerce on Gaetz Avenue will be discontinued and an alternate location needs to be identified and properly signed.

Recommendations:

- ◆ *Visitors and residents should be directed to appropriate alternatives for this service.*
- ◆ *Development of a trailer dumping station at Heritage Ranch should be considered when additional site servicing is installed for the Alberta Sports Hall of Fame & Museum.*

L. TRANSIT FACILITIES

"The City will provide a transit system that serves all neighbourhoods and strives to meet the needs of each citizen including youth, the frail elderly and persons with disabilities." (Vision 2020)

1. Off-Street Transit Terminal

Feasibility studies for an off-street transit terminal have been completed. The proposal would accommodate 16 buses between 48th Street and 49th Street, east of 49th Avenue. The terminal would consist of two centre passenger platforms, with eight buses around the perimeter of each centre passenger platform, arranged in a saw tooth pattern. The two one-way bus circulation driving aisles would be nine metres in width, with the two-way centre driving aisle 12.3 metres in width. Two passenger platforms would be nine metres in width, with heated passenger waiting areas provided on each of the centre platforms. Operator facilities located on the west platform would consist of a driver rest area and washrooms. The estimated cost of this facility is \$871,900.

2. Shelters

The provision of transit shelters was significantly reduced in 1994 when 22 of the 30 shelters were removed to cut costs. The eight that remain are located on major bus routes. Approximately 30 shelters are now provided through a private contractor, who is responsible for the management and maintenance. Five more shelters are scheduled to be added between 1996 and 1999. See Bus Routes Plan - Page 139

3. Transit Garage

The original Transit Garage at 5438 - 47th Street was built in 1966 at a cost of \$39,000. The building was 7,800 square feet. The garage has undergone a number of renovations, including an \$873,000 addition in 1978, a \$53,000 renovation in 1979, and a \$37,000 renovation again in 1987.

Recommendations:

- ◆ *The City should support the concept of an off-street transit terminal and proceed with the project as outlined in the Off-Street Bus Transfer Terminal and Parkade Feasibility Design Study (Delcan- 1991)⁷*

⁷Source - Off-Street Bus Transfer Terminal and Parkade Feasibility Design Study - Delcan 1991

V. REGULATIONS & BYLAWS

A. PROVINCIAL REGULATIONS

There is a large body of legislation at the federal and provincial level, which provides a legal framework for municipal initiatives. The Municipal Government Act is the primary guiding document, as it provides the authorization for Municipalities to construct and manage natural areas, as well as facility infrastructure. Municipalities are also bound by other broader regulations, such as the Environmental Protection and Enhancement Act.

1. Alberta Libraries Act

The Alberta Libraries Act (1983) provides for the expansion, development, co-ordination and encouragement of libraries and library services in Alberta under the direction of the Alberta Library Board. The act authorized municipal councils to establish a Library Board through the development of a bylaw and details the constitution and duties of the Library Board. The act also provides for Council to establish a special "Public Library Rate" for funding library services.

2. Cemetery Act

In Alberta, the Cemeteries Act and Prearranged Funeral Services Act regulate the provision of goods and services relating to cemeteries, crematories, mausolea, columbaria, and prearranged funeral services.

3. City Transportation Act

This act provides for the establishment of transportation systems. The act requires municipalities to complete transportation studies, and establish a transportation system through the approval of a municipal bylaw. The act also requires that cities bear the costs of the transportation system, but indicates that municipalities may receive funding support from the government.

4. Environmental Protection and Enhancement Act

The Environmental Protection and Enhancement Act consolidated nine existing environmental acts into one integrated act. The act covers twelve categories, including Consultation, Communication and Education, Environmental Assessment Process and Approvals, Environmental Appeal Board, Release of Substances, Conservation and Reclamation, Water Wells, Potable Water, Waste Minimization and Recycling, Waste Management, Hazardous Substances and Pesticides, Enforcement, and Miscellaneous. The purpose of the act is "to support and promote the protection, enhancement and wise use of the environment", while recognizing that the "protection of the environment is essential to the integrity of ecosystems, human health and the well-being of society".

5. Family and Community Support Services Act

The FCSS Act provides for the funding (provincial) of programs and services (municipal), which promote the social development of children and their families, services that enrich and strengthen family life, services that enhance the quality of life of the retired and semi-retired, services that promote volunteer work and services that inform the public of available services.

6. Municipal Government Act

The Municipal Government Act provides for the empowerment of municipal government and defines areas of authority. The act defines the purposes, powers and capacity, general jurisdiction and limitations of municipalities. The act specifically designates the purposes of a municipality as to provide good government, provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or a part of the municipality, and to develop and maintain safe and viable communities.

7. Police Act (Alberta)

Provides for the council of a municipality to establish a municipal police service (section 27) or to enter into an agreement with the Government of Canada for the employment of the Royal Canadian Mounted Police, for the provision of policing services to the municipality. The act also enables the municipality to establish a policing committee to represent the interest of City Council.

B. MUNICIPAL BYLAWS & POLICIES

The City has adopted a number of bylaws (as provided for by the Municipal Government Act), which provide control, protection, and use regulations of community service facilities. The administration of these bylaws is the responsibility of the Recreation, Parks & Culture Department, the R.C.M.P., Bylaws and Inspections Departments, Bylaw Officers, Transit and Social Planning Department staff. General council policies have also been adopted, which provide more specific guidance in the provision of services. Policies are defined as "having the intention to guide, and determine present and future decisions in that area"⁸

1. General (Community Services)

a. Community Services Master Plan Policy:

Council approved a policy on January 20, 1992 that stipulates that "The Community Services Division shall prepare and regularly update the Community Services Master Plan as a working policy document for the division and its departments". This policy will need to be amended in light of the revised Master Plan format, however, it does and should continue to validate the practice of documenting policies and recommendations related to:

- (1) Community Profile
- (2) Services
- (3) Facilities
- (4) Financial Implications

b. Environmental Action Plan:

The City's Environmental Advisory Board has been delegated a wide range of duties and responsibilities relating to the environment. However, the board's mandate was so broad that it was felt that a unifying document was required to integrate and prioritize the various initiatives and proposals. Therefore, the Environmental Action Plan was prepared for the City, under the direction of the Environmental Advisory Board and its

⁸City of Red Deer, Council Policy, Appendix 4, Glossary

technical advisors. Approved by Council on March 13, 1995, this is "the" working document for environmental management in the City.

- c. The Committees Bylaw:
The Committees Bylaw 3142/95 provides for the establishment of City boards and committees. The bylaw supercedes and now provides for the provisions which were contained in Bylaw 3034/91, which provided for the establishment of an Environmental Advisory Board, and Bylaw 2983/89, which provided for a policing committee.
 - d. Municipal Integration Strategy:
The Municipal Integration Strategy is a series of recommendations from each City department. The strategy specifically aims at improving access to City programs and services in the areas of employment, accessibility/mobility, and education/awareness. The progress of the departments in meeting their objectives is evaluated and the strategy is updated each year. The policy is to "promote the positive integration of persons with physical and mental disabilities into programs and services for which the City of Red Deer is responsible."
2. Library
- a. Public Libraries Bylaw:
Bylaw 363, passed April 23, 1914, provides for the establishment of a public library in the city of Red Deer, in accordance with the provisions of the Public Libraries Act.
 - b. Red Deer Library Board Policy:
The Red Deer Library Board Policy 926 (January 1992) clarifies the role and responsibilities of the Red Deer Library Board. The operation of the Library Board is governed by the Libraries Act. The Library Board has "full management and control" of the library. The City's Director of Community Services acts as a resource and liaison to the board and library administration.
3. Normandeau Cultural & Natural History Society
- a. Historical Preservation Committee:
Policy 907 clarifies the role of the Historical Preservation Committee established in 1981. The committee is responsible for making recommendations to City Council regarding the designation, preservation, and interpretation of heritage sites.
 - b. Normandeau Cultural and Natural Society:
Policy 916 (January 1992) clarifies the role of the Society in the management and operation of the Red Deer and District Museum, the Gaetz Lakes Sanctuary, the Kerry Wood Nature Centre, the Allen Bungalow, the Fort Normandeau Historic Site and Interpretive Centre, and the buildings in Heritage Square (excluding the Aspelund Loft Hus).
4. Parkland Community Planning Services
- a. City of Red Deer Planning and Subdivision Guidelines:
Policy 823 (December 1992) provides guidelines for developers relative to land development within the City of Red Deer.

- b. Land Use Bylaw:
Bylaw 2672/80 defines the purpose and regulations of districts and 18 district designations. All parkland is designated as A2, P1, or PS.
 - (1) Environmental Preservation District - A2
 - (2) Parks and Recreation District - P1
 - (3) Public Service (Institutional or Government) District - PS
 - c. Area Plans:
The Area Plan Policy stipulates that area plans be prepared to guide the development pattern and land use in the city. These plans are required to conform to the policies of the General Municipal Plan. The Area Plans and planning policies currently in place are:
 - (1) Northwest Sector Bylaw 2689/80, 2689/A-81, 2979/89
 - (2) Exhibition Grounds Bylaw 2713/81 (Area Redevelopment Plan)
 - (3) East Hill Concept plan - January 23, 1989
 - (4) Waskasoo Park Master Plan - March 1982
 - (5) Recommendations for Billboards Within the City of Red Deer - January, 1991
 - (6) Major Entry Arteries - Building and Landscape Design Standards - January 1991.
 - (7) Outline Plan and Subdivision Guidelines, October 28, 1991, as revised.
 - (8) Process for involving and informing the public - March 4, 1991
 - (9) Red Deer River Corridor Park - January 1975
 - d. Social Care Residences Policy:
The Social Care Residences Policy provides for the development of social care residences, and day care facilities in new subdivisions.
5. R.C.M.P.
- a. Crime Prevention Policy:
Policy 705 provides for the City's collaboration with the R.C.M.P. in its delivery of a crime prevention program covering the following:
 - (1) School Resource Officer and School Programs
 - (2) Community Education and Awareness Programs
 - (3) Business and Community Security
 - (4) Crime Analysis
 - (5) RMCP In-service Training in relation to the above
 - b. Municipal Police Policy:
Policy 706 provides for the City to enter into a Standard Municipal Policing Agreement with the R.C.M.P. , to enforce laws, prevent crime, and maintain peace, order and security within the City Limits.
6. Recreation, Parks & Culture
- a. Cemetery Bylaw:
Bylaw 2952/88/B-91 provides regulations relative to the control and operation of the Red Deer cemeteries. The bylaw provides for the duties, rights and powers of the manger, lot sales and use, fees and charges, burials, monuments, columbarium, visitors and other general provisions.

- b. **Parks and Public Facilities Bylaw:**
Bylaw 2841/84/A-91 provides for the control and management of parks and public facilities under the jurisdiction or ownership of the City. The Bylaw includes jurisdiction over park trees (Sections 4 & 5), protection (of trees), the general management and protection of parks (Section 7), park hours, public gatherings and special events (Section 8) and control of dogs within park areas (Section 9). It was updated in 1991 and is considered current at this time.
- c. **Weed Control Bylaw:**
Bylaw 2584/78, in conjunction with the Provincial Weed Control Act, specifies that property owners are responsible for controlling all noxious weeds on their property and on adjacent boulevards, to the satisfaction of the City. In order to prevent the spread of weeds, the City may enter the property and undertake the work at a cost charged to the property owner.
- 7. **Red Deer & District Archives**
 - a. **Red Deer & District Archives:**
Bylaw 2976/89 clarifies the role and responsibilities of the Red Deer & District Archives to:
 - (1) Maintain supervision and control of the archives.
 - (2) Appoint an Archives Committee.
 - (3) Provide administration through the Community Services Division.
- 8. **Red Deer Visitor & Convention Bureau**
 - a. Tourism Policy 822 (1989) states that tourism will be encouraged within Red Deer and its surrounding area, in ways that will attract more tourists, increase their lengths of stay, increase the amount of money they spend here, and ensure that any adverse social, economic and/or environmental effects are minimized as a result of activities to improve tourism.
- 9. **River Bend Golf & Recreation Society**
 - a. Policy 927 provides clarification of the role of the River Bend Golf and Recreation Society. The policy provides for the society to manage, operate, and maintain the River Bend Golf Course and Recreation Area. The policy also directs the Director of Community Services to act as a resource and liaison to the society and coordinate all aspects of the agreement on behalf of the City.
- 10. **Social Planning**
 - a. **Community Services Centre Management Agreement:**
To contract with the Red Deer Family Service Bureau to manage the Community Service Centre.
 - b. **Day Care Services Policy Objectives:**
To clarify The City of Red Deer's continuing role in the Day Care Program.
 - c. **Day Care Management Agreement:**
To clearly outline the contractual arrangement between The City of Red Deer and the Red Deer Child Care Society in the management of the Day Care Program.

- d. FCSS Agency Funding Agreements:
To clarify funding and expectation of the agencies involved in delivering services under Family & Community Support Services.
- e. Golden Circle Lease Agreement:
To outline the contractual arrangement between The City of Red Deer and the Red Deer Golden Circle Society.
- f. Lease of Land - Red Deer Day Care Centre:
To outline the contractual arrangement between The City of Red Deer and the Red Deer Public School District regarding the lease of land at the Red Deer Day Care Centre.
- g. Municipal FCSS Agreement:
To clarify the role of the Family & Community Support Services Board with respect to the six municipalities that make up the Red Deer and District FCSS Program. Revised June 1994.
- h. Social Care Residences Policy:
To clarify the Social Planning role with respect to social care residences in the city of Red Deer.

11. Transit

- a. Route Extension Policy:
The Route Extension Policy stipulates that "There shall be no extension or implementation of bus routes unless subdivision occupancy is 80% and there is suitable road construction or access available to the subdivision.
- b. Transit Policy :
Transit Policy 508 states that changes to the transit system will be limited in order to promote stability in the operation.

Recommendations:

- ◆ *The division shall regularly review existing bylaws that relate to the management of Community Service Division facilities, and address concerns that may be raised from time to time by the public, advisory boards and City Council.*

C. POLICING & ENFORCEMENT:

1. Policing

The administration of municipal bylaws is the responsibility of the Recreation, Parks & Culture, and Bylaws & Inspections Departments.

2. Enforcement

The effective policing of open space may be hampered by the limited number of enforcement officers. However, the legislative framework is in place to adequately control infractions. The role of the Park Control Officers is primarily one of providing information and assistance from a positive and proactive perspective. However, all division staff shall

identify infractions of existing bylaws during their regular inspections, and notify a Park Officer, the R.C.M.P., or a City Bylaw Officer or the Bylaws & Inspections Department to undertake the necessary enforcement.

The Community Trail Watch (CTW) was formed in early 1992 from a group of approximately 17 volunteer cyclists, who collaborated with The City of Red Deer, the R.C.M.P., and the Central Alberta Bicycle Club. The CTW is a positive, proactive, community-based organization, which brings together local volunteer cyclists interested in promoting Red Deer, the Waskasoo Park trail system, and the concept of safe biking. Volunteers act as goodwill ambassadors of our city, as well as an extra set of eyes and ears for both the City Recreation, Parks & Culture Department and the R.C.M.P. While volunteers "patrol" the trail system, they do not in any way consider themselves law enforcement officers. Incidents of vandalism and misuse of the park or its facilities are reported to the Recreation, Parks & Culture Department or the R.C.M.P. for followup by the appropriate agencies.

Recommendations:

- ◆ *The division staff shall, during regular site inspections, identify infractions of existing bylaws and notify the Bylaws & Inspection Department, R.C.M.P. or Bylaw Officers to undertake the necessary enforcement.*

VI. PUBLIC & EMPLOYEE SAFETY

The City has made accident prevention a priority in the last five years. The current program is a combination of efforts that has resulted in a significant reduction in pain, suffering, lost time accidents and a financial saving of over \$375,000 in the five years 1989 to 1995. While legislation governs much of what is done, it is primarily awareness, attitudes and participation that reduce accidents and injury.

A. LEGISLATIONS/REGULATIONS

1. Occupational Health & Safety

The Alberta Occupational Health and Safety Act provides for the general safety of workers. The act includes, but is not limited to, the obligations of employers and workers, the inspection of work sites, license requirements, Joint Work Site Health and Safety Committees.

2. City of Red Deer Occupational Health & Safety Policy

An important component of the City's health and safety program is the Occupational Health and Safety Policy. The Occupational Health and Safety Policy has been approved in order to promote good health and safe working practices; practice safe work procedures that comply with the Alberta Occupational Health and Safety Act; prevent work related illness and injuries; provide necessary health and safety training; protect employees and citizens that may be harmed by the normal course of an employees duties; prevent the loss of human and financial resources, productivity, and material, that occur as a result of accidents or injuries from unsafe acts or unsafe working conditions; provide effective treatment and rehabilitation; place people in positions suited to their physical and mental capabilities.

3. Personal Protective Equipment/Clothing

In addition to the Occupational Health and Safety Policy, the City has passed a Personal Protective Equipment/Clothing Policy. The purpose of this policy is to establish minimum acceptable standards of personal protective equipment for City of Red Deer employees and is intended to achieve safe work practises.

B. RISK ASSESSMENT/REDUCTION PROGRAMS

1. 1994 Internal Safety Audit

In order to retain its coveted status in the Partners in Injury Reduction Program, the City is required to undergo regular safety audits. These audits help identify potential accident/injury situations, and the successful completion of the safety audit results in certification from Occupational Health & Safety and a significant reduction in Workers' Compensation Board fees. In 1994, the City had the lowest assessment rate of all municipalities in the province. The 1994 audit was conducted by three City staff or "Peer Auditors", who were appointed and trained to evaluate safety using information gathered through interviews, site inspections, and reviewing of information supplied by various departments in the City. The results of this audit were very favourable and, where specific recommendations have been made, they have already been implemented or are reiterated below.

Recommendations:

- ◆ *The Recreation, Parks & Culture Department should improve incidence of proper employee orientation, including identification of critical issues such as alarm systems, introduction to Health and Safety Policy and Employee Assistance Program.*
- ◆ *The City should increase numbers of senior management inspections, including signing of formal inspection sheets.*
- ◆ *The City should conduct regular emergency drills and include the posting of procedures and phone numbers.*
- ◆ *The Recreation, Parks & Culture Department should involve workers in inspections of facilities and work sites.*

2. Environmental Impairment Liability Report

An Environmental Impairment Liability Report was prepared for the City by Paul Wotherspoon & Associates Inc. in February 1995. The purpose of the report was to provide a qualitative appraisal for the purposes of third party Environmental Impairment Liability Insurance. The limited number of recommendations that were thought to have the potential of reducing the consequences of undesirable events has already been completed or is scheduled for completion in the near future.

Recommendations:

- ◆ *The Recreation, Parks & Culture Department should inventory and inspect all lube oil, diesel, and petroleum storage tanks to ensure that the necessary containment dikes or curbs, licensing and safety standards are being maintained.*
- ◆ *The Community Services Division should ensure that the lease agreements for the golf course address the lessees' responsibilities for the proper maintenance of underground tanks and liability for contamination.*
- ◆ *The Recreation, Parks & Culture Department should continue to monitor the need for vegetation spraying and maintain records of all spraying in a separate administrative file.*
- ◆ *The Recreation, Parks & Culture Department should ensure that accurate maintenance records are kept of all refrigeration and chlorine treatment systems.*
- ◆ *The City should ensure that facilities with floor drains receive only minimal cleaning agents and that the usage of wash chemicals and hazardous material storage in areas with floor drains is restricted.*
- ◆ *The City should ensure that the existence of asbestos in older buildings is confirmed.*
- ◆ *The City should ensure that quick checklists identifying emergency contact numbers and immediate safety and evacuation procedures are posted in the office of each facility on a laminated one page sheet.*

- ◆ *The Recreation, Parks & Culture Department should include facility operators from alternate locations in the monthly site inspections or tours.*
- ◆ *The Recreation, Parks and Culture Department should ensure that all contractor and employee maintenance records for arena refrigeration and pool water treatment systems continue to be retained in administration files.*
- ◆ *The Recreation, Parks & Culture Department should ensure that herbicide application records are maintained in a separate administration file.*

3. Health & Safety Committees

The City has established Health and Safety Committees as a "front line" initiative to reduce accidents and injury. These committees are made up of a representative cross-section of staff and have been very effective in identifying dangerous situations and work environments. These committees provide a medium through which employee health and safety issues are discussed, make suggestions and/or advise the Senior Safe Operating Committee on recommended changes or additions to the Occupational Health and Safety regulations for The City of Red Deer, promote safety awareness within the workplace, and assist the City to comply with legislation and promote safe work practices. These committees have been at least partially responsible for the completion of safety manuals for higher risk areas, Vehicle/Equipment Certification programs, and work hazard identification processes for those areas requiring them.

Occupational Health and Safety Committees annually visit facilities other than the one they work at to conduct inspections and complete a written report. This program supplements monthly inspections by the Facilities Superintendent and the respective Facility Operator. Potential worksite hazards are also discussed at the bi-monthly meeting of the Facility Operators and the Facilities Superintendent.

4. Senior Safe Operating Committee

The Senior Safe Operating Committee oversees and coordinates safety programs and the individual Safety Committees. The specific objectives are to set policy and direction for health and safety in the City's operation, receive and take appropriate action on semi-annual "stewardship" reports submitted by the coordinators of the various Occupational Health and Safety Committees, present an annual report to the City Commissioner that details departments' accomplishments relative to the overall goals of the Occupational Health and Safety program.

5. Training Programs

Training is an integral part of an effective Health and Safety Program. To this end, the Recreation Parks & Culture Department Facilities Technical Advisor has prepared Safety and Emergency Procedures Manuals for every facility. Emergency operation plans are specific to each facility and contain both personnel contacts and the responsibilities of personnel in an emergency. As a safety check, personnel are required to "sign-off" after reading the plans. Specific staff training exercises include annual fire response, facility evacuation and CPR and First Aid Training every second year. Pool and arena personnel all have WHMIS training, with the pool personnel having the necessary pool maintenance certificates.

VII. SUMMARY OF RECOMMENDATIONS:

I. INTRODUCTION

A. DEPARTMENTS & AGENCIES IN PLAN

B. REPORT OBJECTIVES

C. RELATION TO OTHER PLANNING DOCUMENTS

- ◆ The division should maintain a Ten-Year Infrastructure Maintenance Plan, proposing enhancements and capital repair improvements which should be updated annually and presented to City Council during the annual budget deliberations.
- ◆ The City should undertake to allocate the necessary funding as outlined in the Ten-Year Infrastructure Maintenance Plan towards the management/maintenance of existing community service facilities.
- ◆ The City should maintain a moratorium on new capital facility development for Community Services for the period 1996-2000, excluding projects which show high cost benefits and the off-street transit terminal.

II. PLANNING & STANDARDS

A. CITY LEVEL

B. DISTRICT LEVEL

- ◆ The City should plan new district school/park sites of a minimum of 15.0ha (37 acres) with one high school site (except North District), and 24.0ha (59.3 acres) with two high school sites. These sites should be acquired through municipal reserve dedication and land acquisition, utilizing funds from the Public Reserve Trust Fund.
- ◆ The City should permit portions of district school/park sites to be utilized for stormwater detention purposes, subject to an acceptable layout and design.
- ◆ The development of district parks should be funded through the tax levy, utility reserves and various grant programs. District parks are not traditionally funded through development levies. Where the park also serves a neighbourhood function, some of the facilities should be funded through the recreation levy.
- ◆ The City should amend the Northwest Area Structure Plan to incorporate an enlarged neighbourhood school/park site in the West Glendale neighbourhood, to incorporate some district park facilities, to be acquired through reserve dedication in the future.
- ◆ The City should support the future development of the existing landfill site as an extension of Westerner Park, incorporating overflow parking, open space for private/entrepreneurial recreation development, and agricultural uses. The City should give a high priority to

preparing a detailed development and reclamation plan for this area. The natural area along Piper Creek should be retained in its natural state.

- ◆ The Community Services Division should attempt to develop standard district boundaries for planning, policing and service delivery purposes. District names should be reviewed and amended to more accurately describe the district locations.

C. NEIGHBOURHOOD LEVEL

- ◆ The Recreation, Parks & Culture Department should annually review all neighbourhood park sites. Pending the availability of funding, recommendations for maintenance and enhancements should be part of the division's Ten-Year Infrastructure Maintenance Plan.
- ◆ Planning of open space and community facilities should continue to be based on the neighbourhood unit of one quarter-section.
- ◆ No more than 1.0ha (2.5 acres) of a neighbourhood park should be utilized for the purpose of detention ponds, subject to an acceptable layout and design. The need for detention facilities should not result in an inconvenient location for the neighbourhood park.
- ◆ The City should plan new neighbourhood level facilities based on neighbourhood units of one quarter-section with a population of 2,500 to 3,000 persons.
- ◆ The City should continue to encourage community groups to raise funds for the planning and development of enhanced facilities in neighbourhood parks.
- ◆ The City should give a high priority to upgrading landscaping and tree planting on certain older neighbourhood park sites where only limited landscaping was undertaken.
- ◆ The Outline Plans for neighbourhood units shall normally include a minimum 10% Municipal Reserve dedication. The Municipal Reserve shall provide for a conveniently located neighbourhood school/park site of a minimum size of 5.1ha (12.5 acres), and an additional 3.5 acres shall be provided for open space linkage, and parkettes.
- ◆ The Outline Plan for neighbourhood units shall make provision for one site of 0.12ha (0.3 acres) for the possible development of a social care residence and one site of 0.12ha (0.3 acres) for the possible development of a public or private day care facility.
- ◆ The development of neighbourhood parks should continue to be funded through a recreation levy assessed at the time of development. The cost of these facilities should be reviewed annually to ensure that sufficient funds are set aside to complete facility development. Accumulated funds should be invested by the City and the interest should be applied to the recreation levy account.
- ◆ Neighbourhood school and park sites shall be planned and designed in accordance with the "site development principles" and "development guidelines".

D. GENERAL STANDARDS

- ◆ At the city level, the City should develop appropriately sized parking areas, paved and landscaped to City standards at all major facilities.
- ◆ The City should continue to provide designated handicapped parking stalls within each parking area and ensure that adequate wheelchair access is available.
- ◆ The City should work with the school boards to jointly develop and maintain parking areas to serve both school and city needs at district parks and, where possible, on neighbourhood sites.
- ◆ The City should rely on parking within school parking lots to serve the needs of neighbourhood parks. Where no school site is planned, the City should attempt to provide a small paved parking area of 14 stalls.
- ◆ Community Services departments and agencies should continue to schedule public meetings in facilities that are barrier free and ensure that all notices for such meetings include information on accessibility.
- ◆ The City should continue to design and build barrier-free facilities and ensure that parks and recreation facilities undergoing renovations be made barrier free to the greatest extent possible.
- ◆ The Social Planning Department should continue to work closely with the Engineering Department, Parkland Community Planning Services and other departments in addressing integration and accessibility issues such as the deinstitutionalization of Michener Centre.
- ◆ The Social Planning Department should continue to work with FCSS funded agencies in reviewing their programs and facilities to ensure that persons with disabilities have equal access to these services.
- ◆ The Transit Department should investigate the feasibility of developing accessible transit zones using the guidelines for "accessible bus stops" developed by the Department of Transportation and Utilities.

III. OPEN SPACE INVENTORY & MANAGEMENT

A. OPEN SPACE DESIGNATION

- ◆ The City should continue to protect the recreational and natural amenity areas in the city, by their designation as P1-Parks & Recreation and A2-Environmental Preservation in the Land Use Bylaw. School and education sites should be designated PS-Public Service at the initial stages of development.
- ◆ The City should develop a comprehensive policy for the review and consideration of requests from the private sector, not-for-profit sector, community groups and sports organizations wanting to lease or purchase parkland for the purpose of developing indoor or outdoor facilities.

B. CITY LEVEL

- ◆ Bower Woods should be retained as a natural area along the Piper Creek trail system. This area should be expanded through parkland acquisition and reserve dedication in the future, when adjacent privately owned lands are developed or available for sale. Ongoing negotiations for the purchase of the two triangular parcels west of Piper Creek should continue as a high priority using the special funding in the Bower Woods Land Requisition Reserve Fund. The special fund should be used solely for the purpose of Piper Creek escarpment acquisition.
- ◆ Creative alternatives should be sought instead of the proposed Molly Banister Drive extension across Piper Creek and opportunity should be given to extensive public involvement on those alternatives.
- ◆ The City should continue the policy of acquiring escarpment and natural amenity areas through reserve dedication and land purchase, and that the City seek to expand and preserve Waskasoo Park corresponding to city growth.
- ◆ The City should endeavour to acquire the balance of privately owned land immediately west of the River Bend Golf Course and Recreation Area. The City should work with the landowners to minimize further stripping and removal of the climax spruce forest in this area. The City should also oppose any plans for further expansion of the gravel pit operation.
- ◆ The City should endeavour to acquire the natural area known as Spruce Woods between the River Bend Golf Course and McKenzie Trail Recreation Area in the medium/long term, through reserve dedication and/or land acquisition.
- ◆ The City should endeavour to acquire a strip of land or easement along the Red Deer River between Fort Normandeau and Heritage Ranch in order to provide a trail link between the two facilities as outlined in the Waskasoo Park Master Plan.
- ◆ The City should continue to work with Red Deer College and the Province to ensure the acquisition of the privately owned site known as the Bower Natural Area, and preservation of the wooded portion of the site for future recreation use. A connection to the remainder of the park system should be explored .
- ◆ The City should continue to support and promote the concept of a regional recreational trail between Red Deer and Sylvan Lake along the abandoned railway right-of-way.
- ◆ It is recommended that the City continue to support the concept of a continuous open space corridor along the Red Deer and Blindman Rivers and the Waskasoo and Piper Creeks, and work cooperatively with the adjacent Counties of Red Deer and Lacombe to ensure the plan is updated and its implementation is pursued on an ongoing basis.
- ◆ It is recommended that City Council approve the addition of the following parcel of land to Waskasoo Park: The Municipal Reserve south of Delburne Road, north of 17th Street along Waskasoo Creek (Lot 4MR/1/822-2274).

