

A G E N D A

FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL
TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL,
MONDAY, JUNE 25, 1990
COMMENCING AT 4:30 P.M.

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- 1) Administrative Matter
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4570

file

060-004E

(June 25
Council
Meeting)

July 19, 1990

Alderman Dan Lawrence
39 Armstrong Close
RED DEER, ALBERTA
T4R 1C6

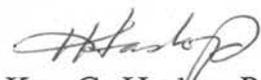
Dear Alderman Lawrence:

RE: DOWNTOWN TRAFFIC - STUDY

At the Council meeting of June 25, 1990, you requested additional information relative to previous studies done on Downtown traffic flows. I am attaching a copy of the Downtown Traffic Circulation Study that was completed in September 1984.

If you require further information or assistance, please do not hesitate to give me a call.

Yours truly,


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

/emg
Att.

c.c. City Clerk

UNFINISHED BUSINESSNO. 1**DATE:** May 29, 1990**TO:** City Council**FROM:** City Clerk**RE:** MILLS TRAVEL LTD. - 4620 - 48 AVENUE - PAVING OF LANE

The following material appeared on the Council agenda of May 28, 1990, however, the item was tabled at the request of the applicant as the applicant was unable to attend the Council meeting of May 28. This matter is once again resubmitted for Council's consideration.



C. SEVCIK
City Clerk

CS/jt

Att.



MILLS TRAVEL LTD.

4706 - 48th AVENUE RED DEER, ALBERTA
CANADA T4N 6J4 PHONE (403) 342-2022



May 4, 1990

City of Red Deer
City Hall
C/O Charles Sevcik
Red Deer, AB
T4N 6J4



RE: LANE CONSTRUCTION

Dear Charlie:

As we discussed on the telephone I would like to request a brief presentation to City Council at your earliest convenience.

In August 1989 the Municipal Planning Commission approved our plans with a number of requirements, one of which was construction of the lane adjacent to our property. Beardon Engineering was advised and failed to advise us or to include it in our tenders which went out in November. We realize this is not the cities fault in any way and is our problem. We became aware of the problem when the building permit was applied for and we were advised.

We would like to request the following:

1. That we be allowed to appeal this decision, even though it has long passed the time for appeal.
2. We are allowed to pave the construction of the lane using our own contractor (Border Paving) during construction of our parking lot if this saves money.

We feel the adjacent land owner to our west will utilize and gain increased property value on an equal basis with ourselves. We feel that paying the entire amount in an unfair request from us.

Thank you for your consideration.

Yours truly,

Bob Mills

Bob Mills
MILLS TRAVEL/AMERICAN EXPRESS

E. BEARDEN ENGINEERING
 #250, 5919 - 59 STREET
 RED DEER, ALBERTA
 T4N 2N4

Application for approval of various items in connection with a proposed building at 4620 - 48 Avenue (Lots 8-11, Block 24, Plan K5) zoned C1.

Moved by Alderman Campbell, seconded by T. Smiley

"THAT the Municipal Planning Commission approve the following items in connection with a proposed building at 4620 - 48 Avenue, (Lots 8-11, Block 24, Plan K5) zoned C1.

1. Parking - access and surfacing
2. Loading Space - access and surfacing

SAID APPROVAL IS SUBJECT TO:

1. The lots being consolidated.
2. A loading stall being designated.
3. Parking and loading spaces being paved.
4. Dedication of the required road widening.
5. The conditions of the memo from the Director of Engineering Services, dated July 26, 1989, being adhered to.
6. The decision of the Commission being advertised in a local newspaper and no appeal against said decision being successful."

MOTION CARRIED

(RESPONSIBILITY - BUILDING INSPECTION DEPARTMENT & SECRETARY.)

F. STANCO CONSTRUCTION
 5741 - 35 STREET
 RED DEER, ALBERTA
 T4N 0S5

MPC
July 31/89
#E

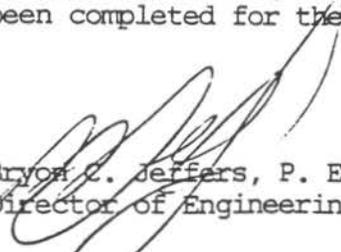
DATE: July 26, 1989
TO: By-laws and Inspections Manager
FROM: Director of Engineering Services
RE: PROPOSED OFFICE BUILDING
4620 - 48 AVENUE
LOTS 10, 11, BLOCK 24, PLAN K5

The Engineering Department has reviewed the above noted proposed development and has no objections subject to the following comments:

1. The existing sanitary and water services located 27.58 m east of the west property line must be killed and replaced by new services at the developer's expense.
2. Sanitary and water services are available from either 47 Street or 48 Avenue; storm is not available.
3. Access to 48 Avenue and to the lane on the west side of the site is satisfactory as shown. The developer will be required to apply and pay for properly constructed crossings.
4. The lane on the west side of the site is unconstructed, and must be constructed and paved at the developer's expense.
5. The lots must be consolidated as one new lot.
6. A 2.0 m road widening setback must be provided along 48 Avenue and also 47 Street.
7. Roof drains (downspouts) shall be directed to splash pads at ground elevation.
8. The parking stalls at the west side of the building must be lengthened an additional 0.75 m.
9. Curb stops must be provided for the parking stalls along the south side of the site.
10. The south boundary of the site should be fenced.
11. No off-site levies are applicable.

By-laws and Inspections Manager
Page 2
July 26, 1989

12. The developer should note that the Building Permit will not be released by the Engineering Department until all conditions are met and applications have been completed for the utility services and driveway crossing.



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

NPA/rja
Att.

c.c. Engineering Office Administrator
c.c. Public Works Department
c.c. Engineering Clerks

DATE: May 14, 1990

FILE NO.

TO: City Clerk

FROM: Bylaws and Inspections Manager

RE: **MILLS TRAVEL LTD.**

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

Development on the site was approved by the Municipal Planning Commission on July 31, 1989, subject to several conditions. One of these conditions was that the lane was to be paved. The Planning Act allows that a Municipal Planning Commission decision can be appealed to the Development Appeal Board within 14 days of that decision. In this instance, clearly, the time limit has expired. There is no provision in the Planning Act, or the City Land Use Bylaw, that would allow Council to either waive this time period or to request the Development Appeal Board to hear an appeal. Once the advertising period is over, the decision is final.

It should be noted that the Municipal Planning Commission has requested the property owner adjacent to the south, to pave the lane when he proceeds with a commercial development. While we appreciate Mr. Mills' concerns, Council does not have the ability to assist him. The Engineering Department has comments regarding using a contractor of his choice.

Yours truly,



R. Strader

Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

DATE: May 14, 1990
TO: City Clerk
FROM: City Assessor
RE: MILLS TRAVEL LTD. - RE: PAVING OF LANE

The developers of a property legally described as Lots 8 - 11, Block 24, Plan K5 and civically addressed as 4620 - 48 Avenue are concerned about the cost of paving a lane to the rear of the property which they are developing. Indications are that they feel this cost could and/or should be shared with the property to the west. Due to the nature of this development, it is my opinion that the developers front end the total cost of the paving and proceed with the following:-

1. Approach the owners of the property to the west and try to negotiate and/or collect half of the cost of the paving thereby sharing said cost, or
2. Front end the total cost of the paving and, at a later date, when and if the property to the west requires upgrading, change of use, etc., the funds could be collected at that time by the developers.

The other option, subject to the Municipal Government Act, would be for the owners of properties within this area to petition City Council for development of the lane with paving as a local improvement. However, this would require lobbying property owners, gaining signatures, etc., which the developer may not wish to proceed with.



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

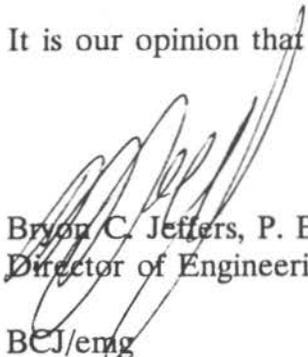
AK/ngl

c.c. Director of Engineering Services
Bylaws & Inspections Manager
Urban Planning Section Manager
City Solicitor

DATE: May 17, 1990
TO: City Clerk
FROM: Director of Engineering Services
RE: MILLS TRAVEL LTD./OLSEN JOLY BUILDING
LOTS 10 AND 11, BLOCK 24, PLAN K5
4620-48 AVENUE

Paving of the lane behind the building proposed by Mr. Mills was a condition placed on the development by MPC. The condition has been applied in the past where redevelopment of a site will result in increased traffic and use of the lane as compared to the previous use. In this instance, a residential dwelling was demolished and an office building is being constructed. The associated parking lot will accommodate 22 vehicles.

It is our opinion that no relaxation should be approved.



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

BCJ/emg

c.c. By-laws and Inspections Manager
c.c. City Assessor
c.c. Urban Planning Section Manager
c.c. City Solicitor



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

May 17, 1990

Mr. C. Sevcik,
City Clerk
City of Red Deer
Box 5008
Red Deer, Alta.
T4N 3T4

Dear Sir:

Re: Mills Travel Ltd. - Paving of Lane

The location of the office under construction is on the south-west corner of 48 Avenue at 47 Street in Red Deer.

When the application was approved in August of 1989 by the Municipal Planning Commission, a number of conditions were attached to the permits, among them were the following:

- Parking and loading spaces being paved.
- The lane on the west side of the site is unconstructed and must be constructed and paved at the developer's expense.

The decision of M.P.C. was not appealed within the time limit and therefore it stands as a valid decision.

It is our opinion that City Council cannot request the Appeal Board to hear this application. The second part of the request is to be allowed to pave the lane as part of paving their parking by private contractor.

Subject to a satisfactory agreement with the City Engineering Department, we have no objection if the lane paving is done by a private contractor at the same time as they pave their parking lot.

The matter of sharing the cost of paving the lane will be addressed by the Engineering and Land Department.

Yours truly,


D. Rouhi, MCIP
SENIOR PLANNER
DR/cc

c.c. - City Solicitor
c.c. - Director, Engineering Dept.
- Bylaws and Inspection Services
- City Assessor

MUNICIPALITIES WITHIN COMMISSION AREA

LANE

10

LANE

GARBAGE CANS
(CONC. FND.)

PARKING

22'-5"
(6852)

3'-6"
(1093)

87'-4"
(26670)

6'-7"
(2007)

(127)

(13106)

(2007)

17

22

CONC. SIDEWALK

STAIR

METER/
ELECT.

MENS
(H/C)

LADIES
(H/C)

OFFICE SPACE

2595 SQFT (236m²)
(EXCLUDES STAIR W/H
+ LOBBY AREA)

120.0' (36.576m)

PARKING

47th STREET

47th STREET

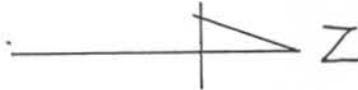
LOBBY

50.0' (15240m)

50.0' (15240m)

EXISTING 'CITY' SIDEWALK

48 AVE.



With regard to the attached application as pointed out in the administrative comments, we do not believe Council is in a position to allow any form of appeal against the M.P.C. decision.

This decision of M.P.C. is not unique to Mills Travel, but is applied in many cases of commercial and multi-family development where increased traffic resulting directly from the development can cause problems or adversely affect the amenities of the neighborhood. Accordingly, we cannot recommend any other relaxations requested by the applicant.

With respect to the request that the paving be done by the applicant's contractor, in this case Border Paving, although not mentioned in his comments we have discussed this matter with the Director of Engineering Services, and we would have no objections to the applicant using Border Paving to pave the lane subject to said lane being constructed to Engineering Department design and standards.

"R.J. MCGHEE"

Mayor

"M.C. DAY"

City Commissioner



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6195

FILE No.

Unfinished.

City Clerk's Department 342-8132

May 29, 1990

Mills Travel Ltd.
4706 - 48 Avenue
RED DEER, Alberta
T4N 6J4

Attention: Mr. Bob Mills

Dear Sir:

RE: MILLS TRAVEL LTD. - 4620 - 48 AVENUE - PAVING OF LANE

The attached material pertaining to your request relative to the Municipal Planning Commission decision approving your plans subject to several conditions, one of which was the construction of the lane adjacent to your property, appeared on the Council agenda of May 28, 1990 (pages 62-71).

At your request, Council agreed to table consideration of this matter to the June 25 Council meeting. Please contact this office on June 22 in order to obtain the time this item will be discussed at the meeting of June 25.

Trusting you will find this satisfactory.


C. SEVCIK
City Clerk

CS/jt

Att.



*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 342-8132

June 28, 1990

Mills Travel Ltd.
4706 - 48 Avenue
RED DEER, Alberta
T4N 6J4

Attention: Bob Mills

Dear Bob:

At the Red Deer City Council meeting of June 25, 1990, your letter dated May 4, 1990 concerning the paving of the lane at 4620 - 48 Avenue was presented to Council for consideration and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Mills Travel Ltd. dated May 4, 1990 re: 4620 - 48 Avenue - Paving of Lane, hereby agrees with the recommendations as outlined by the City Commissioners and as presented to Council June 25, 1990."

The decision of Council in this instance is submitted for your information. As well, I have attached a copy of the reports which appeared on this meeting's agenda relative to your item.

As indicated in the attached reports, the City has no objection to you using Border Paving to pave the lane subject to said lane being constructed to Engineering Department design and standards. In this regard you may wish to contact the Engineering Department to formalize the required design and standards.

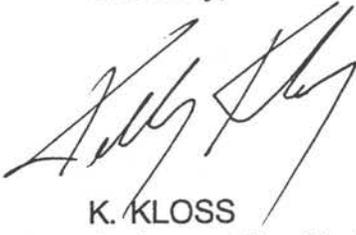
....2

*a delight
to discover!*

Mr. Bob Mills
Mills Travel Ltd.
June 28, 1990
Page 2

I would like to take this opportunity to wish you all the best in this venture. If you have any questions, please do not hesitate to call.

Sincerely,

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

K. KLOSS
Assistant City Clerk

KK/jt

Att.

c.c. Director of Engineering Services
Senior Planner
Bylaws & Inspections Manager
City Assessor
City Solicitor

DATE: June 12, 1990
TO: City Council
FROM: City Clerk
RE: RED DEER SOUTH AREA SERVICING STUDY

Copies of the above noted Study were delivered to members of Council along with the Council agenda of June 11, 1990.

At the Council meeting of June 11th, the following motion was passed.

"RESOLVED that Council of The City of Red Deer hereby agrees that the Red Deer South Area Servicing Study be tabled for consideration at the Council meeting of June 25, 1990."

Following hereafter is the summary report from the Engineering Department Manager which appeared on the June 11th Council agenda. Members of Council are reminded to bring their copies of the Study to the meeting.

Respectfully submitted,



C. SEVCIK
City Clerk

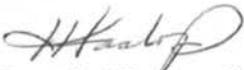
CS/jt

DATE: June 19, 1990
TO: City Clerk
FROM: Engineering Department Manager
RE: RED DEER SOUTH AREA SERVICING STUDY

Pursuant to our memo of June 5, 1990, with regard to the above noted Study, we wish to advise Council that the costs outlined for sanitary, storm, and water trunk facilities would be outlaid as development progresses and recovered through off-site levies. Some front-ending of costs may be required from time to time to provide facilities that are need in advance of development.

Once this Study is adopted by Council, off-site levies to be applied in the subject area will be calculated and brought back to Council for approval. Another follow-up report to Council will relate to a stormwater management policy for the area, the method of paying for storm detention ponds and the definition of lands to be used for detention ponds (e.g. proportion of land to lay within a public utility lot compared with the portion that may overlap onto a municipal reserve).

The Engineering Department supports the adoption of the South Area Servicing Study as tabled with Council on June 11, 1990.


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

TCW/emg

c.c. Director of Community Services
c.c. Public Works Manager
c.c. Red Deer Regional Planning Commission

DATE: June 5, 1990
TO: City Clerk
FROM: Engineering Department Manager
RE: RED DEER SOUTH AREA SERVICING STUDY

Submitted herewith are 12 copies of the above noted Study. We respectfully request that Council table this report at the June 11, 1990 meeting to permit time for members of Council to review same, and that the report be brought back to the June 25, 1990 Council meeting to be adopted. Our consultant will be available at the June 25, 1990 meeting to make a brief presentation to Council and answer questions.

Comments from the Public Works Department, Red Deer Regional Planning Commission, and the Community Services Department have been integrated into the final report.

Some of the more significant issues analyzed or recommended in this report are outlined below:

1. Sanitary Sewage Collection

Sanitary sewage within the south basin will be collected primarily by a network of gravity mains and directed to an existing sanitary trunk main at the south edge of the Morrisroe Subdivision. A sanitary lift station will be utilized to lift sewage to the aforementioned trunk from four quarter sections of land in the southwest corner of the study area. The Study analyzed routing of sewage from these four quarter sections by gravity through Bower Woods to an existing trunk. This option was found to be unacceptable in view of high cost, limited capacity, and disruption to the ravine.

Due to topography considerations, much higher cost and insufficient trunk capacity, it was determined that two quarter sections in the southeast part of the study area (east half of Section 2) should be excluded from this sanitary sewage collection basin. This area would be serviceable in the distant future along with lands east of 20 Avenue.

The total estimated cost of the sanitary trunk system for the south basin is \$2,065,000.

City Clerk
Page 2
June 5, 1990
File: 660-068

2. Storm Drainage

Piper Creek is one of the primary receiving streams for drainage from the south basin. In view of the limited capacity of the Creek, the run-off from the area must be controlled by use of stormwater storage. Additional benefits of stormwater storage are achieved through a reduction in trunk sewer costs and the ability to control flooding during extremely heavy rainfall events. The consultant has recommended that the system be designed for the 100 year storm. The disadvantage of storage relates to the amount of land that must be used for the facilities.

Two types of stormwater storage were reviewed in the Study; wet ponds, which permanently retain a portion of the stormwater, and dry ponds, which drain completely after rainfall events. The dry pond option is recommended for the south basin primarily due to the higher maintenance costs anticipated with the wet pond option.

Distribution of several stormwater ponds throughout the study area (approximately one pond per quarter section) is recommended over construction of only one or two very large ponds located at the bottom end of the system. The advantages of the distributed option primarily relate to lower cost, staging of construction, and better integration into the subdivision plan.

While the Terms of Reference originally anticipated that virtually all of the drainage from the south basin would be directed to Piper Creek, it was found that, because of the low receiving capacity of the Creek, it is more economical to route approximately five quarter sections to an existing storm trunk located along the south edge of the Morrisroe Subdivision. Drainage from approximately seven quarter sections in the southwest part of the study area will be directed to Piper Creek. Due to a higher unit cost of storm servicing and because of the extended time before sanitary servicing will be available, two quarter sections in the southeast part of the study area (east half of Section 2) have been excluded from this storm basin. These two quarter sections will be serviced with the lands along the east side of 20 Avenue.

The estimated cost of storage ponds and trunk sewers within the study area is \$11,050,000.

3. Water Distribution

The recommended water distribution system requires an additional trunk water main from the existing 55 Street/30 Avenue booster station, as well as a new water reservoir/pumping station. The estimated cost of the reservoir, pump station, and trunk water mains within the study area is \$6,419,000.

City Clerk
Page 3
June 5, 1990
File: 660-068

As indicated in the report, we will be conducting a City wide analysis of the water distribution system which may affect the results of the water system portion of the Study.

It should be noted that the Urban Development Institute has recently been provided with a copy of this report and may wish to make a presentation to Council on June 25, 1990 in this regard.


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

TCW/emg

c.c. Director of Community Services
c.c. Public Works Manager
c.c. Red Deer Regional Planning Commission

Commissioner's Comments

We would concur with the recommendation that this report be tabled for consideration at the Council meeting of June 25.

"M.C. DAY"
City Commissioner

June 25, 1990

Commissioner's Comments

We would recommend that Council approve the South Area Servicing Study in principle. It should be noted that each item within the study would come back to Council for approval.

"R.J. MCGHEE"
Mayor

DATE: June 14, 1990
 TO: CITY COUNCIL
 FROM: CRAIG CURTIS
 Director of Community Services
 RE: RED DEER SOUTH AREA SERVICING STUDY

The Community Services Division has been involved and consulted during the preparation of the above Study. The recommendations contained in the Study and in the letter of June 5, 1990 from the Engineering Department Manager are fully supported.

The Study has not addressed an issue that is vital to the implementation of this Study in the south-east area. In discussions with the Streets/Utilities Engineer and the Engineering Department Manager, they agree that a policy must immediately be prepared with respect to the provision or assembly of land for storm water detention purposes. Other municipalities across the province have adopted varying policies that specify how the land required for storm water detention purposes is to be provided or assembled. Proposed residential developments are now being submitted to the City containing storm water detention facilities, yet it is unclear whether the land should be dedicated as public utility lot or some other designation.

In discussions with the Parks and Recreation & Culture Managers, it has been agreed that a maximum of 1 ha of municipal reserve may be considered for storm water detention purposes within a neighbourhood if the pond is located in an area conducive and acceptable for school or park development.

The above information is submitted for City Council's consideration when reviewing the Servicing Study.

RECOMMENDATIONS:

1. That City Council support the Servicing Study as recommended by the Engineering Department Manager.
2. That City Council instruct the administration to prepare a policy and set of guidelines with respect to the provision and assembly of land for storm water detention purposes.


 CRAIG CURTIS

DB/ad

- c. Bryon Jeffers, Director of Engineering Services
 D. Rouhi, Senior Planner, R.D.R.P.C.
 Al Knight, City Assessor
 Ken Haslop, Engineering Department Manager



URBAN DEVELOPMENT INSTITUTE RED DEER CHAPTER

#400, 4808 Ross St.
RED DEER, ALBERTA T4N1X5
PHONE 343-0817

June 22, 1990

HAND DELIVERED

THE CITY OF RED DEER
Box 5008
Red Deer, Alberta
T4N 3T4

Attention: Mr. Ken Haslop, P.Eng.
Engineering Department Manager

Dear Sir:

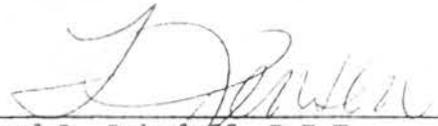
Re: SOUTH AREA SERVICING STUDY

Please be advised that it is not possible for U.D.I. to properly assess the full impact of the South Area Servicing Study, therefore we recommend this matter not be presented for Council's consideration on June 25, 1990.

Several very important issues should be reviewed with the administration. This report can have a considerable impact that will affect development for the next 30 years, as 12 quarter sections are involved.

Your consideration to delay this matter from Council's review would be greatly appreciated.

Yours truly,


Fred L. Lebedoff, R.E.T.
U.D.I. CHAPTER CHAIRMAN
FLL*tj

cc: Charlie Sevcik/City Clerk's Dept.

THE CITY OF RED DEER
CLERK'S DEPARTMENT

RECEIVED	
TIME	11:55 Am
DATE	June 23/90
BY	JT



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 348-6195

City Clerk's Department 342-8132

June 28, 1990

Urban Development Institute
Red Deer Chapter
#400, 4808 Ross Street
RED DEER, Alberta
T4N 1X5

Attention: Mr. Fred Lebedoff
Chapter Chairman

Dear Fred:

RE: SOUTH AREA SERVICING STUDY

At the Council meeting of June 25, 1990, City Council agreed that the Red Deer South Area Servicing Study be tabled to a future meeting of Council to allow U.D.I. additional time to review and comment on same.

As we discussed, it is our intention to place this on the August 20, 1990 Council meeting, and would ask that you provide your comments relative to this study to the Engineering Department as soon as possible in order that we can meet the deadlines for this meeting.

Trusting you will find this satisfactory. If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,

K. KLOSS
Assistant City Clerk
KK/jt

c.c. Engineering Department Manager
Public Works Manager
Senior Planner



*a delight
to discover!*

DATE: June 28, 1990
TO: Engineering Department Manager
FROM: Assistant City Clerk
RE: RED DEER SOUTH AREA SERVICING STUDY

At the Council meeting of June 25, 1990, your report dated June 19, 1990 concerning the above topic was presented to Council.

At this meeting, it was noted that U.D.I., as well as some land owners in the area, wished additional time to review this study before Council endorsed same, and as such, Council tabled the report until such time as the Engineering Department brings in a further report relative to the input from the above noted groups. On talking with Fred Lebedof, representing U.D.I., we agreed that this matter could go to the August 20, 1990 Council meeting as it would allow U.D.I. enough time to thoroughly review the study and present the comments to your department.

Also, Mr. Thorvald Nielsen of 32 Parsons Close, Red Deer (347-3195) telephoned our office and requested a copy of the servicing study as he indicated it does affect land which he owns. In regard to this, I would ask that you contact Mr. Nielsen to further discuss this matter with him.

Trusting you will find this satisfactory and I look forward to your further report in due course.



K. KLOSS
Assistant City Clerk

KK/jt

c.c. Senior Planner
Director of Community Services
Public Works Manager



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6195

City Clerk's Department 342-8132

June 28, 1990

Thorvald Nielsen
32 Parsons Close
RED DEER, Alberta
T4P 2C8

Dear Sir:

RE: RED DEER SOUTH AREA SERVICING STUDY

I would advise that at the Red Deer City Council meeting held on June 25, 1990, Council agreed to table consideration of the Red Deer South Area Servicing Study to a future meeting.

The purpose of this tabling was to allow interested parties additional time to review the study and provide their comments to the City Engineering Department. I have discussed this matter with the Director of Engineering Services, Mr. Bryon Jeffers, and he indicated that he would be contacting you directly to provide you with a summary as well as a copy of the South Area Servicing Study.

Trusting you will find this satisfactory. If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,

K. KLOSS
Assistant City Clerk

KK/jt

c.c. Director of Engineering Services
Engineering Department Manager
Public Works Manager
Senior Planner
Director of Community Services



*a delight
to discover!*

DATE: June 6, 1990

TO: MAYOR MCGHEE & COUNCIL

FROM: COLLEEN PALICHUK, Chairman
Red Deer & District F.C.S.S. Board

RE: WHITE PAPER ON DAY CARE

As requested by Council, the Family and Community Support Services Board reviewed the provincial White Paper on Day Care and the comments directed to Council from the Red Deer Child Care Society Board. We offer the following comments for Council during its deliberations on this matter.

The attached report from the Social Planning Manager outlines the three major reforms that are proposed in the White Paper. These are:

- 1) Redirection of provincial funding from a universal operating allowance system to increase subsidies for low income families.
- 2) Introduction of training requirements for day care centre staff.
- 3) Increase of child/staff ratio for infant care from 1:3 - 1:4.

After considering the White Paper and the comments of the Red Deer Child Care Society, the F.C.S.S. Board generally agreed on the following points:

- The child/staff ratio for infant care should remain at 1:3 rather than be increased to the 1:4 as proposed in the White Paper.
- The reforms to the training requirements for day care centre staff are welcome but do not go far enough. We support the suggestions by the Red Deer Child Care Society that staff qualifications should be increased and that additional public support for day care centres that promote greater training of their staff should be encouraged.
- In order to keep trained, caring, qualified staff in the early childhood field, this government initiative should address the poor salaries paid to day care staff. The White Paper neglects to deal with this issue adequately.
- Parent involvement in day care and the excellent work of volunteer day care boards should be recognized. We agree with the Red Deer Child Care Society.

Mayor McGhee & Council
June 6, 1990
Page 2
File No. SP-2.803

- If cutbacks are to be made to the operating allowance, subsidies should be increased at the same time as the cutbacks are imposed.

The F.C.S.S. Board was somewhat uncertain about the matter of re-directing provincial funding from the universal operating allowance to increase subsidies for lower income families. The Red Deer Child Care Society, in its letter to Mayor McGhee and Council, points out that the radical change from the operating allowance system will drive many middle-income and upper-income families from the day care system. This will create additional problems with occupancy levels in day care centres. On the other hand, the Social Planning Manager points out that lower income families will benefit from the increased subsidies available to them and some lower-middle income families will be eligible for subsidies for the first time. This provision addresses an inequity that has crept into the day care system since 1982 when the current fee scale was developed. The F.C.S.S. Board felt that more information on the consequences of changing the operating allowance system would be necessary before a consensus could be reached on which system would be the preferred one.

We hope the above information is useful to Council. We would encourage Council to relay the major concerns of the Red Deer Child Care Society to the Minister of Family and Social Services.

K. Lefebvre

for: COLLEEN PALICHUK

/kl

c.c. Gordon Mundle, Chairman,
Red Deer Child Care Society Board

DATE: June 6, 1990
TO: MAYOR & COUNCIL
FROM: LOWELL R. HODGSON
A/Director of Community Services
RE: WHITE PAPER ON DAY CARE

Alberta Family & Social Services proposes major reforms to Alberta's day care program. Their recently released White Paper announces these changes and invites input.

The Social Planning Manager and the F.C.S.S. Board are commenting to you on this White Paper and they are generally supportive of it, with the exception of the proposed change to the child/staff ratio from 1:3 to 1:4.

I support the comments of the Social Planning Manager and recommend to Council that you respond to this White Paper by:

- a) supporting redirection of provincial funding from a universal allowance system to increased subsidies for low-income families;
- b) supporting the introduction of training requirements for day care staff;
- c) opposing the increase of child/staff ratio for infant care from 1:3 to 1:4.



LOWELL R. HODGSON

LRH:dmg

- c. Rick Assinger, Social Planning Manager

DATE: June 5, 1990
TO: F.C.S.S. BOARD
FROM: RICK ASSINGER
Social Planning Manager
RE: WHITE PAPER ON DAY CARE

SP-2.800

The White Paper on Day Care proposes major reforms to Alberta's Day Care Program. The essential components of the White Paper and my comments regarding the proposals are as follows:

1. Redirection of Provincial funding from a universal operating allowance system to increased subsidies for low-income families.

Given that the Province has committed itself to maintaining the level of public funding for day care and is not prepared to increase public funding, I support the proposal. It will have the effect of increasing subsidies to lower income and lower-middle income families (some will be eligible for subsidies for the first time) while it will increase the cost to middle and upper income families.

2. Introduction of training requirements for day care centre staff.

The Province of Alberta currently does not have any training requirements for day care centre staff. The Province has been criticized for some time now for not having any training standards. Although the proposed reforms do not go far enough, I generally support the White Paper proposals as a step in the right direction. I also support the recommendations of the Child Care Society to press the matter even further.

3. Increase of child/staff ratio for infant care from 1:3 to 1:4.

I do not support this proposal. I believe we should strongly urge the Province to leave the child/staff ratio at 1:3. Most other provinces have a ratio similar to our current ratio. I do not believe that quality care can be offered to infants if the ratio is as high as 1:4.

...2/

F.C.S.S. BOARD
June 5, 1990
Page 2

I would also encourage the Board to support the Red Deer Child Care Society in the suggestions that they have made for changes to the White Paper as contained on Page 3 of their letter to the Honourable John Oldring.


RICK ASSINGER

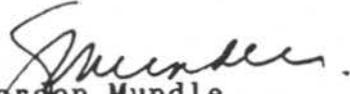
RA/ad

c. Gordon Mundle, Chairman, Child Care Society Board

The Child Care Society will continue to keep Council informed of changes in this area and we encourage Council members to become familiar with the issues so that a concerted voice can be heard from Red Deer. We aim to provide the highest quality of child care that is possible, but we need the support of municipal leaders to achieve our goal.

If Council wishes any further information on this matter we would be pleased to discuss our concerns with members at their convenience.

Yours truly,


Gordon Mundle
Chairperson
RED DEER CHILD CARE SOCIETY

kjt
Enclosure

- A two-year diploma in ECD, by itself, is not sufficient training for a director of a day care centre. It should be seen as a minimum and the regulation should require additional experience and administrative knowledge. A director has responsibilities similar to that of a small school principal with additional chores such as management of staff, budget preparation and program monitoring.
- Requiring a one-year certificate for only one in four staff still leaves many children with untrained caregivers. It again should be seen as only a minimum standard to be met.
- A 50-hour orientation course is a token training component and brings to mind many questions --
 - * will women (or men) be given college credit for this course?
 - * will all staff including relief staff be required to take this course?
 - * who will pay the training costs?
 - * what is the point of training staff who will leave the field when they discover their salary level will not increase?

We feel that the regulations should establish the ideal training standards as Alberta Education did when ECS began twenty years ago. Additionally the recommended policy should allow existing staff to be grandmothereed into the system. The deadline may have to be extended if the colleges can not meet the demand.

In order to keep trained, caring, qualified staff in the early childhood field, this government initiative should address the poor salaries paid to day care staff. By reducing operating grants to centres and not attaching the remaining grant to staff salaries, the White Paper fails to improve the quality of care being offered in our province. In fact some of the centres who have tried the hardest to pay staff well, and improve their working conditions may be hit the hardest if enrollment decreases as a result of poor publicity on the intent of the proposed changes and higher costs.

Parent involvement is another key element of quality child care. Our Red Deer Child Care Society, as you personally know, has always encouraged parents to sit on the Board, get involved in their children's day care experience and participate in a variety of special events. Unfortunately, in our opinion, this province does not encourage or support the non-profit, publicly-funded child care sector to the extent that it should. Volunteers work long hours to provide excellent services in many communities. In return these Societies are discouraged and disheartened by the negative

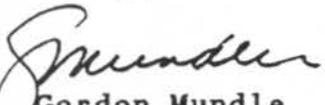
publicity that some day care operations bring upon the field. The Minister should recognize the importance of maintaining a vibrant, healthy public system of child care whose sole purpose is the provision of quality child care.

We would request that the Minister make the following changes to the White Paper.

1. Leave the ratio of 1:3 for infants in place.
2. Increase the staff qualifications for at least 50% of a centre's staff to be a two year diploma and to allow the principle of "grandmothering" for existing staff.
3. Reward centres with trained staff, by providing grants towards salary expenses.
4. Encourage parent involvement and recognize the excellent work of volunteer day care boards across Alberta.
5. Increase subsidy levels as soon as cutbacks are made to the operating allowances -- in particular the rates for infant care. A delay of four months could be extremely detrimental to programs such as the Teen Parent Infant Program which relies heavily on FCSS and Social Assistance funding.
6. Address the issue of recruitment and retention of trained child care workers. If the salary issue is not addressed the ability to meet minimum training regulations may be jeopardized.

We believe that you are truly committed to hearing from all Albertans. It has taken a great effort on the part of staff and volunteers to react, research, study and respond to this Paper in the short time allowed. We hope to hear a response from you as soon as decisions are made in this regard. If you wish to discuss any of these concerns further, please contact us.

Sincerely,


 Dr. Gordon Mundle
 Chairperson
 RED DEER CHILD CARE SOCIETY

c.c. Mayor R. McGhee, City Commissioner & City Council

kjt

Commissioners' Comments

Submitted for Council's information.

"R.J. MCGHEE", Mayor

"M.C. DAY", City Commissioner

June 22, 1990

Commissioner's Comments

As Council will recall, this matter was referred to the FCSS Board for comment. We would concur with the comments of the FCSS Board and Administration that the major concerns of the Red Deer Child Care Society be supported and forwarded to the Minister of Family & Social Services as outlined in the report from the Acting Dir. of Community Services.