C. DISTRICT LEVEL

- ◆ The City should provide district level open space through a combination of Municipal Reserve dedication and land purchase.
- ◆ Existing district sites should be reviewed annually and recommendations for site enhancements and landscaping improvements should be incorporated in the Ten-Year Infrastructure Maintenance Plan.

D. NEIGHBOURHOOD LEVEL

- ◆ The City should provide open space at the neighbourhood level through the Municipal Reserve dedication at the time of subdivision.

E. OPEN SPACE INVENTORY AND CLASSIFICATION SYSTEM

F. ENVIRONMENTAL MANAGEMENT

- ◆ A Natural Area/Ecospace Classification and Priorization System should be finalized by the Environmental Advisory Board, and used by all division agencies and departments in land use planning within the city.
- ◆ The Ecospace Management Area Maps contained in the Environmental Action should be used in conjunction with the Natural Area/Ecospace Classification and Priorization System as a tool to identify and negotiate with landowners, for the preservation of appropriate natural areas contained within Red Deer and district.
- ◆ The Environmental Advisory Board, together with its technical advisors, should develop a policy and procedure for undertaking environmental impact assessments on significant natural areas, where planning documents and development proposals are being considered at the municipal level and bring forward recommendations to City Council.
- ◆ The Community Services Division should make comments and recommendations to the Environmental Advisory Board regarding development proposals that may have an affect on the environment or natural areas identified in the Environmental Action Plan.

IV. FACILITIES

A. INTRODUCTION

B. CLUB HOUSES

- ◆ The City should develop a policy for the evaluation of requests for assistance by community services organizations in the development of clubhouses. This policy should outline conditions for the lease of land and for any direct financial assistance.

C. CULTURAL FACILITIES

- ◆ The City should maintain the amphitheatre and stage at Bower Ponds for major community events, such as the annual Folk Festival and concerts in the park. Consideration should be given to augmenting the facility with some form of stage covering.
- ◆ The City and River Bend Golf & Recreation Society should consider the completion of the amphitheatre at the River Bend Golf Course & Recreation Area, in conjunction with other family recreation facilities, in the medium/long term.
- ◆ The City should support the Towne Centre Association in its attempts to develop a "performance plaza" or bandstand within the downtown, which could accommodate a wide range of activities. City Hall Park should not be considered for this plaza.
- ◆ The vacant site adjacent to the Old Court House should be retained for the possible development of a community art gallery or, alternatively, considered for sale, with all proceeds from the sale directed to the renovations/redevelopment of art throughout the city in a variety of existing buildings.
- ◆ The City should support the Red Deer & District Allied Arts Council in its operation of the Old Court House Community Arts Centre, as a focus of the arts community of Red Deer as outlined in the Cultural Charter (1994). The maintenance, operation and management of the facility shall continue to be administered by the Allied Arts Council and the City.
- ◆ At the city level, the City should maintain the craft facilities within the Old Court House Community Arts Centre and Recreation Centre, and endorse the practice of maintaining community access to the facilities within Michener Centre and Red Deer College.
- ◆ At the district and neighbourhood level, the City should continue to ensure that arts and crafts facilities within schools are available to the community in terms of the joint use agreement.
- ◆ The City should not be involved in the development or operation of specialized dance studios, and should rely on the use of gymnasiums and multi-purpose rooms in schools or commercial facilities for basic dance instruction.
- ◆ The City should continue to provide a facilitative role to support the Red Deer Cultural Heritage Society in the operation of the Festival Hall in the Memorial Centre and ensure access for the Public School Board for gymnastics programs.
- ◆ The City should continue to recognize Cronquist Cultural Heritage Centre and Festival Hall as the focus of multicultural activities in the city. Programming should encourage maximum use of the facilities, in conjunction with activities such as the annual Folk Festival.
- ◆ The City should continue to provide a facilitative role to support Central Alberta Theatre in its operation of the Memorial Centre, and ensure lease access stipulations are maintained.
- ◆ The City should not become involved in the development of music rehearsal/teaching facilities and should rely on provision through the schools and other institutions.

- ◆ At the city level, the City should ensure community access to the extensive performing arts and music rehearsal facilities at the Red Deer College Arts Centre.

D. INTERPRETIVE FACILITIES

- ◆ The historic Allen Bungalow should be retained as a residence for on-site supervision and access control to Kerry Wood Nature Centre and Gaetz Lakes Sanctuary, as well as for small group meetings and social events.
- ◆ Fort Normandeau should be retained and supported as a centre of historical interpretation.
- ◆ The Fort Normandeau Historic Site should be actively promoted as a tourist attraction.
- ◆ The City should make the construction of a trail link between Fort Normandeau, Heritage Ranch and the rest of the park trail system a priority.
- ◆ The City should support the development of a privately operated, full-facility campground on the Border Paving site immediately adjacent to Fort Normandeau Historic Park in the medium term.
- ◆ Gaetz Lakes Sanctuary should be retained as the major conservation area within Waskasoo Park. Only limited trail development should be permitted within the designated boundaries.
- ◆ Gaetz Lakes Sanctuary should continue to be operated by the Normandeau Society's Waskasoo Park Interpretive Program in accordance with the terms and conditions established by the Province and monitored by Gaetz Lakes Sanctuary Committee.
- ◆ The City should reaffirm the present road configuration adjacent to Gaetz Lakes Sanctuary, which does not provide for a direct vehicular link between 67th Street and 45th Avenue.
- ◆ The Normandeau Cultural & Natural History Society should prepare a management plan for Gaetz Lakes Sanctuary, and encourage public input during the planning process.
- ◆ The City should ensure that future development to the east of Gaetz Lakes Sanctuary be carefully planned, in order to protect the escarpment and avoid any detrimental impact on the Sanctuary including its groundwater supply.
- ◆ The street lights on 67th Street should be shielded to minimize glare down into Gaetz Lakes Sanctuary.
- ◆ The Michener Centre Outline Plan should be finalized and approved as a guide for development around the Sanctuary and Michener Centre.
- ◆ The Heritage Preservation Committee should develop a comprehensive building and site inventory.
- ◆ A process should be established that ensures that heritage sites and structures being considered for development are checked against the heritage site inventory.

- ◆ Kerry Wood Nature Centre should remain the focus of natural history interpretation for Waskasoo Park and the surrounding region.
- ◆ The Kerry Wood Nature Centre should continue to be promoted as a tourist attraction.
- ◆ The permanent exhibits at Kerry Wood Nature Centre should be updated as funding permits.
- ◆ The City should continue to support the Red Deer & District Museum as a cultural and natural history resource and tourist attraction.
- ◆ The City should continue to support the Red Deer & District Museum as a focus of cultural history interpretation and education for the city and the region, and it should be promoted as a tourist attraction.
- ◆ The City should support collecting, preservation and research functions of the museum.
- ◆ Efforts to upgrade the quality and renew the permanent exhibits should be given high priority.
- ◆ The Sunnybrook Farm Development should proceed without capital or operating funding from the City.
- ◆ The City should continue to support the Red Deer & District Archives as the repository of records, manuscripts, photographs and publications for the city, the City of Red Deer and the region.
- ◆ The Normandeau Cultural and Natural History Society should give consideration to conducting an update and revision of the Interpretive Master Plan for Waskasoo Park.
- ◆ The City should maintain and enhance the program of cultural and natural history interpretive signage within the framework of the Waskasoo Park Interpretive Master Plan.
- ◆ The City should actively promote all the Red Deer Historical Walking Tours and financially support an extension of the interpretive signage program in the downtown area.
- ◆ The Heritage Preservation Committee should work with the Towne Centre Association to investigate ways of preserving heritage buildings in the downtown area, and follow up initiatives outlined in the Downtown Concept Plan.

E. LIBRARY

- ◆ The City should continue to support the Red Deer Public Library with funding through a special tax levy.
- ◆ The City should endorse the college's practice of maintaining community access to the Red Deer College Learning Resources Centre and cooperation with the Red Deer Public Library.
- ◆ At the district level, the City should continue to support the library at G.H. Dawe Community Centre as a joint project between the Red Deer Library Board and both school boards.

- ◆ The development of a branch of the Public Library or an agreement allowing community access to the High School public libraries serving the East District should be considered in the medium/long term.

F. PARK FACILITIES

- ◆ The City should continue to provide a facilitative role in supporting the development of facilities at Edgar Athletic Park. Multi-use facilities at this site will be encouraged.
- ◆ The City should continue to develop district and neighbourhood ball diamonds in accordance with the established standards.
- ◆ The City should continue the established diamond maintenance standards to ensure safe, acceptable play surfaces.
- ◆ The Recreation, Parks & Culture Department should continue to operate and maintain the two cemeteries to existing standards.
- ◆ The City should give an immediate, high priority to the identification and planning of additional cemetery space, either in the form of expansion at Alto Reste Cemetery or at a new location.
- ◆ The Recreation, Parks & Culture Department should promote and encourage cremated remains burials and columbarium niche placements as a wise use of municipal land.
- ◆ The City should approach the owner of Lot B, Plan 55 36KS (2.02 hectares)(5 acres) in the short term and request consideration of consolidating this lot with the balance of the Alto Reste Cemetery to enable an easterly expansion of cemetery space.
- ◆ The City should monitor cemetery burial trends with the objective of moving towards 100% self-sufficiency in operations by the year 2005. The present recovery rate of 92% should apply for the years 1995 to 1997 inclusive.
- ◆ The City should maintain stocked fishing ponds at Heritage Ranch and Bower Ponds for casual recreational fishing.
- ◆ At the neighbourhood level, the City should attempt to achieve a standard of one boarded and one snow bank rink within each neighbourhood park.
- ◆ The City should continue to work with community organizations in the operation, maintenance and programming of facility shelters.
- ◆ The City should negotiate long-term leases with Community Associations for the operation and programming of the shelter buildings. The City should retain responsibility for completing major structural maintenance on the facility shelters.

- ◆ The City should continue to manage the Parks Residences, providing for required maintenance through the Facilities Infrastructure Maintenance Program. The City should be prepared to demolish the facilities in the medium term as major repairs become necessary.
- ◆ Bower Ponds should be maintained as a landscaped family recreation area. No additional facilities should be developed in this location due to limited access and parking.
- ◆ The City should continue to operate the pavilion/concession on a contractual basis.
- ◆ Coronation Park should be retained as a landscaped, ornamental park for passive recreation, and no additional facilities should be developed.
- ◆ The north bridge should be replaced as scheduled by the Infrastructure Maintenance Plan.
- ◆ Kin Canyon should be retained as a natural and landscaped area and reforestation should be undertaken on an ongoing basis. Consideration should be given to replacing some of the playground facilities and relocating them to the open area. The use and safety of the main bicycle trail system should be reviewed on a regular basis.
- ◆ Rotary Recreation Park should be retained as a landscaped park, incorporating a number of the City's major recreation and culture facilities.
- ◆ The City should approve a development plan for Rotary Recreation Park, incorporating facilities that can be realistically developed in the short/medium term. This plan should provide for the southerly expansion of the park up to 43rd Street and development of a bicycle/pedestrian trail system, stage, feature area, seating area and parking lot.
- ◆ The A.C.R. Trail area should be retained primarily as a natural area along the Waskasoo Creek trail system, with limited facility development.
- ◆ Barrett Park should be retained as a natural and landscaped park area along the Waskasoo Creek trail system. The area should be retained for passive recreation adjacent to downtown residential communities, and no active recreation facilities should be developed.
- ◆ The City should continue to support Red Deer College in its attempts to acquire the Bower Natural Area and preserve the wooded portion of the site as a low key natural area for non motorized recreation with trails for skiing, orienteering, and cross-country skiing.
- ◆ Bower Woods should be retained as a natural area along the Piper Creek trail system. This area should be expanded through parkland acquisition and reserve dedication in the future, when adjacent privately owned lands are developed or available for sale. The special Bower Reserve Fund should be used solely for the purpose of Piper Creek escarpment acquisition.
- ◆ Gaetz Park should be retained primarily as a natural area along the main river trail system, and no additional facilities should be developed. Reforestation of the area should be undertaken on an ongoing basis.

- ◆ Galbraith Park should be retained as a natural area along the main river and creek trail system. Reforestation of this area should be undertaken on an ongoing basis.
- ◆ The Highland Green escarpment should be retained as a natural and landscaped park area. The bicycle/pedestrian trail system should be extended from Taylor Drive to 52nd Avenue.
- ◆ The Maskepetoon Natural Area should be preserved in its natural state. Development should be limited to low-key interpretive hiking trails and viewing areas.
- ◆ Erosion control measures should be completed to protect the Maskepetoon fen, and this natural area should be incorporated in the design and development of the Oriole Park neighbourhood.
- ◆ The City should continue efforts to see the group picnic area at McKenzie Trail developed for day use and specialized youth overnight use either by securing funding from sponsors/service groups or through lease of the site to a commercial operator for development and operation.
- ◆ The Pines Escarpment should be retained as a natural area, with low-key trails for hiking and cross-country skiing. The trail system should be extended north from 77 Street to Highway 11A in the medium/long term.
- ◆ Piper's Mountain should be retained primarily in its natural state, with limited trail development. An aggressive reforestation program which includes controlled public access to portions of the area should continue. Further mitigation of the archaeological site should be considered in the future.
- ◆ Riverside Park should be retained as part of the City's park inventory; it should be allowed to reforest naturally and no development should be planned for the site.
- ◆ Stephenson Park should be retained as a natural area along the Waskasoo Creek trail system and no additional facilities should be developed.
- ◆ The South Bank Trail should be retained as a landscaped and natural area, providing access for the main river bicycle/pedestrian trail system. Attempts should be made to widen and/or improve the suitability of this area as part of the wildlife corridor through the city.
- ◆ Three Mile Bend should be retained as a natural park area, with limited facility development. The area should be recognized as a focus for diverse recreation activities, such as freestyle ski training, archery, canoe lessons, retriever training, as well as a valuable wildlife area. The park should be actively promoted as a dog exercise area where dogs are allowed off leash, but under control.
- ◆ The City should prepare a development plan for the Westerner Natural Area as an extension of the Waskasoo Park system. Consideration should be given to the preservation of natural areas along Waskasoo Creek and the development of a bicycle/pedestrian trail, as proposed in the Bicycle Master Plan.

- ◆ Woodlea Park should be retained primarily as a natural and landscaped park area. A new development plan should be prepared to accommodate an extension of the toboggan run onto the former ski hill, and the reforestation of the balance of the site.
- ◆ City Hall Park should be retained as a landscaped ornamental park for passive recreation. High priority should be given to reconstructing the unistone walkways within the park. No additional facilities should be developed within its present boundaries.
- ◆ Snell Gardens should be retained as a landscaped ornamental park, with further botanical enhancements in the future. The City should continue to lease the residence, until such time as maintenance costs become impractical.
- ◆ Rotary Picnic Park should be retained as a major family picnic area and children's playground along the Waskasoo Creek trail system. The playground should continue to cater to children of all abilities.
- ◆ At the city level, the existing picnic facilities should be retained and upgraded as required.
- ◆ At the district and neighbourhood level, small picnic facilities should be considered for inclusion in neighbourhood and district parks, depending on the characteristics of the site.
- ◆ Kiwanis Picnic area should be retained as a major family picnic area and children's playground along the Waskasoo Creek trail system.
- ◆ The City should maintain the existing partici-park in Kin Canyon and evaluate the need for the facility when repairs are no longer effective.
- ◆ At the city level, the City should retain the existing playgrounds within major park facilities. Specific attention should be given to include additional facilities for the disabled.
- ◆ At the district level, playgrounds should be included within district parks where they serve a neighbourhood function.
- ◆ At the neighbourhood level, the City should attempt to maintain the standard of one preschool and one elementary playground within each neighbourhood park, to be funded through the recreation levy. In general, the City should attempt to provide a playground within 400m of each residence.
- ◆ The City should continue to work with volunteers and community groups in the development and upgrading of neighbourhood playgrounds.
- ◆ The City should retain the existing skating pond and pavilion at Bower Ponds and maintain them to a high standard. No provision should be made for skating on the ponds at Heritage Ranch, McKenzie Trail Recreation Area, and Three Mile Bend.
- ◆ The City, in conjunction with the River Bend Golf & Recreation Society, should consider the development of the south lake at River Bend for family skating in the medium/long term, as demand arises.

- ◆ At the district level, the City should attempt to achieve a standard of providing four Class "A" sportsfields at each district park site.
- ◆ At the neighbourhood level, the City should attempt to achieve a standard of providing at least one Class "A" sportsfield at each neighbourhood park site.
- ◆ The City should not develop any overlapping sportsfields and ball diamonds within new neighbourhood and district parks. However, in unique circumstances such as park sites containing natural tree stands, the overlapping of fields may be considered.
- ◆ The City should maintain the existing bicycle/pedestrian trail system and adopt the proposals for extension, as outlined on Plan 5 (see page), as a framework for future development by both the Recreation, Parks & Culture and Engineering Departments.
- ◆ The City should establish a "Waskasoo Park Users Committee" for the purpose of representing all Waskasoo Park users and providing advice to The City of Red Deer Recreation, Parks & Culture Department through the Recreation, Parks & Culture Board, regarding operational policies, education and resource management of the Waskasoo Park Trail and Natural park system.
- ◆ The City should make every effort to link the existing trail system with all major residential neighbourhoods.
- ◆ The City should retain the existing washroom/warming huts in Waskasoo Park and maintain these to a high standard.

G. POLICE BUILDING

- ◆ The Ten-Year Infrastructure Maintenance Plan should include consideration for the construction of a storage facility in adjunct to the R.C.M.P. Administration Building or designated space within an existing park facility.

H. RECREATION FACILITIES

- ◆ The City should continue to develop major sport facilities within new district sites to serve each future recreation district.
- ◆ A high priority should be given to undertaking further improvements to the Red Deer Arena including installation of a dehumidification system, an elevator, and an astrofoil ceiling to increase the potential for additional bookings and holding special events.
- ◆ The Red Deer Arena should continue to be used year-round for a variety of ice spectator events and non-ice activities, and an aggressive marketing and promotion strategy should be pursued to attract ice and non-ice users to the arena.
- ◆ It is recommended that the Kinex arena continue to serve the city for various winter ice uses, as well as a wide variety of summer non-ice activities.

- ◆ The Kinsmen Community Arenas should continue to be programmed for winter ice use and summer non-ice use.
- ◆ The G.H.Dawe Arena should continue to be marketed as a year-round facility for ice and non-ice use.
- ◆ Improvements should continue to be made to the G.H.Dawe Arena in accordance with the engineering study undertaken by Group 2 Architects (1994).
- ◆ Priority should be given to the construction of room to house the ice resurfer on the north side of the arena.
- ◆ Great Chief Park should remain as the city's primary spectator athletic park. Every effort should be made to maintain a high standard of maintenance to these sportsfields.
- ◆ Great Chief Park should be marketed to provincial sport associations and provincial corporations, promoting the park as an ideal site for regional or provincial championships. The facility should also be promoted through Bid Red Deer, encouraging events that draw spectator crowds.
- ◆ User statistics should be monitored and consideration given to converting fastball diamond no. 3 into a youth baseball/adult slo-pitch diamond with a 300' outfield.
- ◆ The Edgar Athletic Park development should proceed as a high priority with all capital construction and operational responsibilities being assumed by the respective sport associations. Multi-use facilities developed and operated through partnerships will be encouraged.
- ◆ The City of Red Deer standards and specifications should be used as a guideline for all developments and improvement on the Edgar Athletic Park site, acknowledging that the Recreation Parks & Culture Manager may authorize some flexibility in the application of these standards.
- ◆ The four soccer/football fields on the East District Site should be further developed to include irrigation services in the short to medium term.
- ◆ The Biathlon Range should be maintained to the existing standard. Ski trails should be set and groomed to a high standard and use of the Biathlon Range should continue to be monitored.
- ◆ Great West Adventure Park should be retained as a primary activity node for BMX, and as the designated access point to the river for powerboats and snowmobiles.
- ◆ The City should continue to work with and support the Red Deer BMX Club in its operation and maintenance of BMX opportunities at Great West Adventure Park.
- ◆ The City should maintain the present canoe launching facilities within Waskasoo Park, and regularly maintain the access into the river channel.

- ◆ The City should encourage canoeing on Bower Ponds, Three Mile Bend and River Bend pond systems. However, canoeing on the more sensitive lake systems at Gaetz Lakes, McKenzie Trail Recreation Area and Heritage Ranch should be prohibited.
- ◆ The City should maintain the present powerboat launching site at Great West Adventure Park, and no additional powerboat facilities should be provided.
- ◆ A policy should be developed for the use of boats, canoes and kayaks at River Bend to ensure that use is compatible with the golf course, and that there are no undue safety concerns with/from golfers.
- ◆ The City should not play a role in the provision of opportunities for bowling and should rely on commercial facilities operated by the private sector.
- ◆ Lions Campground should continue to be promoted as a major tourist stopover point.
- ◆ The City should continue to contract the operation of Lions Campground to a private operator.
- ◆ The City should continue to monitor the use of Lions Campground and consider initiating a study to determine future campground requirements at this site or an alternate location. The construction of a small stage and storage facility should be considered in the short/medium term.
- ◆ The City should continue to study alternatives for the development of a primitive campground in Waskasoo Park to accommodate outdoor education programs.
- ◆ The City should support the Westerner Exposition Association in the operation of the Centrum at Westerner Park and continue to guarantee payment of any operating deficits, as required, in accordance with the funding agreement with the Province and the Westerner.
- ◆ The City should attempt to achieve a standard of developing one basic community shelter in each neighbourhood park, funded through the recreation levy.
- ◆ The City should support the construction of an enhanced community shelter where no school is planned in the neighbourhood, provided that additional construction and operating costs are borne by a community association or group.
- ◆ The City should give a high priority to the replacement of the Grandview Community Shelter and the renovation of specific community shelters as outlined in the division's Ten Year Infrastructure Maintenance Plan.
- ◆ The City should implement gradual reductions in the operating grant provided to community associations for operation of community shelters in the medium to long term. Facilitation efforts by the Recreation, Parks and Culture Department should be stepped up in the short term to facilitate growth of community association programs, with the intent of increasing the use, profile, and revenues of community shelters.

- ◆ The City should not be involved in the development or operation of community hall type facilities and should rely on facilities operated by service clubs, non-profit societies, and the private sector.
- ◆ At the district and neighbourhood level, the City should ensure community access to social hall facilities within schools, in terms of the joint agreement for facility use.
- ◆ The City should not be involved in the provision of opportunities for the provision of court game facilities and should rely on commercial facilities operated by the private sector.
- ◆ The City should continue the policy of not being directly involved in the development or operation of curling rinks.
- ◆ Equestrian services in the Red Deer Region should be provided by the private sector. Equestrian services at Heritage Ranch will continue in the interim, while an environmental impact assessment study is done on the upper pasture land, and will be reassessed in 1997.
- ◆ The City should recognize Westerner Park as the primary focus of exhibition facilities, and should ensure that City facilities and events are complementary and comply with the current agreement.
- ◆ The City should encourage the Westerner Exposition Association to prepare a new conceptual plan for Westerner Park, including the area of the existing landfill site.
- ◆ At the city level, the City should not be involved in the development and operation of specialized fitness centres, and should rely on commercial facilities operated by the private sector.
- ◆ At the district level, the City should continue the policy of providing a small fitness facility at each district recreation centre, in conjunction with other recreation facilities.
- ◆ The City and the River Bend Golf & Recreation Society should continue to operate the golf facilities at Great Chief Park and the River Bend Golf Course and Recreation Area, respectively. In order to avoid unfair competition, fees should be comparable with those charged by golf courses operated by the private sector.
- ◆ The City should not be involved in the development of additional golfing facilities and rely on provision through the private sector.
- ◆ The City and the River Bend Golf & Recreation Society should consider the future development of a pavilion building to service Discovery Canyon and associated west lake area.
- ◆ Enhancements and improvement of the golf course, mini-links and club house should proceed as funding becomes available through the society. All improvement should be in accordance with the River Bend Golf Course and Recreation Area Master Plan.
- ◆ The City should not become directly involved in the development of gymnasium facilities, and should rely on provision through the schools, gymnastics clubs and other institutions.

- ◆ The City should continue to assist the Gymnastics Club in identifying a suitable gymnasium or building site. The City should encourage cooperation between clubs that have compatible facility needs in regards to accessing or constructing a facility.
- ◆ At the city level, the City should ensure community access to major gymnasiums at the high schools, Red Deer College and Michener Centre.
- ◆ At the district and neighbourhood level, the City should ensure community access to school gymnasiums in terms of the joint agreement for facility use.
- ◆ The City should maintain the existing horseshoe pits at Rotary Recreation Park, Lions Campground and Kiwanis Picnic Grounds. Additional horseshoe pits are proposed within the future group picnic facility at McKenzie Trail Recreation Area.
- ◆ The Lawn Bowling Club should continue all operations, improvements and maintenance of the lawn bowling facility. No additional lawn bowling facilities should be considered.
- ◆ At the city level, the City should promote and maximize the use of existing meeting room space in community service facilities.
- ◆ At the district and neighbourhood level, the City should ensure that meeting space in schools is available to the public in terms of the Joint Use Agreement.
- ◆ The City should not be directly involved in the development of a site for a model airplane facility.
- ◆ The City should continue the policy of prohibiting motorized off-road vehicles within the City's park system.
- ◆ The City should, through the Waskasoo Park User Committee, develop a strategy acknowledging the need for off-trail cycling, including the designation of riding sites, while ensuring sensitive eco-systems areas are maintained.
- ◆ The City should continue to work with the Michener Centre administration to ensure continued community access to the centre's facilities, including the swimming pool.
- ◆ The Recreation Centre should continue to operate as a public recreation facility, registration and administrative centre for the Recreation Parks & Culture Department.
- ◆ Expansion of the cashier/registration office at the Recreation Centre should be undertaken in the short term, with consideration for a TicketMaster and/or lottery terminal.
- ◆ Computerized program registration equipment should be installed at the earliest possible time.
- ◆ The outdoor pool should be converted to a salt/chlorine sanitization system as soon as possible.

- ◆ The swimming pool should be converted to a salt chlorine system.
- ◆ Priority should be given to the development of recreation facilities on the East District Site, after the moratorium on new capital facility development has expired, pending a needs assessment that will determine the type of facility most needed.
- ◆ The City should not be directly involved in the development or operation of a single-purpose roller skating or in-line skating rink.
- ◆ The City should monitor the need for a team/league in-line skating/hockey program at City arenas.
- ◆ The City should promote in-line skating as an appropriate use of hard-surface trails, and require users to respect their multi-use nature.
- ◆ The City should undertake a trail safety campaign through the Waskasoo Park User Committee to ensure the safe use of the trail system.
- ◆ The City should continue to maintain the Legion Track to a high standard.
- ◆ The City should continue to explore alternatives for the future development of an indoor track, including support for a fieldhouse facility at Red Deer College.
- ◆ At the district level, the City should continue to uphold the standard for one shale running track within each future district park as a joint project with the school boards. The first priority is the proposed track at the East District Park Site.
- ◆ The City should not develop any new shuffleboard courts unless strong interest is expressed by the community.
- ◆ The City should not undertake the capital construction of a skateboard facility at this time.
- ◆ The City should continue to work with the community to identify an appropriate site and should support the development and operation of a skateboard park by a community group or agency.
- ◆ The City should not consider the development of downhill facilities, but should encourage community downhill ski programming at the Canyon Ski and Recreation Area.
- ◆ The City should maintain River Bend Golf and Recreation Area as the focus of cross-country skiing in the city, with the trails track-set and groomed to acceptable standards and linked with the Biathlon Range.
- ◆ The City should continue to work with the Central Alberta Freestyle Club in the use and management of the freestyle ski jump at Three Mile Bend.
- ◆ The City should continue the policy of prohibiting snowmobiles within the city's park system, except along the frozen Red Deer River channel. The snowmobiling access ramp and facilities

at Great West Adventure Park should be maintained and no additional facilities should be developed.

- ◆ The City should retain the speedskating oval in Rotary Recreation Park as a first-class speed skating facility, accessible to competitive skaters and the public at large.
- ◆ At the city level, the City should maintain the swimming pools at the Recreation Centre and the Dawe Centre and should encourage continued community use of the pools at the Roland Michener Recreation Centre.
- ◆ At the district level, the City should attempt to achieve a standard of developing a modified leisure pool within new district parks to serve each future recreation district.
- ◆ Upgrading the pool filtration equipment and converting from chlorine gas to a salt water based sanitation system at the Dawe should be considered a high priority.
- ◆ At the city level, the City will continue to work with the Tennis Club and Foothills Indoor Tennis Inc. in the operation of the tennis complex within Rotary Recreation Park. The City should ensure that public access to these facilities is maintained.
- ◆ At the district level, the City should attempt to achieve a standard of eight tennis courts within each new district park.
- ◆ At the neighbourhood level, the City should provide a site for a multi-purpose pad/tennis court which may be developed with community support.
- ◆ The City should continue to provide for the resurfacing of existing neighbourhood courts as outlined in the Ten-Year Infrastructure Maintenance Plan.
- ◆ The City should develop outdoor sand volleyball courts within the Rotary Recreation Park.
- ◆ The City should encourage the continued operation of Discovery Canyon, free of charge, and support the continued practice of partial operational costs being recovered through concession sales and tube rentals.