"R.J. MCGHEE"
Mayor



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6195

June 27, 1990

Red Deer Child Care Society
P.O. Box 246
RED DEER, Alberta
T4N 5E8

Attention: Gordon Mundle
Chairperson

Dear Mr. Mundle:

At The City of Red Deer Council meeting held on June 25, 1990, consideration was given to your letter dated April 5, 1990 concerning the White Paper on Day Care and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered report from the Family & Community Support Services Board dated June 6, 1990 re: White Paper on Day Care, hereby agrees to:

- a) Support the redirection of provincial funding from a universal allowance system to increase subsidies for low income families;
- b) Support the introduction of training requirements for day care staff;
- c) Oppose the increase of child/staff ratio for infant care from 1:3 to 1:4;
- d) Forward a letter to the Minister of Family & Social Services outlining Council's position relative to this matter;

and as presented to Council June 25, 1990."

....2



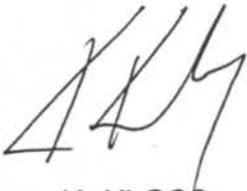
*a delight
to discover!*

Mr. Gordon Mundle
Red Deer Child Care Society
June 27, 1990
Page 2

The decision of Council in this instance is submitted for your information. This office will now be corresponding with the Hon. John Oldring to outline Council's position on the subject.

I would like to take this opportunity to thank you for bringing this matter to Council's attention. If you have any questions, please do not hesitate to call.

Sincerely,

A handwritten signature in black ink, appearing to be 'K. Kloss', written over a faint grid background.

K. KLOSS
Assistant City Clerk

KK/jt

c.c. F.C.S.S. Board
Director of Community Services
Social Planning Manager



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6195

City Clerk's Department 342-8132

June 27, 1990

The Hon. John Oldring
 Minister of Family and Social Services
 c/o #503, Parkland Square
 4901 - 48 Street
 RED DEER, Alberta
 T4N 1X4

Dear Mr. Oldring:

RE: WHITE PAPER ON DAY CARE REFORMS

At The City of Red Deer Council meeting held on June 25, 1990, consideration was given to correspondence from the Red Deer Child Care Society (copy attached) relative to the White Paper on Day Care Reforms, and at said meeting, the following resolution was passed

"RESOLVED that Council of The City of Red Deer, having considered report from the Family & Community Support Services Board dated June 6, 1990 re: White Paper on Day Care, hereby agrees to:

- a) Support the redirection of provincial funding from a universal allowance system to increase subsidies for low income families;
- b) Support the introduction of training requirements for day care staff;
- c) Oppose the increase of child/staff ratio for infant care from 1:3 to 1:4;
- d) Forward a letter to the Minister of Family & Social Services outlining Council's position relative to this matter;

and as presented to Council June 25, 1990."

....2



*a delight
to discover!*

The Hon. John Oldring
Minister of Family and Social Services
June 27, 1990
Page 2

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

If you have any questions with regard to the above, please do not hesitate to contact me.

Sincerely,



K. KLOSS
Assistant City Clerk

KK/jt

Enc.

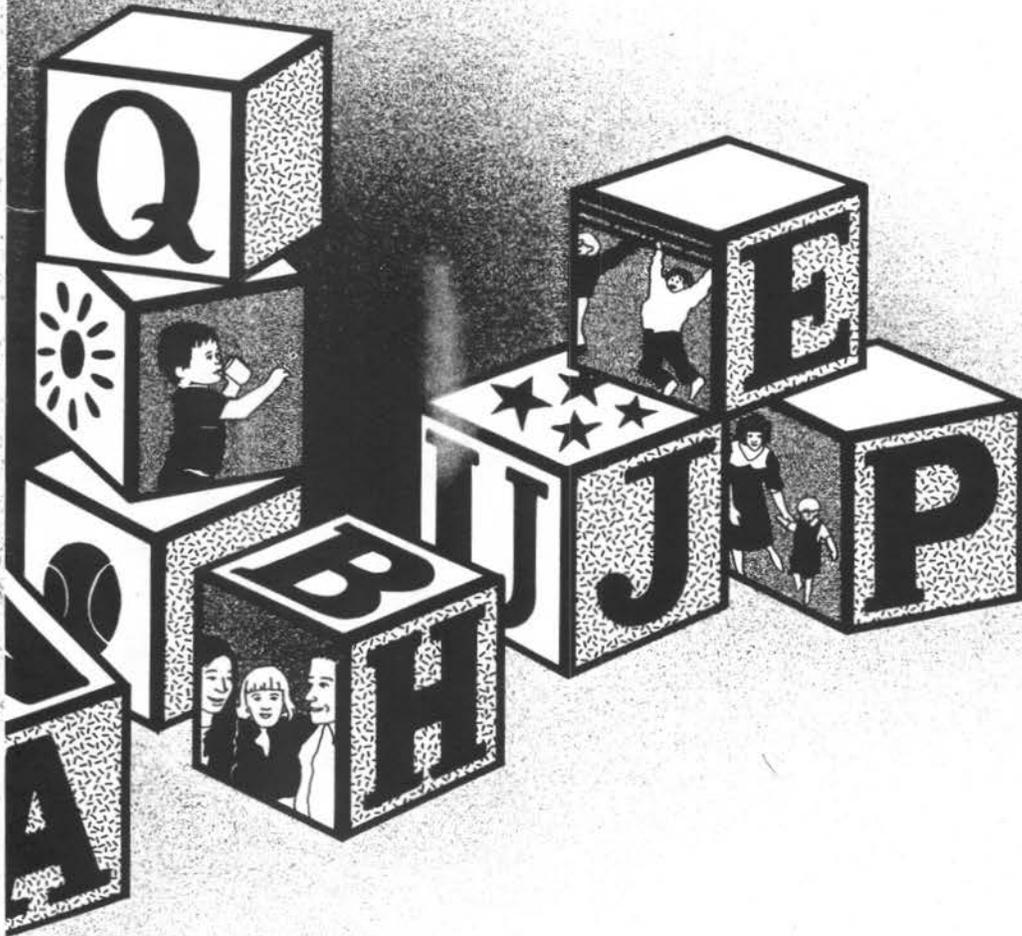
c.c. Red Deer Child Care Society
Red Deer and District F.C.S.S. Board
Director of Community Services

*Copies
from
Council
Agenda
attached to Mr O's
letter*

Meeting the need...

A fairer, better system for Albertans

Booklet



A White Paper on reforms to
Alberta's Day Care Program.

Alberta Family and Social Services
March 1990



Family and Community Support Services
Box 5008
City Hall
RED DEER, Alberta T4N 3T4
342-8100

SP-2.756

May 4, 1990

Gordon Mundle, Chairman
Red Deer Child Care Society
Box 246
Red Deer, AB
T4N 5E8

Dear Gordon:

The letter regarding the Red Deer Child Care Society response to the recent White Paper entitled "Meeting the Need... a Fairer, Better System for Albertans" which was forwarded to City Council for response, was tabled at the April 30 Council meeting. A request for comment on the white paper, as well as comment on your letter, was forwarded to the F.C.S.S. Board.

The F.C.S.S. Board dealt with this request at their May 1 meeting. It was decided that further consideration was needed as Board members were not fully versed on the content of the White Paper. Therefore, an ad hoc committee was formed to study the white paper and then to forward comment on to City Council.

This is to notify you that this action is being taken. It is anticipated that the F.C.S.S. Board comments will be available to Council for their May 28 meeting.

I trust this meets with your approval.

Sincerely,

COLLEEN PALICHUK, Chairman
Red Deer & District F.C.S.S. Board

/kl

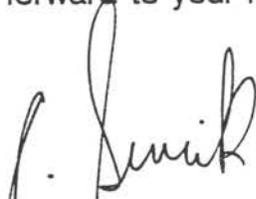
c.c. City Clerk
Social Planning Manager

DATE: May 1, 1990
TO: F.C.S.S. Board
FROM: City Clerk
RE: RED DEER CHILD CARE SOCIETY -
THE WHITE PAPER ON DAY CARE REFORMS

I would advise that the attached correspondence from the Red Deer Child Care Society addressed to Council and the Minister of Family and Social Services pertaining to the White Paper on Day Care Reforms was presented on the Council agenda of April 30, 1990.

At the above noted meeting Council agreed that said correspondence be referred to the F.C.S.S. Board for comment and/or recommendations back to Council.

The decision of Council in this instance is submitted for your information and we look forward to your report in due course.



C. SEVCIK
City Clerk

CS/jt

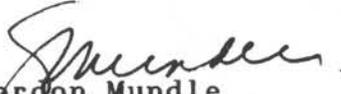
c.c. Director of Community Services
Social Planning Manager
Red Deer Child Care Society

- 2 -

The Child Care Society will continue to keep Council informed of changes in this area and we encourage Council members to become familiar with the issues so that a concerted voice can be heard from Red Deer. We aim to provide the highest quality of child care that is possible, but we need the support of municipal leaders to achieve our goal.

If Council wishes any further information on this matter we would be pleased to discuss our concerns with members at their convenience.

Yours truly,


Gordon Mundle
Chairperson
RED DEER CHILD CARE SOCIETY

kjt
Enclosure

- A two-year diploma in ECD, by itself, is not sufficient training for a director of a day care centre. It should be seen as a minimum and the regulation should require additional experience and administrative knowledge. A director has responsibilities similar to that of a small school principal with additional chores such as management of staff, budget preparation and program monitoring.
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 - * will all staff including relief staff be required to take this course?
 - * who will pay the training costs?
 - * what is the point of training staff who will leave the field when they discover their salary level will not increase?

We feel that the regulations should establish the ideal training standards as Alberta Education did when ECS began twenty years ago. Additionally the recommended policy should allow existing staff to be grandmothereed into the system. The deadline may have to be extended if the colleges can not meet the demand.

In order to keep trained, caring, qualified staff in the early childhood field, this government initiative should address the poor salaries paid to day care staff. By reducing operating grants to centres and not attaching the remaining grant to staff salaries, the White Paper fails to improve the quality of care being offered in our province. In fact some of the centres who have tried the hardest to pay staff well, and improve their working conditions may be hit the hardest if enrollment decreases as a result of poor publicity on the intent of the proposed changes and higher costs.

Parent involvement is another key element of quality child care. Our Red Deer Child Care Society, as you personally know, has always encouraged parents to sit on the Board, get involved in their children's day care experience and participate in a variety of special events. Unfortunately, in our opinion, this province does not encourage or support the non-profit, publicly-funded child care sector to the extent that it should. Volunteers work long hours to provide excellent services in many communities. In return these Societies are discouraged and disheartened by the negative

- 3 -

publicity that some day care operations bring upon the field. The Minister should recognize the importance of maintaining a vibrant, healthy public system of child care whose sole purpose is the provision of quality child care.

We would request that the Minister make the following changes to the White Paper.

1. Leave the ratio of 1:3 for infants in place.
2. Increase the staff qualifications for at least 50% of a centre's staff to be a two year diploma and to allow the principle of "grandmothering" for existing staff.
3. Reward centres with trained staff, by providing grants towards salary expenses.
4. Encourage parent involvement and recognize the excellent work of volunteer day care boards across Alberta.
5. Increase subsidy levels as soon as cutbacks are made to the operating allowances -- in particular the rates for infant care. A delay of four months could be extremely detrimental to programs such as the Teen Parent Infant Program which relies heavily on FCSS and Social Assistance funding.
6. Address the issue of recruitment and retention of trained child care workers. If the salary issue is not addressed the ability to meet minimum training regulations may be jeopardized.

We believe that you are truly committed to hearing from all Albertans. It has taken a great effort on the part of staff and volunteers to react, research, study and respond to this Paper in the short time allowed. We hope to hear a response from you as soon as decisions are made in this regard. If you wish to discuss any of these concerns further, please contact us.

Sincerely,


 Dr. Gordon Mundle
 Chairperson
 RED DEER CHILD CARE SOCIETY

c.c. Mayor R. McGhee, City Commissioner & City Council

kjt

Commissioners' Comments

Submitted for Council's information.

"R.J. MCGHEE", Mayor

"M.C. DAY", City Commissioner

NO. 4

DATE: June 12, 1990
TO: City Council
FROM: City Clerk
RE: GAETZ AVENUE PARKING MALL AND
48 STREET VINTAGE STREETLIGHTING
AND SIDEWALK RECONSTRUCTION -
CONCEPTUAL DESIGN REPORT

The Conceptual Design Report for the above noted project was delivered to all members of Council with the Council agenda of June 11, 1990.

At the June 11 meeting, the following motion was passed by Council.

"RESOLVED that Council of The City of Red Deer hereby agrees that the Gaetz Avenue Parking Mall and 48 Street Vintage Streetlighting and Sidewalk Reconstruction Conceptual Design Report be tabled for consideration at the Council meeting of June 25th."

Following hereafter is the summary report from the Engineering Department Manager which also appeared on the June 11 agenda. Members of Council are reminded to bring their copy of the Conceptual Design Report to the meeting.

Respectfully submitted,



C. SEVCIK
City Clerk

CS/jt

Att.

DATE: June 19, 1990

TO: City Clerk

FROM: Engineering Department Manager

RE: GAETZ AVENUE PARKING MALL AND 48 STREET VINTAGE
STREETLIGHTING AND SIDEWALK RECONSTRUCTION
CONCEPTUAL DESIGN REPORT

Pursuant to our Council report of June 5, 1990, with regard to the above noted report, we wish to clarify our recommendation that allowance be made for parallel parking in the design so that it can be phased in one block at a time.

During the initial construction stage (proposed for 1991), it is recommended that the planters be installed throughout the project in accordance with the concept design, but that parallel parking (along the west side of Gaetz Avenue) be disallowed between 48 Street and 49 Street, as well as between Ross Street and 52 Street. Only one block, between 47 Street and 48 Street, would provide angle and parallel parking during this initial stage. The effects of the additional parking and resulting narrower traffic width along this block would be assessed during the following six to eight months. If an intolerable level of traffic congestion occurs in this block, then the parallel parking can be taken off by removing the parking meters and installing no parking signs. If, on the other hand, no significant traffic congestion occurs, and the additional parking is deemed to be desirable, parallel parking can be added to the block between 48 Street and 49 Street. This can be accomplished quite simply by installing parking meters and removing the no parking signs in this area.

Similarly, after an assessment period, parallel parking could be extended to the area from Ross Street to 52 Street or omitted from 48 Street to 49 Street.

In any case, the street will function adequately with the planters installed according to the concept plan, with or without the parallel parking.

Further to our memo of June 5, 1990, we respectfully request Council's position with respect to the following matters:

1. Selection of concept design options 1, 2, or 3.
2. Closure of Gaetz Avenue, north of 52 Street, as illustrated in all three concept options.

City Clerk
 Page 2
 June 19, 1990

3. Provision of parking along Gaetz Avenue in the following areas (no change to parking on 48 Street is assumed):

46 Street to 47 Street	Angle on both sides.
47 Street to 48 Street	Angle on east side and parallel on west side (at least during initial period).
48 Street to 49 Street	Angle on east side and provision for future parallel on west side.
49 Street to Ross Street	Option 1 - angle on east side and future parallel on west side. Options 2 and 3 - parallel on both sides.
Ross Street to 52 Street	Options 1 and 3 - angle on east side and future parallel on west side. Option 2 - angle on west side and future parallel on east side.

4. Adoption of other conceptual design details outlined within the report.
 5. Approval to proceed with detailed design.



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

TCW/emg

c.c. Director of Community Services
 c.c. Public Works Manager
 c.c. Parking Administrator
 c.c. Red Deer Regional Planning Commission

DATE: June 5, 1990

TO: City Clerk

FROM: Engineering Department Manager

RE: GAETZ AVENUE PARKING MALL AND 48 STREET
VINTAGE STREETLIGHTING AND SIDEWALK RECONSTRUCTION
CONCEPTUAL DESIGN REPORT

Attached are 12 copies of the conceptual design report for the above noted project.

The following is a brief history outlining some of the significant events leading up to the completion of the project:

<u>May 15, 1989</u>	Council resolution in response to a request from the Towne Centre Association to proceed with a detailed report and cost of this project.
<u>June 26, 1989</u>	Council resolution approving the commissioning of an engineering consultant to undertake concept development and detailed design.
<u>August 1989</u>	Consultant commissioned after receipt of proposals.
<u>October 1989</u>	Preliminary concept prepared for internal review and comment.
<u>November 1989</u>	Preliminary traffic study conducted pertaining to traffic circulation and parking.
<u>November 1989</u>	Towne Centre Association meeting with regard to Gaetz Avenue Parking Mall (preliminary concept and traffic study) and 49 Street/Ross Street One-Way Couplet.
<u>December 1989</u>	Response to specific concerns of the Towne Centre Association.
<u>January 1990</u>	Traffic study finalized.

City Clerk
 Page 2
 June 5, 1990
 File: 060-004E

- | | |
|----------------------|---|
| <u>March 1990</u> | Draft conceptual design report prepared, including three design options. Report circulated internally and to the Towne Centre Association for comments. |
| <u>May 7, 1990</u> | Public meeting held at the Highland House to present parking mall concepts. |
| <u>May 1990</u> | Draft report revised somewhat to reflect comments received. |
| <u>June 11, 1990</u> | Submission to Council. |

There has been input from the following groups in the preparation of this report:

1. Engineering Department
2. Community Services
3. Fire Department
4. Public Works
5. Parking Administrator
6. Red Deer Regional Planning Commission
7. Towne Centre Association
8. General Public

As there has not been a clear consensus in the choice of design options, all three have been presented for Council's consideration. The basic difference between the three options is the direction of traffic movement on Gaetz Avenue as outlined below:

Option 1

One-way southbound between 46 Street and 52 Street.

Option 2

One-way southbound between 46 Street and 49 Street; two-way between 49 Street and Ross Street; one-way northbound between Ross Street and 52 Street.

Option 3

One-way southbound between 46 Street and 52 Street, except between 49 Street and Ross Street where two-way traffic would be allowed.

City Clerk
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File: 060-004E

From a traffic engineering point of view, Option 2 would result in more benefit than the other two options. Although there would be some short-term confusion with the changing direction of one-way street sections, in the long-term and with the implementation of the Ross Street/49 Street One-way Couplet, access would be improved and the parking mall environment enhanced. However, in view of the resistance to Option 2 expressed in the comments we received, we are prepared to support the implementation of Option 3. It should be noted that the concerns expressed by the Community Services Department, The Towne Centre Association, Red Deer Regional Planning Commission, and some members of the public, related primarily to the potential confusion of the motorists with respect to the varying direction of traffic movement. Community Services is also concerned about the removal of the existing large ash trees required under Option 2. In either case, we would recommend that the direct access from Gaetz Avenue north of 52 Street be closed to eliminate shortcutting of traffic through the parking mall.

Some objections were also received pertaining to instituting parallel parking in addition to the existing angle parking. The concerns expressed by the Community Services Department, Red Deer Regional Planning Commission, the Parking Administrator, and some members of the public related primarily to an increase in traffic congestion, a perceived impact on the pedestrian/garden environment, and parking restrictions for delivery vehicles. Pursuant to the consultant's recommendations, we would suggest that allowance be made for parallel parking in the design so that it can be "phased in" one block at a time, such that the impact of same can be assessed before extending or eliminating the parallel parking.

Attached is a summary of the responses to the questionnaire provided at the public meeting. Of the 19 respondents, approximately 90% prefer Option 3, 60% want additional parallel parking, and 60% support the approximate \$1.2 million expenditure.

We respectfully request that Council table this report at the June 11, 1990 Council meeting to permit time for members of Council to review same; and that the report be brought forward again at the June 25, 1990 Council meeting to adopt the report and resolve the aforementioned matters. Assuming a favourable resolution, we would then proceed into detailed design for construction in 1991. A further report to Council would be presented prior to proceeding with construction.

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Although the scope of the Study has increased and the schedule extended beyond what was originally envisioned, we do not expect any budget overrun.



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

TCW/emg
Att.

- c.c. Director of Community Services
- c.c. Red Deer Regional Planning Commission
- c.c. Parking Administrator
- c.c. Public Works Manager

Commissioner's Comments

We would concur with the recommendations that this report be tabled for consideration at the Council meeting of June 25.

"M.C. DAY"
City Commissioner

THE CITY OF RED DEER
GAETZ AVENUE MALL
AND
48TH STREET
VINTAGE LIGHTING AND SIDEWALK
RECONSTRUCTION

PROJECT INFORMATION MEETING
MONDAY MAY 7, 1990

Thank you for attending our Project Information Meeting. We hope we were able to provide useful information concerning our proposed improvement plans for Gaetz Avenue. Please assist us by completing this questionnaire. Your opinions and suggestions are of value to our planning process.

Of the three options presented here tonight which do you prefer? (check one)

- 2 OPTION 1 (1-way southbound throughout)
- 0 OPTION 2 (1-way southbound 46-49; 2-way 49-Ross; 1-way northbound Ross-52)
- 17 OPTION 3 (1-way southbound throughout except 2-way 49-Ross)

Do you want to see parallel parking introduced?

South of 49th Street?	YES	<input type="checkbox"/> 11	NO	<input type="checkbox"/> 8
Between Ross and 49th?	YES	<input type="checkbox"/> 11	NO	<input type="checkbox"/> 8
North of Ross Street?	YES	<input type="checkbox"/> 12	NO	<input type="checkbox"/> 7

Do you support the expenditure of \$1.2 million, including approximately \$500,000 in local improvement tax, to implement the Gaetz Ave/48th St sidewalk improvements designed to enhance the Downtown Core?

YES 11 NO 8

Please use the space below to provide any comments you wish to share with the project team.

Please return this questionnaire at the door.

Tom Warder P.Eng.	Your Name:	_____
City of Red Deer	Address:	_____
Box 5008		_____
Red Deer, Alberta T4N 3T4	Phone No:	_____

Additional questionnaires are available upon request.

DATE: June 14, 1990
TO: CITY COUNCIL
FROM: CRAIG CURTIS
Director of Community Services
RE: GAETZ AVENUE MALL - CONCEPTUAL DESIGN REPORT

In response to the June 5, 1990 letter from the Engineering Department Manager, I wish to outline support from the Community Services Division for this project as proposed.

In discussions with the Parks and Recreation & Culture Managers, clearly Option '3' as recommended, provides the best protection of existing trees and has the greatest potential of establishing a landscaped pedestrian shopping mall with suitable parking availability. Since there appears to be no clear direction from the business community on Gaetz Avenue, relative to parallel parking, it seems most appropriate to phase parallel parking on an experimental basis. Phased parallel parking on Gaetz Avenue, on a block by block basis, will outline public/business community acceptability and demonstrate the functional or practical effectiveness of the parking relative to pedestrian and vehicle movement on Gaetz Avenue. A suitable block to test the first phase of parallel parking would be between 49 Street and 48 Street, as the businesses on this block require a reasonable number of parking stalls, and there is significant pedestrian and vehicular movement through this area.

RECOMMENDATION:

That City Council support the report as recommended by the Engineering Department Manager and establish the block between 49 Street and 48 Street as the first block to test parallel parking.



CRAIG CURTIS

DB/ad

- c. Bryon Jeffers, Director of Engineering Services
Ken Haslop, Engineering Department Manager
Paul Meyette, R.D.R.P.C.

Commissioner's Comments

The Engineering Department is requesting Council's approval in a number of areas:

1. Selection of concept design options 1, 2 or 3
2. Closure of Gaetz Avenue, north of 52 Street, as illustrated in all three concept options
3. Concept of phased in parallel parking on a block by block basis with an initial test block to determine the effect of parallel parking in the area.
4. Adoption of other conceptual, design details outlined within the report, and
5. Approval to proceed with detailed design.

We would recommend as follows:

1. Approve items 2, 4, & 5 as listed in our comments
2. Option 3 appears to be the preferred choice to endorse same.
3. To establish the block between 48 Street to 49 Street as the first block to test parallel parking.

"R.J. MCGHEE"
Mayor

June 7, 1990

Towne Centre Association
300-4929-50 Street
RED DEER, ALBERTA
T4N 1X9

Attention: Mr. John Ferguson

Dear Sir:

RE: GAETZ AVENUE PARKING MALL AND 48 STREET VINTAGE
STREETLIGHTING AND SIDEWALK RECONSTRUCTION
CONCEPTUAL DESIGN REPORT

Enclosed are three copies of the above noted report, along with a copy of our June 5, 1990 report to Council. Please review the report and advise Tom Warder or me at 342-8158 if you have any further comments or wish to make a presentation at the June 25, 1990 Council meeting.

Yours truly,



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

TCW/emg
Encl.

c.c. City Clerk

DATE: June 28, 1990

TO: Engineering Department Manager

FROM: Assistant City Clerk

RE: GAETZ AVENUE PARKING MALL - 48 STREET
VINTAGE STREETLIGHTING AND SIDEWALK RECONSTRUCTION
CONCEPTUAL DESIGN REPORT

I would advise that at the Council meeting of June 25, 1990, your report dated June 19, 1990 concerning the above topic was presented to Council and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered report from the Engineering Department Manager dated June 19, 1990 re: Gaetz Avenue Parking Mall and 48 Street Vintage Streetlighting and Sidewalk Reconstruction - Conceptual Design Report, hereby agrees as follows:

1. Selection of concept design options No. 3;
2. Closure of Gaetz Avenue, north of 52 Street, as illustrated in all three concept options;
3. To support the concept of phased in parallel parking on a block by block basis, with the block between 48 Street to 49 Street being the first block to test said parallel parking;
4. Adoption of other conceptual design details outlined within said report;
5. Approval to proceed with detailed design;

and as presented to Council June 25, 1990."

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

Engineering Department Manager
June 28, 1990
Page 2

Also at the above noted meeting, Alderman Lawrence requested additional information relative to previous studies done on downtown traffic flows and in this regard we would request that you forward to him any information you feel would be appropriate.

Trusting you will find this satisfactory.

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

K. KLOSS
Assistant City Clerk

KK/jt

c.c. Director of Community Services
Public Works Manager
Parking Administrator
Bylaws & Inspections Manager
Senior Planner
John Ferguson, Towne Centre Association

Observation

Confused more than one way complete issue
lighting & landscaping

may need more time

congestion is desirable?
want people shoppers & activity
not congestion

trying to save a creek as much on street parking as possible? - seems contradictory to efforts of parking study
latest moves to encourage off street parking & contradictions
down town concept - calling

GAETZ AVENUE PARKING MALL
&
48TH STREET

VINTAGE LIGHTING AND SIDEWALK RECONSTRUCTION

CONCEPTUAL DESIGN REPORT

Prepared for:

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

Prepared by:

Reid Crowther & Partners Ltd.
133, 4919-59 Street
Red Deer, Alberta
T4N 6C9

June 1, 1990

5758-3

2) Clarify advantages of 2 way traffic on Gaetz between Ross & 49 st??

- some problem as parking want be a "big city" but still think like "small city" - nothing wrong with having to go 2 blocks to check direction U.S. 1 - less confusing

Reid Crowther

pass
enhanced
Pedestrian
walk
segments
& amenities
- without clutter of parked cars

- outdoor walkway
malls?
- don't support excessive money spent creating on street parking & prefer street scape improvement - lighting landscaping etc.

GAETZ AVENUE PARKING MALL
& 48TH STREET

VINTAGE LIGHTING & SIDEWALK RECONSTRUCTION

CONCEPTUAL DESIGN REPORT

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- Gaetz Avenue - Option 1	
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- 48th Street	

1.0 INTRODUCTION & SUMMARY

1.0 INTRODUCTION & SUMMARY

1.1 INTRODUCTION

In October, 1990 Reid Crowther & Partners was awarded the contract to provide design engineering services for the Vintage Lighting and Sidewalk Reconstruction in the following areas of Red Deer's Central Business District:

- o Gaetz Avenue Parking Mall (45th Street to 53rd Street)
- o 48th Street (Gaetz Avenue to 49th Avenue)

Reid Crowther's assignment is generally split into the following components:

- A. Collect project data and site survey
- B. Provide a traffic study identifying the impact of the Ross Street/49th Street couplet and evaluating various alternatives.
- C. Prepare concept plans for the sidewalk reconstruction. Meet with the Downtown Business Association and City Departments to review the concept plans. Revise and finalize the concept plans.
- D. Prepare final design drawings and specifications based on the approved concept plan.

Reid Crowther has completed tasks A, B & C. The results of these tasks is summarized in this report and the conceptual design drawings presented in Appendix "A".

Subsequent to the start-up of this project, some changes to the scope of work were identified and incorporated into the project. These changes are summarized as follows:

- The original scope required Reid Crowther to provide to alternative treatments of the existing parking area located between 45th Street and 46th Street. This item was removed from the scope because this area will be the site for the new firehall to replace the existing firehall at 49th Street and 48th Avenue.
- The traffic study identified two alternate approaches to the parking and circulation in the project area. Both of these alternatives are presented in this report.
- A third alternative approach for parking and circulation was suggested by the Towne Centre Association of Red Deer. This alternative is presented in this report.

1.2 SUMMARY

This Conceptual Design Report for the Vintage Lighting and Sidewalk Reconstruction on Gaetz Avenue and 48th Street includes the following:

- Traffic Study
- Architectural Design Concept
- Review of Utilities and Surface Structures
- Schedule
- Cost Estimates

The important points of each of the above noted areas of interest are summarized below.

1.2.1 TRAFFIC STUDY

The traffic study presents three options to provide access to the Gaetz Avenue Parking Mall.

- Option 1 - Maintain existing southbound one-way traffic from 52nd Street to 46th Street.
- Option 2 - Revise traffic circulation to: one-way northbound from 52nd Street to Ross Street; two-way between 49th Street and Ross Street; one-way southbound from 49th Street to 46th Street.
- Option 3 - Maintain existing southbound one-way traffic from 52nd Street to Ross Street; introduce two-way traffic between Ross Street & 49th Street; maintain existing southbound one-way traffic from 49th Street to 46th Street.

Each of these options includes the ultimate roadway configuration at 52nd Street. Details of the relative benefits of each option are summarized in Section 2.0.

1.2.2 DESIGN CONCEPT

The design concept has been prepared in consultation with various City Departments and the Red Deer Planning Commission. The proposed concept is generally composed of the following:

- Vintage street lighting similar to Ross Street and 49th Street
- Trees will be planted in pairs and will be smaller than those provided on Ross Street and 49th Street to reflect the different scale of Gaetz Avenue
- Island planters will be provided at intersections to provide colour and protect parked vehicles
- Planters and benches will be provided, generally at intersections
- The sidewalk will be upgraded with unistone precast concrete paving stones

1.2.3 UTILITIES AND SURFACE STRUCTURES

Underground utility work is largely required to service the new vintage lighting installation. Work on other utilities is generally minor in nature.

Relocation of existing traffic signals at the Ross/Gaetz intersection and provisions for future signals at 49th Street/Gaetz Avenue is included.

Damaged areas of the asphalt pavement will be repaired. Complete reconstruction is not contemplated. The majority of the curb and gutter will be replaced.

1.2.4 SCHEDULE

A proposed schedule for the implementation of this project in 1991 is provided.

1.2.5 COST ESTIMATES

The estimated costs for the project is as follows:

- Option 1 \$ 1,311,480.00
- Option 2 \$ 1,321,380.00
- Option 3 \$ 1,313,856.00

These estimated costs include budget allowances for items that will be confirmed in the final design process. These estimated costs indicate that the overall cost of the project is not sensitive to any particular option.

2.0 TRAFFIC STUDY

2.0 TRAFFIC STUDY

2.1 INTRODUCTION

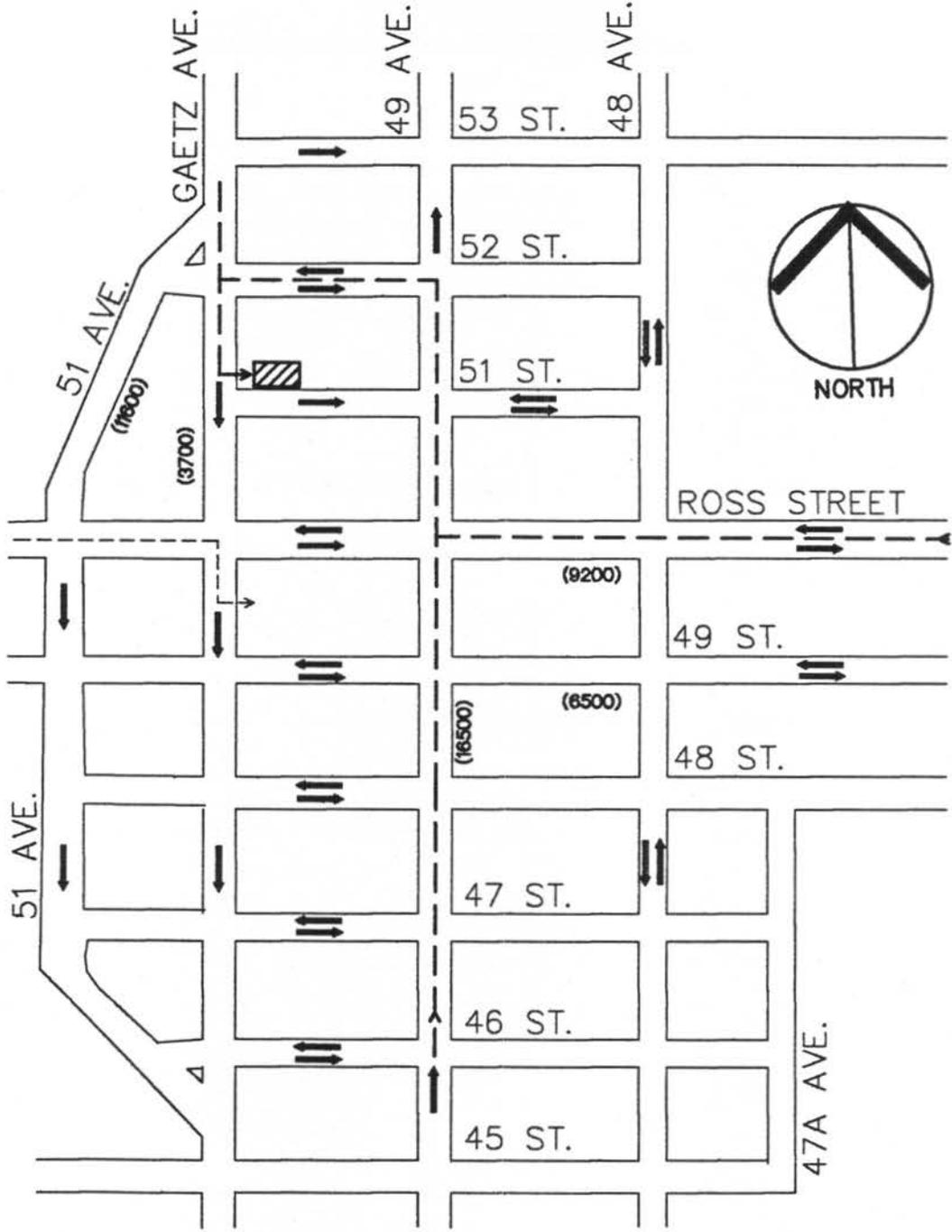
The City of Red Deer's Transportation Plan calls for the conversion of Ross Street and 49th Street, in the Central Business District, to a one-way couplet. The couplet will tie into Taylor Drive in the west and into the Ross Street Bridge in the east . The implementation of this one-way couplet is scheduled for 1992.

The City retained Reid Crowther & Partners Ltd. to assess the impact that the one-way couplet will have on access in the Central Business District. The objectives of the study were to:

- determine whether the one-way couplet results in adverse access and circulation patterns in the Central Business District; and
- to present improvements that will mitigate these negative impacts.