I. SCHOOL SITES

- ◆ The City should support the retention of the existing recreation facilities on the Lindsay Thurber Comprehensive High School site.
- ◆ The City should work with both school boards to ensure that the Legion Track is maintained to a high standard as a city level facility.
- ◆ The City should support the retention of the existing recreation facilities on the Camille J. Lerouge High School site.

- ◆ The City should continue to support the development of a multi-use indoor fieldhouse in Red Deer for a variety of recreational and sport activities.
- ◆ The City should continue to support the operation of the Kevin Sirois Fitness Testing and Training Centre.
- ◆ The City should endorse the college's practice of maintaining community access to its physical education facilities, as outlined in the joint use agreements.
- ◆ The City should continue to maintain the ball diamonds and sportsfields on the college site.

J. SOCIAL PLANNING FACILITIES

- ◆ The Community Services Centre should be retained to provide shared accommodation and resources for community service agencies in the city.
- ◆ The City should continue to contract the management of the Community Services Centre through the Red Deer Family Service Bureau.
- ◆ The manager of the Community Services Centre should continue to promote a cooperative planning approach through the Facility Advisory Board, and rents should be established to balance total operating costs.
- ◆ The City should continue to make available two day care centres to the Red Deer Child Care Society. An agreement for this is in place through 1998.
- ◆ The City should view the private sector as a partner for the provision of additional day care. However, the location of these facilities should be closely monitored, with a preference for locations adjacent to parks, playgrounds and schools.
- ◆ The Red Deer Day Care Centre should continue to be operated as a City level day care facility under a management agreement with the Red Deer Child Care Society.
- ◆ The City should carefully monitor the ongoing maintenance of the facilities and consider specific alternatives suitable to both the City and the Red Deer Child Care Society upon completion of debenture payments.
- ◆ The Golden Circle Seniors' Centre should continue to be supported as the City's major facility for seniors, including provision for adequate maintenance.
- ◆ The City should continue to monitor the need for facilities for senior citizens in the future, and work cooperatively with other social and recreation agencies to meet the demand. New facilities are not practical unless they can be self sufficient.

K. TOURISM FACILITIES

- ◆ Heritage Ranch should be actively promoted as a tourist attraction in the region and a gateway to Waskasoo Park. The facility shall serve as the city's year-round Visitor Information Centre, operated under agreement with the Red Deer Visitor & Convention Bureau.
- ◆ The City supports the development of the Alberta Sports Hall of Fame & Museum at Heritage Ranch.
- ◆ The Visitor & Convention Bureau should investigate the feasibility of "The Crossing" development. This investigation will need to consider the environmental assessment study now underway.
- ◆ Visitors and residents should be directed to appropriate alternatives for this service.
- ◆ Development of a trailer dumping station at Heritage Ranch should be considered when additional site servicing is installed for the Alberta Sports Hall of Fame & Museum.

L. TRANSIT FACILITIES

- ◆ The City should support the concept of an off-street transit terminal and proceed with the project as outlined in the Off-Street Bus Transfer Terminal and Parkade Feasibility Design Study (Delcan- 1991)

V. REGULATIONS & BYLAWS

A. PROVINCIAL REGULATIONS

B. MUNICIPAL BYLAWS & POLICIES

- ◆ The division shall regularly review existing bylaws that relate to the management of Community Service Division facilities, and address concerns that may be raised from time to time by the public, advisory boards and City Council.

C. POLICING & ENFORCEMENT:

- ◆ The division staff shall, during regular site inspections, identify infractions of existing bylaws and notify the Bylaws & Inspection Department, R.C.M.P. or Bylaw Officers to undertake the necessary enforcement.

VI. PUBLIC & EMPLOYEE SAFETY

A. LEGISLATIONS/REGULATIONS

B. RISK ASSESSMENT/REDUCTION PROGRAMS

- ◆ The Recreation, Parks & Culture Department should improve incidence of proper employee orientation, including identification of critical issues such as alarm systems, introduction to Health and Safety Policy and Employee Assistance Program.
- ◆ The City should increase numbers of senior management inspections, including signing of formal inspection sheets.
- ◆ The City should conduct regular emergency drills and include the posting of procedures and phone numbers.
- ◆ The Recreation, Parks & Culture Department should involve workers in inspections of facilities and work sites.
- ◆ The Recreation, Parks & Culture Department should inventory and inspect all lube oil, diesel, and petroleum storage tanks to ensure that the necessary containment dikes or curbs, licensing and safety standards are being maintained.
- ◆ The Community Services Division should ensure that the lease agreements for the golf course address the lessees' responsibilities for the proper maintenance of underground tanks and liability for contamination.
- ◆ The Recreation, Parks & Culture Department should continue to monitor the need for vegetation spraying and maintain records of all spraying in a separate administrative file.
- ◆ The Recreation, Parks & Culture Department should ensure that accurate maintenance records are kept of all refrigeration and chlorine treatment systems.
- ◆ The City should ensure that facilities with floor drains receive only minimal cleaning agents and that the usage of wash chemicals and hazardous material storage in areas with floor drains is restricted.
- ◆ The City should ensure that the existence of asbestos in older buildings is confirmed.
- ◆ The City should ensure that quick checklists identifying emergency contact numbers and immediate safety and evacuation procedures are posted in the office of each facility on a laminated one page sheet.
- ◆ The Recreation, Parks & Culture Department should include facility operators from alternate locations in the monthly site inspections or tours.
- ◆ The Recreation, Parks and Culture Department should ensure that all contractor and employee maintenance records for arena refrigeration and pool water treatment systems continue to be retained in administration files.
- ◆ The Recreation, Parks & Culture Department should ensure that herbicide application records are maintained in a separate administration file.

DATE: May 23, 1996

TO: Director of Community Services

FROM: Assistant City Clerk

RE: ***COMMUNITY SERVICES MASTER PLAN***

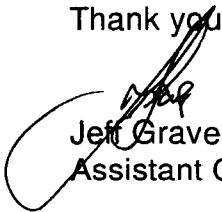
FILE

At the Council Meeting of May 21, 1996, consideration was given to the above and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Director of Community Services dated May 7, 1996, re: Community Services Master Plan, hereby agrees to accept the updated and rewritten Community Services Master Plan as a working document for the departments and agencies of the Community Services Division, and as presented to Council May 21, 1996."

I would like to extend congratulations from the Mayor and Councillors to all the City Staff and many agencies involved in the preparation of an excellent working document.

Thank you for your very informative presentation to Council.


Jeff Graves
Assistant City Clerk

JG/clr

- c Red Deer Family and Community Support Services Board
- Recreation, Parks and Culture Board
- Red Deer Library Board
- Red Deer Visitor and Convention Bureau
- Transportation Advisory Board
- Environmental Advisory Board
- Police Committee

Date: May 13, 1996

To: City Council

From: Frank Wong, Planning Assistant

Re: Proposed Outline Plan Amendment
Lancaster Meadows Subdivision

An Open House was held on April 24, 1996 to seek public input regarding proposed amendments to the Outline Plan for Lancaster Meadows.

The proposed amendments to the approved Outline Plan are:

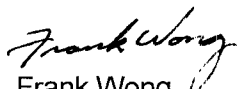
- * integrating three pairs of semi-detached dwellings with the single family dwellings in Phase 2
- * relocating of the multiple family site from Phase 3 to Phase 7
- * converting the multiple family site in Phase 3 to single family use

The Open House was attended by three people (registration sheet attached) as well as representatives from Laebon Developments Ltd., City Land and Economic Development Department, and Parkland Community Planning Services.

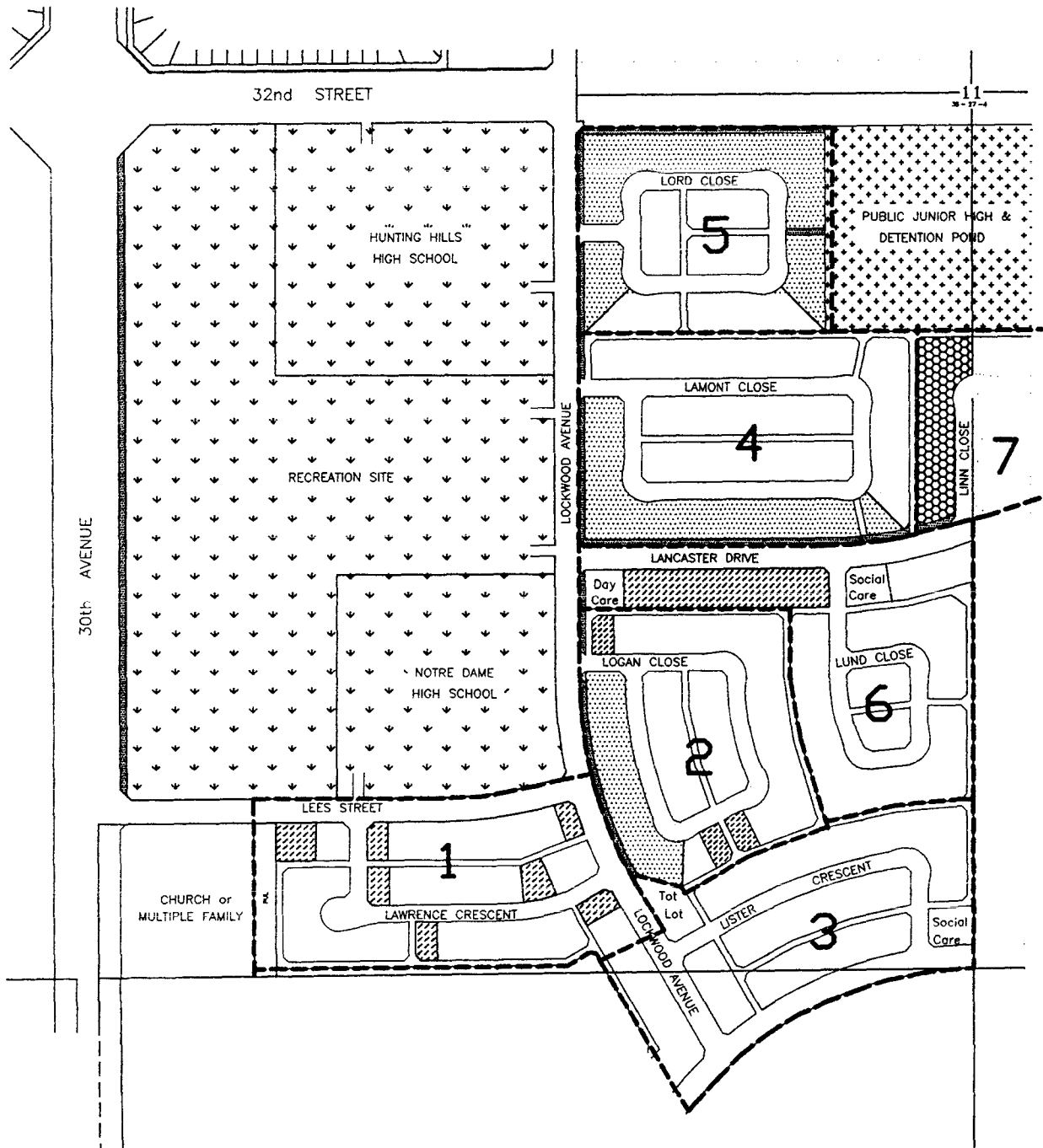
At the Open House, two of the three people questioned the proposed integration of semi-detached and single family lots in Phase 2. The comments suggest that the semi-detached lots be grouped.

This proposed plan has been circulated to the various City departments and adjacent landowners of the quarter section immediately east of the Outline Plan area. The City departments have no concerns regarding the proposed amendments. The landowners of the quarter section immediately east of the Outline Plan support the fact that the multiple family site (Phase 7) may extend eastwards to include a portion of their land. The County of Red Deer was also notified of the proposed changes, as per the Joint General Municipal Plan agreement, and they replied with having no objections.

Planning staff have discussed the comments received with the Land and Economic Development Department. They wish to proceed with the plan as originally proposed which included the three pairs of semi-detached lots. Planning staff recommend that City Council adopt the amended Outline Plan as submitted.


Frank Wong,
Planning Assistant

Enclosure



LANCASTER MEADOWS OUTLINE PLAN

Adopted by Council: August 3, 1993
September 26, 1994
March 27, 1995

DEVELOPABLE AREA	Saleable Frontage	Units
Single Family (laned)	3500m (15m)	240
Single Family (laneless)	885m (17m)	52
Semi-detached	415m (9m)	46
Day Care/Social Care	98m	3
Multiple Family	120m (7m)	17
Church or Multiple Family	2 ha (5 ac.)	60

Total Units 418

RESERVE DEDICATION

High School/Recreation	2.02 ha
Detention Pond/School	1.10 ha
Walkways/Utilities	0.98 ha
Tot Lot	0.21 ha

Total - 4.31 ha (10.65 ac)

4 PHASING

Prepared by: Parkland Community Planning Services
DATE: June 10, 1992
REVISED: June 24, 1992
October 5, 1992
August 10, 1994
March 6, 1995
April 1, 1996



[illegible]

COMMENTS:

Prior to consideration of 2nd and 3rd readings of Land Use Bylaw Amendment No. 3156/B-96, we recommend that Council approve the proposed Outline Plan.

"G. D. SURKAN"
Mayor

"L. HODGSON"
Acting City Manager

DATE: May 23, 1996

TO: Principal Planner

FROM: Assistant City Clerk

RE: ***LAND USE BYLAW AMENDMENT 3156/B-96,
LANCASTER MEADOWS SUBDIVISION / OUTLINE PLAN***

FILE

At the City of Red Deer's Council Meeting held May 21, 1996, a Public Hearing was held with respect to the above. Following the Public Hearing, 2nd and 3rd readings were given to Land Use Bylaw Amendment 3156/B-96, a copy of which is attached hereto.

Land Use Bylaw Amendment 3156/B-96 provides for the rezoning of Phases 2 and 3 of Lancaster Meadows from A1 to R1, R1A and P1.

In addition to the above, the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from Parkland Community Planning Services dated May 13, 1996, re: Proposed Outline Plan Amendment, Lancaster Meadows Subdivision, hereby approves the above noted Outline Plan as presented to Council May 21, 1996."

This office will be providing you with updated pages for your consolidated copy of Land Use Bylaw 3156/96, under separate cover.



Jeff Graves
Assistant City Clerk

JG/clr
attchs.

c Council and Committee Secretary, S. Ladwig
C. Rausch

NO. 4

DATE: May 10, 1996

TO: KELLY KLOSS
City Clerk

FROM: COLLEEN JENSEN
Social Planning Manager

RE: STRATEGIC PLAN

Following is an update of The City's Strategic Plan. It includes many revisions to the first Plan, based on the February Council workshop and extensive staff input. Staff should be commended for their interest and willingness to participate.

A separate document has been included, which itemizes the staff comments and the response of the Strategic Plan Review Committee. As Council reads through this comment document, there are some items highlighted that Council may want to revisit (e.g., #178 regarding the definition of market value).

The Senior Management Team has also reviewed the revised Strategic Plan and has made comment for Council's consideration (see attached). Some of these comments specifically address those highlighted items as noted above.

The next stage in the review process will be the seeking of public input on the Strategic Plan as presented. A tabloid will be prepared which highlights key elements of the Plan. This will be circulated in the May 24 *Advocate*. The tabloid clearly invites the community to respond through a "send-in form" or at an open house/public meeting on Monday, May 27, 1996, from 5:00 to 9:00 p.m. at Festival Hall.

Following response from the community, as well as input from related City Boards, a subsequent draft will be prepared for Council's final approval. This will be tabled at the June 17 meeting of Council and debated at a special meeting on June 24.

RECOMMENDATION:

That Council for The City of Red Deer accept, in principle, the draft Strategic Plan as presented in order that the public input phase can be initiated.



COLLEEN JENSEN
Social Planning Manager

:kt
Enc.

COMMENTS:

We concur with the recommendation of the Strategic Plan Review Committee and commend all of the staff who have taken a direct and personal interest in the review of the Plan to date. Particular thanks is due the members of the Steering Committee who have done an excellent job in managing the process.

As outlined in the report, following response from the various areas, this matter is to be discussed at a special meeting of Council to be held June 24th. As such, Council will need to pass a resolution to hold this special meeting. A member of Council has asked that this meeting start at 4:00 p.m. Council's direction is requested.

"G. D. SURKAN"
Mayor

"L. HODGSON"
Acting City Manager

COUNCIL MEETING OF MAY 21, 1996

**ATTACHMENT TO REPORT ON
OPEN AGENDA**

RE:

STRATEGIC PLAN REVIEW

DRAFT COPY

THE CITY OF RED DEER

STRATEGIC PLAN

**A roadmap to take Council and City Employees from where we are to
where we want to be in the longer term.**

**Presented to City Council
May 21, 1996
to initiate the
Public Input Process**

FOREWORD

With ever increasing challenges facing The City of Red Deer as we move toward the 21st Century, most people recognize the need for a strategic plan to guide The City along its path. The Strategic Plan reflects the collective values and goals of Council and City Employees the municipal organization and is a blueprint for the future, intended to provide focus and purpose to all that must be undertaken to be successful.

In order to make the Strategic Plan workable, four focus areas have been identified: Community Development, Economic Development, Organization Development and Financial Development. Long-term goals and strategies have been developed in each of these areas.

This document provides the broad guidelines on which The City will base its planning. The elements of detail which support the Plan are provided in a number of other long-range planning documents which focus on specific areas of City involvement. These documents, which are regularly updated, include:

- The City of Red Deer General Municipal Plan
- East Hill Area Structure Plan
- Northwest Area Structure Plan
- Downtown West Area Redevelopment Plan
- C.P. Railway Area Redevelopment Plan
- Downtown Concept Plan
- Community Services Master Plan
- Outline and Neighbourhood Park Plans for Individual Neighbourhoods
- Several Transportation Studies
- Various Infrastructure Studies
- Cultural Policy
- Environmental Action Plan
- Tourism Action Plan
- Joint General Municipal Plan
- Municipal Integration Strategy

Using the Strategic Plan as a foundation each City department develops a three-year business plan which provides specific objectives and actions for fulfilling our vision.

The City's Strategic Plan is an evolving document and will continue to be monitored and updated in light of changing community realities, opportunities and expectations. A formal review of the Strategic Plan will take place every three years in the year following a municipal election.

The Strategic Plan will be successful when our performance reflects our vision, cornerstone values, principles, goals and strategies.

DEFINITIONS

Strategic Plan	the "roadmap" to take us from where we are to where we want to be in the longer term
Cornerstones	the fundamental underlying values that guide us in The City of Red Deer
Vision	our preferred future - "a picture" of where we want to be in the longer term
Mission	a concise statement of the organization's reason for being, including what, for whom, and how the organization performs
Operating Principles	a set of parameters for organizational and administrative behavior. They define the things the organization always does or never does
Focus Area	a major area of responsibility where we will concentrate our effort (we usually have a maximum of 3-5 focus areas)
Long-term Goal	a statement of what we will have achieved in a focus area when we have been successful in the longer term (3-5 years)
Strategy	a statement of how we will meet our long-term goal
Objective	what is to be done--usually in a one year target--including when it will be done, by whom, and how its success will be measured
Actions	the steps we will take to meet our annual objectives
Quality of Life	those things which make Red Deer a desirable place to live
Basic	those things which might be described as at an entry level to a program, activity or service, as opposed to more elite or professional levels. The cost of providing that program or service is also a determining factor and "basic" is intended to be accessible to the majority
Accessible	includes the removal of physical, mental and financial barriers for programs and services for which The City is responsible
Culture	includes all aspects of the arts as well as heritage issues, and anything that could contribute to developing a unique sense of community identity and spirit in Red Deer. It includes cultural services directed at all levels of individual expertise, from the youngest child first exploring creativity to professionals earning their livelihood in the arts
Infrastructure	systems and facilities that support The City's operations (e.g., roads, utilities, information technology, financial systems)

COMMUNITY VISION

The Vision 2020 Program, referring to the year 2020, was created by the Provincial Government to encourage municipalities, as communities, to set long-range objectives. The Program encouraged the creation of a plan with a 30-year horizon. In Red Deer, the process began in May, 1989, with a strong commitment to public participation including public meetings, questionnaires and letters. Input from City staff was also sought.

In August, 1991, City Council adopted Red Deer's Vision 2020, which presented direction for the community of Red Deer in general. It focuses on Red Deer as a city of opportunity with a strong emphasis on the quality of life in the community through:

- a preserved unique natural environment enhanced by careful community planning;
- a high standard in terms of quality of life;
- a strong volunteer ethic; and,
- a wide range of opportunities for employment, education and recreation.

There are seven planning principles related to this community vision:

- The provision of an effective and accessible municipal government committed to active public participation in decision-making.
- The preservation of Red Deer's unique natural environment and the demonstration of leadership in environmental management.
- The promotion of economic growth to ensure an increasing range of business and employment opportunities.
- The development of a well planned and healthy community, based upon the protection and enhancement of the residential neighbourhood unit and the provision of high quality industrial and commercial areas.
- The provision of a balanced and diverse range of social, education, health, recreational and cultural opportunities.
- The provision of an effective transportation and transit system, serving all sectors of the community.
- The provision of safe, efficient, reliable utility systems which are environmentally responsible.

THE CITY OF RED DEER VISION AND MISSION

Vision

The City of Red Deer ... people committed to service, opportunity and a quality life for all ... with the spirit to make it happen!

Mission

To provide an effective and accessible municipal government which responds to the needs of the community through collaboration, innovation and communication.

THE CITY OF RED DEER CORNERSTONE VALUES

The fundamental underlying values that guide us in The City of Red Deer.

Respect: I will treat others the way I would want them to treat me.

Integrity: I will be honest, responsible and trustworthy.

Service: I have a strong commitment to serving my community.

Excellence: I strive for the highest quality in all that I do.

* * * * *

RespectHow we expect to treat each other
 IntegrityWhat we expect from ourselves
 Service Why we are here
 ExcellenceWhat we strive to achieve

OPERATING PRINCIPLES

A set of parameters for organizational and administrative behavior. The City's Operating Principles define the things the organization always does.

Customer Service

- Basic municipal services will be accessible to all residents.
- Services and programs will be responsive to community need.
- Services will be given priority based upon the contribution they make to the maintenance and enhancement of a safe, healthy and attractive community environment.
- Feedback on the quality of City services and programs will be solicited and valued.
- The needs of both our internal (staff and/or departments) and external customers will be important to us.
- All members of the organization will have a fundamental role in communicating with the public.
- All members of the organization will have a fundamental role in promoting a positive image for The City.

Human Resource Management

- The contributions of employees and volunteers will be recognized and valued.
- Staff will have clearly defined organizational responsibilities, authority and accountabilities.
- Authority and accountability will be delegated to front-line staff to the extent practical.
- Employees will have input into major decisions that affect their work.
- Work environments will be managed to protect public and employee health and safety.
- Volunteers used in the delivery of City programs and services as appropriate, will be developed and supported.
- Fair and objective employee evaluation systems will be an opportunity for communication and will be used to recognize strengths and identify areas for improvement.
- The necessary training and development opportunities required to ensure an innovative and skilled workforce will be provided.

Financial and Physical Resource Management

- The City's infrastructure--including roads, structures, utility systems, parks and open spaces--will be managed as long-term investments.
- Protection and preservation of the natural environment will be a fundamental consideration in all City operations.
- Budget allocations will be matched appropriately to The City's strategic goals.
- The results achieved will be evaluated in relation to the resources used.
- All new City projects and initiatives will be financed without incurring any additional long-term debt.
- Appropriate use will be made of technology to support effective and efficient operations.

Leadership/Governance

- The Strategic Plan will be the focal point for all City planning and will be used to focus resources toward the achievement of goals and strategies.
- Strategic directions and other major decisions impacting the future of The City will be made with the benefit of consultation and input from stakeholders.
- Decisions, based upon reasonable research and analysis, will be made in a timely fashion.
- Municipal government regulation and intervention will be minimized.
- Appropriate use will be made of consultation and joint problem solving as management tools.
- Innovation, creative problem solving and reasonable risk taking will be supported and encouraged.

LONG-TERM GOALS AND STRATEGIES BY FOCUS AREA

1. COMMUNITY DEVELOPMENT

Support programs and initiatives which reflect a caring community and contribute to a high quality of life for all citizens, in a unique and attractive environment.

1.1 QUALITY OF LIFE

Quality of life in the context of The Strategic Plan is defined as “those things which make Red Deer a desirable place to live”. This encompasses a broad range of services from those which ensure a clean and safe environment to opportunities for individuals to participate in programs and decision making.

Long-term Goal: To ensure opportunities are available for all citizens to enjoy a high quality of life.

Strategies:

- 1.1.1** Set program priorities, standards and service levels taking into account the impact on quality of life as well as financial considerations.
- 1.1.2** Maintain an effective public transportation system to respond to the needs of the community.
- 1.1.3** Maintain a commitment to offering basic recreational and cultural programs and opportunities.
- 1.1.4** Support and facilitate community groups and agencies in the development and delivery of cultural, recreational and parks programming.
- 1.1.5** Support initiatives in the community and surrounding area which are consistent with our vision, values and goals.
- 1.1.6** Support and maintain The City's Municipal Integration Strategy regarding access for persons with disabilities.

1.2 ENVIRONMENT

Protecting and preserving the environment is a high priority with our residents and Red Deer has already been recognized for its leadership in this regard. The City must continue to achieve a balance between environmental protection and preservation concerns and the need to provide a supportive climate for the business community.

Long-term Goal: To ensure that Red Deer develops and maintains an attractive, clean and ecologically sound natural and built environment.

Strategies:

- 1.2.1 Fulfill The City's statutory obligations with respect to the Province's Environmental Protection Act.
- 1.2.2 Establish and maintain environmental standards with respect to all municipal infrastructure and services such as waste management, weed and pest control and park management.
- 1.2.3 Ensure the provision of environmentally sound utility systems and their safe, efficient and reliable operation.
- 1.2.4 Preserve escarpments and natural areas and maximize the provision of green space throughout the community.
- 1.2.5 Support parks programs and other initiatives that increase awareness and public involvement in environmental management.

1.3 SOCIAL RESPONSIBILITY

The Province has the primary responsibility for social programs and their funding. Rather than provide programs directly, The City has chosen to facilitate social programs through partnerships with the Province, community agencies and others.

Long-term Goal: To facilitate planning, development and delivery of social programs that support and enhance individuals, families and a healthy community.

Strategies:

- 1.3.1 Maintain a commitment to preventive social programs.
- 1.3.2 Continue to provide social services through community agencies rather than a direct service delivery role.
- 1.3.3 Facilitate/encourage inter-agency and community awareness and cooperation in the delivery of social programs.
- 1.3.4 Identify social needs, in partnership with the community, and establish priorities accordingly.

1.4 COMMUNITY AND LAND USE PLANNING

The City has had a long history of progressive land use planning and development, with two distinct thrusts over time. The first has been an emphasis on the neighborhood unit; neighborhoods have been planned to provide for a range of housing types, recreational/park amenities and, in some areas, neighborhood commercial and office use. The second thrust relates to city-wide planning, emphasizing the preservation of the natural environment, the aesthetics of the city, clear and effective development guidelines, a streamlined development process and a long-range vision focused on quality of life.

Long-term Goal: To ensure that land use planning policies, development guidelines and procedures facilitate development while reflecting the long-term interests of the community.

Strategies:

- 1.4.1 Ensure that land use planning provides for an appropriate mix of natural areas, and residential, commercial and industrial land use.
- 1.4.2 Support the development of the downtown as a vibrant and attractive focal point of the community.
- 1.4.3 Ensure that environmentally significant areas, historic resources and other significant features are preserved and maintained for future generations.
- 1.4.4. Work at an elected and administrative level with the County of Red Deer to ensure a coordinated and cooperative approach to land use planning in the area surrounding the city of Red Deer.

1.5 PROTECTIVE AND EMERGENCY SERVICES

Services that protect people and property are fundamental to the mandate of any municipal government. These services usually include fire prevention and suppression, police, ambulance, inspections (building, gas, plumbing, etc.), and disaster services.

Long-term Goal: To provide the citizens of Red Deer with a safe living environment through the cooperative efforts of The City's protective and emergency service providers.

Strategies:

- 1.5.1 Continue with an effective Community Policing Program to address higher priority law enforcement and crime prevention needs of the community (e.g., de-institutionalization impacts, child prostitution, neighborhood safety, park safety, etc.).
- 1.5.2 Deliver protective inspections (building, gas, plumbing, etc.) on a cost recovery basis and evaluate the feasibility of marketing the service outside the municipality.