As the City is proposing to reconstruct Gaetz Avenue (as part of it's current streetscaping plans for the Central Business District), it is particularly interested in knowing whether Gaetz Avenue would be affected by the one-way couplet.

In undertaking this study, the Ross Street/49th Street one-way couplet has been assumed as a given.



LEGEND

- ← DIRECTION OF TRAFFIC FLOW
- ← TRAVEL PATH TO SELECTED SITE ON GAETZ AVENUE.
- - - ← TYPICAL EFFECT OF ONEWAY ROADS. (SEE FIGURE 2.2).
- (3700) AVERAGE DAILY TRAFFIC VOLUMES

CITY OF RED DEER
 GAETZ AVE. PARKING MALL
 EXISTING ROAD NETWORK

PROGAETZ.DWG PROJECT NO. 5757

**Reid
 Crowther**

FIGURE 2.1

2.2 DOWNTOWN ACCESS AND CIRCULATION

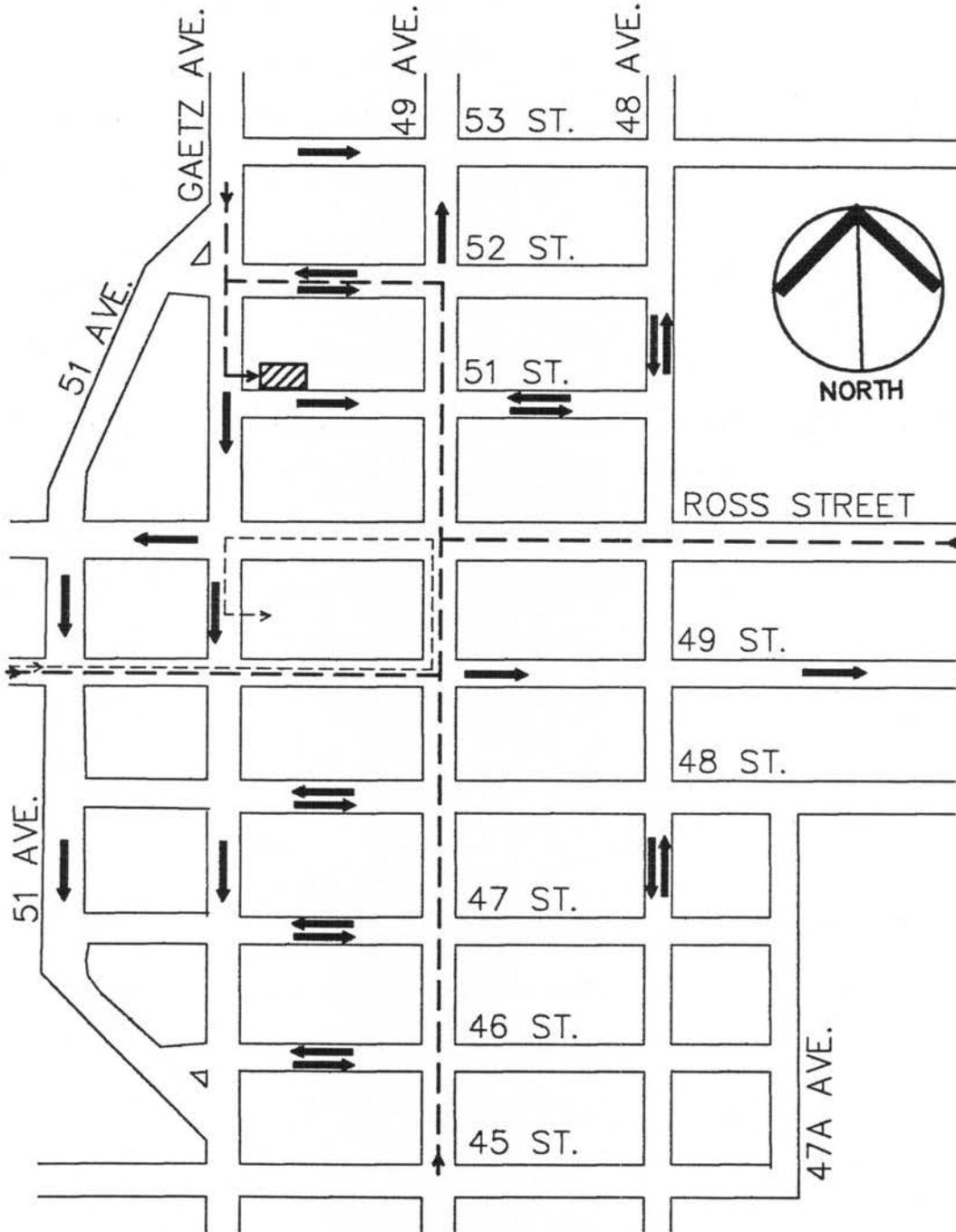
This traffic study presents and discusses three options for traffic circulation on Gaetz Avenue after the introduction of the Ross/49th Street one-way couplet.

- Option 1 - One-way southbound from 52nd Street to 46th Street
(ie. existing configuration)
- Option 2 - One-way northbound from Ross Street to 52nd Street
 - Two-way between Ross Street and 49th Street
 - One-way southbound from 49th Street to 46th Street
- Option 3 - One-way southbound from 52nd Street to Ross Street
 - Two-way between Ross Street & 49th Street.
 - One-way southbound from 49th Street to 46th Street.

2.2.1 EXISTING CONDITIONS

Figure 2.1 illustrates the current road network in the Central Business District including the current one-way and two-way streets. Currently traffic originating from the west and north sectors of the city and destined to the downtown do so via 51st Avenue/Gaetz Avenue; traffic originating from the south and east sectors of the city destined to the downtown in general do so via 49th Avenue and Ross Street respectively.

Estimated weekday volumes on some of the downtown streets are shown on Figure 2.1. A review of the available traffic volumes along Gaetz Avenue between 49th Street and 52 Street shows that approximately 50% of this



LEGEND

- ← DIRECTION OF TRAFFIC FLOW
- ← TRAVEL PATH TO SELECTED SITE ON GAETZ AVENUE.
- - ← TYPICAL EFFECT OF ONEWAY ROADS. (SEE FIGURE 2.1).

CITY OF RED DEER
 GAETZ AVE. PARKING MALL
 OPTION 1

Reid
 Crowther

FIGURE 2.2

traffic is short-cutting traffic from 50th Avenue southbound to Ross Street eastbound. This short cutting traffic has a negative impact on the parking mall concept.

2.2.2 ACCESS WITH THE ONE-WAY COUPLET

To study the affect of the proposed one-way couplet on Option 1, 2 & 3, the travel paths that would be taken by traffic originating from the four "cardinal" points were mapped. With these points as origins the paths to several city blocks within the downtown were identified. The assumptions made were as follows:

- traffic from the north would utilize Gaetz and/or 51st Avenue to gain access into the downtown;
- traffic from the west would utilize the Taylor Drive Bridge and 49th Street
- traffic from the east would utilize the Ross Street Bridge and;
- traffic from the south would utilize 49th Avenue.

Option 1 is essentially a "control" option. In the following articles important traffic circulation aspects for Option 1 are described. Options 2 & 3 are then compared to Option 1 in order to measure their relative effectiveness.

2.2.2.1 OPTION 1

After studying the resulting paths for the four different origin points, it was concluded that:



LEGEND

← DIRECTION OF TRAFFIC FLOW

- ← TRAVEL PATH TO SELECTED SITE ON GAETZ AVENUE.

CITY OF RED DEER
 GAETZ AVE. PARKING MALL
 OPTION 2

- Access to Gaetz Avenue between 49th Street and 52nd Street requires several blocks of travel for traffic originating from all directions other than the north.
- Access to blocks fronting onto Ross Street & 49th Street in general requires a maximum of three blocks of additional circulation as compared to the existing two-way street system. This is particularly evident for traffic approaching from the west. Figures 2.1 & 2.2 show a typical situation where such a condition would occur.
- Access to the section of Gaetz Avenue between 49th Street and 46th Street would not be significantly affected by the one-way couplet. Traffic accessing the block between 49th Street and 48th Street from the south and east will take Ross Street instead of 49th Street. This will result in slightly more travel to access this block.
- High volumes of short cutting traffic originating from the north may continue and may have a negative impact on the parking mall concept. Maximizing available parking on blocks north of 49th Street may not be possible due to congestion caused by short cutting traffic (refer to Article 2.3).

2.2.2.2 OPTION 2

A one-way northbound Gaetz Avenue between Ross Street and 52nd Street has the following advantages:

- It will eliminate short cutting traffic from the north that presently uses Gaetz Avenue to gain access to the downtown.

- It will reduce circulation for traffic wishing to access these blocks from the east, west and south.
- The number of available parking stalls can be increased immediately by adding parallel parking. (refer to Article 2.3).
- It will provide the City with the opportunity to create a better parking mall environment.

The one-way northbound roadway has the following disadvantage:

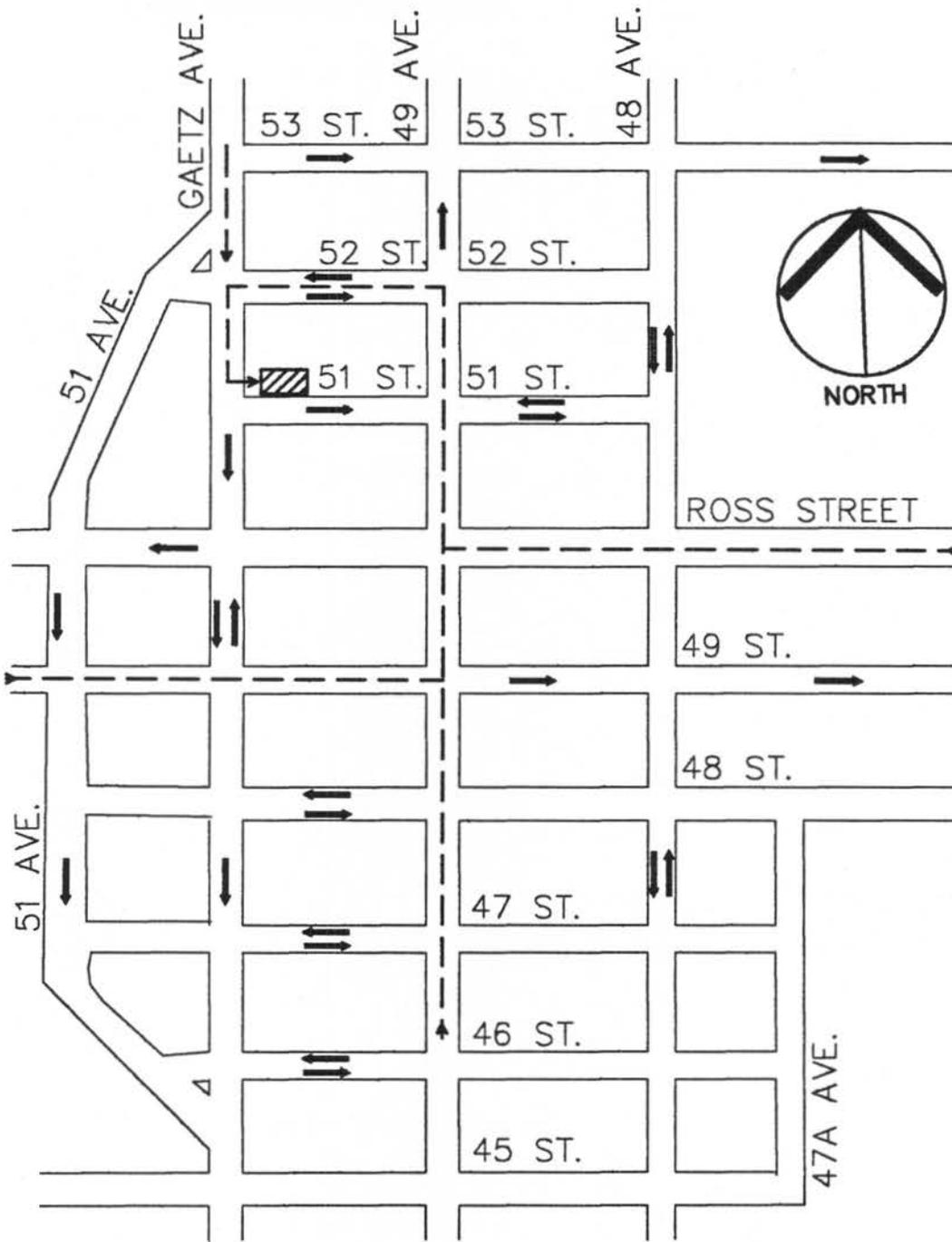
- It will require maximum of three blocks of additional circulation for traffic originating in the north and destined for Gaetz Avenue north of Ross Street.

The two-way roadway between Ross Street and 49th Street has the following advantages:

- Provides ease of access and reduced circulation for traffic approaching from all directions.
- Significantly reduces circulation for traffic originating from the west and destined for the area north of Ross Street.

The two-way roadway between Ross Street and 49th Street has the following disadvantages:

- Reduced number of parking stalls as compared to one-way southbound with angle & parallel parking.
- Increased through traffic will detract from the parking mall environment.



LEGEND

- ← DIRECTION OF TRAFFIC FLOW
- ← TRAVEL PATH TO SELECTED SITE ON GAETZ AVENUE.

CITY OF RED DEER
GAETZ AVE. PARKING MALL
OPTION 3

2.2.2.3 OPTION 3

Safety

Option 3 is essentially Option 1 with the two-way section between Ross Street and 49th Street added from Option 2.

The advantages of Option 3 as compared to Option 1 are confined to the two-way section and are as follows:

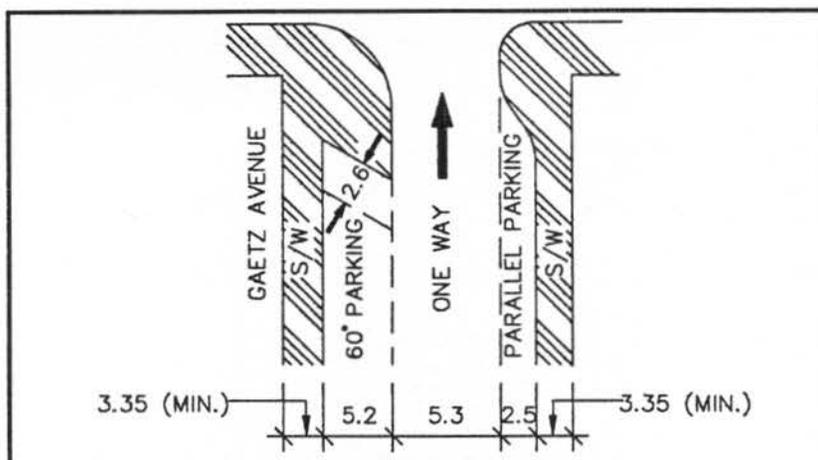
- Reduced circulation for traffic originating from the west and north and destined for Gaetz Avenue between Ross Street and 49th Street and Ross Street between Gaetz Avenue and 51 Avenue.

The disadvantages of Option 3 as compared to Option 1 are confined to the two-way section and are as follows:

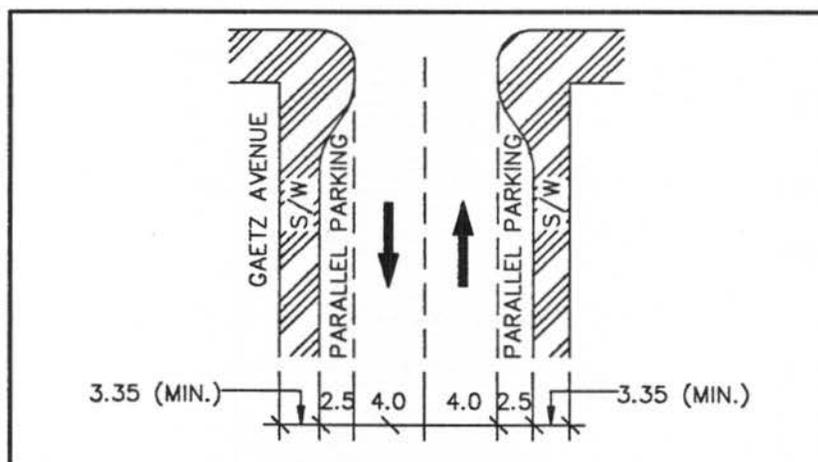
- Reduced number of parking stalls as compared to one-way southbound with angle and parallel parking.
- Increased through traffic will detract from the parking mall environment.
- Option 3 does not address the problems of extra travel required for access to the area north of Ross Street.
- Option 3 does not address the problems of short cutting traffic from the north.

2.2.2.4 OTHER IMPROVEMENT OPTIONS

Other options for improving the circulation and access to businesses on Gaetz Avenue once the Ross Street/49th Street one-way couplet is implemented



BETWEEN ROSS ST./52 ST. (OPTION 2)



BETWEEN 49 ST./ROSS ST. (OPTIONS 2&3)

CITY OF RED DEER
GAETZ AVE. PARKING MALL
TYPICAL LAYOUT OF GAETZ AVENUE

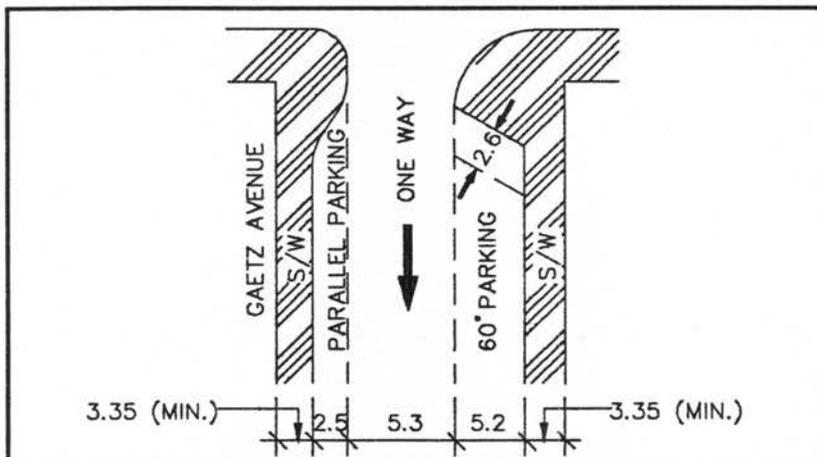
were also reviewed and eliminated. These options are briefly described below.

Two-way traffic on Gaetz Avenue from 46th Street to 52nd Street has the advantage of providing ease of access from all directions. However, it will severely restrict the number of available parking stalls and increase traffic volumes. This is not compatible with the City's objective of creating a parking mall environment.

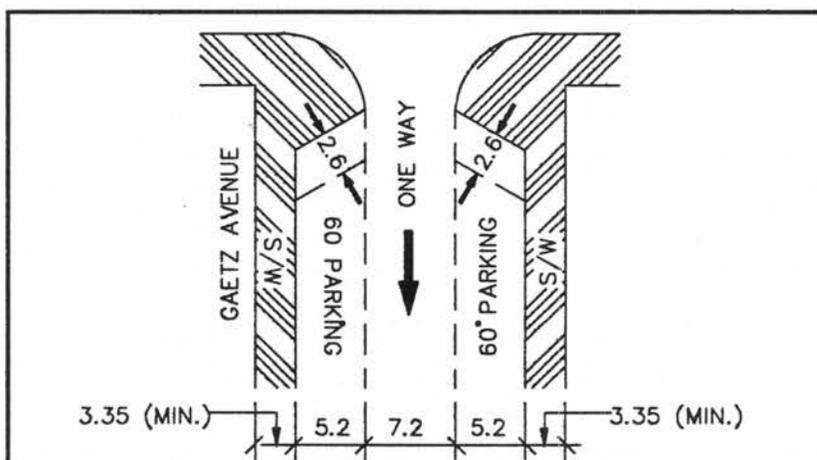
One-way northbound traffic on Gaetz Avenue from 46th Street to 52nd Street has the advantage of enhancing access and circulation for traffic destined for businesses north of Ross Street but creates an access and circulation problem south of 49th Street. This would not improve the overall situation.

2.3 PARKING

The impact on parking was examined using both Option 1, 2 & 3 for the Gaetz Avenue Parking Mall. Utilizing the City of Red Deer's standard parking stall dimensions, a block by block analysis was undertaken to determine the parking capacity that could be developed along Gaetz Avenue. The analysis shows that even with the narrowest right-of-way (ie: 20.12 metres or 66 feet), it is possible to accommodate both 60 degree angle parking on one side and parallel parking on the other side and provide for a proper travel lane with two 3.35 metre sidewalks on either side. The wider right-of-way between 46th & 47th Streets can accommodate angle parking on both sides. Typical details of these proposed sections are shown in Figures 2.5(a) and (b).



BETWEEN ROSS ST./52 ST. (OPTIONS 1&3)
BETWEEN 49 ST./ROSS ST. (OPTION 1)
BETWEEN 47 ST./49 ST. (OPTIONS 1,2&3)



BETWEEN 46 ST./47 ST. (OPTIONS 1,2&3)

CITY OF RED DEER
GAETZ AVE. PARKING MALL
TYPICAL LAYOUT OF GAETZ AVENUE

The parking possibilities were examined for Options 1, 2 & 3 on a block by block basis. A commentary on these options follows below.

2.3.1 OPTION 1

It is possible to add parallel parking to the existing roadway between 52nd Street and Ross Street as shown in Figure 2.5 (a). The implementation of this additional parking may be difficult in the short term (prior to implementation of the Ross Street/49 Street one-way couplet) because of the high short cutting traffic volumes from the north. The additional parallel parking could seriously inhibit traffic flow. Once the one-way couplet is implemented traffic volumes from the north should be reduced and it may be easier to add parallel parking at that time. Further traffic counts should be obtained and analyzed prior to implementing additional parallel parking in these blocks. Planters protecting angle parking on the east side of Gaetz Avenue would be reduced to 5.2 m wide to allow for future additional parallel parking on the west side.

The same arguments presented above would apply to the area between Ross Street and 49th Street. Further traffic counts should be obtained and analyzed prior to implementing additional parallel parking in this block. Planters should be constructed as described above.

Between 49th Street and 47th Street angle parking should be maintained on the east side of Gaetz Avenue and parallel parking could be implemented on the west side. Traffic volumes on these blocks should be low (no short cutting traffic) so minor delays would not create congestion.

Between 46th Street and 47th Street the right-of-way is wide enough to allow for angle parking on both sides of the street with a traffic aisle in the middle as illustrated in Figure 2.5(b). Traffic volumes on this block are low and any delays should not create congestion.

2.3.2 OPTION 2

Between Ross Street and 52nd Street the additional parallel parking could be implemented immediately on the east side of Gaetz Avenue. Angle parking would be provided on the west side of Gaetz Avenue. Short cutting traffic will be eliminated by the implementation of one-way northbound flow and traffic volumes will be low.

Between Ross Street and 49th Street two-way traffic is proposed. In this area parallel parking would be provided on both sides of Gaetz Avenue to allow for two lanes of traffic.

Between 49th Street and 47th Street traffic will be one-way southbound. Angle parking would be provided on the east side of Gaetz Avenue and parallel parking on the west side in the same manner as Option 1.

Between 46th Street and 47th Street traffic will be one-way southbound. Angle parking would be provided on each side of Gaetz Avenue in the same manner as Option 1.

TABLE 1 AVAILABLE PARKING *

<u>Block #</u>	<u>Existing</u>	<u>Option 1</u>	<u>Option 2</u>	<u>Option 3</u>
46 St to 47 St	29	53	53	53
47 St to 48 St	20	28	28	28
48 St to 49 St	23	30	30	30
49 St to Ross St	19	19 (26)**	18	18
Ross St to 52 St	<u>45</u>	<u>45 (66)**</u>	<u>77</u>	<u>45 (66)**</u>
TOTAL	135	175 (203)	206	174 (195)

* Numbers are approximate and will be finalized at the time of detailed design.

** Numbers in parenthesis include parallel parking introduced once short cutting traffic has been reduced.

2.3.3 OPTION 3

Between 52nd Street and Ross Street traffic will be one-way southbound. The same comments presented for Option 1 above will apply. Short cutting traffic remains a concern.

Between Ross Street and 49th Avenue two-way traffic is proposed. In this area parallel parking would be provided on both sides of Gaetz Avenue to allow for two lanes of traffic similar to Option 2.

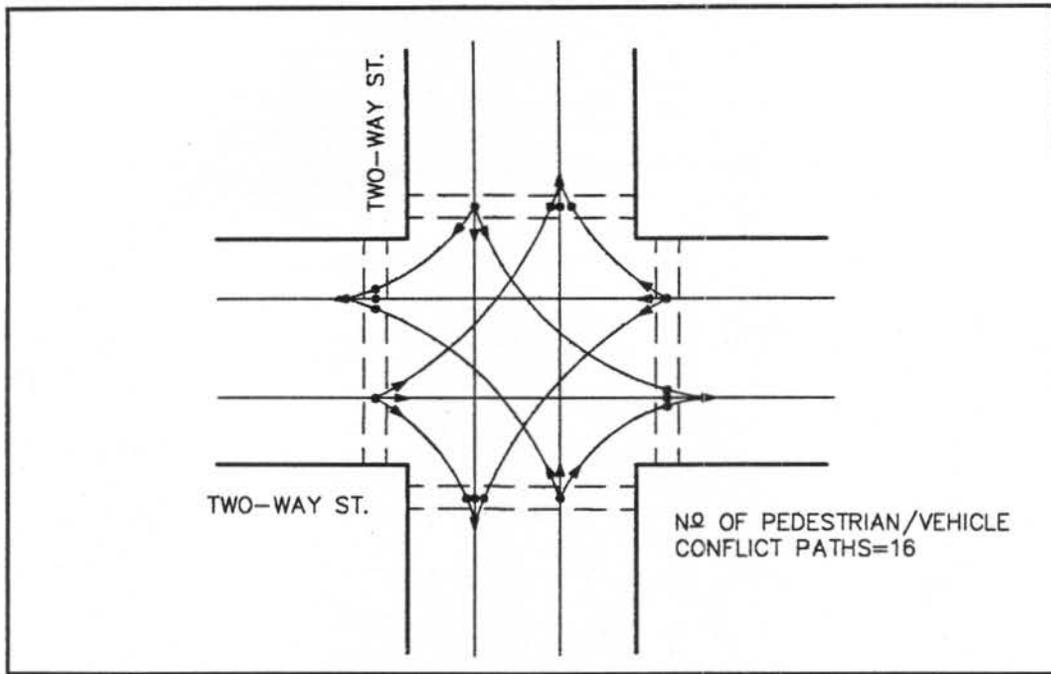
Between 46th Street and 47th Street traffic will be one-way southbound. Angle parking would be provided on each side of Gaetz Avenue in the same manner as Option 1.

2.3.4 AVAILABLE PARKING

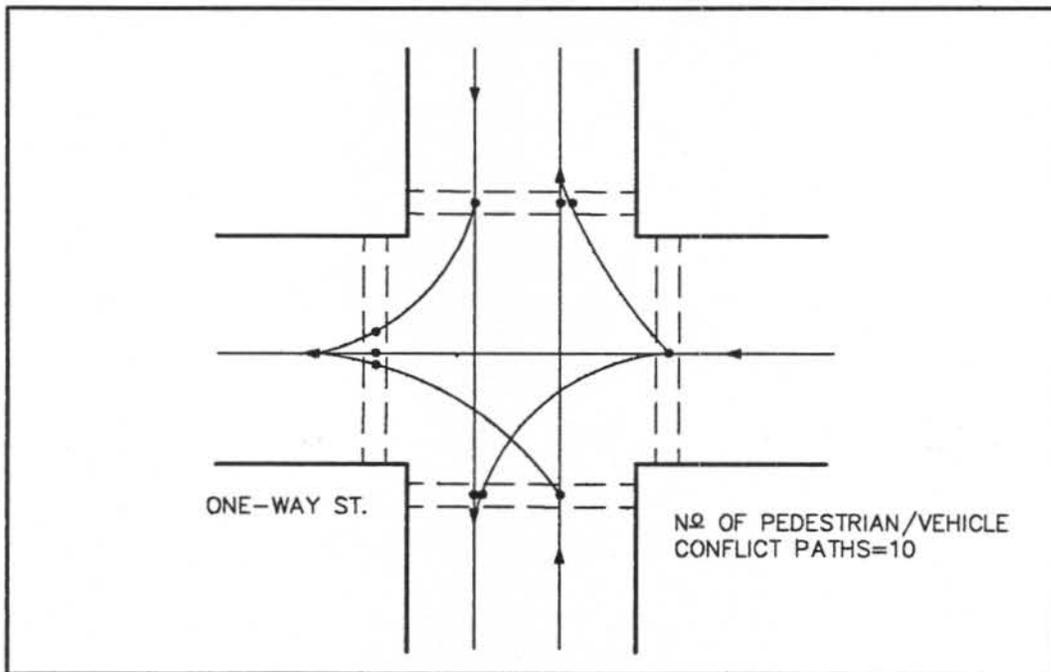
Table 1 summarizes the number of parking stalls available in each of the options on a block by block basis.

2.4 PEDESTRIANS

The ease of pedestrian movement can be measured in terms of the potential number of conflicts with vehicles. A one-way roadway produces a smaller number of pedestrian-vehicle conflict points. Figure 2.6 presents the number of potential conflict points for both a two-way and a one-way street



TWO-WAY STREET INTERSECTION
WITH ANOTHER TWO-WAY STREET



ONE-WAY STREET INTERSECTION
A TWO-WAY STREET

CITY OF RED DEER
GAETZ AVE. PARKING MALL
PEDESTRIAN/VEHICLE CONFLICT
COMPARISONS



at the intersection. The two-way street has 16 potential points of conflict, while the one-way street only has 10 points of conflict.

An additional feature of the one-way roads in terms of pedestrians is the length of crosswalks. The rearrangement of lanes allowed by the one-way streets will allow sidewalks to be bulbed out across the parking lane. This will reduce the cross-walk width from approximately 14 metres to 10 metres. This reduction combined with the fewer conflict points means the one-way street system will provide increased safety and convenience to the pedestrian.

2.5 ACCESS AT 52ND STREET

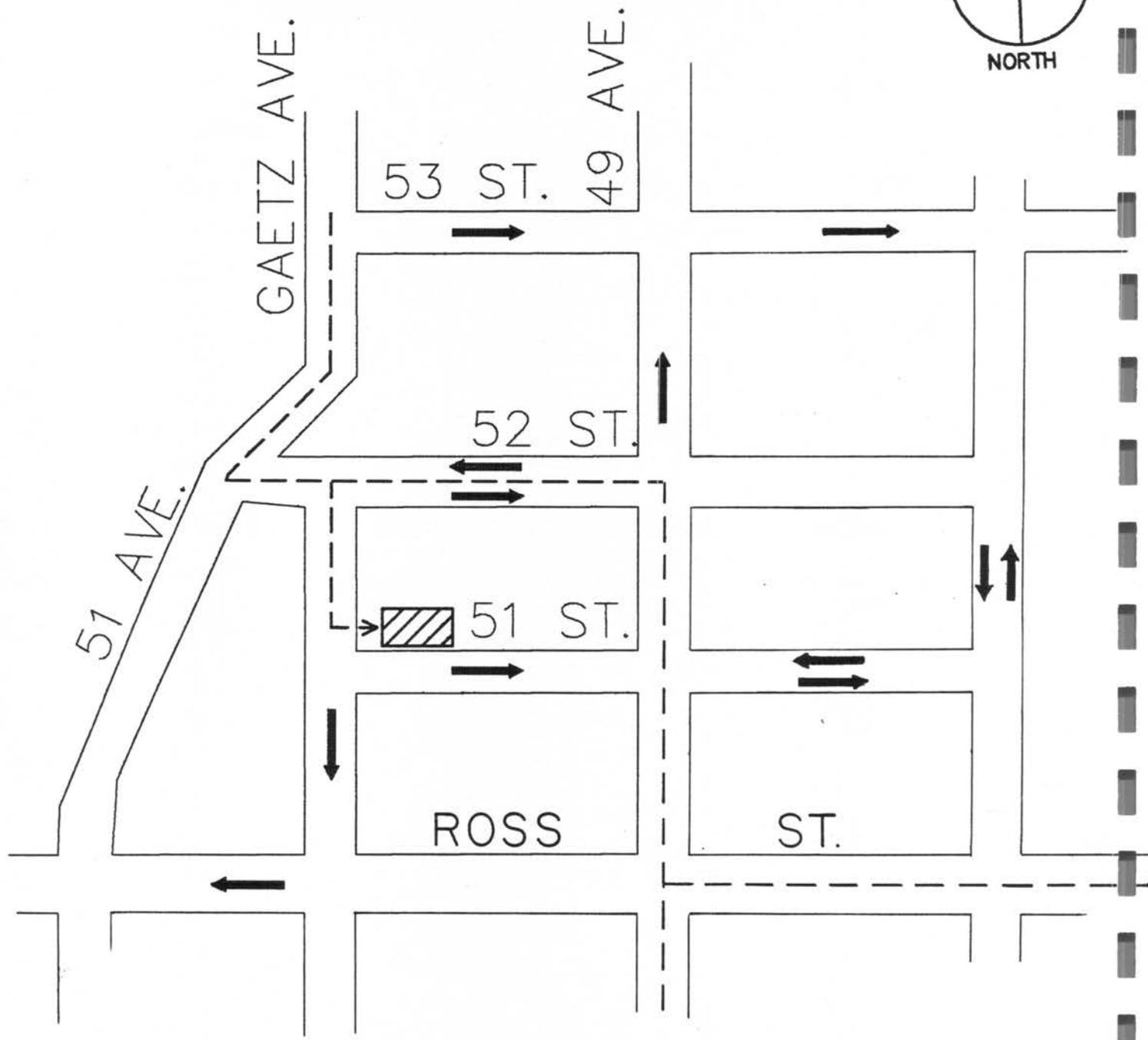
The roadway access at 52nd Street was reviewed to determine what changes are required to accommodate Options 1, 2 & 3, the future realignment of the southbound reverse curve from Gaetz Avenue to 51st Avenue and the signalized intersection at 51st Avenue and 52nd Street.

2.5.1 OPTION 1

To accommodate Option 1 no immediate changes to the roadway north of 52nd Street are required.

2.5.2 OPTION 2

To accommodate Option 2 the portion of roadway which currently supports the movement along Gaetz Avenue southbound between 52nd Street and 53rd Street would be eliminated as shown in Figure 2.7.



LEGEND

- DIRECTION OF TRAFFIC FLOW
- TRAVEL PATH TO SELECTED SITE ON GAETZ AVENUE.

CITY OF RED DEER
GAETZ AVE. PARKING MALL
REVISED ACCESS AT 52nd STREET

2.5.3 OPTION 3

To accommodate Option 3, no changes to the roadway north of 52nd Street are required.

2.5.4 FUTURE CONSIDERATIONS

The plans provided by the City of Red Deer showing a revised Gaetz Avenue/51st Avenue reverse curve and a westerly extension of 52nd Street have been reviewed. The proposed reconstruction of Gaetz Avenue (Options 1, 2 & 3) can be accommodated into these plans with some revisions. The Gaetz Avenue/51st Avenue reverse curve project will effect the entrance (Options 1 & 3) and exiting (Option 2) traffic at 52nd Street. Special signalling arrangements or limiting of left turn movements may be required.

Elimination of the straight through access from the north thus requiring a left turn/right turn movement on 52nd Street from 51st Avenue to access Gaetz Avenue would help eliminate short cutting traffic on Options 1 & 3.