- 1.5.3** Ensure the delivery of fire suppression, rescue, control of hazardous materials, Emergency 911 call answering and dispatch and Basic Life Support and Advanced Life Support ambulance as part of our core mandate (those services, as defined by Council, for which The City has primary responsibility).
- 1.5.4** Review our current Emergency Services response goals and identify objectives and actions to achieve these goals. (This will particularly address the growth areas on the east and north hills)
- 1.5.5** Develop and implement public education and prevention programs in all areas of protective and emergency services.
- 1.5.6** Work at an elected and administrative level with surrounding municipalities, communities and agencies to ensure the coordinated delivery of protective and emergency services.
- 1.5.7** Update the Disaster Services Plan on a regular basis beginning in 1997 and assign appropriate resources to support disaster response readiness.
- 1.5.8** Explore opportunities for all areas of The City's protective and emergency services to cooperate in service design and delivery.

2. ECONOMIC DEVELOPMENT

Strengthen economic prosperity for the citizens of Red Deer through initiatives that encourage controlled, compatible growth while protecting the quality of the environment.

2.1 PROMOTION AND MARKETING

Economic development functions are coordinated through The City's Land and Economic Development department funded by and accountable to City Council. The City works to market the economic advantages of the Red Deer community, as well as to recommend strategies for addressing future economic challenges.

Long-term Goal: To foster local growth opportunities as well as attract a more diverse range of business development through a coordinated approach, with appropriate stakeholders, to the marketing and promotion of the city of Red Deer.

Strategies:

- 2.1.1** Consider ear-marking a percentage of the business tax revenue to support economic development initiatives, including the growth and expansion of existing businesses.
- 2.1.2** Continue efforts to develop partnerships with the business community to pursue new economic development initiatives.
- 2.1.3** Identify businesses and industries with high potential to locate in this area (e.g., petrochemical, agricultural) and aggressively pursue their location in the Red Deer region.
- 2.1.4** Assess current development regulations, protocols and practices to identify any existing barriers to development and reduce these to the extent possible and practical.
- 2.1.5** Maintain a strong focus on downtown development by updating and adhering to the Downtown Concept Plan.
- 2.1.6** Promote the amenities, recreation facilities, parks and attractions in Red Deer as assets to a lifestyle and quality of life that stimulates economic development.

2.2 TOURISM

The City of Red Deer recognizes the great potential contribution of the visitor and visitor industry to our community. The City's tourism promotion is managed by the Red Deer Visitor and Convention Bureau, an independent society established to coordinate tourism development and promotion for Red Deer and area. The Bureau's functions include tourism promotion, visitor information services and targeted marketing.

Long-term Goal: To aggressively promote tourism as a key component of economic development in Red Deer and the region.

Strategies:

- 2.2.1** Continue to support the Visitor and Convention Bureau in fulfilling its role in coordination and promotion of tourism.
- 2.2.2** Encourage other relevant community stakeholders to actively support tourism and tourism promotion.
- 2.2.3** Encourage and support effective public-private partnerships (e.g., Convention Marketing Consortium) to market Red Deer's wide range of facilities, amenities and opportunities to key tourist markets, particularly the visitor markets of Edmonton and Calgary.

2.3 LAND DEVELOPMENT

Land development is one of the key elements affecting economic development in Red Deer. The role of the City Land Bank has been refined to encourage greater private sector participation in residential development. The City continues to be the primary supplier of serviced industrial lots.

Long-term Goal: To ensure availability of a supply of reasonably priced, serviced residential and commercial/industrial land required to support the achievement of Red Deer's economic development goals.

Strategies:

- 2.3.1** Maintain a City presence in land development to ensure long-range, balanced development of the community, and the availability of lots for individuals and small builders.
- 2.3.2** Maintain The City's market share of residential lot sales at 25% and actively encourage private sector participation in the development, marketing and sale of commercial/industrial land.
- 2.3.3** Sell City land at competitive prices and, where appropriate, make land available to developers in accordance with approved land use plans.
- 2.3.4** Continue to reduce The City's current land inventory, particularly industrial land.
- 2.3.5** Work with the Towne Centre Association and local realtors and developers to encourage the development of housing within the downtown core.
- 2.3.6** Work cooperatively with surrounding municipalities to ensure short and longer-term infrastructure compatibility.

2.4 MUNICIPAL INFRASTRUCTURE

Economic growth is facilitated by the existence of a well developed and maintained City infrastructure, including roads, airports, schools, recreational and cultural facilities, buildings, utility systems, parks and open spaces. This requires careful planning and the adequate allocation of financial resources to support both development and maintenance.

Long-term Goal: To ensure that plans and resources are in place that result in an adequate and well maintained City infrastructure.

Strategies:

- 2.4.1** Develop and implement a comprehensive long-term infrastructure development, maintenance and replacement plan.
- 2.4.2** Establish budget priorities based upon the premise that investment in infrastructure maintenance is a necessary annual investment rather than a discretionary cost.
- 2.4.3** Recognize the Red Deer Industrial Airport as an integral part of our infrastructure and strive for its continued economic viability.

Note: Refer to Strategy 2.3.6, as well.

3. ORGANIZATION DEVELOPMENT

Develop the organization's capacity to be responsive and accountable to the community through flexibility, cooperation, communication, innovation and training.

3.1 ACCOUNTABILITY TO THE PUBLIC

The deficit and debt reduction initiatives of the Provincial and Federal governments are resulting in reduced levels of service to our residents and reduced grants to The City of Red Deer. At the same time, the public is demanding greater accountability on the part of government and is seeking more involvement in terms of those issues which directly affect them or their environment. These factors make it imperative for The City to seek public input into planning, priority setting and decisions regarding service level adjustments and shifting service delivery responsibilities.

Long-term Goal: To gather information and input from residents with respect to facilities/program/service priorities and levels of satisfaction with City services.

Strategies:

- 3.1.1 Develop and use a variety of appropriate public input processes to determine public preferences on facilities/program/service priorities and levels of service, and to supply information on performance.
- 3.1.2 Develop and implement data/information collection processes required to measure ongoing organizational performance.
- 3.1.3 Use performance measurement results as well as the results from the public consultation activities as key inputs when establishing The City's service mandate and strategic plan priorities.

3.2 ORGANIZATION STRUCTURE

Our reason for being is to provide the citizens of Red Deer with the best possible service in the areas in which we work. The organizational structure must reflect this fundamental purpose and philosophy; i.e., organizational form must follow function.

Long-term Goal: To ensure that The City's organizational structure, atmosphere and personality facilitates the achievement of our strategic goals and supports staff efforts to deliver quality services to our residents.

Strategies:

- 3.2.1 Make an ongoing organizational commitment to establishing and reviewing strategic goals, communicating the results The City wishes to achieve (both internally and externally), monitoring the implementation of strategic initiatives and measuring objectively the progress made in achieving the strategic goals.

- 3.2.2** Provide staff with the responsibility, authority, resources and accountability necessary to do an effective job.
- 3.2.3** Review/enhance The City's organizational structure and processes to ensure that they are matched appropriately to The City's Strategic Plan and evolving service mandate.

3.3 EFFECTIVE COMMUNICATION

Communication includes not only the gathering of information, as discussed in Section 3.1 Accountability to the Public, but also the dissemination of information. It is critical to the success of the organization to have such information distributed to our internal (staff and /or departments) and external publics.

Long-term Goal: To provide accurate and timely information to our various publics and stakeholders.

Strategy:

- 3.3.1** Ensure The City's Communications Strategy facilitates effective communication with our employees, the media and the community-at-large.

3.4 SERVICE DELIVERY

There is growing public demand for quality, responsiveness and efficiency in the delivery of services. To meet these expectations, The City must place greater emphasis on customer service, staff training and development, appropriate use of technology and innovative/alternative service delivery methods.

Long-term Goal: To ensure the provision of municipal programs and services needed by the residents of Red Deer.

Strategies:

- 3.4.1** Choose the most effective delivery of service considering in order of priority the following options:
 - facilitate others providing a service directly
 - enter into partnerships
 - provide the service directly, with the exception of Social Services.
- 3.4.2** Review the range of services offered by The City every three years and refine/revise The City's service mandate to reflect emerging needs and changing conditions.
- 3.4.3** Establish and maintain adequate service standards for services provided directly by The City. Work to influence the service standards of organizations with which The City has a contract or funding agreement, with consideration to the level of City funding.

- 3.4.4** Regardless of the way the service is delivered, The City will monitor services that affect the quality of life in Red Deer and where necessary, ensure support for groups facilitated by or partnered with The City.
- 3.4.5** Develop and implement a customer service policy and program for the organization.
- 3.4.6** Invest in the technology required to achieve optimal productivity and effectiveness.

3.5 TRAINING AND DEVELOPMENT

The City's most valuable resources are its human resources. Rapid change and technological advancement underscore the importance of investing in the ongoing training and development of our people. This will ensure continued staff efficiency and effectiveness.

Long-term Goal: To provide opportunities for employees to develop the skills, knowledge and attitudes to do their jobs successfully.

Strategies:

- 3.5.1** Develop and implement a staff training and development plan for each City department that reflects The City's strategic plan priorities, departmental priorities and individual employee needs and aspirations.
- 3.5.2** Develop and implement a corporate management development and succession plan that ensures the longer term leadership needs of The City will be met.

4. FINANCIAL DEVELOPMENT

Ensure reliable, sustainable funding for ongoing services, with direction and guidance provided through long-term planning.

4.1 FINANCIAL RESPONSIBILITY

Because of the public's intolerance to increased taxation and additional spending, both the Provincial and Federal governments have targeted deficit elimination and debt reduction as important goals. Municipalities are feeling the effects of such action through the freezing, reduction and elimination of transfer payments. As a result, The City's major challenge over the next few years will be to try to maintain service levels and contain taxes.

Long-term Goal: To ensure the availability of adequate funding to support the program/service delivery levels established by Council.

Strategies:

- 4.1.1** Work with the Provincial and Federal governments to define programs/services that are truly a federal or provincial responsibility and refuse to fund any of these programs/services, other than those incorporated in The City's Business Plan.
- 4.1.2** Take a pro-active and persistent approach to senior levels of government to encourage and maintain partnerships, particularly relating to financial arrangements.
- 4.1.3** Encourage agencies with whom The City partners to look at ways to increase their ability to recover costs and become more self-sufficient.
- 4.1.4** Explore innovative cost reduction and revenue generation options.

4.2 DEBT MANAGEMENT

The City has an aggressive policy of long-term debt reduction. Since 1991, no additional new debt has been incurred.

Long-term Goal: To eliminate The City's long-term debt.

Strategy:

- 4.2.1** Pay down long-term debt as quickly as possible where it is cost-effective to do so.

4.3 BUDGET AND ACCOUNTING

The City is faced with the challenge of developing effective and efficient budgeting systems which are results driven. The traditional system, which focused Council on reviewing detailed expenditures, is no longer practical. Instead, it is important for Council to concentrate on establishing priorities and determining the measurable results to be achieved. Departments should then be given greater flexibility in allocating available resources and be held accountable for achieving those results.

Long-term Goal: To ensure that the Strategic Plan and the established service/program mandate drive the budget rather than the budget driving the Plan.

Strategies:

- 4.3.1 Use program review data, including an assessment of results achieved, to help establish priorities and budgets.
- 4.3.2 Identify annual operating costs for major capital projects when significant additional operating costs are expected, including the impact on other projects.
- 4.3.3 Focus Council's review of the budget on high level policy decisions including results to be achieved, programs/services to be funded and service levels to be maintained.
- 4.3.4 Prepare The City's Three -year Operating Budget based upon no increase in the residential and non-residential tax rates.

4.4 COST EFFECTIVE SERVICE DELIVERY

Finding more cost effective ways to deliver programs and services continues to be a high priority of the municipality. Regional services, productivity improvements, alternate service delivery models, effective use of technology, etc.--all have potential to reduce costs while maintaining quality services.

Long-term Goal: To provide services to our residents in a cost effective manner.

Strategies:

- 4.4.1 Partner with surrounding municipalities to develop and deliver selected services using a regional service delivery model, where this is mutually beneficial and cost effective.
- 4.4.2 Review and streamline internal operating procedures to increase efficiency and reduce costs. Employees throughout the organization will be encouraged to identify opportunities for cost efficiencies and improved service.



THE CITY OF RED DEER



New Information Bulletin



TOPIC: CITY OF RED DEER SPECIAL MEETING OF COUNCIL

DATE: May 28, 1996

DATE FOR RELEASE: Immediately

Page 1 of 2

Distributed to:	Attention:	Fax Number:
CFRN-TV	Keri Adams/Dave Ewasuk	343-7191
CKGY Radio/Z99	Alan Redel	341-5545
CKRD Radio	Brian Walters	343-2573
Morning News	Marvin Seibel	341-3230
RDTV	Robert Palmer	346-3336
Red Deer Advocate	Carolyn Martindale	341-6560
Red Deer Express	Angie Garcia	347-6620
Shaw Cable	Patricia Smith	346-3962

COPIED TO:

Mayor's Office, Councillors, Directors,
Department Heads, Visitor & Convention Bureau,
Chamber of Commerce

CONTACT:

Kelly Kloss, City Clerk
P.O. Box 5008
Red Deer, Alberta
T4N 3T4

Phone: 342-8134
Fax: 346-6195

AUTHORIZED BY: City Clerk

Signature:



THE CITY OF RED DEER



New Information Bulletin



TOPIC: CITY OF RED DEER - SPECIAL MEETING OF COUNCIL

DATE: May 28, 1996

DATE FOR RELEASE: Immediately

Please be advised that Council of The City of Red Deer will be holding a

Special Meeting of Council

Monday, June 24, 1996

4:00 p.m.

COUNCIL CHAMBERS - 2ND FLOOR, CITY HALL

The purpose of this meeting will be to discuss the

“DRAFT” STRATEGIC PLAN

for The City of Red Deer.

Media packages will be available after 3:00 p.m., Thursday, June 20, 1996, at the City Clerk's Department, 2nd Floor, City Hall.

**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

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

May 28, 1996

Shaw Cable
Patricia Smith, Program Manager
6123 - 48 Avenue
Red Deer, AB T4N 5Z9

Dear Ms. Smith:

Please be advised that Council of The City of Red Deer, at it meeting of May 21, 1996, passed a resolution determining to hold a **Special Meeting of Council on Monday, June 24, 1996 at 4:00 p.m.** The purpose of this meeting will be to discuss the "draft" Strategic Plan for The City of Red Deer.

We would request that Shaw Cable provide live coverage of this meeting. As the start time of this meeting is 4:00 p.m., you may wish to have your crew set up earlier than usual.

I would appreciate your confirmation of Shaw Cable's coverage of this Special Meeting at your earliest convenience.

Thank you.

Sincerely,

KELLY KLOSS
City Clerk

KK/fm



*a delight
to discover!*

DATE: May 23, 1996
TO: Social Planning Manager
FROM: Assistant City Clerk
RE: ***STRATEGIC PLAN***

FILE

At the Council Meeting of May 21, 1996, consideration was given to your report dated May 10, 1996 with respect to the noted Draft Strategic Plan. At that meeting the following resolutions were introduced and passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Social Planning Manager dated May 10, 1996, re: Strategic Plan, hereby approves the Draft Strategic Plan as submitted to Council May 21, 1996, in principle, in order to allow the *Public Input Phase* to be initiated, following which, same is to be presented back to Council for consideration."

"RESOLVED that Council of The City of Red Deer hereby agrees to hold a special meeting of Red Deer City Council in City Hall Council Chambers on Monday, June 24, 1996, commencing at 4:00 p.m., for the purpose of discussing The City of Red Deer's 'Draft Strategic Plan'."

The decision of Council in this instance is submitted for your information. I look forward to the Public Input Phase of the Strategic Plan, together with the special meeting to be held Monday, June 24th, at which Council will discuss the Draft Strategic Plan.


Jeff Graves
Assistant City Clerk

JG/clr

c City Manager
Director of Community Services
Director of Corporate Services
Director of Development Services

DATE: May 23, 1996

**TO: MAYOR
COUNCILLORS**

FROM: Assistant City Clerk


**RE: SPECIAL MEETING OF COUNCIL (MONDAY JUNE 24, 1996),
DRAFT STRATEGIC PLAN**

FILE

At the Council Meeting of May 21, 1996, Council passed the following resolution:

"RESOLVED that Council of The City of Red Deer hereby agrees to hold a special meeting of Red Deer City Council in City Hall Council Chambers on Monday, June 24, 1996, commencing at 4:00 p.m., for the purpose of discussing The City of Red Deer's 'Draft Strategic Plan'."

Please note the start time for this special meeting is **4:00 p.m.**



Jeff Graves
Assistant City Clerk

JG/clr

DATE: May 23, 1996

TO: Sandra Ladwig

FROM: Assistant City Clerk

RE: ***SPECIAL MEETING OF COUNCIL,
MONDAY, JUNE 24, 1996 AT 4:00 P.M.,
COUNCIL CHAMBERS***

FILE

Council passed the following resolution at its meeting held May 21, 1996:

"RESOLVED that Council of The City of Red Deer hereby agrees to hold a special meeting of Red Deer City Council in City Hall Council Chambers on Monday, June 24, 1996, commencing at 4:00 p.m., for the purpose of discussing The City of Red Deer's 'Draft Strategic Plan'. "

Please ensure an appropriate ad is placed in the Red Deer Advocate in order that the public are made aware of same.

Thank you.



Jeff Graves
Assistant City Clerk

JG/clr

NO. 5

DATE: May 14, 1996
TO: Kelly Kloss, City Clerk
FROM: Alan Scott, Land and Economic Development Manager
RE: **RESIDENTIAL LOTS SALE - TERMS OF PAYMENT**

As residential lot sales become more competitive and the City, through its Land Bank operation, moves more toward a private sector operation, we are able to identify policies which impact negatively on our competitiveness.

One of these policies relates to our payment plan. Currently, standard policy requires a lot purchaser to enter into an option agreement with a payment of \$600; the balance of the money due is paid in three equal installments over a period of eight months. In any event, the City will not issue a building permit until such time as the lot is paid for in full.

The private sector accepts an assignment of mortgage funds, with full payment for the lot being made from the first mortgage draw. This works very well and, provided the conditions are legally binding and all encompassing, there is no additional exposure to the vendor. Oftentimes, the time from issuing a building permit until payment is received in full is considerably less than a month, and frequently as little as two weeks.

RECOMMENDATION

In order to remain competitive with the private sector, we would recommend that policies relative to payment for residential building lots be amended in the following way:

"Payment for residential building lots shall be by such terms as are commercially reasonable, and subject to the discretion of the City Administration. Any change in payment terms, shall be subject to an agreement satisfactory to the City Solicitor."

By making this change to the policy, it will allow the City to react to changes in the private sector relative to residential building lot payment terms.

Respectfully submitted,



Alan V. Scott

AVS/mm

COMMENTS:

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

"G. D. SURKAN"
Mayor

"L. HODGSON"
Acting City Manager

FILE

DATE: May 23, 1996
TO: Land and Economic Development Manager
FROM: Assistant City Clerk
**RE: RESIDENTIAL LOT SALES - TERMS OF PAYMENT /
POLICY CHANGES**

At the Council Meeting of May 21, 1996, consideration was given to your report dated May 14, 1996 concerning the above. At that meeting the following resolution was introduced and passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Land and Economic Development Manager dated May 14, 1996, re: Residential Lot Sales - Terms of Payment, hereby agrees that policies relative to payment of residential building lots, be amended as follows:

'Payment for residential building lots shall be by such terms as are commercially reasonable, and subject to the discretion of the City Administration. Any change in payment terms, shall be subject to an agreement satisfactory to the City Solicitor',

and as presented to Council May 21, 1996."

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



Jeff Graves
Assistant City Clerk

JG/clr

c Director of Development Services
 Director of Corporate Services
 City Solicitor

NO. 6

DATE: May 14, 1996
TO: Kelly Kloss, City Clerk
FROM: Alan Scott, Land and Economic Development Manager
RE: **DISPOSAL OF PART OF MUNICIPAL RESERVE
LOT 8 MR, BLOCK 15, PLAN 802-0563 (CLEARVIEW)**

To accommodate the development proposed by Mason Martin Homes at the south-west corner of 30 Avenue and Cornett Drive, it is necessary to dispose of part of the above lot to allow roadway access and extended front yards onto Cornett Drive.

RECOMMENDATION

We recommend that Red Deer City Council approve the following description of that portion of Lot 8 MR, Block 15, Plan 802-0563, that will be required to be disposed of, to allow roadway access and extended front yards, as cross-hatched on the attached drawing.

"All that portion of Lot 8 MR, Block 15, Plan 802-0563 lying within the limits of subdivision Plan 962-_____ containing 0.035 hectares (.09 acres) more or less."



Alan V. Scott

AVS/mm

Att.

PLAN 812-3093

MUNICIPAL RESERVE
AFFECTED BY THIS SURVEY
SCALE = 1:500

CORNETT

R/W PLAN 802-0564

LOT 8-M.R.
0.035 HA (0.09 Ac.)

DRIVE

REMAINDER OF
8-M.R.
PLAN 802 0563

R/W PLAN 802-0566

16-M.R.

21 MR

LANE

R/W PLAN 802-0568

BLOCK
15

19
PLAN
802 0565

20 A

ROAD

15

14

13

12

11

10

9

8

7

6

5

103

LANE

Bemoco Land Surveying Ltd.
21,7895-49th Avenue
Red Deer, Alberta
File No: S-139-95

COMMENTS:

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

"G. D. SURKAN"
Mayor

"L. HODGSON"
Acting City Manager

DATE: May 23, 1996
TO: Land and Economic Development Manager
FROM: Assistant City Clerk
RE: DISPOSAL OF PART OF MUNICIPAL RESERVE
(Lot 8 M.R., Block 15, Plan 802-0563 / Clearview)

FILE

At the Council Meeting held May 21, 1996, consideration was given to your report dated May 14, 1996 concerning the above. At this meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, hereby agrees that the following resolution be considered at the Council Meeting of Monday, June 17, 1996, to allow for the advertising of a Public Hearing to be held on June 17, 1996 for the Disposal of Municipal Reserve Lands as noted hereunder:

'RESOLVED that Council of The City of Red Deer, having considered report from the Land and Economic Development Manager dated May 14, 1996, re: Disposal of Part of Municipal Reserve Lot 8 MR, Block 15, Plan 802-0563 (Clearview), hereby approves the disposal of municipal reserve lands described as:

All that portion of lot 8 MR, Block 15, Plan 802-0563 lying within the limits of subdivision Plan 962 - _____, containing 0.035 hectares (0.09 acres), more or less. Excluding therefrom all mines and minerals,

and as presented to Council June 17, 1996' ."

The decision of Council in this instance is submitted for your information. This office will now prepare the advertising for the Public Hearing, to be held on Monday, June 17, 1996. The advertising will appear in the Red Deer Advocate on Friday, May 31, 1996 and Friday, June 7, 1996.

Land and Economic Development Manager
May 23, 1996
Page 2

Trusting you will find this satisfactory.



Jeff Graves
Assistant City Clerk

JG/clr

c Director of Development Services
 S. Ladwig, Council and Committee Secretary

Date: May 14, 1996

To: City Council

From: Frank Wong, Planning Assistant

Re: Land Use Bylaw Amendment 3156/F-96
Cenalta Well Services Inc. - Edgar Industrial Park
Industrial Associates Inc./Kearney Properties Ltd./City of Red Deer

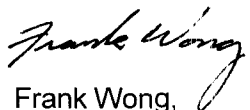
The City of Red Deer has been in negotiation with various land owners related to their acquisition of road right-of-ways for Taylor Drive and 68th Street. As a part of the negotiations, the City and Kearney Properties Ltd., owners of the Cenalta Well Services Inc. site, have worked out a land exchange wherein the Cenalta site will have its boundary adjusted. The Cenalta site will be increased from the existing 3.4 ha (8.39 ac) to 5.77 ha (14.25 ac). The enlarged Cenalta site will be entirely west of the new alignment for 68th Street.

The existing Cenalta Well Services site is presently designated A1 Future Urban Development District wherein the present use is not permitted nor discretionary. In order to accommodate the existing use, planning staff are proposing to redesignate the readjusted site to I1 Industrial (Business Service) District. The redesignation complies with the Northwest Area Structure Plan.

Recommendation

Planning staff recommend that City Council proceed with first reading of Land Use Bylaw Amendment 3156/F-96.

Sincerely,


Frank Wong,
Planning Assistant

Enclosure

COMMENTS:

We concur with the recommendations of the Planning Staff.

"G. D. SURKAN"
Mayor

"L. HODGSON"
Acting City Manager

DATE: May 23, 1996
TO: Principal Planner
FROM: Assistant City Clerk
RE: LAND USE BYLAW AMENDMENT 3156/F-96

FILE

At the Council Meeting held May 21, 1996, consideration was given to your report dated May 14, 1996 concerning the above. At this meeting Land Use Bylaw Amendment 3156/F-96 received first reading, a copy of which is attached hereto.

Land Use Bylaw Amendment 3156/F-96 provides for the existing Cenalta Well Servicing Site, presently designated A1 (Future Urban Development) District, to be redesignated to I1 (Industrial Business Service) District.

The Public Hearing with respect to this bylaw will be held Monday, June 17, 1996, at 7:00 p.m., or as soon thereafter as Council may determine. The advertising is scheduled for Friday, May 31, 1996 and Friday, June 7, 1996.

This will confirm that The City will be paying for all of the advertising costs relative to this rezoning. I trust you will find this satisfactory.



Jeff Graves
Assistant City Clerk

JG/clr
attchs.

c Director of Development Services
 Land and Economic Development Manager
 City Assessor
 Council and Committee Secretary, S. Ladwig
 C. Rausch



Federation of Canadian Municipalities
Fédération canadienne des municipalités

April 4, 1996

Mayor John Les
Chilliwack, British Columbia
President
Président

Councillor Bryon Wilfert
Richmond Hill, Ontario
First Vice-President
Premier vice-président

Maire suppléant Claude Cantin
Québec (Québec)
Deuxième vice-président
Second Vice-President

Councillor Jae Eadie
Winnipeg, Manitoba
Third Vice-President
Troisième vice-président

Mayor D. Laurence Mawhinney
Lunenburg, Nova Scotia
Past President
Président sortant

James W. Knight
Executive Director
Directeur général

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

Dear Mayor Surkan:

FCM has become aware of proposed legislation which will be of concern to many municipal governments. As you know, there is currently a requirement to pay licence fees to the Society of Composers, Authors and Music Publishers (SOCAN) for public performance of copyright music. In the case of municipalities, public performance includes music played at events such as ice skating, roller skating, fitness and aerobics classes, parades, festivals, dances, conferences and hockey games.

It is understood that a Bill to amend the Copyright Act will be introduced in the House of Commons during the month of April proposing copyright payments to artists and recording companies for public performance of their recorded music. Radio stations would certainly be affected, as might other users such as municipal arenas, restaurants and bars. Thus, in addition to substantial fees already being paid to authors and composers through SOCAN, there would be new fees for the benefit of performing artists and recording companies. The legal term for this level of copyright protection is "Neighbouring Rights".

Radio airplay has traditionally been considered sufficient compensation for record companies and recording artists. The exposure helps them to sell records, cassettes and CDs, concert tickets and spin-off products. The new fees, if they went through, could cause some radio stations to close, and others to cut back on local employment and service. In some communities, the local news might have to be dropped and radio support to local festivals and charities could be affected.

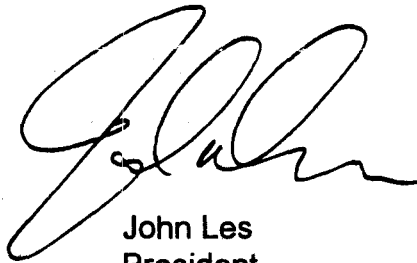
.../2



- 2 -

The broadcasting industry has a large stake in this issue and it is likely that local radio stations will be in touch with you to seek support for exempting broadcasters from the new fees. FCM will be monitoring the situation in Ottawa. It will be helpful if your municipality can raise the subject with your federal Member of Parliament to ensure that the potential impacts on your community are fully understood by the Member when the Bill comes up for debate.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'John Les', with a stylized, flowing script.

John Les
President

JL/MR:ler

APR 10 1996

CITY OF OTTAWA

DATE: May 10, 1996

TO: KELLY KLOSS
City Clerk

FROM: LOWELL R. HODGSON
Community Services Director

RE: FCM: COPYRIGHT MUSIC

The Federation of Canadian Municipalities (FCM) is alerting Mayors and Councils of pending legislative changes to amend the Copyright Act. This bill was introduced in April; however, it is delayed because of the resignation of Sheila Copps and is, thus, stalled at second reading. This act provides for copyright payments to artists and recording companies for public performances of their recorded music.

These fees, known as SOCAN (Society of Composers, Authors and Music Publishers), have been paid by the City for many years. Anytime we play music for such things as public skating, aerobic fitness classes, the Mayor's Garden Party, WinterFest, concerts in the park, etc., we must pay a SOCAN fee. In 1994, we paid approximately \$1,300, and in 1995, approximately \$1,600.

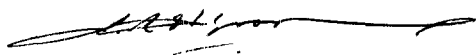
The release from FCM does not indicate what the "new fees" are, other than to say that this will be a significant concern for radio stations, restaurants and municipalities operating programs and facilities.

To get more information on this amendment, I contacted the office of our M.P., Bob Mills, and he shared an overview on this legislation. From it, I can only see a new charge being placed on blank audio cassettes and tapes. This new charge is not a tax, but a royalty fee for performers, producers and songwriters who own the songs that most blank tapes are used to record. This royalty is apparently charged on blank tapes in more than 20 other countries, with an average of 39 cents per cassette.

After reviewing this material, I cannot see any significant issue for the City in terms of our own programs and facilities.

I contacted Paul Mason of Radio 7 and he indicated that this is, indeed, a significant issue for that industry, with fees possibly doubling to as much as 6.4%. This, of course, could affect how they do business and their input and support to the community.

No action is recommended from The City of Red Deer on this issue as I do not see the City being adversely affected, based on the information shared with me thus far.



LOWELL R. HODGSON

:dmg

COMMENTS:

Submitted to Council for information. We have been in discussions with our local M.P. and he advises he is working with local businesses to devise an acceptable implementation strategy.

"G. D. SURKAN"
Mayor

"L. HODGSON"
Acting City Manager

DATE: APRIL 22, 1996

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

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

FROM: CITY CLERK

RE: FCM - Copyright Music

Please submit comments on the attached to this office by ~~April 29~~, 1996 for the Council
Agenda of ~~May 6~~, 1996.

may 21

may 13

"Kelly Kloss"
City Clerk

f:\data\council\meeting\forms\com.tem



ALBERTA

MUNICIPAL AFFAIRS

Office of the Minister

MLA, Drayton Valley - Calmar

April 24, 1996

Dear Stakeholders:

Earlier this year, Premier Ralph Klein announced that a new economic development strategy for Alberta would be prepared by the fall of 1996.

This economic development strategy will build on the existing strategy, *Seizing Opportunity*, and will set out longer term policy directions to stimulate investment, wealth and job creation, and public and private sector cooperation. It will focus primarily on Prosperity, one of the government's three core businesses, but it will also address People and Preservation.

A team of people from the private and public sectors, including the Alberta Economic Development Authority (AEDA) and all government departments, in particular those with a role in economic development, are coordinating development of the strategy. A guiding framework that outlines key issues to be addressed in the strategy has been prepared. These key issues are outlined in the attached *Prosperity for Albertans* discussion paper.

I encourage you to take the time to review this document, and to share your concerns and ideas for creative solutions for encouraging economic development in Alberta. Information about where to send your comments is provided in the paper.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Tom Thurber".

**Tom Thurber
Minister**

APR 26 1996

CITY OF RED DEER

Att.

cc: Honourable Murray Smith

FILE

DATE: May 23, 1996

TO: Director of Community Services

FROM: Assistant City Clerk

RE: FCM / COPYRIGHT ACT / "NEIGHBOURING RIGHTS",
SOCIETY OF COMPOSERS, AUTHORS AND MUSIC
PUBLISHERS (SOCAN)

At the Council Meeting of May 21, 1996, consideration was given to correspondence from FCM dated April 4, 1996, with respect to the above. Council received this correspondence and your report dated May 10, 1996, as information, and agreed with your recommendation that no action be taken by The City of Red Deer at this time.

Thank you for bringing this pending legislative change to the Copyright Act to Council's attention.



Jeff Graves
Assistant City Clerk

JG/clr

DATE: May 13, 1996
TO: Kelly Kloss, City Clerk
FROM: Alan Scott, Land and Economic Development Manager
RE: **DISCUSSION PAPER - PROSPERITY FOR ALBERTANS**

We compliment the Provincial Government on the many changes they have made to date in Alberta's Economic Development Strategy. The message conveyed to prospective investors is positive and designed to encourage economic activity.

The one specific area where we feel room for improvement remains, is in the area of joint cooperation between the three levels of government. For years we have advocated the development of a one-stop, store front facility to answer to the needs of those seeking out information and assistance for new business projects. Facilities of this nature have been established in both Edmonton and Calgary, and while attempts have been made in Red Deer, they have, to date, been unsuccessful. Perhaps this is because of the lack of Federal participation in Red Deer, where strong Federal representation in Economic Development does not exist.

The Province recognizes the advantage to the concept, and I believe that during the past twelve months, the Province and ourselves have been working more closely. But there is still room for improvement, and I would urge the Provincial government to give strong consideration to the "Business Services Centre" concept in communities other than Edmonton and Calgary.



Alan V. Scott

AVS/mm

COMMENTS:

As the deadline for submitting comments to the Provincial Government is May 16, 1996, we have forwarded the comments of the Administration to accommodate that deadline. Should Council wish to endorse the recommendations or add additional recommendations, we would advise the Province of this immediately.

The report from the Province has been submitted as an attachment to the agenda.

"G.D. SURKAN"
Mayor

"L. HODGSON"
Acting City Manager

DATE: MAY 3, 1996

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

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

FROM: CITY CLERK

RE: Discussion Paper - Prosperity for Albertans

Please submit comments on the attached to this office by May 13, 1996 for the Council Agenda of May 21, 1996.

"Kelly Kloss"
City Clerk

f:\data\council\meeting\forms\com.tem

COUNCIL MEETING OF MAY 21, 1996

ATTACHMENT TO REPORT ON OPEN AGENDA

RE:

**DISCUSSION PAPER:
PROSPERITY FOR ALBERTANS**

PROSPERITY

for

ALBERTANS

PROSPERITY

Prosperity will be reflected in a high quality of life for all Albertans including:

- *a dynamic, growing economy with strong consumer demand*
- *sustained investment growth*
- *a vibrant export sector*
- *abundant wealth creation opportunities*
- *steady job creation*
- *well-developed infrastructure*
- *a skilled and educated workforce*
- *access to high quality and affordable education, training, and health care*
- *a social safety net for the less fortunate*
- *a healthy environment for all to enjoy*



GOVERNMENT OF ALBERTA

IT'S YOUR TURN

pros-per-i-ty n: the condition of being successful or thriving, especially economic well-being

A prosperous province is one with a thriving, dynamic economy.

But it's more than that. It's a province where everyone shares in an excellent quality of life with tremendous opportunities to work, invest, do business and build a future for themselves and their families.

Prosperity is a goal for all of us. It's a responsibility government shares with business, industry and individual Albertans. Providing quality programs for people and preserving Alberta's environment, heritage and strong communities, contribute directly to a prosperous province and our quality of life.

We have a strong foundation in place. *Seizing Opportunity*, Alberta's economic development strategy, resulted in solid economic growth and new jobs for Albertans. We've achieved a balanced budget.

Now it's time to look ahead ... time to build on *Seizing Opportunity* ... to keep pace with changes in the marketplace ... time to consider new strategies to keep Alberta's economy growing with new jobs and expanding opportunities for Albertans.

And we need your advice. It's your turn to tell us what you think.

→ This booklet is a starting point. Consider the issues on the next few pages. Think about the questions we've asked. And give us your advice on the best strategies to keep Alberta's economy growing now and for the future.

PROSPERITY FOR ALBERTANS



For the past three years, we've been working hard with the private sector to keep Alberta's economy growing. Our actions have been guided by *Seizing Opportunity*, Alberta's overall economic development strategy.

The results have been impressive. Alberta has a balanced budget and we've started paying back the debt. At the same time, Alberta's economy has kept on growing, creating jobs and outpacing the rest of Canada.

We've accomplished a lot, thanks to the hard work and determination of Albertans. But we can't afford to stand still.

With a rapidly changing marketplace, constant demand for new ideas and innovation, and new expectations for highly skilled knowledge workers, Alberta has to keep pace or we'll get left behind.

I've asked Alberta Economic Development and Tourism to coordinate an updated economic development strategy building on the achievements of *Seizing Opportunity*. They are working closely with a team of private and public sector people, including MLAs, our partners at the Alberta Economic Development Authority and all other government departments.

We're counting on Albertans to get involved. This paper is a starting point – an outline of issues and questions to kick start the discussions and generate new ideas on how we can keep Alberta's economy growing, creating more jobs and more opportunities

"We get more money and jobs in this province by creating the environment for new economic growth and prosperity. We have a responsibility to our children to provide every economic benefit possible out of our natural resources. Adding value to the legacy given us ensures our future."

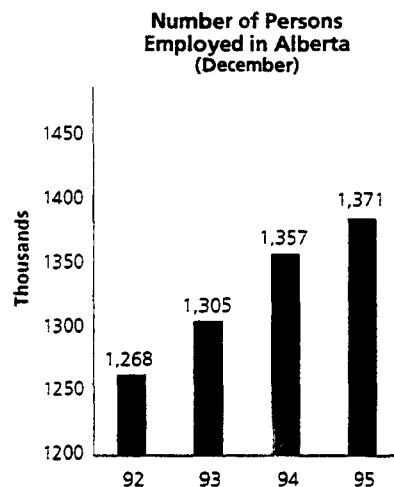
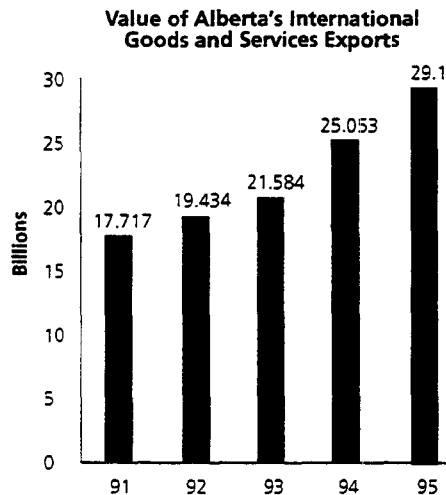
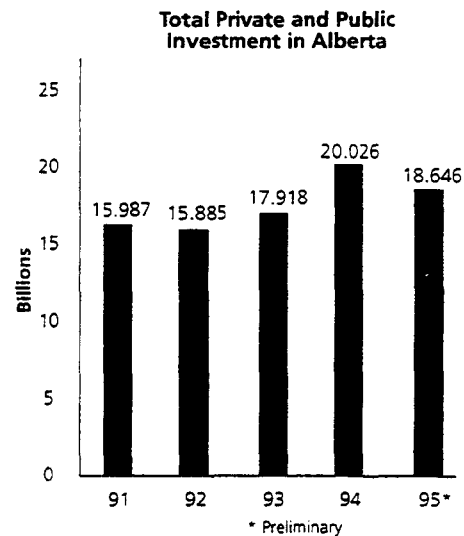
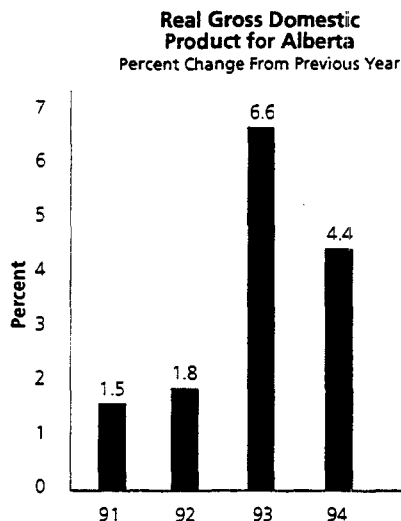
*Murray Smith, Minister
Economic Development and Tourism*

I'm calling on you for advice and ideas on what the government's role should be in creating jobs. This will be a key plank of the updated economic development strategy for Alberta. It's your turn to give us your advice.

With the advice of Albertans, we'll develop a new road map for economic development – a clear direction with priorities for action and practical, achievable plans for getting us to our goal – prosperity for all Albertans.



Premier Ralph Klein

**ALBERTA'S ECONOMY
AT A GLANCE**

SOURCE: STATISTICS CANADA AND ALBERTA ECONOMIC DEVELOPMENT AND TOURISM

SEIZING OPPORTUNITY REPORT CARD**FISCAL ISSUES**

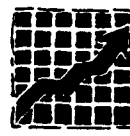
Sustainable balanced budget achieved – from deficits of \$3.4 billion in 1992/93 and \$1.4 billion in 1993/94, the budget produced surpluses of \$958 million in 1994/95 and an estimated \$573 million in 1995/96.

Government involvement and financial assistance to business significantly reduced.

**INTERNATIONAL STRATEGY**

International exports increased from \$22 billion in 1993 to \$25 billion in 1994, and to an estimated record \$29 billion in 1995.

Industry consulted on International Export Strategy.

**STRATEGIC OPPORTUNITIES FOR WEALTH CREATION**

Alberta's value-added international exports increased from 35% of total exports in 1992 to 43% in 1995.

SEIZING OPPORTUNITY REPORT CARD

**RESEARCH AND INNOVATION**

Private sector led Alberta Science and Research Authority established to optimize government R & D expenditures.

**COMMUNITY BASED DEVELOPMENT**

Communication and access to information and services improved.

Consolidated access to services at the regional level.

Alberta communities on-line with the Business Attraction Information System.

**INTER-GOVERNMENTAL PARTNERSHIPS**

Canada/Alberta Memorandum of Understanding on International Business Development signed April, 1995.

Agreement to reduce interprovincial trade barriers signed July, 1995.

Tripartite Infrastructure Program undertaken.

**BUILDING ON STRENGTHS****Agriculture**

Record \$5.8 billion in total farm cash receipts expected in 1995, increasing from \$5.4 billion in 1994 and \$5.0 billion in 1993.

1995 food and beverage processing shipments were over \$5.8 billion, up 13.7% from \$5.1 billion in 1993.

Energy

Total value of shipments of oil, gas and natural gas by-products rose from \$19.2 billion in 1993 to an estimated \$21 billion in 1995.

Generic royalty terms approved for new oil sands projects.

Forestry

Shipments of wood and paper and allied products in 1995 estimated at \$3.9 billion, up from \$3.1 billion in 1994 and \$2.4 billion in 1993.

Introduced fairer market based stumpage fee system.

Tourism

Tourism revenue estimated to be \$3.5 billion in 1995, up from \$3.1 billion in 1993.

Tourism marketing turned over to Alberta Tourism Partnership in 1995.

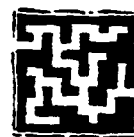
Small Business

Intergovernmental one stop business centres set up in Edmonton and Calgary.

Advanced Technology

Shipments by Alberta industries using advanced technologies reached \$12.1 billion in 1995, an increase of 36% over 1993.

Technology-based companies created through collaboration with universities/research institutions and industry.

**REGULATORY ENVIRONMENT**

Regulation Impact Report developed

and plans put in place for review of all government regulations by 1998.

**JOB CREATION AND SKILL DEVELOPMENT**

A total of 103,000 new jobs were created between December 1992 and December 1995.

Worker productivity in Alberta 17% greater than the national average.

WHAT CHALLENGES FACE US?

As you can see from the Report Card, we've achieved a lot in relation to the key strategies outlined in *Seizing Opportunity*.

However, we face some important challenges as we consider what still needs to be done:

- Other provinces and states compete for new business and investment by offering financial incentives.
- Keeping the budget balanced is essential, and that means no big spending plans to stimulate the economy.
- Technology is changing the marketplace and Alberta needs to keep pace.
- Export and trade patterns are changing with new markets emerging in different parts of the world.
- Continued growth of Alberta's small business sector is essential since it creates the majority of new jobs in the province.
- Jobs and employment are changing. There's less security and more part-time and contract work.
- Youth unemployment is a growing problem. Many young people can't find jobs that allow them to use their skills and education.
- Continued efforts are needed to ensure that all communities can participate in the economic mainstream; for instance, working relationships, partnerships, and joint ventures must be developed between industry and First Nations.
- Continuing to maintain a safe and stable working environment is a critical factor in attracting new businesses to Alberta.
- There is a strong voice for protecting Alberta's environment at the same time as we expand the economy.

These are tough challenges ... challenges that point to the need to update our strategies to keep Alberta at the forefront in a changing marketplace.

"When we create wealth instead of merely redistributing it, we create opportunity where it did not exist before. Alberta's updated economic development strategy will look ahead and lay out plans for creating new opportunities — opportunities for economic growth and job creation."

*Eric Newell
Alberta Economic
Development Authority*

WHAT ARE THE KEY ISSUES?

Seizing Opportunity identified the following key strategies: fiscal issues, strategic opportunities for wealth creation, international strategy, research and innovation, community-based development, intergovernmental partnerships, building on strengths, regulatory environment, and job creation and skill development.

To update and expand on those strategies, we want your advice on these important issues:

- **Strengthening Business Development and Investment**
- **Promoting Research and Technology**
- **Developing Capable People**
- **Expanding Exports**
- **Integrating Economic Development and Environmental Protection, and**
- **Building on Community Strengths.**

Strengthening Business Development and Investment

It's the private sector that makes investments, expands business, develops new markets, chooses to locate in Alberta, and creates jobs for Albertans. The government no longer provides financial incentives to business or directly intervenes in the marketplace.

Government still has a role to play. Its role is to create a positive environment for business – low taxes, reduced regulations and red tape, a responsible financial situation. These factors, and many others, are part of the Alberta Advantage. Together, these advantages create investor confidence and a positive and stable environment for strong economic growth and private sector job creation. The recent decision to phase out the Province's tax on machinery and equipment is an example of action government can take to remove barriers to growth and investment in Alberta.

Government works closely with business and industry, and with the Alberta Economic Development Authority, to strengthen business development, job creation and investment in the province. But there is more work to be done.

"The process of developing Alberta's updated economic development strategy provides a new opportunity to make real choices about how to move ahead with practical approaches for achieving sustainable economic growth and jobs for Albertans. This is a team effort between industry and government that can benefit all Albertans."

*Charlotte Robb
Alberta Economic
Development Authority*

Some have suggested that more effort should go into stimulating Alberta's value-added industries to provide quality jobs here in Alberta. For instance, companies can turn grain into bread and pasta or natural gas into ethylene and plastic pipe instead of shipping raw materials and jobs outside the province.

Another suggestion for expanding business opportunities is to promote the entrepreneurial talents of Alberta's small and middle sized enterprises.

QUESTIONS *What more can be done to promote business development and job creation?*

What can industry and government do to encourage more value-added industries to develop in Alberta?

What specifically can be done to promote small and medium sized enterprises?

Promoting Research and Technology

Whether it's surfing the Internet, connecting with new markets or developing leading edge products, technology is changing how business gets done. It's making businesses more productive. And it's also leading to the creation of brand new products, processes and services.

To take advantage of the full potential technology has to offer, Alberta needs a strong commitment to science and research. And we need to take the results of research and turn that into new products and commercial opportunities. At the same time, more Alberta businesses need to invest in research and development and use new technologies in their own business to stay ahead of their competition.

QUESTIONS *How can industry and government stimulate science and technology development in Alberta to get the best return from our investment?*

How can Alberta businesses be encouraged to take better advantage of technology to improve their productivity and competitive edge?

THE ALBERTA ADVANTAGE

- *a strong and vibrant economy open to investment, wealth generation and job creation*
- *abundant natural resources*
- *a highly educated and productive workforce*
- *no sales tax and low overall tax rates*
- *efficient and modern highways, railways and airports*
- *world class schools, institutes, colleges and universities*
- *a modern health care system*
- *competitive natural gas prices*
- *electricity rates among the lowest in North America*
- *a strong science and technology culture*
- *an entrepreneurial and competitive business community*
- *clean water and air*
- *breathtaking scenery*
- *culturally diverse communities*
- *a fiscally responsible government, committed to less regulation*
- *a quality of life that is second to none*

"In the past three years we have made significant progress. Albertans have set the course for a balanced budget. Our private sector is healthy, generating thousands of new jobs. The Alberta government has held strong to its commitment to create a business climate conducive to wealth and job creation. Building a better Alberta is what this strategy is all about."

*Doug Mitchell, Q.C.
Alberta Economic
Development Authority*

Developing Capable People

The strength of Alberta's economy depends on a capable and highly skilled workforce. As we move more to an "information economy", those skills are becoming increasingly complex and are changing rapidly. Skills quickly become obsolete and people require ongoing training and re-training to keep up. Education and training programs are changing with more emphasis on lifelong learning and transferable training mechanisms to help people get the skills they need on an ongoing basis.

The nature of work is changing. Instead of traditional long-term secure jobs, people face multiple careers and multiple forms of work including more part-time, contract and temporary employment. For many workers, these changes mean insecurity of income and benefits, and unpredictable employment.

In the face of these issues, people ask, "Who's responsible for ensuring a highly skilled and growing workforce?" Through its education and training institutions, government clearly has a role to play. But so does business and industry, since companies depend on skilled employees in order to compete. Individuals have a responsibility as well, to take initiative and to keep pace with new approaches and new skills.

QUESTIONS *What can be done to ensure that Alberta's workers keep pace with new skill requirements?*

How do we balance the responsibility for skill development between the government, the private sector and individuals?

Expanding Exports

Exports of goods and services have been a driving force of the Alberta economy over the last five years – increasing more than 64 percent from \$17.7 billion in 1991 to an estimated \$29 billion in 1995. The question is, "How do we keep our exports growing?"

Many of the factors that affect the market for Alberta products are beyond our control – factors like the value of the dollar, tariffs imposed by some countries, international prices and trade agreements.

However, there is still a lot we can influence. The province has worked with the private sector to promote areas where we have distinctive capabilities, whether that's particular industries, clusters of businesses or specialized expertise. And we've stepped up efforts to collect and provide the private sector with up to date information on market trends and potential opportunities.

Given that interprovincial and international agreements also have a direct impact, the province is taking a strong role in ensuring that we have a provincial voice in trade negotiations. With changing trade patterns, the province also has key roles to play in ensuring high quality transportation routes and in working with other governments to remove barriers to cost effective transportation.

QUESTIONS

What new ideas do you have to stimulate exports of Alberta products and expertise?

What tools could be used to expand the markets for Alberta products?

Should trade promotions focus on selected clusters of industry and expertise or should a broader approach be taken?

What position should the province take in trade negotiations? Are there trade policies in place now that hinder Alberta businesses?

Integrating Economic Growth and Environmental Protection

Alberta enjoys a high quality environment with abundant natural resources and breathtaking landscapes. It's an environment we need to protect. So while we look for strategies to build Alberta's economy, we need to ensure that our environment is protected.

Increasingly, the high quality of our air, land and water resources combined with sound environmental practices are recognized as part of the Alberta Advantage. The continued development of an "environmental ethic" is evident in the business community. Opportunities are opening up for clusters of industries with distinct capabilities and techniques to address environmental concerns.

TO PROSPER - *become rich, become wealthy, be enriched, thrive, do well, have good fortune, flourish, make money, benefit, advance, gain, make good, do well by oneself, do wonders, succeed.*

On the government side, there is a need to have clear environmental standards in place. At the same time, we must simplify the legislative and regulatory burden. We must also streamline and clarify approval processes so that industries can spend more of their time improving environmental practices and less time doing paperwork.

QUESTIONS *What should government and industry do to ensure we meet both our environmental protection and economic development goals?*

What actions could be taken to develop and expand the markets for Alberta's environmental industries?

Building on Community Strengths

Alberta's communities can be defined by geography, interest or circumstance. However they are defined, the health and prosperity of Alberta's communities – rural and urban – are a critical component of the Alberta Advantage. Community-driven initiatives provide an added dimension to Alberta's economy, attracting business and investment and making our province a vibrant place to live, work and raise families.

Across Alberta, communities have developed their own unique flavour through cultural, heritage and recreation facilities, programs and activities. These attractions add significantly to Alberta's economy by generating revenue, providing employment opportunities and attracting national and international visitors to Alberta.

QUESTIONS *What is needed to promote an active role for communities of all kinds in developing and strengthening the Alberta Advantage?*

How can communities actively use, develop and promote their significant cultural, heritage and recreational assets for economic development?

For further information, call (403) 427-3627. If you're calling from outside the Edmonton area, please call 310-0000 toll free and ask to be connected to (403) 427-3627.

IT'S YOUR TURN!

You've had a chance to read about some of the issues facing Alberta's economy. Now it's your turn.

Alberta needs a proactive and dynamic strategy to keep our economy growing and producing more and better jobs and opportunities. The goal is **prosperity for all Albertans**. We know Alberta's quality of life and the strength of programs like health and education are important factors in achieving this goal. But without clear direction and practical plans for economic development, Alberta can't keep pace in a rapidly changing and competitive world.

Taken together, government's actions in three key areas – providing quality programs for **people**, **preserving** our environment, heritage and communities, and promoting economic **prosperity** through new strategies and new ideas – will help ensure that Albertans enjoy a quality of life that's second to none!

We'd like to hear your ideas.

Consider the questions we've set out. Then share your ideas and concerns, tell us what additional issues you think need to be addressed, and give us your suggestions for creative solutions and new strategies.

Talk to us!

- Contact your local MLA and share your ideas.
- Contact the Alberta Economic Development Authority at (403) 422-5404.
- Mail or fax your written comments to:
Alberta Economic Development and Tourism
6th floor, Commerce Place, 10155 - 102 Street
Edmonton, Alberta T5J 4L6 • Fax (403) 422-0061 / (403) 422-1262
- e-mail: econtalk@censsw.gov.ab.ca
- Call Alberta Economic Development and Tourism at (403) 427-3627.

Please make sure you provide your comments by May 16, 1996.

**Thank you for
taking time to help
shape an updated
economic
development
strategy for Alberta.**

COMMENT SHEET

Written comments? Mail or Fax us at

Alberta Economic Development and Tourism
6th floor, Commerce Place, 10155 - 102 Street
Edmonton, Alberta T5J 4L6 • Fax (403) 422-0061 / (403) 422-1262

As an Albertan, I am most concerned about the following issues:
(check all that apply)

- ☐ Strengthening Business Development and Investment
- ☐ Promoting Research and Technology
- ☐ Developing Capable People
- ☐ Expanding Exports
- ☐ Integrating Economic Development and Environmental Protection
- ☐ Building on Community Strengths
- ☐ Other (specify)

My specific concerns are:

I suggest the following innovative solutions and strategies for industry and government:

Thank you for sharing your ideas on the best strategies for prosperity for Albertans.

For further information,
call (403) 427-3627. If
you're calling from outside
the Edmonton area, please
call 310-0000 toll free and
ask to be connected to
(403) 427-3627.



Deaf or hearing impaired
with TDD/TDY units call
427-9999 in Edmonton Other
locations call 1 800-232-7215



**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

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

FILE

May 16, 1996

Alberta Economic Development and Tourism
6th Floor Commerce Place
10155 - 102 Street
Edmonton, AB T5J 4L6

SENT VIA FAX # 403-422-0061

Dear Sir/Madam:

RE: DISCUSSION PAPER: PROSPERITY FOR ALBERTANS

Thank you for the opportunity to provide comments to the above document.

We will be presenting this paper to Council of The City of Red Deer at its meeting of May 21, 1996. I understand that the deadline for submissions is May 16, 1996, therefore, attached hereto are the Administrative comments concerning this paper. Should Council wish to change or add to these comments, we will forward them to you following the May 21, 1996 Council Meeting.

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

Sincerely,

KELLY KLOSS
City Clerk

KK/fm

att.

c. Land & Economic Development Manager

*a delight
to discover!*

DATE: May 13, 1996
TO: Kelly Kloss, City Clerk
FROM: Alan Scott, Land and Economic Development Manager
RE: **DISCUSSION PAPER - PROSPERITY FOR ALBERTANS**

We compliment the Provincial Government on the many changes they have made to date in Alberta's Economic Development Strategy. The message conveyed to prospective investors is positive and designed to encourage economic activity.

The one specific area where we feel room for improvement remains, is in the area of joint cooperation between the three levels of government. For years we have advocated the development of a one-stop, store front facility to answer to the needs of those seeking out information and assistance for new business projects. Facilities of this nature have been established in both Edmonton and Calgary, and while attempts have been made in Red Deer, they have, to date, been unsuccessful. Perhaps this is because of the lack of Federal participation in Red Deer, where strong Federal representation in Economic Development does not exist.

The Province recognizes the advantage to the concept, and I believe that during the past twelve months, the Province and ourselves have been working more closely. But there is still room for improvement, and I would urge the Provincial government to give strong consideration to the "Business Services Centre" concept in communities other than Edmonton and Calgary.



Alan V. Scott

AVS/mm

**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

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

May 23, 1996

FILE

Alberta Economic Development
and Tourism
6th Floor Commerce Place
10155 - 102 Street
Edmonton, AB T5J 4L6

SENT VIA FAX # 403-422-0061

Dear Sir/Madam:

RE: DISCUSSION PAPER: PROSPERITY FOR ALBERTANS

This letter is a follow-up to our faxed letter of May 16, 1996.

At The City of Red Deer's Council Meeting held May 21, 1996, consideration was given to your correspondence dated April 24, 1996, concerning the above. At this meeting the following resolution was introduced and passed:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Alberta Municipal Affairs dated April 24, 1996, re: Discussion Paper - Prosperity for Albertans, hereby concurs with the comments as outlined in the report from the Land and Economic Development Manager dated May 13, 1996, concerning the above, and agrees that inquiries be made with the Province with respect to working with The City of Red Deer in developing a co-operative regional economic development organization, and as presented to Council May 21, 1996."

Attached hereto is a memorandum from the Land and Economic Development Manager of The City of Red Deer, as referred to in the above resolution.

... / 2

*a delight
to discover!*

Alberta Economic Development
and Tourism
May 23, 1996
Page 2

We appreciate being able to provide input into the economic development strategy being proposed by the Province of Alberta.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jeff Graves', is written over the printed name and title.

Jeff Graves
Assistant City Clerk

JG/clr
attchs.

c Land and Economic Development Manager

DATE: May 13, 1996
TO: Kelly Kloss, City Clerk
FROM: Alan Scott, Land and Economic Development Manager
RE: **DISCUSSION PAPER - PROSPERITY FOR ALBERTANS**

We compliment the Provincial Government on the many changes they have made to date in Alberta's Economic Development Strategy. The message conveyed to prospective investors is positive and designed to encourage economic activity.