2.6 CONCLUSION

From the foregoing study it can be concluded that:

- Traffic wishing to access Gaetz Avenue, north of 49th Street will experience an increase in travel with the implementation of the one-way couplet if no changes to the Gaetz Avenue mall are implemented (Option 1).

- Implementation of Option 2 will improve access to Gaetz Avenue north of 49th Street and will reduce short cutting traffic from the north.
- Implementation of Option 3 will improve access to Gaetz Avenue between Ross Street and 49th Street only.

3.0 DESIGN CONCEPT

3.0 DESIGN CONCEPT

3.1 OBJECTIVES

The major objective in terms of streetscape development on the downtown portion of Gaetz Avenue is to continue with the basic elements used on Ross and 49th Streets while at the same time recognizing that Gaetz Avenue is very different both visually and in terms of how it functions. Gaetz Avenue is quieter and slower paced than most other downtown streets and functions quite successfully as an outdoor parking mall. The existing island planters create a garden theme that gives Gaetz Avenue a unique character. The Vintage Lighting & Sidewalk Reconstruction project will retain and enhance this theme by meeting the following objectives:

- Visual improvement of pedestrian paving surface
- Provision of street trees to reflect the character and scale of the street
- Provision of tree spacing to provide the greatest impact while recognizing concerns of business signage visibility
- Provision of additional locations for shrub and flower planting to enhance the garden theme
- Provision of seating in strategic areas
- Improve pedestrian circulation
- Evaluation of additional parking opportunities

3.2 CONCEPT

The design concepts for the upgrading of Gaetz Avenue reflect three options which differ mostly in terms of traffic patterns. These options are described in detail in Section 2.0. The general concept for streetscape improvements remain the same in all options.

The intent of the Gaetz Avenue Parking Mall concept plan is to present a continuous rhythm of pairs of trees down the length of the street. Intersections will be highlighted with a contrasting array of red leaf trees, shrubs and the colour of perennial flowers. Seating will be provided at these highlighted corner nodes.

Street trees on Gaetz are proposed to be located in pairs equally spaced between light fixtures. Trees will be planted in ground in metal grates indential to those used on Ross and 49th Street. Several options were examined for an alternate tree grates and planters to allow for additional shrubs or perennial flowers. The metal grate and guard system was chosen because it has become a standard City fixture and due to low maintenance requirements.

Green Ash trees are proposed along Gaetz Avenue. These trees are very hardy and salt resistant. To reflect the atmosphere and scale of Gaetz Avenue these trees should be maintained at a smaller size compared to those already planted in the island planters and on Ross Street. This is necessary to ensure good street lighting coverage and visibility of store front signage. Green Ash trees will remain in existing island planters retained in Options 1 & 3. These trees will require moving or replacement in new island

planters proposed in Option 2. The existing Green Ash trees on 48th Avenue will remain and will be supplemented where necessary.

Additional plantings of shrubs and flowers are proposed in street planters. These planters should be precast to allow for future flexibility. They will delineate parallel parking areas on the west side of Gaetz Avenue in Options 1 & 3 and the east side of Gaetz Avenue in Option 2. Benches for seating are proposed at or near diagonally opposite corners where possible. Approximately two benches are proposed per block.

Sidewalk paving will be very similar to that used on Ross Street. A unistone precast concrete paving stone will define the walking area. This stone will be outlined with a hollandstone and the pavers will be framed concrete. The curb side of the walkway will have a 750 mm concrete strip to provide a zone to place signage, light poles, benches, planters, parking meters and waste recepticals. The other side of the walking area will be a continuous straight concrete edge created by sawcutting the existing sidewalk or pouring new concrete as may be required. Pararamps, pavement and areas adjacent to island and precast planters will be surfaced with pavingstone to define them visually as a pedestrian zone.

3.3 SPECIAL CONSIDERATIONS

3.3.1 ZELLERS AWNING

The awning on the Zellers building (owned by Mark Borough Properties) between 48th Street and 49th Street projects approximately 2.6 m over the sidewalk. It is not known if an agreement with the City of Red Deer exists

for this encroachment.

This awning interferes with the placement of 3 tree pairs and two light units. Two options to mitigate this interference exist:

- Remove the awning
- Delete tree pairs and move the lights toward the curb to clear the awning (similar to existing).

The concept drawings included in Appendix A to this report illustrate the second option. Planters are proposed to replace each tree pair.

3.3.2 FIELDS AWNING

The awning on the Fields building located opposite Zellers between 48th Street and 49th Street projects approximately 2.2 m over the sidewalk. It is not known if an agreement with the City of Red Deer exists for this encroachment. This awning interferes with one tree pair. The options to mitigate this interference are as discussed in Article 3.3.1 above. The concept drawings show replacement of the tree pair with a planter.

3.3.3 48TH STREET WIDENING

On the north side of 48th Street between the laneway and 49th Avenue there is a 2.134 m property widening. This property widening is currently occupied by a parking lot.

This property widening was dedicated to the City of Red Deer in 1961 but is still in use by the parking lot operator. This property widening could be vacated in 30 days upon request by the City of Red Deer.

The conceptual design takes into account the encroachment of the parking lot and vehicle overhang. Low bushes and pavingstones are proposed for this area if and when the property widening is reclaimed by the City of Red Deer. The concept plans show paving stones up to the property line.

3.3.4 52ND STREET INTERSECTION

The area north of 52nd Street has been reviewed as part of the traffic study presented in Section 2.0. We recommend that no landscaping or sidewalk reconstruction be undertaken in this area until an approved plan for the Gaetz Avenue/51st Avenue and 52nd Street intersections is in place.

This area appears to have potential as a green space buffer between the heavy traffic on Gaetz Avenue/51st Avenue and the quieter parking mall environment.

4.0 UTILITIES AND SURFACE STRUCTURES

4.0 UTILITIES AND SURFACE STRUCTURES

4.1 GENERAL

Reid Crowther has reviewed the existing utility servicing and the existing surface structures on both Gaetz Avenue and 48th Street and how these services may affect the vintage lighting and sidewalk reconstruction project. Each of the utilities and services are discussed below.

4.2 ELECTRICAL

All electrical servicing is at the rear of the properties fronting Gaetz Avenue and 48th Street and are not affected by this project.

Design for the vintage street lighting and associated ductwork was provided by the Electric, Light & Power Department of the City of Red Deer. In general, the lighting will be provided as follows:

- Gaetz Avenue - 4.27 m pole height
 - single fixture
 - pole spacing 18.9 m with a 9.45 m stagger
 - power will be provided to all tree planters
- 48th Street
 - pole spacing 30.0 m with a 15.0 m stagger
 - double fixtures
 - 4.27 m pole height
- Power will be provided to all tree planters.

In addition to the lighting shown on the conceptual design drawings and as defined above, supplementary lighting may be required at the intersections. This additional lighting will be identified by E.L.& P. in the final design. The cost estimate provided in Section 6.0 includes an allowance for these extra light units.

The use of a double tree concept has raised some concerns about uniform lighting levels along Gaetz Avenue. There will be dark areas behind each pair of trees on the sidewalk and possibly in front of each pair against the curb. The double tree concept may also result in some complaints due to lack of visibility at certain businesses. These concerns are somewhat mitigated by maintaining a smaller tree and staggered street lighting scheme which will result in a light unit always being located opposite a pair of trees.

At the Zellers store between 48th Street and 49th Street an awning interferes with the proposed street lighting. At this location the light poles will be moved forward towards the curb to clear the awning. Lighting under the awning is provided by Zellers. (see comments in Section 3.0)

4.3 SIGNALS AND SIGNAGE

Traffic signals at the Gaetz/Ross Street intersection will require immediate revisions to accommodate new traffic patterns for Option 2 & 3 only. Traffic signals at this intersection will require revisions when the one-way couplet is implemented in 1992. Ducting should be installed to accommodate the one-way couplet as part of this project.

Traffic signals may be required in the future at the Gaetz/49th Street intersection. These signals would accommodate the one-way couplet and Gaetz Avenue traffic. Ducting for these signals should be installed as part of this project.

The cost estimate in Section 6.0 provides for producing both intersections and for future relocation of signals at the Gaetz/Ross intersection only.

Signals at 49th Street and Gaetz Avenue are not required until the one-way couplet is implemented in 1992. Costs for signals will be allocated to the one-way couplet project.

Considerable relocation of regulatory, information and warning signs will be required depending which option is chosen for final design and construction. A budget allowance for these items is included in the cost estimate.

4.4 A.G.T.

Telephone service to businesses is provided from the rear laneway and therefore will not effect this project. A.G.T. may wish to upgrade street crossings. This will be identified during final design.

Discussions with A.G.T. have indicated that existing telephone booths would have to be reserviced with underground conduit in the sidewalk. A.G.T. also wishes to review the location and number of telephone booths provided on Gaetz Avenue. Placement of telephone booths will have to meet the design concept requirements and would be subject to City of Red Deer review. Telephone booths will be located during final design.

Costs for servicing telephone booths and street crossings will be borne by A.G.T.

4.5 SHAW CABLE

Shaw Cable service to businesses is from the rear laneways and therefore will not effect the project. Any street crossings will most likely be done in cooperation with A.G.T.

4.6 UNDERGROUND UTILITIES

Underground utilities are generally not effected by this project except for surface appurtenances such as valves, hydrants etc. These appurtenances will be incorporated into the work as required. Any adjustments will be determined on site.

4.7 SURFACE DRAINAGE

No changes to surface drainage and catch basins have been allowed for in this conceptual design. All in-street planters, either cast-in-place or precast will be located to provide a drainage channel against the existing curb.

4.8 CURB AND GUTTER

A thorough review of the existing curb and gutter will be completed during the final design process. It is likely that most of the curb and gutter will be replaced. A budget allowance has been made for this item in the

cost estimate.

4.9 ASPHALT PAVEMENT

A thorough review of the existing asphalt pavement will be completed during the final design process. Some repairs are expected. These repairs will likely include:

- Removal and replacement in areas of subgrade failure
- Mill and overlay in areas where distress is obvious but subgrade failure has not occurred. It is anticipated that all Gaetz Avenue (excluding cross streets) and 48th Avenue will be milled and overlaid.
- full depth patching at island removals and road trench crossings

A budget allowance has been made for these items in the cost estimate.

4.10 EXISTING ISLAND PLANTERS

Virtually all existing island planters require reconstruction of the surrounding curbwall if either Option 1 or 3 is chosen. If Option 2 is chosen, the existing island planters north of Ross Street will be patched and new island planters would be constructed on the west side of Gaetz Avenue.

5.0 SCHEDULE

5.0 SCHEDULE

The original schedule for this project was to complete the conceptual design by Christmas 1989, final design and tendering in the spring of 1990 and construction in the summer of 1990.

This schedule has been revised substantially to the following:

- Complete Conceptual Design - May 1, 1990
- Final Design and Specifications - September/October 1990
- Tender - January 1991
- Construction - May/June/July 1991
- Project Complete - August 1, 1991

The implementation of this project is subject to City of Red Deer Council approval.

6.0 COST ESTIMATES

6.0 COST ESTIMATE

Cost estimates are provided for Options 1, 2, and 3. These cost estimates are shown as Tables 6.1, 6.2 and 6.3. The total estimated costs for each option are:

- Option 1 \$ 1,311,480.00
- Option 2 \$ 1,321,380.00
- Option 3 \$ 1,313,856.00

The cost estimates provided are based on the conceptual design drawings and are intended to provide guidance in the decision making and funding process. Cost estimates will be refined in the final design process to allow proper budgeting of available funds. The cost estimates show that the three options have approximately the same cost.

The following assumptions have been included in the cost estimates:

- Costs from the Ross Street project have been used where possible. Unit prices have been adjusted to account for inflation to 1991.
- Cost estimates do not allow for design engineering, construction management and project management costs.
- Cost estimates do include quantity and construction contingencies.
- Cost estimates include shrubs and trees. Flower plantings are not included.

TABLE 6.1

GAETZ AVENUE PARKING MALL & 48TH STREET
VINTAGE LIGHTING & SIDEWALK RECONSTRUCTION

CONCEPTUAL DESIGN

COST ESTIMATE

OPTION 1

<u>ITEM</u>	<u>UNIT</u>	<u>ESTIMATED QUANTITY</u>	<u>UNIT PRICE</u>	<u>AMOUNT</u>
1. Site Preparation				
- Asphalt Removal	sq.m.	715	7.00	5,005.00
- Concrete Removal	sq.m.	5500	10.00	55,000.00
2. Electrical Construction				
- Street Lighting -				
- EL&P	L.S.	1	310,000.00	310,000.00
- Producing & bases	L.S.	1	121,000.00	121,000.00
Signals - adjust existing	L.S.	0	10,000.00	0.00
- producing	L.S.	1	2,500.00	2,500.00
3. Sidewalk Construction				
- Interlocking pavingstone				
- sidewalk	sq.m.	4500	35.00	157,500.00
- in-street	sq.m.	690	35.00	24,150.00
- In-street retaining strip	m	350	50.00	17,500.00
- concrete sidewalk & infill	sq.m.	410	100.00	41,000.00
4. Roadway Repairs				
- remove & replace pavement	sq.m.	100	50.00	5,000.00
- mill & overlay pavement	sq.m.	7700	11.00	84,700.00
- adjust CB frame & cover	each	15	125.00	1,875.00
- patch roadway at islands	sq.m.	16	70.00	1,120.00
- curb & gutter replacement	m	960	80.00	76,800.00
5. Landscaping				
- new islands/planters	sq.m.	100	60.00	6,000.00
- refurbish curbwall	m	270	40.00	10,800.00
- Precast Planters				
- on-street	each	8	1,200.00	9,600.00
- sidewalk	each	5	800.00	4,000.00
- trees	each	99	700.00	69,300.00
- bushes & trees in planters	each	15	1,000.00	15,000.00
- additional shrubs in existing island planters	each	16	1,000.00	16,000.00
- benches	each	14	250.00	3,500.00
- waste receptacles	each	14	150.00	2,100.00

TABLE 6.1 CONT'D

GAETZ AVENUE PARKING MALL & 48TH STREET
 VINTAGE LIGHTING & SIDEWALK RECONSTRUCTION

CONCEPTUAL DESIGN

COST ESTIMATEOPTION 1

<u>ITEM</u>	<u>UNIT</u>	<u>ESTIMATED QUANITIY</u>	<u>UNIT PRICE</u>	<u>AMOUNT</u>
6. Signing and Painting				
- remove & reinstall old parking meters and signs	each	130	125.00	16,250.00
- place new parking meters including double heads	each	32	1,100.00	35,200.00
- line painting	L.S.	1	2,000.00	<u>2,000.00</u>
SUB-TOTAL				\$ 1,092,900.00
7. Contingencies				
- quantity contingency	10%			109,290.00
- construction contingency	10%			<u>109,290.00</u>
TOTAL ESTIMATED PARKING MALL CONSTRUCTION COST				\$ 1,311,480.00

TABLE 6.2

GAETZ AVENUE PARKING MALL & 48TH STREET
VINTAGE LIGHTING & SIDEWALK RECONSTRUCTION

CONCEPTUAL DESIGN

COST ESTIMATE

OPTION 2

<u>ITEM</u>	<u>UNIT</u>	<u>ESTIMATED QUANTITY</u>	<u>UNIT PRICE</u>	<u>AMOUNT</u>
1. Site Preparation				
- Asphalt Removal	sq.m.	645	7.00	4,515.00
- Concrete Removal	sq.m.	5500	10.00	55,000.00
2. Electrical Construction				
- Street Lighting -				
- EL&P	L.S.	1	310,000.00	310,000.00
- Producing & bases	L.S.	1	121,000.00	121,000.00
Signals - adjust existing	L.S.	1	10,000.00	10,000.00
- producing	L.S.	1	2,500.00	2,500.00
3. Sidewalk Construction				
- Interlocking pavingstone				
- sidewalk	sq.m.	4500	35.00	157,500.00
- in-street	sq.m.	620	35.00	21,700.00
- In-street retaining strip	m	350	50.00	17,500.00
- concrete sidewalk & infill	sq.m.	390	100.00	39,000.00
4. Roadway Repairs				
- remove & replace pavement	sq.m.	100	50.00	5,000.00
- mill & overlay pavement	sq.m.	7700	11.00	84,700.00
- adjust CB frame & cover	each	15	125.00	1,875.00
- patch roadway at islands	sq.m.	48	70.00	3,360.00
- curb & gutter replacement	m	960	80.00	76,800.00
5. Landscaping				
- new islands/planters	sq.m.	125	60.00	7,500.00
- refurbish curbwall	m	140	40.00	5,600.00
- Precast Planters				
- on-street	each	12	1,200.00	14,400.00
- sidewalk	each	5	800.00	4,000.00
- trees	each	101	700.00	70,700.00
- bushes & trees in planters	each	17	1,000.00	17,000.00
- additional shrubs in existing island planters	each	11	1,000.00	11,000.00
- benches	each	11	250.00	2,750.00
- waste receptacles	each	14	150.00	2,100.00

TABLE 6.2 CONT'D

GAETZ AVENUE PARKING MALL & 48TH STREET
 VINTAGE LIGHTING & SIDEWALK RECONSTRUCTION

CONCEPTUAL DESIGN

COST ESTIMATE

OPTION 2

<u>ITEM</u>	<u>UNIT</u>	<u>ESTIMATED QUANTITY</u>	<u>UNIT PRICE</u>	<u>AMOUNT</u>
6. Signing and Painting				
- remove & reinstall old parking meters and signs	each	130	125.00	16,250.00
- place new parking meters including double heads	each	34	1,100.00	37,400.00
- line painting	L.S.	1	2,000.00	<u>2,000.00</u>
SUB-TOTAL				\$ 1,101,150.00
7. Contingencies				
- quantity contingency	10%			110,115.00
- construction contingency	10%			<u>110,115.00</u>
TOTAL ESTIMATED PARKING MALL CONSTRUCTION COST				\$ 1,321,380.00