The one specific area where we feel room for improvement remains, is in the area of joint cooperation between the three levels of government. For years we have advocated the development of a one-stop, store front facility to answer to the needs of those seeking out information and assistance for new business projects. Facilities of this nature have been established in both Edmonton and Calgary, and while attempts have been made in Red Deer, they have, to date, been unsuccessful. Perhaps this is because of the lack of Federal participation in Red Deer, where strong Federal representation in Economic Development does not exist.

The Province recognizes the advantage to the concept, and I believe that during the past twelve months, the Province and ourselves have been working more closely. But there is still room for improvement, and I would urge the Provincial government to give strong consideration to the "Business Services Centre" concept in communities other than Edmonton and Calgary.



Alan V. Scott

AVS/mm

DATE: May 22, 1996

TO: Kelly Kloss, City Clerk

FROM: Alan Scott, Land and Economic Development Manager

RE: **DISCUSSION PAPER - PROSPERITY FOR ALBERTANS**

We compliment the Provincial Government on the many changes they have made to date in Alberta's Economic Development Strategy. The message conveyed to prospective investors is positive and designed to encourage economic activity.

The one specific area where we feel room for improvement remains, is in the area of joint cooperation between the three levels of government. For years we have advocated the development of a one-stop, store front facility to answer to the needs of those seeking out information and assistance for new business projects. Facilities of this nature have been established in both Edmonton and Calgary, and while attempts have been made in Red Deer, they have, to date, been unsuccessful. The one component missing - and a key to the success of a joint facility - is Federal representation. Alberta is serviced by Federal Government economic development representatives stationed in Edmonton and Calgary, and the communication lines tend to be longer for areas outside of the two major cities. A commitment to the concept from the Federal Government would therefore be beneficial.

The Province recognizes the advantage to the concept, and I believe that during the past twelve months, the Province and ourselves have been working more closely. But there is still room for improvement, and I would urge the Provincial government to give strong consideration to the "Business Services Centre" concept in communities other than Edmonton and Calgary.



Alan V. Scott

AVS/pr



THE CITY OF RED DEER
P. O. BOX 6006, RED DEER, ALBERTA T4N 3T4

FILE No
FAX: (403) 346-6195

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

May 23, 1996

Alberta Economic Development
and Tourism
6th Floor Commerce Place
10155 - 102 Street
Edmonton, AB T5J 4L6

SENT VIA FAX # 403-422-0061

Dear Sir/Madam:

RE: DISCUSSION PAPER: PROSPERITY FOR ALBERTANS

This letter is a follow-up to our faxed letter of May 16, 1996.

At The City of Red Deer's Council Meeting held May 21, 1996, consideration was given to your correspondence dated April 24, 1996, concerning the above. At this meeting the following resolution was introduced and passed:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Alberta Municipal Affairs dated April 24, 1996, re: Discussion Paper - Prosperity for Albertans, hereby concurs with the comments as outlined in the report from the Land and Economic Development Manager dated May 13, 1996, concerning the above, and agrees that inquiries be made with the Province with respect to working with The City of Red Deer in developing a co-operative regional economic development organization, and as presented to Council May 21, 1996."

Attached hereto is a memorandum from the Land and Economic Development Manager of The City of Red Deer, as referred to in the above resolution.

... / 2



RED-DEER

a delight to discover!

TRANSMISSION REPORT

THIS DOCUMENT WAS CONFIRMED
(REDUCED SAMPLE ABOVE - SEE DETAILS BELOW)

**** COUNT ****

TOTAL PAGES SCANNED : 3
TOTAL PAGES CONFIRMED : 3

*** SEND ***

No.	REMOTE STATION	START TIME	DURATION	#PAGES	MODE	RESULTS
1	403 422 0061	5-23-96 14:50	0'54"	3/ 3	EC	COMPLETED 14400

TOTAL 0:00'54" 3

NOTE:

No. : OPERATION NUMBER 48 : 4800BPS SELECTED EC : ERROR CORRECT G2 : G2 COMMUNICATION
PD : POLLED BY REMOTE SF : STORE & FORWARD RI : RELAY INITIATE RS : RELAY STATION
MB : SEND TO MAILBOX PG : POLLING A REMOTE MP : MULTI-POLLING RM : RECEIVE TO MEMORY



2930 Fairway Street. S.
Lethbridge, AB. T1K 6T9
Phone: (403) 329-0622
Fax: (403) 320-9932

Box 488
Red Deer, AB. T4N 5G1
Phone: (403) 346-6116
Fax: (403) 341-3885

MAY 7, 1996

CITY OF RED DEER
P.O. BOX 5008
RED DEER, ALBERTA
T3N-3T4

BYLAWS AND INSPECTIONS DEPARTMENT

ATTENTION: MR. KELLY KLOSS

DEAR MR. KLOSS:

RE: M & K MOBILE HOME SALES LTD.
7920 - 50 AVE. RED DEER, ALBERTA
LOT 1, PLAN 800 H.W.

PLEASE EXTEND THE PRESENT USE OF THE ABOVE PROPERTY FOR THREE YEARS.

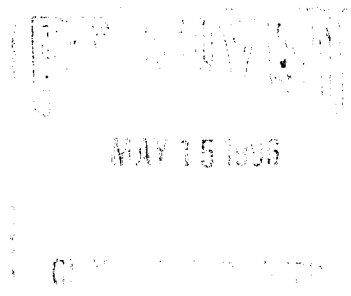
IF IT IS POSSIBLE TO EXTEND THE USE FOR A LONGER PERIOD OF THE TIME PLEASE DO SO.

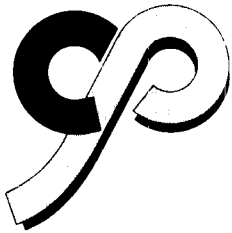
THANK YOU FOR YOUR CONSIDERATION OF THIS MATTER.

YOURS TRULY,

A handwritten signature in cursive script, appearing to read 'A.G. Oakes'.

A.G. OAKES
PRESIDENT





**PARKLAND
COMMUNITY
PLANNING
SERVICES**

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

TO: City Clerk **DATE:** May 13, 1996

FROM: Paul Meyette, Principal Planner
Peter Holloway, Inspections and Licensing Assistant Manager
Ken Haslop, Engineering Department Manager

RE: M & K Mobile Home Sales Limited

M & K Mobile Home Sales Limited is requesting an extension of their temporary use permit which allows the sale of mobile homes. They are requesting as long an extension as possible.

Background

The site is currently zoned A1 (Future Urban Development District); this district is applied to lands in the City which are not currently scheduled for development. The site has been granted an exception by City Council which allows the sale and service of mobile homes for a period of time not exceeding ten years from the 3rd of September 1985. The time frame specified in the Land Use Bylaw has now expired and a further Land Use Bylaw Amendment is required to extend the use on the site.

Comments


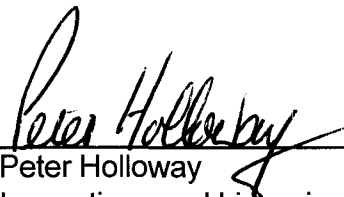
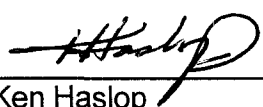
In reviewing the background to this issue, it appears that City Council has been reluctant to rezone the M & K site from A1 (Future Urban Development) to C4 (Major Arterial) District because of a number of issues. These include the need for future roadway dedication, the need to extend future services through the property and the need to complete planning for the area.

After discussions among City staff and with M & K Homes, we are prepared to support a further three year extension of the temporary use permit. Although the business would be given far more flexibility through a rezoning to the C4 District, staff were unable to reach an agreement at this time related to servicing and right of way dedication.

Recommendation

City and Planning staff are therefore recommending that Council approve the following:

1. That a land use exception be approved to allow M&K Homes to continue to operate on the site for a further three years.
2. That City and Planning Staff try to resolve any outstanding issues related to servicing, right of way dedication and planning prior to the expiry of the land use exception. This would allow the property to be rezoned to the C4 (Major Arterial) District.

		
Paul Meyette Principal Planner	Peter Holloway Inspections and Licensing Assistant Manager	Ken Haslop Engineering Department Manager

COMMENTS:

We concur with the recommendations of the Administration.

"G. D. SURKAN"
Mayor

"L. HODGSON"
Acting City Manager

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

DATE: August 24, 1995
TO: City Clerk
FROM: Engineering Department Manager
RE: **M & K MOBILE HOME SALES LTD.
RENEWAL OF APPROVED USE
7920 - 50 AVENUE
LOT 1, PLAN 800 H.W.**

We have no objection to the renewal of use, subject to the owner dedicating a 5.03 m service road widening along the east boundary of the lot. The proposed 5.03 m widening, combined with the existing 15.09 m right of way, will then meet the City's standard road right of way width of 20.12 m (66 ft). This width is required to accommodate future underground utilities and an upgraded service road, all of which are necessary for new developments to the north. The same dedication requirement was applied in 1991 to Lot 2, Plan 800 H.W. immediately to the south. The cost of the survey and registration would be the owner's responsibility.



Ken Haslop, P. Eng.
Engineering Department Manager

KGH/emg

c.c. Land and Economic Development Manager

DATE: August 14, 1995
TO: City Clerk
FROM: Inspections & Licensing Manager
RE: **M & K MOBILE HOMES SALES LTD.
7920 - 50 AVENUE
LOT 1 - PLAN 800 H.W.**

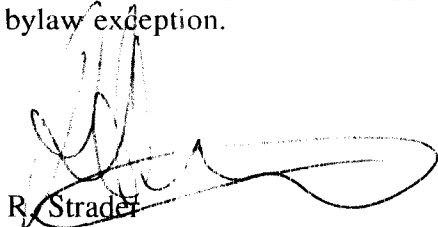
BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

In response to your memo regarding the above subject, we have the following comments for Councils consideration.

The site is zoned A1 (Future Urban Development), in which the present use is neither permitted or discretionary. Mobile Homes Sales have been carrying on business from this location since at least 1980, and were approved as a "temporary use" by the Municipal Planning Commission at that time. In 1985, Council approved an exception to the Land Use Bylaw for an initial period of 3 years, and then extended the approval to September 1995.

The applicant is requesting a further extension to permit him continue his business operation. The area directly south of this site and the area east of Gaetz Avenue is zoned C4, in which the use would be permitted. In 1992, the applicant significantly improved the site with landscaping and paved driveways.

Recommendation: As the use is permitted under the probable zoning of the site and the applicant has improved the appearances of the site, we recommend a further extension of the bylaw exception.



R. Strader
Inspections & Licensing Manager
INSPECTIONS & LICENSING DEPARTMENT

RS/yd

DATE: August 21, 1995

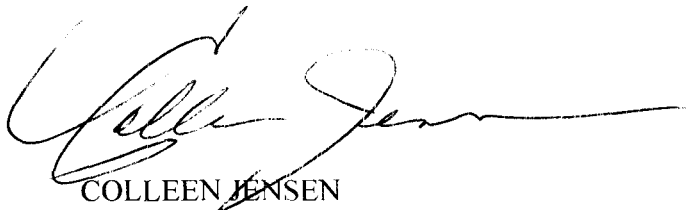
BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

TO: KELLY KLOSS
City Clerk

FROM: COLLEEN JENSEN
A/Director of Community Services

RE: M & K MOBILE HOME SALES LTD.
Your memo dated August 17, 1995 refers.

Having reviewed the above-noted memo with the manager of Recreation, Parks & Culture, we have no concerns from a Community Services perspective.



COLLEEN JENSEN

:dmg

c Don Batchelor, Recreation, Parks & Culture Manager

DATE: August 17, 1995

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

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

FROM: CITY CLERK

RE: M & K MOBILE HOME SALES LTD.

Please submit comments on the attached to this office by September 1, 1995, for the Council Agenda of September 11, 1995.

"Kelly Kloss"
City Clerk

**THE CITY OF RED DEER**

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

FILE

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

August 17, 1995

Mr. A.G. Oakes, President
M & K Homes Sales
Box 488
Red Deer, Alberta
T4N 5G1

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

Dear Sir:

I acknowledge receipt of your letter dated August 10, 1995, re: extension of use.

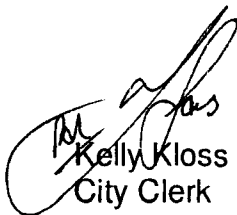
This item will be discussed and possibly a decision made at the Meeting of Red Deer City Council on September 11, 1995.

Your request has been circulated to City administration for comments. Should you wish to receive a copy of the administrative comments prior to the Council meeting, they may be picked up at our office on the second floor of City Hall on September 8, 1995.

In the event you wish to be present at the Council meeting, would you please telephone our office on Friday, September 8, 1995, and we will advise you of the approximate time that Council will be discussing this item. Council meetings begin at 4:30 p.m., and adjourn for the supper hour at 6:00 p.m., reconvening at 7:00 p.m. When arriving at City Hall, please enter City Hall on the park side entrance when arriving, and proceed to the second floor Council Chambers.

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

Yours sincerely,



Kelly Kloss
City Clerk

KK/ds



*a delight
to discover!*



THE CITY OF RED DEER

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

FAX: (403) 346-6195

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

May 23, 1996

FILE

M & K Homes Sales
Box 488
Red Deer, AB T4N 5G1

Dear Mr. Oakes:

**RE: M & K MOBILE HOME SALES LTD.
7920-50 Avenue, Red Deer, AB
(Lot 1, Plan 800 H.W.)
LAND USE BYLAW AMENDMENT 3156/E-96**

At the Council Meeting of May 21, 1996, first reading was given to Land Use Bylaw Amendment 3156/E-96, a copy of which is attached hereto. Council also passed the following resolution:

"RESOLVED that Council of The City of Red Deer, having considered report from the City Administration dated May 13, 1996, re: M & K Mobile Home Sales Ltd., hereby agrees that subject to passage of Land Use Bylaw Amendment 3156/E-96, City Administration resolve any outstanding issues related to servicing, right of way dedication, and planning, relative to the property described as 7920 Gaetz Avenue (Lot 1, Plan 800 HW), prior to the expiry of the Land Use exception, as noted in said Bylaw, and as presented to Council May 21, 1996."

This office will now proceed with preparation of advertising for a Public Hearing of Land Use Bylaw Amendment 3156/E-96, to be held in Council Chambers of City Hall on Monday, June 17, 1996, commencing at 7:00 p.m., or as soon thereafter as Council may determine.

... / 2




*a delight
to discover!*

M & K Home Sales Ltd.
May 23, 1996
Page 2

Advertising is scheduled to appear in the Red Deer Advocate on Friday, May 31, 1996 and Friday, June 7, 1996. In accordance with the Land Use Bylaw, you are required to deposit with the City Clerk, prior to public advertising, an amount equal to the estimated cost of advertising which in this instance is \$500.00. We require this deposit by no later than Wednesday, May 29, 1996, in order to proceed with the advertising scheduled above. Once the actual costs are known, you will either be invoiced for or refunded the difference.

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

Sincerely,



Jeff Graves
Assistant City Clerk

JG/clr
attchs.

c Inspections and Licensing Manager
 Principal Planner
 Council and Committee Secretary, S. Ladwig
 C. Rausch

DATE: May 23, 1996

TO: Principal Planner
Inspections and Licensing Assistant Manager
Engineering Department Manager

FROM: Assistant City Clerk

RE: M & K MOBILE HOME SALES LTD. /
LAND USE BYLAW AMENDMENT 3156/E-96

FILE

At the Council Meeting of May 21, 1996, first reading was given to the above noted Land Use Bylaw Amendment, a copy of which is attached hereto.

Land Use Bylaw Amendment 3156/E-96 provides for an extension of the temporary use permit allowing the sale and service of mobile homes. Council also passed the following resolution:

"RESOLVED that Council of The City of Red Deer, having considered report from the City Administration dated May 13, 1996, re: M & K Mobile Home Sales Ltd., hereby agrees that subject to passage of Land Use Bylaw Amendment 3156/E-96, City Administration resolve any outstanding issues related to servicing, right of way dedication, and planning, relative to the property described as 7920 Gaetz Avenue (Lot 1, Plan 800 HW), prior to the expiry of the Land Use exception, as noted in said Bylaw, and as presented to Council May 21, 1996."

Please attempt to resolve issues as they relate to servicing and railway dedication prior to the expiration of the land use exception.

This office will now proceed with preparation of advertising for a Public Hearing to be held in Council Chambers on Monday, June 17, 1996, commencing at 7:00 p.m., or as soon thereafter as Council may determine.

Trusting you will find this satisfactory.


Jeff Graves
Assistant City Clerk

JG/clr
attchs.

c Director of Development Services
Director or Community Services
S. Ladwig, Council and Committee Secretary

NO. 4

Date: May 13, 1996

To: City Clerk

From: Deputy Chief
Emergency Medical Services**RE: GROUND AMBULANCE SERVICES TASK FORCE REPORT**

The report entitled 'Toward a Model of Governance and Funding of Ground Ambulance Services In Alberta' has now been released for public comment. The report makes several recommendations which may have an impact on our ambulance service which I will outline in this report.

Recommendations regarding funding

The first group of recommendations deal with funding for ambulance service. It is recommended that ambulance service be recognized as a *'....critical and integral element of a comprehensive and restructured health care system. Consequently, the Task Force recommends that the Provincial Government recognize ambulance services as a core health service and that dedicated funding be allocated for this purpose.'* It further states that *"Baseline funding should be provided by the Provincial Government to support the Basic Life Support level of service."* The funding is to take the form of conditional per capita grants, adjusted to accommodate remoteness. Funding will be provided first to smaller and rural communities with funding for larger municipalities phased in latter. Rates for ambulance service will be set by the Province and will be consistent across the province. Since rates will be the same across the Province, while only smaller centers will initially receive subsidization, this might be viewed as larger centers subsidizing the provision of ambulance service in smaller centers, until the grants are made equal for all municipalities.

While it is not stated in the report, Task Force representatives have stated at stakeholder meetings that they envision most money in the first three years being used to upgrade small rural services, and to provide province wide communications (see later recommendation). After three years, funding would be made available to all providers of ambulance service, though only to the Basic Life Support (BLS) level of service. Municipalities wishing to operate at the Advanced Life Support (ALS) level (as our service does) would have to 'top up' this funding to make up the difference.

The current disparity in funding for the transfer of in-patients compared to the transfer of out-patient transfers will also be eliminated. Hospitals will be responsible for these costs, while patients or their insurers will remain responsible for the cost of transportation from the site of their injury or illness to the "point of first appropriate treatment", as determined by Government policy.

2

Efforts will be made to coordinate transfers between and within regions through their dispatch systems. Ambulances returning from delivering a patient to a receiving hospital will be expected to return any patients waiting to return to their home location, or neighboring communities along their route. This raises a concern as to whether our units will be able to return as quickly as possible from a trip to Calgary or Edmonton, or whether they will be required to drop off a patient in Innisfail or Olds along the way.

Recommendations re:Governance + Regional Ambulance Service Committees

Municipalities would be divided into two types: Group A (services doing over 1200 calls per year), and Group B (less than 1200 trips per year). Group A municipalities (including ours) would be those *"...which continue to be responsible for operating ground ambulance services."* Group A services would be required to provide an ALS level of service and to accept the phased in funding approach to the BLS level.

Regional Ambulance Service Committees (RASC's) will be set up corresponding to the 17 Regional Health Authorities (RHA's). They will be composed of representatives of municipalities and RHA's. In Group A municipalities, the Committee for the region would operate primarily to provide advice and coordination between municipalities and RHA's, coordinating services with other regions. In Group B municipalities, the Regional Ambulance Service Committee would be responsible for ground ambulance services. They could do this by contracting with an existing operator, or could directly run a service.

RASC's would also be responsible for monitoring outcome measures with respect to patient care, accountability and cost effectiveness. They will collaborate with stakeholders to ensure economies of scale through joint training, staffing and bulk purchasing of medical supplies. They would also undertake prevention and promotion efforts to reduce the reliance on emergency health services as well as the development of a public education program dealing with ambulance issues. These could all have a positive effect on our service.

Recommendations regarding Communications and Dispatch Systems

The Report recommends that *".....Alberta Health should provide sufficient funds to ensure that each ground ambulance is equipped with a VHF radio capable of communicating on the provincial ambulance frequency. On a more long term basis establish and fund an effective and integrated radio network using newer technologies....."* Many services no longer use VHF technology, having moved on to UHF or 800 MHz radio systems, but there is a dedicated VHF channel set aside for the use of ambulance services in the province. We have the ability to monitor this frequency in our Alarm Center, but not in our

ambulances. As long as the Province covered the cost of the radios, this would not have an impact on our service.

The Report recognizes dispatch *"..... as a very important element of pre-hospital and inter-facility care."* It recommends that dispatching and E911 services be regionalized to provide for economies of scale and that all centers utilize Medical Priority Dispatch, which we currently do. This is very timely considering we are currently pursuing the marketing of E911 service in the region.

The report recommends that all dispatchers be trained to the Emergency Medical Responder (EMR) level as well as receiving Medical Priority Dispatch training. I do not believe that this is appropriate. Dr. Jeffery Clawson, who developed the Medical Priority Dispatch system, recommends that personnel performing this job either have no additional medical training or else be trained at the EMT-Paramedic level. He believes that lower levels of medical training may cause dispatchers to deviate from the established protocols without a good understanding of the underlying medical problem. There would be some expense involved in training our existing Alarm Operators to the EMR level, although most of it could be accomplished on-duty by computer managed learning.

"The dispatch center and Emergency Medical Dispatchers should operate under the authority of a Medical Director." While I agree that there needs to be medical advise and review of dispatch systems, I do not agree with the term "operate under the authority....." Our system is currently subject to review by our Medical Director (Dr. Gordon Neil), but it does not operate under his authority.

"Dispatching should be considered a 'delegated medical act' conducted by practitioners registered under the Health Disciplines Act." I believe that the Health Disciplines Act has been a very effective way of regulating Paramedics and EMT's, but I am not sure how well Emergency Medical Dispatchers would fit under that legislation or that it is necessary to regulate them. However, since the Medical Director approves the protocols under which our dispatch system operates and reviews our compliance with those protocols, and since our dispatchers are giving medical advice in the form of pre-arrival instructions over the phone, registration may be necessary.

"Over time, it is anticipated that consolidation of dispatch systems will occur. This will most likely be the case in areas with lower call volumes. These areas should consider contracting with Group A municipalities for ground ambulance dispatch services." I agree with this statement, and as noted above we are currently marketing E911 service to the region. Progression to adding the dispatching function would seem natural in the future.

Conclusions and Recommendations

In general I believe the Report to be positive. If implemented, the City would receive funding to the BLS level at some future time. It may be inequitable that the City not receive funding on the same basis as smaller services for the first few years if we are going to be required to charge the same ambulance rates as all other services in the Province. The recommendations regarding increased cooperation and coordination of ambulance services in a region or between regions are positive, as is the idea of sharing training resources, bulk purchasing, and the development of a public education program. The establishment of radio systems which allow neighboring ambulance services to communicate would be very beneficial. I do not support mandatory training of dispatchers to the EMR level, but I do believe that they should be subject to medical control and audit.

I recommend that Council forward these comments to the Task Force for their consideration.

Respectfully,

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

Dan J. Osborne
Deputy Chief
Emergency Medical Services

DATE: May 10, 1996

TO: City Clerk

FROM: Director of Development Services

RE: GROUND AMBULANCE TASK FORCE - CONSULTATION DOCUMENT

We have reviewed the subject document, and specifically the recommendations contained within it. We commend the Task Force on their work to date. The document describes the history and the current picture of Ground Ambulance Service issue. It also focuses on some of the current problems and the future challenges. With respect to the recommendations, we would like to make some general comments. The Emergency Services Department will be addressing the report as well.

Recommendation 2 states, in part ***“Baseline funding should be provided by the Provincial Government to support the Basic Life Support (BLS) level of service. Funding should be in the form of conditional grants that require a minimum Basic Life Support standard, and an annual accounting of how the funds were spent.”***

We would have some concern with respect to providing an annual accounting of our expenditures with respect to Basic Life Support, particularly if we are not receiving any Provincial assistance.

Another point contained in Recommendation 2 states ***“In order to meet pressing needs, in the short term, Provincial funding should be allocated first to rural and smaller communities. Funding to the larger areas now operated by municipalities should be phased in.”***

We certainly understand that funding of the program as outlined is a massive undertaking. We would be concerned if larger communities such as Red Deer, who already have an ambulance service in place, were not funded the same way as other smaller communities. We appreciate that some phasing in may be necessary to allocate limited funds to the communities who have the most pressing needs. We would hope that the phasing is relatively short term. We compete with some of these communities for residential, commercial, and industrial development. Our ambulance is presently 100% tax supported. We would be at a disadvantage if these communities received Provincial assistance for their ambulance service.

Recommendation 2 also states, in part ***“For cases where the patient pays the cost of ambulance service, a standard and affordable rate, consistent across the Province, should be set by the Provincial Government. This rate must reflect the balance between user fees and other sources of ambulance funding.”***

We would have serious concerns with the Province mandating consistent rates across the Province if they will not have consistent funding across the Province.

City Clerk
Page 2
May 10, 1996

Recommendation 4 states, in part ***"Municipalities belonging to the Group A category would be required to meet the following requirements: provide an Advanced Life Support level of service."***

We wonder why, when they have stated that Basic Life Support shall be the minimum standard throughout the Province, that they are mandating Group A municipalities must provide an Advanced Life Support (ALS) level of service. Red Deer presently does provide ALS service to our residents. We believe that this should be our choice however.

Recommendation 7 states, in part ***"Some communities may want to upgrade from the Basic Life Support level to an Advanced Life Support level of ambulance service or continue to provide the higher level of ambulance service. In these instances, municipalities should have the option to "top up" funds provided by the Province to enable a higher level of service to be provided."***

This contradicts the above referenced statement. This recommendation is certainly more appropriate than the previous one.

The last statement after Recommendation 13 states ***"Over time, it is anticipated that consolidation of dispatch systems will occur. This will most likely be the case in areas with lower call volumes. These areas should consider contracting with Group A municipalities for ground ambulance dispatch service."***

We strongly support this position and, as Council is aware, we are presently pursuing the possibility of providing E911 services on a regional basis.

RECOMMENDATION

We would respectfully recommend that Council direct that a response be drafted to the Province outlining the points presented .



Byron C. Jeffers, P. Eng.
Director of Development Services

BQJ/emg
c. Fire Chief

COMMENTS:

We concur with the comments of the Administration and recommend that Council forward their comments to the Ground Services Ambulance Task Force. It should be noted that at this point, this is simply a Task Force report and has received no endorsement from the Provincial Government, in fact, it has not as of yet been presented to the Provincial Government and is still in the very preliminary stages. It should also be noted that the oft mentioned issue of requisitioning municipalities for the cost of ambulance services seems to have dropped off the table. We hope that this issue has been finally put to rest and we will include in our response, our support for this position. The ground Services Task Force Report is submitted as an attachment to the Agenda.

"G.D. SURKAN"
Mayor

"L. HODGSON"
Acting City Manager

DATE: APRIL 29, 1996

TO: DIRECTOR OF COMMUNITY SERVICES

DIRECTOR OF CORPORATE SERVICES

X DIRECTOR OF DEVELOPMENT SERVICES

CITY ASSESSOR

E.L. & P. MANAGER

ENGINEERING DEPARTMENT MANAGER

X FIRE CHIEF (EMERGENCY SERVICES)

INFORMATION TECHNOLOGY SERVICES MANAGER

INSPECTION AND LICENSING MANAGER

LAND AND ECONOMIC DEVELOPMENT MANAGER

PERSONNEL MANAGER

PUBLIC WORKS MANAGER

R.C.M.P. INSPECTOR

RECREATION, PARKS & CULTURE MANAGER

SOCIAL PLANNING MANAGER

TRANSIT MANAGER

TREASURY SERVICES MANAGER

PRINCIPAL PLANNER

CITY SOLICITOR

FROM: CITY CLERK

RE: Ground Ambulance Service Task Force

Please submit comments on the attached to this office by May 13, 1996 for the Council Agenda of May 21, 1996.

"Kelly Kloss"
City Clerk

f:\data\council\meeting\forms\com.tem

COUNCIL MEETING OF MAY 21, 1996

**ATTACHMENT TO REPORT ON
OPEN AGENDA**

RE:

**GROUND AMBULANCE SERVICES
TASK FORCE**



LEGISLATURE OFFICE:
503 LEGISLATURE BUILDING
10800 - 97 AVENUE
EDMONTON, ALBERTA T5K 2B6
TELEPHONE: (403) 427-1807
FAX: (403) 422-0351

LEGISLATIVE ASSEMBLY
ALBERTA

CONSTITUENCY OFFICE:
LACOMBE-STETTLETT CONSTITUENCY
SUITE 202, 5001 - 52nd STREET
LACOMBE, ALBERTA T4L 2A6
TELEPHONE: (403) 782-7725
FAX: (403) 782-3307

JUDY GORDON, M.L.A.
LACOMBE-STETTLETT CONSTITUENCY

April 18, 1996

GROUND AMBULANCE SERVICES TASK FORCE

Dear Stakeholder:

I am writing to follow up on my letter of February 27, 1996, where I clarified the Terms of Reference and accountability of the Ground Ambulance Services Task Force. We were appointed by the Minister of Health in October 1995 to ensure that present and future ambulance and emergency health services initiatives support the health restructuring process.

Our Task Force has attempted to address the inequitable access to ground ambulance services in parts of the province, lack of coordination, and at times fragmented patient care. There are also disparities in paying for ground ambulance services for in-patients and out-patients.

Members of our group include myself and:

Paul Langevin, MLA, Lac La Biche - St. Paul
George Verheire, Ponoka
Jan Bruneau, Calgary
Tom Sampson, Calgary
Iris Evans, Sherwood Park
Roelof Heinen, County of Lethbridge
Harley Phillips, Taber
Leroy Chahley, Edmonton.

We have prepared a draft consultation document, that outlines our recommendations for a new approach to funding and governance of ground ambulance services. The next step in our process is to consult with stakeholder groups. Your written submissions on this document are welcomed, and should be forwarded to me by Monday, June 3, as follows:

Judy Gordon, M.L.A.
Chair, Ground Ambulance Services Task Force
Lacombe - Stettler Constituency
503 Legislature Building
10800 - 97 Avenue
Edmonton, Alberta
T5K 2B6

We will also be inviting you to provide your verbal comments directly to Task Force members, who will be available for individual discussions in a separate room, in conjunction with four of the five upcoming Alberta Urban Municipalities Association Regional Conferences.

The format for these consultations is that a member of the Task Force will present an overview of the discussion paper to municipal delegates at the Regional Conferences in the morning. Following lunch, there will be a similar overview provided to other stakeholders, in a separate room. You will be invited to make a verbal presentation. I would ask that the presentations be kept under ten minutes. The Task Force members will then have an opportunity to question you on your presentation.

Please send a brief facsimile message to Lorraine From in Edmonton at 403-422-0134 to indicate whether you will be attending one of the five afternoon public consultation meetings.

The schedule is:

1. **1:00 p.m. Wednesday, April 24:**
 Olds (Room 806LRC, Olds College Alumni House)
 4500-50 Street
 Olds AB
 (403) 556-8330

2. **1:00 p.m. Thursday, April 25:**
 Wetaskiwin (This will be held in the Scout Hall since there was no space available at By-The-Lake-Park-Centre.)
 4615-52 Avenue,
 Wetaskiwin AB
 (403) 352-3344

3. **1:00 p.m. Wednesday, May 1:**
 Fairview (Dunvegan Motor Inn)
 9812-113 Street
 Fairview AB
 (1-800-546-8898)

Page Three

4. **1:00 p.m. Friday, May 3:**
Fort Saskatchewan Legion
9964-93 Avenue
Fort Saskatchewan AB
(403) 992-6266
5. **1:00 p.m. Friday, May 10:**
Lethbridge Lodge
320 Scenic Drive S
Lethbridge AB
(403) 328-1123

Due to scheduling difficulties, the afternoon consultation meeting, in conjunction with the AUMA Regional Conference, will not be held in Lethbridge (on April 19) as originally planned. A separate meeting has been scheduled for ground ambulance stakeholders in the Lethbridge and Southern Alberta area. It will take place at the Lethbridge Lodge, 320 Scenic Drive, Lethbridge AB, (403) 328-1123.

I encourage you to attend the public consultation meeting in the location nearest to you.

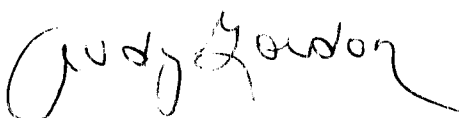
Following our review of the five public consultation meetings and all written submissions, we will be making our recommendations known to the Honourable Shirley McClellan, Minister of Health.

As is noted in the draft discussion paper, substantial changes continue to occur in Alberta's health system. Areas within the province are unique geographically and demographically. Municipal ambulance services assume different roles and prominence throughout the province.

Task Force members believe that our recommendations will provide a mechanism for streamlining ambulance funding arrangements and providing better coordination with municipalities, Regional Health Authorities and a restructured health system.

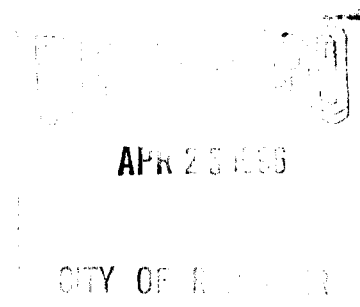
We invite your comments.

Yours sincerely,



Judy Gordon, MLA
Lacombe - Stettler
Chair, Ground Ambulance Services Task Force

Attachment



**Toward A Model Of
Governance And Funding Of
Ground Ambulance Services In Alberta**

Ground Ambulance Services Task Force

CONSULTATION DOCUMENT

April 1996

INTRODUCTION

Over the past few years, substantial changes have occurred in Alberta's health system. These changes have been designed to restructure, streamline and improve the efficiency and coordination of health services. Seventeen Regional Health Authorities have been established. More emphasis is being placed on community care. Continuing improvements to treatment mean that people are spending less time in acute care hospitals. Across the province, the role of certain hospitals is changing - some are shifting to community health centres, some are being converted to long term care facilities, and some are closing entirely.

All of these changes have a direct impact on ambulance services. Currently, there is a wide range of approaches to ground ambulance services across the province. Most are owned and operated by municipalities, but some are operated by the private sector, volunteers, Native bands and industrial firms. Concerns have been raised about inequitable access to ground ambulance services in different parts of the province, lack of coordination and fragmented patient care. There are disparities in paying for ground ambulance services for in-patients and out-patients.

To address these issues and ensure that well coordinated and responsive ground ambulance services are available across the province. The Ground Ambulance Services Task Force was established by the Minister of Health in October 1995. The members are: Judy Gordon, MLA, Lacombe-Stettler, Chair; Paul Langevin, MLA, Lac La Biche-St. Paul; George Verheire, Ponoka; Jan Bruneau, Calgary; Tom Sampson, Calgary; Iris Evans, Sherwood Park; Roelof Heinen, County of Lethbridge; Harley Phillips, Taber; and Leroy Chahley, Edmonton.

This draft consultation document report outlines the recommendations of the Task Force, following their review of the issues and alternatives. The recommendations are designed to put in place an efficient and effective system for providing ground ambulance services across the province - one which supports new directions in Alberta's health system, and provides Albertans with access to ground ambulance services when they need them.

MANDATE OF THE GROUND AMBULANCE SERVICES TASK FORCE

The Ground Ambulance Services Task Force was appointed by the Minister of Health on October 27, 1995. The mandate of the Task Force is:

"to ensure that present and future ambulance and emergency health initiatives support health system restructuring at the local, regional and provincial levels. The Task Force will build upon the comprehensive analysis completed by the Regional Health Authority Task Force on Ambulance and Patient Transportation."

Reporting to the Minister of Health, the work of the Task Force is guided by Alberta Health's Three Year Business Plan. Among the Business Plan's objectives are to "enhance rural patient transportation services" and "partnership with other levels of government in support of ... ambulance services."

The Task Force has been asked to make recommendations to the Minister on:

- funding of ambulance services, including the disparity in payment for in-patient and out-patient transfers by ground and air ambulance. This is particularly an issue for hospitals being converted to community health centres without 24 hour emergency services and communities without acute care hospitals.
- the timeliness, responsiveness and coordination among ground ambulance operators in meeting patient care needs
- use of local and regional hospitals to admit patients within their respective capabilities
- medical involvement in setting patient care priorities during the dispatching and patient transport processes. This includes the appropriate use of air and ground ambulances, and the role of the dispatch centre medical directors.
- development of outcome measures with respect to patient care, accountability and cost effectiveness

- communication systems throughout the province
- ambulance dispatching for pre-hospital and inter-hospital trips
- alternate (other than ambulances) patient transport mechanisms.

UNDERSTANDING THE CONTEXT FOR CHANGE

As outlined in the introduction, ground ambulance services are provided in a wide variety of ways across the province. There is a need to examine the way in which services are organized and delivered, and the current funding mechanisms. This will ensure that ground ambulance services are well-coordinated and provide timely, responsive service to Albertans.

Previous studies

Issues surrounding the delivery, governance and funding of ground ambulance services are not new. A number of studies have been done, dating back to 1988.

Task Force members reviewed the results of previous studies and initiatives. Two studies are most noteworthy. The report "New Dimensions in Emergency Health Services: an Alberta Solution" was released in 1988. The authors of the report recommended that there is a continuing need to "provide provincial identity and status to ambulance services as part of the health care delivery system, and . . . bring co-ordination and direction to air and ground ambulance services" (page 13).

More recently, the Regional Health Authority Task Force on Ambulance and Patient Transportation was appointed by the Regional Health Authority Council of Chairs in October 1994. This 18 member group, with representation from major stakeholders, submitted their final report in January 1996.

The Regional Health Authority Task Force recommended that Regional Health Authorities govern and fund ground ambulance services, with provincial government funding to support a baseline level of Basic Life Support.

Both of these reports have provided background for the Task Force. The two reports were accepted "as information" only and were not binding on the Task Force.

Current Governance Arrangements

There is a multitude of ground ambulance governance structures currently in place. 110 agencies/companies operate ground ambulances in 141 locations in Alberta.

In terms of ownership and governance:

- 62 are municipally owned (21 of these are hospital-based and 17 are based in fire departments)
- 32 are private sector owned, operating under contract, and
- 6 are operated by volunteers/societies, 3 by Native bands, 5 by industrial firms and 2 by inter-facility transfer providers.

These operators completed about 175,000 ambulance trips in 1995. About 117,000 of these were pre-hospital trips, delivering patients to hospitals for emergency treatment. The remaining 58,000 trips involved transferring patients between health care facilities.

Current Funding of Ground Ambulances

Ambulance services in Alberta are funded by municipalities (primarily grants), the provincial and federal governments (on a "fee for service" basis), and through user fees. Within this level of funding, however, there is a wide range in the level of service provided in different parts of the province. There is no consistent model for funding ground ambulance services.

Currently, the total funding of \$90 million is as follows:

\$30 million: Municipalities

- \$30 million in grants from requisitioned funds

\$30 million: Provincial Government

- in-patients being transferred between facilities (\$15 million)
- recipients of Social Assistance (\$3 million)
- seniors and other subsidized Alberta Blue Cross recipients (\$8 million)
- in-province and out-of-province air ambulance (\$4 million)

\$10 million: Federal Government

- \$10 million for aboriginal people

\$20 million: User Fees

- \$20 million paid by third party insurance firms

Key Issues

Based on their review of the current situation, members of the Ground Ambulance Services Task Force identified the following major issues which have an impact on ambulance services:

- significant reductions in acute care bed numbers, closures of some emergency departments and hospitals, and role conversions of some hospitals to community health centres
- the increased intensity and complexity of medical intervention needed for emergency patients before they reach hospital
- the need for higher service standards and quality of emergency medical services throughout the province, particularly in rural areas
- the differential financial treatment of pre-hospital patients, in-patients and out-patients
- the potential to deploy emergency medical services staff in "non-traditional roles", and
- the varying levels of involvement of municipalities in providing ground ambulance services, and the lack of coordination with Regional Health Authorities across various regions in the province.

CONSIDERING ALTERNATIVE APPROACHES

The Task Force considered a variety of alternative approaches to address the major issues.

The Task Force recognizes that areas within the province are unique geographically and demographically. Municipal ambulance services assume different roles and prominence throughout the province. Any changes to ambulance service governance and delivery models must reflect this diversity.

While there is a need to improve coordination, especially with the Regional Health Authorities, the Task Force does not believe that a "one size fits all" approach is acceptable. Within an overall framework, there should be room for flexibility and for maintaining arrangements that are working well and meeting the needs of people in the region.

In terms of considering alternative models for governance and service delivery, four alternatives were considered:

- municipal governance and delivery
- a provincially administered model
- Regional Health Authority responsibility with services contracted out, and
- a blend or combination of these models.

To assess the alternative models, the Task Force established the following criteria:

- consistency and the provision of a minimum uniform standard of Basic Life Support ground ambulance service for all Albertans
- involvement of elected officials and the public in determining the needs and service standards
- coordination and integration of ground ambulance services with other health and hospital services, the provincial air ambulance program and other emergency (fire, police and rescue) services
- appropriate deployment of personnel and the ability to meet their training and development needs
- provision of the highest level of services at the lowest cost
- ease of implementation with an acceptable amount of disruption to the delivery of services while, at the same time, improving integration and coordination

- the ability to maintain and improve service standards in areas where required, without having a negative impact on the level of service in other areas, and
- the ability to meet the principles of effective service delivery, particularly improving integration among ambulance operators.

In preparing its recommendations, the Task Force considered these issues along with background information on the current situation. The Task Force's overall objective is to recommend solutions which will take into account the current strengths of ambulance service delivery in some parts of the province, but at the same time, put in place an improved and more integrated approach along with a consistent method of funding. As a result, the Task Force believes that dual models of municipal and/or Regional Health Authority governance and funding are preferable.

RECOMMENDATIONS

The following sections outline the Task Force recommendations in relation to each component of their mandate.

Funding of ground ambulance services

(1) As a starting point, the Task Force believes that **ambulance services are a critical and integral element of a comprehensive and restructured health care system. Consequently, the Task Force recommends that the Provincial Government recognize ambulance services as a core health service and that dedicated funding be allocated for this purpose.**

(2) Specifically, the Task Force recommends that:

- **Baseline funding should be provided by the Provincial Government to support the Basic Life Support level of service. Funding should be in the form of conditional grants that require a minimum Basic Life Support standard, and an annual accounting of how the funds were spent.**

- **Permanent, yearly renewable funding for ground ambulance services should be provided in a similar manner as other core health services. The Task Force recommends per capita funding, adjusted to accommodate factors such as remoteness and distance.**
- **In order to meet the most pressing needs, in the short term, provincial funding should be allocated first to rural and smaller communities. Funding to the larger areas now operated by municipalities should be phased in.**
- **Funding for pre-hospital and inter-facility transfers should reflect the fixed and variable costs of providing services, particularly in remote and rural areas of the province.**
- **Funding should reflect the ambulance operator's overhead costs for providing service in a particular area. An incremental fee should be provided for distance charges and other expenses incurred as a result of transporting patients.**
- **For cases where the patient pays the cost of ambulance service, a standard and affordable rate, consistent across the province, should be set by the Provincial Government. This rate must reflect the balance between user fees and other sources of ambulance funding.**

The Task Force specifically addressed the issue of significant disparities in payment practices for in-patient and out-patients transported by ground ambulances.

Currently, payments for patients transferred between hospitals and other health care facilities are provided as follows:

- inter-hospital transfers by ground ambulance for in-patients are the responsibility of the sending hospital. Regional Health Authorities allocated \$15 million from their global budgets in the 1994/95 fiscal year for this purpose.
- inter-hospital transfers by ground ambulance of out-patients are the responsibility of patients or their private insurance companies
- inter-facility transfers of in-patients and out-patients by air are the responsibility of Alberta Health, through the air ambulance program. 95% of air ambulance trips are conducted between hospitals; the remaining 5% are "scene calls." Ground ambulance transfers conducted in support of air ambulance trips are paid by the air ambulance program.

This disparity in payment may lead to the following scenarios, among others:

- patients may be admitted to hospital to cover their ground ambulance costs, if they have no insurance
- hospitals may elect to have patients transferred by ground ambulance as out-patients in which case the patient and not the hospital pays for the service, or
- hospitals may opt to transfer more patients by air ambulance which is paid by Alberta Health.

(3) The Task Force recommends the following procedures relative to funding in-patients and out-patients transported by ground ambulance:

- **patients or their insurance companies should continue to be financially responsible for ambulance transportation to the "point of first appropriate treatment", as determined by Provincial Government policy. This will ensure consistency among Regional Health Authorities.**
- **inter-facility transfers of in-patients and out-patients between the "point of first appropriate treatment" and the source of definitive care should be managed and funded by Regional Health Authorities, with provincial financial support. This means that funding for in-patient and out-patient transfers would be provided on the same basis.**
- **all long distance inter-regional ground ambulance transfers of emergency patients should be dispatched by either of the two Air Ambulance Dispatch Centres. At the present time, the Northern Air Ambulance Dispatch Centre in High Level currently handles all air ambulance flights originating from locations north of the 11th Baseline, Lacombe. The Southern Air Ambulance Dispatch Centre in Calgary dispatches all air ambulance flights south of the 11th Baseline, Lacombe.**

- procedures should be in place to ensure coordination of ground ambulance trips between and within regions, through their dispatch systems. If reasonable and possible, ambulance services returning from receiving hospitals should be able to combine services for patients who need to be transferred back to their home location. Transfers should occur around the clock, provided reasonable notice is given to discharged patients and sending and receiving hospitals.
- funding for inter-facility transfers must encourage the most cost-effective means of transportation, subject to medical direction and control. Not all inter-facility transfers of patients need to be conducted by ambulance.

The Task Force recognizes that ambulance operators, municipalities and others currently depend on revenue from long distance inter-facility transfers in part to offset the high cost of offering pre-hospital emergency service. Any initiative to reduce the cost of inter-hospital transfers must address their concerns.

Timeliness, responsiveness and coordination

A new approach to governance

Given the changes in Alberta's health system and the need for new approaches to improve coordination, Task Force members believe that there is a need for a new model of accountability of ground ambulance services, to provide a seamless delivery of ground ambulance services throughout the province.

As noted earlier, several alternative models were considered by the Task Force including a municipal model, a provincially - administered model, Regional Health Authority responsibility and a blend of these approaches.

In assessing these alternatives, the Task Force considered the potential for some municipal ambulance services to remain as independent administrative entities. These municipalities acknowledge the benefits of continued close working relationships with Regional Health Authorities. They have suggested the following benefits to remaining as independent administrative entities:

- coordination with other emergency services, such as fire, police and rescue
- the ability to maintain their current high level of service, most often at the Advanced Life Support level

- local control over the level of service can be maintained and services can be upgraded
- elected municipal councils provide responsiveness to public demands, and
- there is local "grass roots" pride of ownership and public recognition.

At the same time, the Task Force understands that there are many other parts of the province where municipalities are not as directly involved, or do not have the capability to provide the level of service required. The Task Force also recognizes the need to improve coordination with Regional Health Authorities, in order to support restructuring of the health system and improve services to patients.

Clearly, it is not feasible to implement a single model in all parts of the province. In the Task Force's view, dual models of municipal and/or Regional Health Authority responsibility are most appropriate for Alberta.

(4) The Task Force recommends the following approach to governance of ground ambulance services:

- **17 Regional Ambulance Service Committees should be established. Each Committee should be composed of representatives of municipalities and Regional Health Authorities, with a chairperson elected from among Committee members. These committees should form along Regional Health Authority boundaries. Members of the Committee should be jointly appointed by municipalities and Regional Health Authorities respectively. Formation of the Committees should be guided by recent Provincial Government decisions concerning the election and appointment of Regional Health Authority members.**
- **The role and responsibilities for Regional Ambulance Service Committees may vary from the provision of advice and coordination, to direct responsibility for governance and delivery of ground ambulance services.**
- **For purposes of providing ground ambulance services, municipalities would be divided into two categories - Group A and Group B. Group A municipalities would be those which continue to be responsible for operating ground ambulance services. In the case of Group A municipalities, the Regional Ambulance Service Committee for the region would operate primarily to provide advice and coordination between municipalities and Regional Health Authorities, coordinating services with other regions.**

The respective Regional Ambulance Service Committee would be responsible for ground ambulance services in the instance of Group B municipalities.

- **By agreement between the two parties, and with the consent of the Minister of Health, the duties and responsibilities of any Regional Ambulance Service Committee may be assumed by a Regional Health Authority.**
- **Municipalities belonging to the Group A category would be required to meet the following requirements:**
 - **provide an Advanced Life Support level of service**
 - **perform 1200 or more ground ambulance calls per year. On the advice of the Ambulance Advisory and Appeal Board, the Minister could consider ambulance services performing 800 or more calls per year.**
 - **meet or exceed the standards, performance criteria and outcome measurements for all services approved by the Minister, on the advice of the Ambulance Advisory and Appeal Board. (This Board was appointed by the Minister of Health in June 1995 under the Ambulance Services Act.) Stakeholder input will be important in developing performance measures.**
 - **accept the revised funding approach which would involve phased in baseline funding for a Basic Life Support level of service.**

The Task Force acknowledges that this new approach will not establish a uniform governance model for the province. Yet this approach does provide for the wide variation in the level of service and expertise now in place in the province. The establishment of Regional Ambulance Service Committees should address the need for coordination between municipalities and Regional Health Authorities, and should ensure a more effective partnership in meeting the needs of patients across the province.

Role and responsibilities of Regional Ambulance Service Committees

(5) The role and responsibilities of Regional Ambulance Service Committees will vary in different regions of the province. However, the Task Force believes the responsibilities of the Regional Ambulance Service Committees may include:

- **assessing unique service needs for the region**
- **determining volume, complexity and routes of emergency cases within the region**
- **establishing linkages with fire, police and disaster services**
- **reviewing current hospital practices for emergency patients**
- **establishing mutual agreements within and outside the region**
- **appointing a Regional Medical Director responsible for providing medical direction and control**
- **considering delivery options such as contracting out ambulance services**
- **considering the deployment of ambulance attendants in "non-traditional" (non-emergency services) roles, as well as the use of other health practitioners to assume pre-hospital and inter-hospital care functions**
- **collaborating with stakeholders to ensure economies of scale, such as training, staffing, and bulk purchasing of medical equipment and supplies**
- **undertaking prevention and promotion efforts to reduce the reliance on emergency health services (for example, programs to deal with causes of cardio-vascular disease, premature births, injuries and trauma)**
- **evaluating the degree of teamwork among stakeholders in the emergency health services**
- **monitoring outcome measures with respect to patient care, accountability and cost effectiveness.**

Each Regional Ambulance Services Committee should be required to consult appropriately with people in the region they serve and develop a business plan including the following:

- an outline of the ground ambulance program for the region including levels of service, location of ambulance bases and how the service will be delivered
- an overview of how the ground ambulance program will be administered in the region.

These plans should be submitted to the Minister of Health for review and approval. Group A municipalities would not be obligated to submit their plans for Ministerial review.

The Task Force also believes that Regional Ambulance Service Committees have an important role to play in public education.

As the role of certain hospitals changes, and emergency departments in some smaller hospitals are closed, there is a need for people to understand what they can expect in emergency cases.

(6) A public education plan should be developed provincially, in cooperation with municipalities, Regional Health Authorities, ambulance operators and others. This plan should be funded by the Provincial Government, in consultation with stakeholders.

At the local and regional level, some of the questions Regional Ambulance Service Committees could address in their public education programs are:

- when is it appropriate to call an ambulance?
- what mechanism is there for health care providers and the public to provide input to the Regional Ambulance Service Committee on emergency health service issues?
- to which hospital are patients sent when they are transported by ground ambulance? how will they return?
- what are the responsibilities of consumers of ambulance services?
- who pays for ambulance trips?

Addressing levels of service

Across the province, there are disparities in the level of service provided. Services are categorized by the training of staff, equipment and the level of medical care. There are three categories:

- Emergency Medical Responder involves a minimum of two Emergency Medical Responder ambulance attendants for each ambulance
- Basic Life Support involves one Emergency Medical Technician - Ambulance and one Emergency Medical Responder for each ambulance
- Advanced Life Support involves one Emergency Medical Technologist - Paramedic and Emergency Medical Technician - Ambulance for each ambulance.

Most large urban municipalities (and some smaller municipalities) provide an Advanced Life Support level of care to their citizens. Sparsely populated areas in the province strive hard to provide Emergency Medical Responder or Basic Life Support.

With long response and transport times, rural patients are often in need of higher levels of care than may be currently provided. The provincial Air Ambulance Program complements ground ambulance operators and rescue services, particularly in remote areas. Almost all residents of the province can access the provincial air ambulance program's Advanced Life Support services within 60 to 90 minutes.

(7) The Task Force recommends that:

- **All citizens within a region should have access, within a reasonable time period, to either a Basic Life Support or Advanced Life Support level of ground ambulance service. Significant geographical variations across the province make determination of a uniform "reasonable time period" difficult.**
- **The Emergency Medical Responder level of "medical rescue outreach" service should be confined to remote areas of the province with low call volumes, generally less than 100 calls per year. These services should continue to be licensed by the Registrar, Ambulance Services Act on the advice of the Ambulance Advisory and Appeal Board. They should be licensed in conjunction with a companion Basic Life Support or Advanced Life Support service for a definite time frame, and with a written plan for**

upgrading to Basic Life Support.

- **The protocols for the medical rescue outreach service should include access to the provincial air ambulance program, including rescue aircraft where necessary.**
- **Regional Ambulance Service Committees should be expected to provide periodic progress reports to the Ambulance Advisory and Appeal Board.**
- **Some communities may want to upgrade from the Basic Life Support level to an Advanced Life Support level of ambulance service or continue to provide the higher level of ambulance service. In these instances, municipalities should have the option to "top up" funds provided by the province to enable a higher level of service to be provided.**

Use of local and regional hospitals

To ensure the best level of care, it is important that patients be transported to hospitals which can address their medical needs.

(8) The Task Force believes that protocols should be in place to determine where patients are transported. The key criteria should be the patient's medical needs and the capabilities of local and regional hospitals. Dispatch systems would then be expected to deploy ambulances consistent with the protocols.

These protocols should also address the appropriateness of each health care facility for addressing specific emergency medical conditions. Hospitals should only be bypassed in accordance with regional medical protocols. These protocols should be developed jointly by the Regional Ambulances Services Committees and Regional Health Authorities.

Providing appropriate medical involvement

High quality dispatching and patient care practices require a responsible and accountable physician or group of physicians to provide overall medical direction.

The 110 ambulance agencies/companies in the province have numerous arrangements for the provision of medical direction to their attendants. The level of involvement of medical directors varies considerably, as does their influence on the provision of pre-hospital and inter-facility care.

(9) The Task Force recommends that, in the longer term, each Regional Ambulance Service Committee should appoint a Regional Medical Director. In the case of Group A municipalities, there should be liaison and cooperation with the Medical Directors of the municipality's ambulance service. Sharing of services may be the most appropriate arrangement.

In Group B municipalities, responsibilities for the Regional Medical Director should include:

- providing clinical advice on the appropriate levels of pre-hospital and inter-facility care
- preparing and recommending intra- and inter-regional medical protocols and procedures
- assuming delegated authority under the Health Disciplines Act for the three classifications of ambulance attendants in the region
- providing medical direction for the dispatch systems. This would include approval of pre-arrival instructions given to the public.
- providing clinical advice regarding:
 - location and level of service of ambulance bases
 - required advanced attendant skills
 - ambulance staff and equipment
 - establishment of ambulance dispatch systems, including ensuring that the closest and most appropriate ambulance available is dispatched on each call
 - interaction and working relationships of ambulance attendants with other health care providers
 - liaison with other Regional Medical Directors and the Provincial Director for the Emergency Health Services Branch of Alberta Health.

(10) In the interim, while new approaches to governance are being phased in, the Task Force recommends that each Regional Ambulance Service Committee should appoint a "Coordinating Regional Medical Director", whose role would be to provide advice on clinical matters related to the establishment of the emergency health services network, including:

- consistent, high quality protocols for pre-hospital and inter-hospital care
- mutual aid agreements within and outside the region

- liaison and coordination with the provincial air ambulance program
- medical dispatch systems within the region
- coordination and liaison with each ambulance operator's Medical Director

Development of outcome measures

A continuous review of outcomes measures is essential to maintain quality patient care, improve accountability and make the best use of available resources.

(11) The Task Force expects that Regional Ambulance Services Committees review and monitor outcome measures on an ongoing basis. Regular reports on outcome measures should be made available to the public.

All ambulance operators should be expected to follow the objectives, measures of cost effectiveness, protocols, performance criteria and outcome measures endorsed by the Ambulance Advisory and Appeal Board. These performance measures should be developed following a stakeholder consultation process.

As minimum requirements, ambulance operators should maintain the following performance information:

- Patient Care Report documentation compliance for the following categories:

- Patient Diagnosis Codes
- Treatment Codes
- Medical/Allergies
- History
- Patient Assessment
- Patient Treatment

- Annual call volume
- Categories of calls handled by response level:

- Lights and Sirens
- Non-Lights and Sirens
- Transfers
- Standbys

Public Relations Events

- Response time documentation
- Number of units on duty
- Monitoring of compliance with the Medical Director's on-line dispatch and field protocols.

Communication systems throughout the province

Each ground ambulance should have an effective communication system to ensure timely dispatching of ground ambulances within and outside the region.

(12) The Task Force recommends that Alberta Health should provide sufficient funds to ensure that each ground ambulance is equipped with a VHF radio capable of communicating on the provincial ambulance frequency.

On a more long term basis, Alberta Health should work with Regional Ambulance Services Committees to establish and fund an effective and integrated radio network using newer technologies such as satellite cellular telephones.

Ambulance dispatching for pre-hospital and inter-hospital trips

The dispatch function is recognized as a very important element of pre-hospital and inter-facility care. As noted previously, the 110 ambulance operators have many forms of ownership and operational models. Their response areas are varied, as are their capabilities of responding to differing patient concerns. Boundaries between response areas served by ambulance operators at times may hinder effective pre-hospital and inter-facility care.

The role and importance of dispatch systems have increased significantly in recent years as a result of public, health care facility, physician and municipal initiatives. Past practice was often to merely provide an individual to answer the telephone, obtain the patient's address, and deploy an ambulance vehicle. In some parts of the province, this is still the case.

The role of the dispatch centre is to operate as part of a seamless system of health care - to "send the right vehicles and staff, the right way, at the right time, to the right facility." The dispatch process should provide for a standardized, protocol system of caller questioning, pre-arrival determinants, and an appropriate response. This is accomplished more effectively through regional coordination of

the dispatch function. These systems allow for "economies of scale" not present in dispatch systems that conform to individual operators' boundaries.

"911" service will shortly be available to rural areas at minimal cost. While this is a clear benefit in those communities, it is important for people to understand what a "911" system involves. Providing "911" services without strong linkages with ambulance, police, fire, and other emergency dispatch services is inappropriate, and may detract from effective patient care.

"911" by itself is merely an answering service, with no medical direction or control. "911" service must be delivered in concert with effective dispatch systems, under medical direction and control. Otherwise, it adds little to pre-hospital care.

(13) The Task Force recommends that the following should be required for each dispatch system:

- **all dispatchers should be certified to at least the Emergency Medical Responder level with Emergency Medical Dispatch training**
- **the dispatch centre and Emergency Medical Dispatchers should operate under the authority of a Medical Director . Dispatching should be considered a "delegated medical act" conducted by practitioners registered under the Health Disciplines Act.**
- **personnel should be capable of determining the medical nature and urgency of the call, coordinating the appropriate response resources, and providing on-line monitoring**
- **pre-arrival instructions should be utilized. They have repeatedly been shown to improve patient outcomes, leave bystanders with the feeling that they have done all that can be done, and keep those in a position to assist busy until the ambulance's arrival. Dispatch systems employing pre-arrival instructions are also less susceptible to litigation.**
- **clear and trouble-free communications systems should exist between the dispatch centre and the ground ambulances, and between the ground ambulances and the receiving hospital**

- **all telephone calls and radio transmissions should be tape recorded and retained for a period of time. This is consistent with prevailing industry standards endorsed by the Ambulance Advisory and Appeal Board.**
- **ideally, the dispatch centre should be electronically connected to fire, rescue and police dispatch centres, or operated as part of an integrated dispatch centre**
- **advance notice should be provided to the receiving hospital**
- **ambulance attendants should be able to "patch" to physicians providing on-line medical control and direction, and to physicians at sending or receiving hospitals en route**
- **ambulances should be sent in accordance with the medical priority of the patient's medical condition (that is, not all calls require "lights and sirens")**
- **a program should be in place to ensure that procedures are followed and improvements are made continuously**
- **clear protocols should exist for contacting the north or south air ambulance dispatch centre**
- **there should be the ability to provide support to other local and regional emergency services in a disaster, upon request.**

Over time, it is anticipated that consolidation of dispatch systems will occur. This will most likely be the case in areas with lower call volumes. These areas should consider contracting with Group A municipalities for ground ambulance dispatch services.

Alternate patient transport mechanisms

The Task Force recognizes that patients do not always need to be transported using ambulances. Often it is impractical or not cost-effective to move all inter-facility patients by ambulance. Depending on the medical condition of the patient, alternative transport mechanisms can be used. Subject to medical control and direction, patients should be transported by the least expensive method that best suits their medical needs, whether by ambulance, specialty transport vehicle or other means.

(14) The Task Force recommends that dispatch systems operate within a set of protocols covering inter-facility transfer of patients using various types of vehicles. The key criterion for determining the type of transport provided should be the patient's medical condition.

The dispatch system should have the capability and authority to work within the protocols approved by the Regional Ambulance Services Committee and the Provincial Government to transport patients to necessary levels of care. This would include protocols set by the Medical Director(s), Regional Health Authority and the Ambulance Advisory and Appeal Board for transferring medically stable patients between health care facilities. These transports need not always occur by ground ambulance.

The dispatch system also must be empowered to contact each ambulance operator to return patients to their home communities in empty ground ambulances. Where an ambulance travels outside its jurisdiction, it should be required to follow the instructions and protocols of the dispatch centre in the destination area, with respect to transporting patients back to their home communities. These protocols should be developed by the Provincial Government, taking into account local and regional variations.

CONCLUDING COMMENTS AND NEXT STEPS

The recommendations of the Task Force are designed to provide a framework for an integrated and improved system of ground ambulance services. The recommendations respond to the issues identified, respect current approaches that have served Alberta well in the past, and provide a mechanism for streamlining funding arrangements and providing better coordination with municipalities, Regional Health Authorities and a restructured health system.

Members of the Task Force would like to thank the Minister of Health for the opportunity to review important issues related to ground ambulance services, and to provide our advice on improving this vitally important component of Alberta's health system.

We anticipate that this report will be the subject of further discussions with municipalities, Regional Health Authorities, ambulance operators and Members of the Legislative Assembly prior to decisions on implementation.

Your comments are essential, particularly as they relate to funding and governance. Please respond by no later than Monday, June 3, 1996 to:

Judy Gordon, MLA
Chair, Ground Ambulance Services Task Force
Lacombe-Stettler Constituency
503 Legislature Building
10800 - 97 Avenue
Edmonton, Alberta T5K 2B6

**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

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

May 23, 1996

FILE

Ms. Judy Gordon, M.L.A.
Suite 202, 5001-52 Street
Lacombe, AB T4L 2A6

Dear Ms. Gordon:

**RE: GROUND AMBULANCE SERVICES TASK FORCE CONSULTATION
DOCUMENT**

At The City of Red Deer's Council Meeting held May 21, 1996, consideration was given to a report from the Emergency Medical Services Deputy Chief dated May 13, 1996, and the Director of Development Services dated May 10, 1996 with respect to the above. At that meeting, the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered reports from the Emergency Medical Services Deputy Chief dated May 13, 1996 and the Director of Development of Development Services dated May 10, 1996, re: Ground Ambulance Task Force - Consultation Document, hereby agrees to forward said reports to the Ground Services Ambulance Task Force, outlining support for the recommendations contained therein, and further to advise said Task Force that The City supports the position that municipalities not be requisitioned for the cost of ambulance services, and as presented to Council May 21, 1996."

As a result of the above resolution, I have attached hereto copies of the memorandums to City Council from the noted City representatives. These memorandums represent The City's comments regarding the Province's approach to funding ground ambulance services.


... / 2

*a delight
to discover!*

Ms. Judy Gordon, M.L.A.
May 23, 1996
Page 2

Should you require any further information or clarification on the comments provided, please do not hesitate to contact the undersigned.

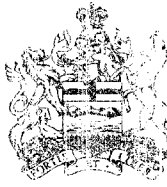
Sincerely,

A handwritten signature in black ink, appearing to read "Jeff Graves", is written over the printed name.

Jeff Graves
Assistant City Clerk

JG/clr
attchs.

c Director of Development Services
 Fire Chief
 Emergency Medical Services, Deputy Chief



LEGISLATURE OFFICE:
503 LEGISLATURE BUILDING
10800 - 97 AVENUE
EDMONTON, ALBERTA T5K 2B6
TELEPHONE: (403) 427-1807
FAX: (403) 422-0351

LEGISLATIVE ASSEMBLY
ALBERTA

CONSTITUENCY OFFICE:
LACOMBE-STETTLER CONSTITUENCY
SUITE 202, 5001 - 52nd STREET
LACOMBE, ALBERTA T4L 2A6
TELEPHONE: (403) 782-7725
FAX: (403) 782-3307

JUDY GORDON, M.L.A.
LACOMBE-STETTLER CONSTITUENCY

June 4, 1996

Mr. Jeff Graves, Assistant City Clerk
The City of Red Deer
P.O. Box 5008
Red Deer, AB T4N 3T4

Dear Mr. Graves:

As Chair of the Ground Ambulance Services Task Force, I want to thank you for taking the time to prepare a written submission regarding our recently distributed discussion document. Your input is sincerely appreciated and I assure you that your comments and suggestions on each of the fourteen recommendations will be taken into careful consideration by Task Force members when we meet mid-June to analyze responses received by that time.

Due to circumstances beyond the Task Force's control, a significant delay was experienced in releasing the discussion paper and a great deal of confusion resulted. If indeed this caused you and/or your organization any inconvenience or undue hardship, I apologize. Recognizing that many did not have adequate time to fully review the document prior to making a presentation at one of the meetings held in conjunction with the Alberta Urban Municipalities Association's Regional Seminars, I scheduled additional meetings in Lethbridge, Red Deer and St. Paul. As well, I felt it would be beneficial for all concerned to hold meetings with both the City of Edmonton and City of Calgary along with their neighbouring adjacent municipalities.

I would also have you note, that the deadline for stakeholders to formally respond to the Task Force's discussion paper has been extended to June 30, 1996. I felt it necessary to extend the due date because it is imperative that we hear from as many stakeholders as possible. Some had expressed concern that the June 3rd deadline was "just too short" and did not allow ample time to review the document and prepare a comprehensive response.

Again, thank you for your interest in the future of ambulance services in Alberta and for providing your views to the Task Force.

Yours truly,

M.L.A. Judy Gordon, Lacombe-Stettler
Chair, Ground Ambulance Services Task Force

cc: Mr. Dan Osborne, Emergency Medical Services
Mr. Byron Jeffers, Director of Development Services

JG*lh

BYLAW NO. 3156/C-96

Being a Bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of The City of Red Deer.

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

- 1 The "Use District Map" as referred to in Section 5 is hereby amended in accordance with the Use District Map No. 3/96, attached hereto and forming part of the Bylaw.

- 2 Section 55(4) is hereby amended by adding the following subsection:
 "55(4)(J) Lodging and Boarding House for a bed and breakfast operation on:
 (a) Lot 15, Block 21, Plan 902 MC (3313 Spruce Drive) "

READ A FIRST TIME IN OPEN COUNCIL this day of A.D. 1996.

READ A SECOND TIME IN OPEN COUNCIL this day of A.D. 1996.

READ A THIRD TIME IN OPEN COUNCIL this day of A.D. 1996.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of A.D. 1996.

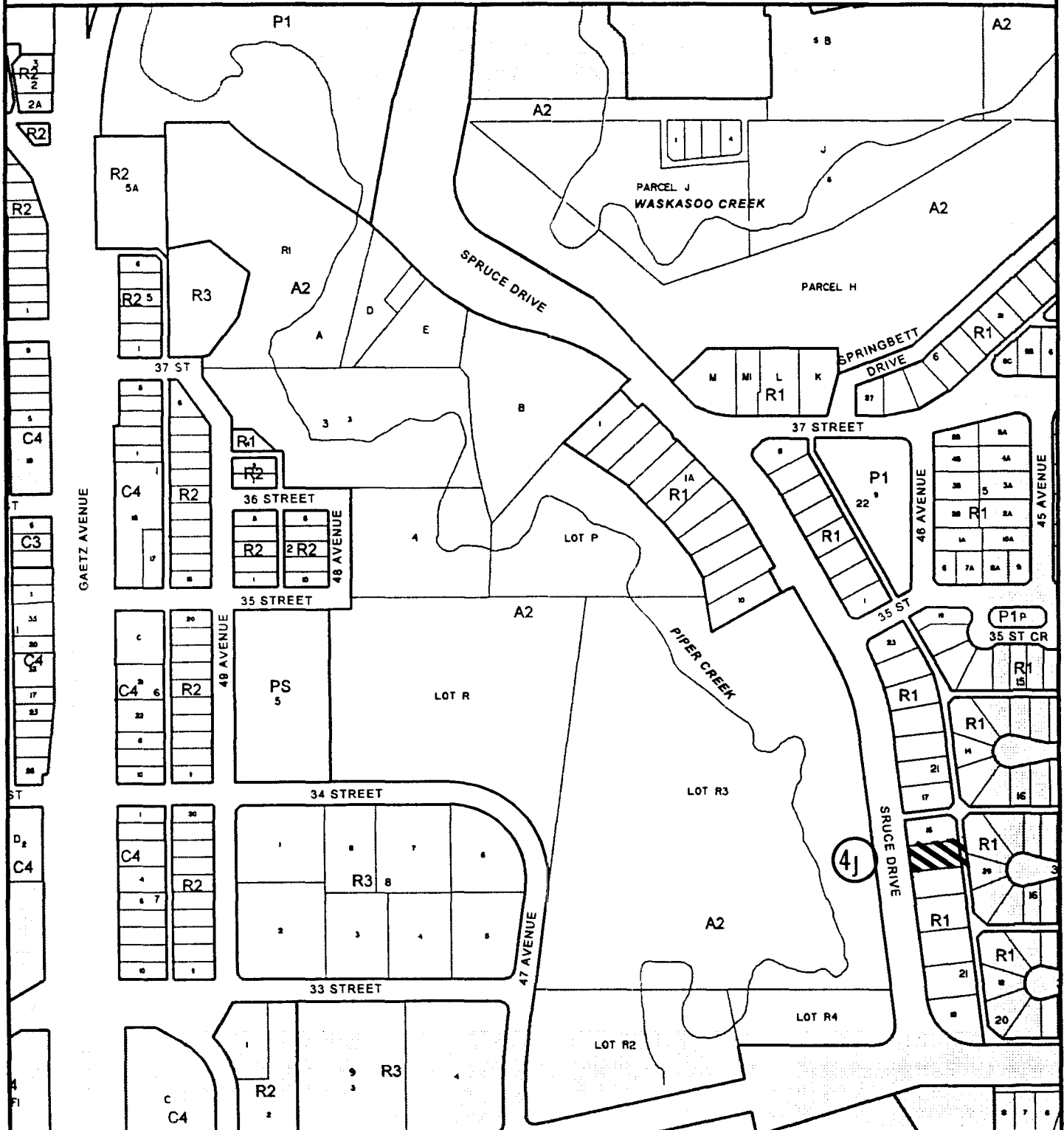
MAYOR

CITY CLERK

THE CITY OF RED DEER - LAND USE BYLAW

LAND USE DISTRICTS

G7



BYLAW NUMBER - 3156/96

AMENDMENTS:

MAP NO. 3/96

54(4)(j) An exception to allow a
Lodging and Boarding House
for a bed and breakfast
operation at 3313 Spruce Dr.

SEE SECTION SIX FOR
LANDUSE DISTRICT DEFINITIONS

F8	G8	H8
F7	G7	H7
F6	G6	H6



SCALE 1:5000
11-JAN-1996

BYLAW NO. 3156/E-96

Being a Bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of the City of Red Deer.

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

- 1 The "Use District Map" as referred to in Section 5 is hereby amended in accordance with the Use District Map No. 4/96 attached hereto and forming part of the Bylaw.
- 2 Section 55(4) is hereby amended by adding the following subsection:
 - 55(4)(k) Sales and service of mobile homes and mobile home park, for a period of time not exceeding three years from 21st of May, 1996
 - (i) Lot 1, Plan 800 H.W. (7920 Gaetz Avenue)

READ A FIRST TIME IN OPEN COUNCIL this day of A.D. 1996.

READ A SECOND TIME IN OPEN COUNCIL this day of A.D. 1996.

READ A THIRD TIME IN OPEN COUNCIL this day of A.D. 1996.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of A.D. 1996.

MAYOR

CITY CLERK

4k

3

A1

E16	F16	G16
E15	F15	G15
E14	F14	G14

N.E. 1/4 -32-38-27-4



SCALE 1:5000
10-JAN-1996

BYLAW NO. 3156/F-96

Being a Bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of the City of Red Deer.

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

- 1 The "Use District Map" as referred to in Section 5 is hereby amended in accordance with the Use District Map No. 5/96 attached hereto and forming part of the Bylaw.

READ A FIRST TIME IN OPEN COUNCIL this day of A.D. 1996.

READ A SECOND TIME IN OPEN COUNCIL this day of A.D. 1996.

READ A THIRD TIME IN OPEN COUNCIL this day of A.D. 1996.

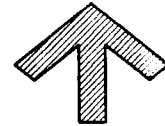
AND SIGNED BY THE MAYOR AND CITY CLERK this day of A.D. 1996.

MAYOR

CITY CLERK

BLOCK 4

LOT 1



NORTH

S.E.1/4 SEC. 31-38-27-4

76 STREET

76 STREET

CANADIAN PACIFIC RAILWAY

LOT A

N.W.1/4 SEC.
30-38-27-4

N.E.1/4 SEC. 30-38-27-4

CENALTA OILFIELD SERVICES 6763 - 76 STREET

Change from: A1 to I1
Road to I1

**Where as:**

**A1 - FUTURE URBAN
 DEVELOPMENT DISTRICT**

**I1 - INDUSTRIAL DISTRICT
 (BUSINESS SERVICE)**

MAP NO. 5 / 96

BYLAW NO. 3156/F - 96

BYLAW NO. 3167/96

Being a Bylaw to authorize the Municipal Council of The City of Red Deer to impose a special area assessment for construction of Water Mains in the Golden West Industrial Subdivision.

WHEREAS it is deemed expedient and proper pursuant to the provisions of Sections 397(1) and 398(1) of the Municipal Government Act that the Council shall issue a bylaw to authorize undertaking and completing construction of said water mains and to levy a special area assessment for same;

AND WHEREAS plans, specifications, and estimates for such work have been made by the Manager of the Engineering Department, whereby the total cost of the said project is \$622,920.00, including off-site levies;

AND WHEREAS the estimated lifetime of the project is 20 years;

AND WHEREAS the proposed construction will serve about 23.663 hectares of property area;

AND WHEREAS pursuant to the provisions of Section 396(1) of the Municipal Government Act, the Council has given proper notice of intention to construct said water mains, the costs or a portion of the costs thereof to be assessed against benefiting owners in accordance with the attached Schedule "A", and no valid petition against the said proposal has been received by the Council;

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

- 1 The Municipal Council of The City of Red Deer is hereby empowered and authorized to enter into contracts for the purpose of constructing water mains as may be necessary.
- 2 That for the purpose aforesaid, the \$622,920.00 cost is to be paid by the sum of \$97,545.00 previously recovered from other properties, \$64,300.00 is to be paid by the Water Utility and the balance of \$461,075.00 is to be collected by way of special assessments as herein provided in the attached Schedule "A". Until the special assessments are received, the \$461,075.00 will be paid by the Water Utility Stabilization Reserve.

- 3 There shall be raised annually for payment of the owners' portion of the cost and interest thereon, by special assessment under the Municipal Government Act, the respective sums shown as yearly payments on Schedule "A" hereby attached, and there is hereby imposed on all lands benefiting from the said improvements and identified by legal description on Schedule "A" hereby attached, a special assessment sufficient to cover the owners' portion of the cost of the said work and the interest thereon payable at the unit rate or rates set forth in said Schedule "A". The said special assessment shall be in addition to all other rates and taxes.
- 4 Nothing in this Bylaw shall prohibit the owner of the lands herein described from making payment in full of the balance of assessment and interest accruing thereon which may be owing from time to time at any time prior to the expiration of the term of 20 years.

READ A FIRST TIME IN OPEN COUNCIL this day of A.D. 1996.

READ A SECOND TIME IN OPEN COUNCIL this day of A.D. 1996.

READ A THIRD TIME IN OPEN COUNCIL this day of A.D. 1996.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of A.D. 1996.

MAYOR

CITY CLERK

SCHEDULE "A"

**LOCAL IMPROVEMENT
SPECIAL AREA ASSESSMENT FOR
CONSTRUCTION OF WATER MAINS
IN THE GOLDEN WEST INDUSTRIAL SUBDIVISION**

1. Properties to be assessed: (See Map 1 for Reference)

Lot 5, Block 2, Plan 942-2085
 Lot I, Plan 872-1986
 Lot 7, Block 2, Plan 942-2085
 Lot 8, Block 2, Plan 942-2085
 Lot 1G, Plan 842-2267
 Lot 12, Block 2, Plan 942-2085
 Lot 13, Block 2, Plan 942-2085
 Lot N, Plan 2749 N.Y.
 Lot M1, Plan 3642 N.Y.
 Lot J3, Plan 872-2485
 Lot H, Plan 6143 M.C.
 Lot 3A, Block A, Plan 752-0643
 Lot 3B, Block A, Plan 752-0643
 Lot N1, Plan 6052 R.S.
 Lot M3, Plan 772-1059
 Lot M4, Plan 772-1059
 Lot J4, Plan 872-2485
 Lot 3C, Block A, Plan 752-0643
 Lot H2, Plan 4167 T.R.
 Lot 2C, Block A, Plan 812-0799
 Lot 2, Block C, Plan 922-2811
 Lot 3, Block C, Plan 922-2811
 Lot 4, Block C, Plan 922-2811

- | | | |
|----|---|-------------------------|
| 2. | Total Benefiting Area | 23.663 ha |
| 3. | Total Special Assessment against all properties | \$461,075.00 |
| 4. | Total Special Assessment per Hectare | \$19,485.00 per hectare |

SCHEDULE "A"

- | | | |
|----|--|-------------------------|
| 5. | Annual Unit Rate per hectare of area to be payable for a period of 20 years calculated at 8.5% | \$2,059.00/hectare/year |
| 6. | Total annual assessment against all above properties | \$48,722.12 per year |

SCHEDULE "A"
MAP

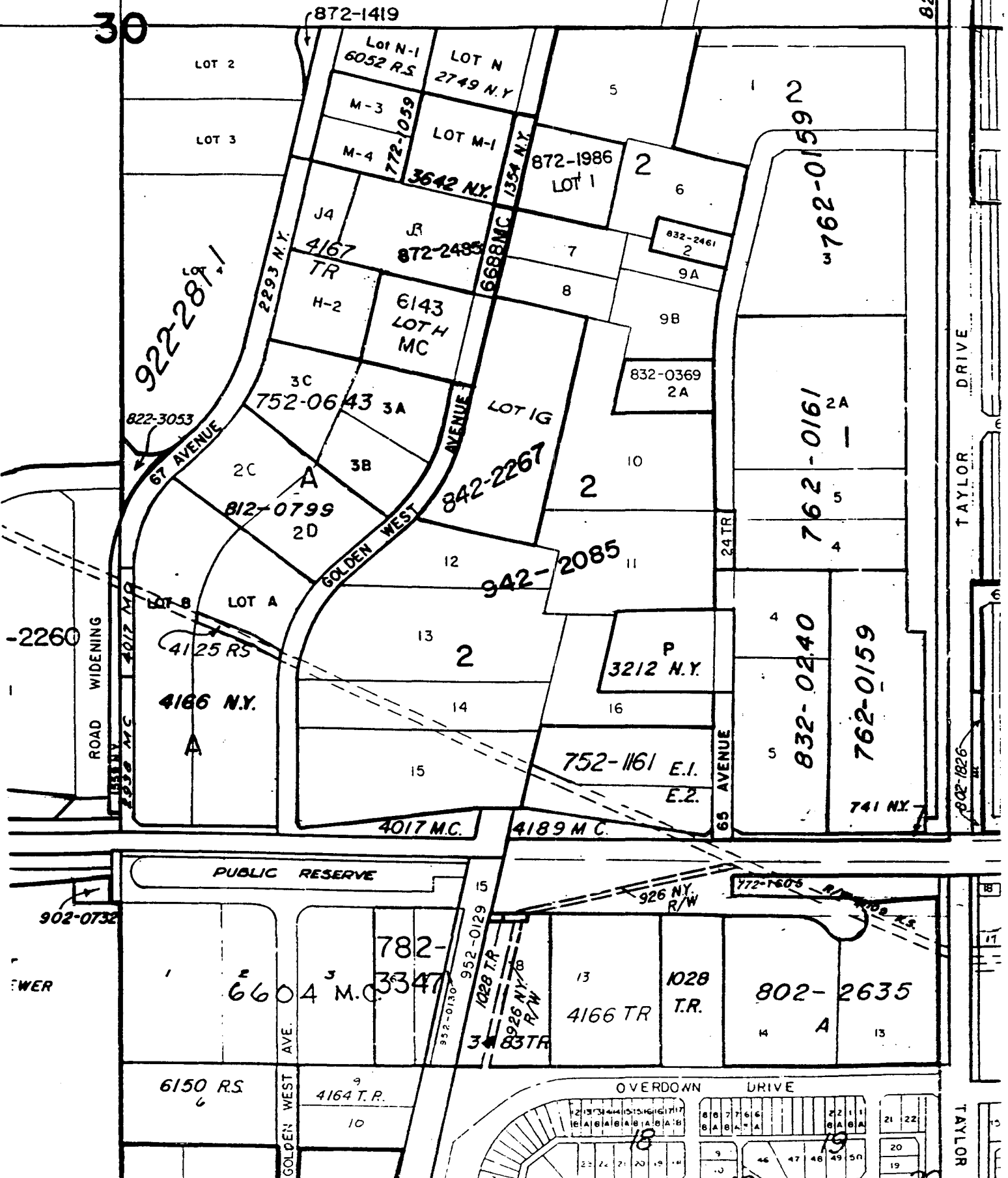
135

Bylaw No. 3167/96

Page 3 of 3

30

822-0034



BYLAW NO. 3169/96

Being a Bylaw to authorize the Municipal Council of The City of Red Deer to impose a special area assessment for construction of Sanitary Mains in the Golden West Industrial Subdivision.

WHEREAS it is deemed expedient and proper pursuant to the provisions of Sections 397(1) and 398(1) of the Municipal Government Act that the Council shall issue a bylaw to authorize undertaking and completing construction of said sanitary mains and to levy a special area assessment for same;

AND WHEREAS plans, specifications, and estimates for such work have been made by the Manager of the Engineering Department, whereby the total cost of the said project is \$591,760.00, including off-site levies;

AND WHEREAS the estimated lifetime of the project is 20 years;

AND WHEREAS the proposed construction will serve about 31.759 hectares of property area;

AND WHEREAS pursuant to the provisions of Section 396(1) of the Municipal Government Act, the Council has given proper notice of intention to construct said sanitary mains, the costs or a portion of the costs thereof to be assessed against benefiting owners in accordance with the attached Schedule "A", and no valid petition against the said proposal has been received by the Council;

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

- 1 The Municipal Council of The City of Red Deer is hereby empowered and authorized to enter into contracts for the purpose of constructing sanitary mains as may be necessary.
- 2 That for the purpose aforesaid, the \$591,760.00 cost is to be paid by the sum of \$68,580.00 previously recovered from other properties, \$48,220.00 is to be paid by the Sanitary Sewer Utility and the balance of \$474,960.00 is to be collected by way of special assessments as herein provided in the attached Schedule "A". Until the special assessments are received, the \$474,960.00 will be paid by the Sanitary Sewer Utility Stabilization Reserve.

- 3 There shall be raised annually for payment of the owners' portion of the cost and interest thereon, by special assessment under the Municipal Government Act, the respective sums shown as yearly payments on Schedule "A" hereby attached, and there is hereby imposed on all lands benefiting from the said improvements and identified by legal description on Schedule "A" hereby attached, a special assessment sufficient to cover the owners' portion of the cost of the said work and the interest thereon payable at the unit rate or rates set forth in said Schedule "A". The said special assessment shall be in addition to all other rates and taxes.
- 4 Nothing in this Bylaw shall prohibit the owner of the lands herein described from making payment in full of the balance of assessment and interest accruing thereon which may be owing from time to time at any time prior to the expiration of the term of 20 years.

READ A FIRST TIME IN OPEN COUNCIL this day of A.D. 1996.

READ A SECOND TIME IN OPEN COUNCIL this day of A.D. 1996.

READ A THIRD TIME IN OPEN COUNCIL this day of A.D. 1996.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of A.D. 1996.

MAYOR

CITY CLERK

SCHEDULE "A"

Bylaw No. 3169/96

Page 1 of 3

**LOCAL IMPROVEMENT
SPECIAL AREA ASSESSMENT
FOR CONSTRUCTION OF SANITARY MAINS
IN THE GOLDEN WEST INDUSTRIAL SUBDIVISION**

1. Properties to be assessed: (See Map 1 for Reference)

Lot 5, Block 2, Plan 942-2085
 Lot I, Plan 872-1986
 Lot 7, Block 2, Plan 942-2085
 Lot 8, Block 2, Plan 942-2085
 Lot 1G, Plan 842-2267
 Lot 12, Block 2, Plan 942-2085
 Lot 13, Block 2, Plan 942-2085
 Lot 14, Block 2, Plan 942-2085
 Lot 15, Block 2, Plan 942-2085
 Lot N, Plan 2749 N.Y.
 Lot M1, Plan 3642 N.Y.
 Lot J3, Plan 872-2485
 Lot H, Plan 6143 M.C.
 Lot 3A, Block A, Plan 752-0643
 Lot 3B, Block A, Plan 752-0643
 Lot 2D, Block A, Plan 812-0799
 Lot A, Plan 4166 N.Y.
 Lot B, Plan 4166 N.Y.
 Lot N1, Plan 6052 R.S.
 Lot M3, Plan 772-1059
 Lot M4, Plan 772-1059
 Lot J4, Plan 872-2485
 Lot 3C, Block A, Plan 752-0643
 Lot H2, Plan 4167 T.R.
 Lot 2C, Block A, Plan 812-0799
 Lot 2, Block C, Plan 922-2811
 Lot 3, Block C, Plan 922-2811
 Lot 4, Block C, Plan 922-2811

- | | | |
|----|---|-------------------------|
| 2. | Total Benefiting Area | 31.759 ha |
| 3. | Total Special Assessment against all properties | \$474,960.00 |
| 4. | Total Special Assessment per Hectare | \$14,955.00 per hectare |

SCHEDULE "A"

Bylaw No. 3169/96

Page 2 of 3

5. Annual Unit Rate per hectare of area to be payable for a period of 20 years calculated at 8.5% \$1,580.31/hectare/year
6. Total annual assessment against all above properties \$50,189.07 per year