TABLE 6.3

GAETZ AVENUE PARKING MALL & 48TH STREET
VINTAGE LIGHTING & SIDEWALK RECONSTRUCTION

CONCEPTUAL DESIGN

COST ESTIMATE

OPTION 3

<u>ITEM</u>	<u>UNIT</u>	<u>ESTIMATED QUANTITY</u>	<u>UNIT PRICE</u>	<u>AMOUNT</u>
1. Site Preparation				
- Asphalt Removal	sq.m.	705	7.00	4,935.00
- Concrete Removal	sq.m.	5500	10.00	55,000.00
2. Electrical Construction				
- Street Lighting -				
- EL&P	L.S.	1	310,000.00	310,000.00
- Producing & bases	L.S.	1	121,000.00	121,000.00
Signals - adjust existing	L.S.	1	10,000.00	10,000.00
- producing	L.S.	1	2,500.00	2,500.00
3. Sidewalk Construction				
- Interlocking pavingstone				
- sidewalk	sq.m.	4500	35.00	157,500.00
- in-street	sq.m.	680	35.00	23,800.00
- In-street retaining strip	m	350	50.00	17,500.00
- concrete sidewalk & infill	sq.m.	390	100.00	39,000.00
4. Roadway Repairs				
- remove & replace pavement	sq.m.	100	50.00	5,000.00
- mill & overlay pavement	sq.m.	7700	11.00	84,700.00
- adjust CB frame & cover	each	15	125.00	1,875.00
- patch roadway at islands	sq.m.	16	70.00	1,120.00
- curb & gutter replacement	m	960	80.00	76,800.00
5. Landscaping				
- new islands/planters	sq.m.	100	60.00	6,000.00
- refurbish curbwall	m	230	40.00	9,200.00
- Precast Planters				
- on-street	each	10	1,200.00	12,000.00
- sidewalk	each	5	800.00	4,000.00
- trees	each	99	700.00	69,300.00
- bushes & trees in planters	each	17	1,000.00	17,000.00
- additional shrubs in existing planters	each	12	1,000.00	12,000.00
- benches	each	14	250.00	3,500.00
- waste receptacles	each	14	150.00	2,100.00

TABLE 6.3 CONT'D

GAETZ AVENUE PARKING MALL & 48TH STREET
 VINTAGE LIGHTING & SIDEWALK RECONSTRUCTION

CONCEPTUAL DESIGN

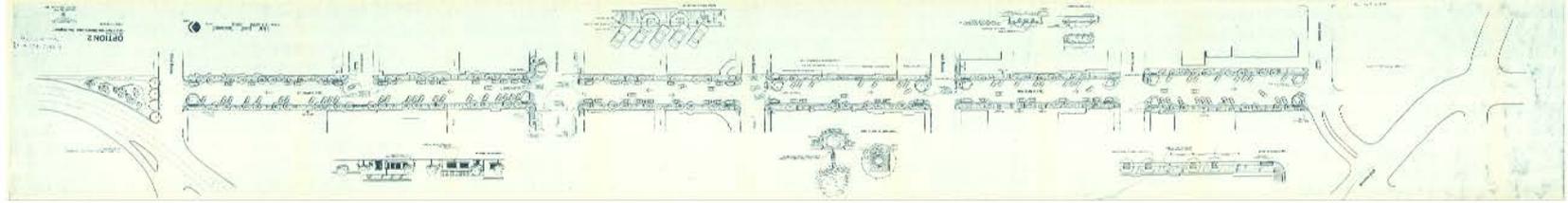
COST ESTIMATE

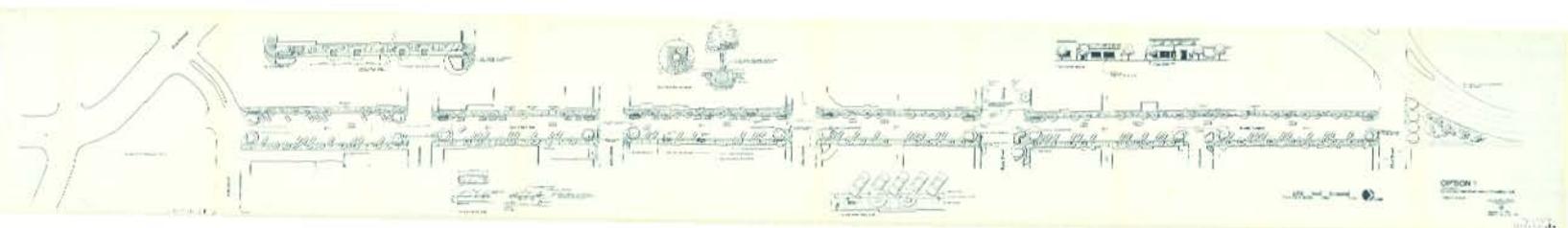
OPTION 3

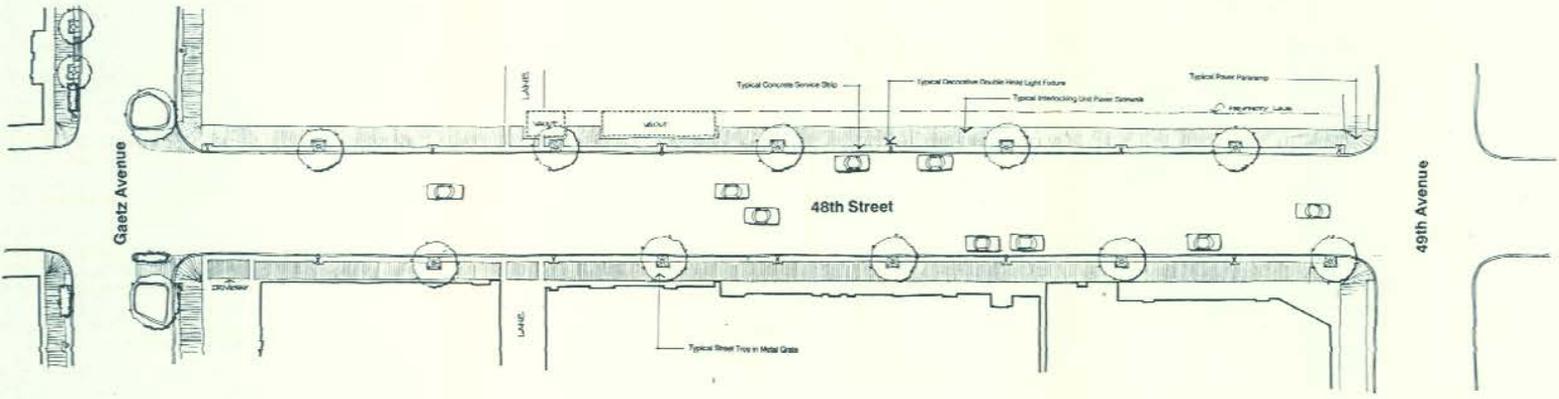
<u>ITEM</u>	<u>UNIT</u>	<u>ESTIMATED QUANTITY</u>	<u>UNIT PRICE</u>	<u>AMOUNT</u>
6. Signing and Painting				
- remove & reinstall old parking meters and signs	each	130	125.00	16,250.00
- place new parking meters including double heads	each	28	1,100.00	30,800.00
- line painting	L.S.	1	2,000.00	<u>2,000.00</u>
SUB-TOTAL				\$ 1,094,880.00
7. Contingencies				
- quantity contingency	10%			109,488.00
- construction contingency	10%			<u>109,488.00</u>
TOTAL ESTIMATED PARKING MALL CONSTRUCTION COST				\$ 1,313,856.00

APPENDIX A

CONCEPTUAL DESIGN DRAWINGS







City of Red Deer
48th Street
 South Avenue Streetcar Development
 Design Concept

EDA COLLABORATIVE INC.
 10000 10th Avenue S.E.
 Calgary, Alberta T2C 1A9
 TEL: 403.243.8888
 WWW.EDACOLLABORATIVE.COM

REVISION 02, 1/10
 REVISED PER 27 10/01/10
DRAWING 1
 8/25/10 OPTION 1 A

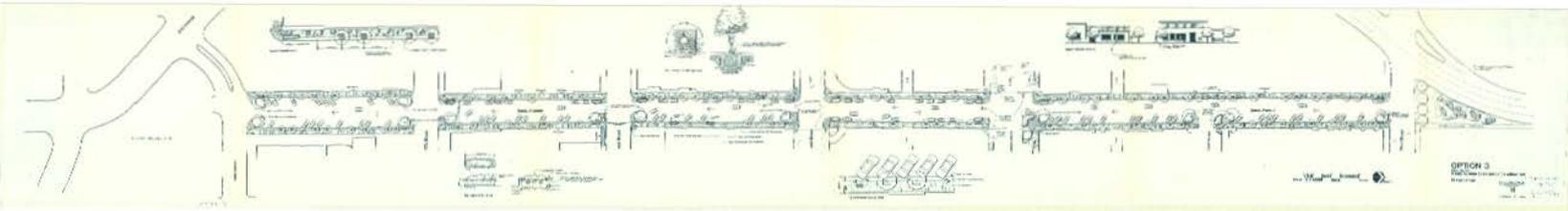
35 MM REFERENCE

DRAWING #20

JUNE 25, 1990 REGULAR AGENDA

GAETZ AVENUE PARKING MALL & 48 STREET
CONCEPTUAL DESIGN REPORT

OPTION 3 (1 MAP)



PUBLIC HEARINGS

NO. 1

DATE: June 15, 1990

TO: City Council

FROM: City Clerk

RE: PUBLIC HEARING - LAND USE BYLAW AMENDMENT 2672/O-90
AND BUILDING PERMIT BYLAW AMENDMENT 2439/B-90

A Public Hearing has been advertised in regard to Land Use Bylaw Amendment 2672/O-90 to be held in the Council Chambers of City Hall on Monday, June 25, 1990 commencing at 7 p.m. or as soon thereafter as Council may determine.

Bylaw 2672/O-90 provides for the issuance of a development permit instead of a building permit for the construction of a detached garage and the finishing of a residential basement. This bylaw may be given second and third reading following the Public Hearing.

In the event Council gives the aforementioned bylaw second and third reading at this meeting, Council may also give second and third reading to Bylaw 2439/B-90 which amends the Building Permit Bylaw.

Bylaw 2439/B-90 provides for the deletion of collecting a building permit fee in connection with the construction of "basement", "attached garage" and "detached garage" in light of the amendment to delete the requirement requiring a building permit for this type of construction.

Respectfully submitted



C. SEVCIK
City Clerk

CS/jt

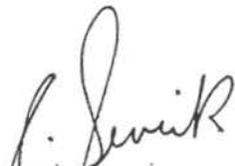
DATE: May 29, 1990
TO: Bylaws & Inspections Manager
FROM: City Clerk
RE: LAND USE BYLAW / BUILDING BYLAW AMENDMENTS

At the Council meeting of May 28, 1990, Council gave first reading to Amending Bylaws 2439/B-90 and 2672/O-90, being amendments to the Building Permit Bylaw and Land Use Bylaw respectively.

The above noted Amending Bylaws pertain to the issuance of development permits instead of building permits for private garages, accessory buildings and non-structural basement alterations.

This office will now proceed with advertising for a Public Hearing in regard to Bylaw 2672/O-90, to be held on Monday, June 25, 1990.

Trusting that you will find this satisfactory.


G. SEVCIK
City Clerk

CS/jt

BY-LAW NO. 2439/B-90

BEING a By-Law to amend the Building Permit By-law No. 2439/74

THE MUNICIPAL COUNCIL FOR THE CITY OF RED DEER, IN THE PROVINCE OF ALBERTA, DULY ASSEMBLED, HEREBY ENACTS:

By-law No. 2439/74, being the Building Permit By-law is hereby amended as follows:

1. New Section 3.1 is added as follows:

"3.1 For greater certainty, no building permit is required for the construction of a detached garage or for residential basement finishing work."

2. Page 1 of Schedule "B" is amended to delete under the heading "Residential" the words "Basement", "Attached Garage" and "Detached Garage" and to delete the figures "150" and "130" opposite the words "Attached Garage" and "Detached Garage".

3. This amendment shall come into force upon third reading.

READ A FIRST TIME IN OPEN COUNCIL THIS ____ DAY OF MAY, 1990

READ A SECOND TIME IN OPEN COUNCIL THIS ____ DAY OF MAY, 1990

READ A THIRD TIME IN OPEN COUNCIL AND FINALLY PASSED THIS ____ DAY OF MAY, 1990

MAYOR

CITY CLERK

BY-LAW NO. 2672/O-90

BEING a By-Law to amend the Land Use By-law 2672/80

THE MUNICIPAL COUNCIL FOR THE CITY OF RED DEER, IN THE PROVINCE OF ALBERTA, DULY ASSEMBLED, HEREBY ENACTS:

By-law No. 2672/80, being the Land Use By-law is hereby amended as follows:

1. Section 1.3.2.3 is amended to delete existing sub-clause (8) and to replace it with the following new sub-clause (8):

EXISTING: "any non-structural alterations, renovations or maintenances in R.1 and R.2 districts provided that if there is any doubt as to whether or not such alterations, renovations or maintenance is non-structural, the development officer shall refer the matter to the Municipal Planning Commission for a decision."

NEW: "any non-structural alterations, renovations or maintenance in R.1 and R.2 districts provided however that if there is any doubt as to whether or not such alterations, renovations or maintenance is non-structural, the development officer shall refer the matter to the Municipal Planning Commission for a decision. **Notwithstanding the foregoing, this by-law shall apply to residential basement developments.**"

2. Existing Section 2.2.1 is re-numbered Section 2.2.1(1) and new sub-section (2) is added as follows:

"For greater certainty, the word "develop" in sub-section (1) shall include construction of a detached garage and finishing of a residential basement."

3. Section 2.2.2 is amended to add new sub-paragraph (d) as follows:

"(d) the construction of a detached garage and the finishing of a residential basement."

4. This amendment shall come into force upon third reading.

READ A FIRST TIME IN OPEN COUNCIL THIS ____ DAY OF MAY, 1990

READ A SECOND TIME IN OPEN COUNCIL THIS ____ DAY OF MAY, 1990

READ A THIRD TIME IN OPEN COUNCIL AND FINALLY PASSED THIS ____ DAY OF MAY, 1990

MAYOR

CITY CLERK

DATE: May 29, 1990
TO: Red Deer Regional Planning Commission
FROM: City Clerk
RE: LAND USE BYLAW AMENDMENT 2672/O-90

Council of The City of Red Deer at its meeting held on Monday, May 28, 1990, gave first reading to the above noted bylaw.

Bylaw 2672/O-90 permits the City to issue development permits instead of building permits for the construction of detached garages and the finishing of residential basements. Enclosed herewith is a copy of the aforesaid bylaw.

This office will now proceed with advertising for a Public Hearing to be held on Monday, June 25, 1990, commencing at 7 p.m. or as soon thereafter as Council may determine.

Trusting you will find this satisfactory.



C. SEVCIK
City Clerk

CS/jt

Att.

c.c. Bylaws & Inspections Manager
Council & Committee Secretary - Wilma

DATE: April 18, 1990
TO: Bylaws & Inspections Manager
FROM: Assistant City Clerk
RE: BUILDING PERMIT INSPECTION POLICY

I would advise that at the Council meeting of April 17, 1990, your report dated March 28, 1990 concerning the above topic, was considered and at which meeting the following resolution was passed.

"RESOLVED that Council of The City of Red Deer, having considered report dated March 28, 1990 from the Bylaws & Inspections Manager re: Building Permit Inspection Policy, hereby agrees that the Building Inspection Department no longer be required to issue building permits for garages or non-structural basement alterations, and that development permits be issued instead, and as recommended to Council April 17, 1990.

Council further agrees that a Land Use Bylaw Amendment be prepared for Council's consideration."

The decision of Council in this instance is submitted for your information and appropriate action. I trust that you will now have the necessary Land Use Bylaw amendment prepared for Council's consideration.



K. KLOSS
Assistant City Clerk

KK/jt

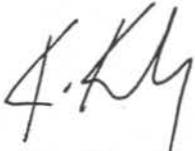
c.c. Fire Chief
Urban Planning Section Manager
City Solicitor
Director of Engineering Services

DATE: June 28, 1990
TO: Red Deer Regional Planning Commission
FROM: Assistant City Clerk
RE: LAND USE BYLAW AMENDMENT 2672/O-90

Council of the City of Red Deer at its meeting held on Monday, June 25, 1990, gave second and third readings to the aforementioned Land Use Bylaw Amendment following the Public Hearing.

Bylaw 2672/O-90 provides for the issuance of a Development Permit instead of a Building Permit for the construction of a detached garage and the finishing of a residential basement. Enclosed herewith is a copy of the aforesaid bylaw.

Trusting you will find this satisfactory and that you will be sending us the appropriate amendment for inclusion in the office consolidation copy at your earliest convenience.



K. Kloss
Assistant City Clerk

KK/ds

Encl.

c.c. Bylaws & Inspections Manager
Dir. of Community Services
Dir. of Engineering Services
City Assessor
Economic Development Manager
E.L. & P. Manager
Fire Chief
Council & Committee Secy., W. Vincent

DATE: June 28, 1990
TO: Bylaws & Inspections Manager
FROM: Assistant City Clerk
RE: BUILDING PERMIT BYLAW AMENDMENT 2439/B-90

Council of the City of Red Deer at its meeting held on Monday, June 25, 1990, gave second and third readings to the aforementioned bylaw amendment, a copy of which is enclosed herewith.

Bylaw 2439/B-90 provides for the deletion of collecting a building permit fee in connection with the construction of "basement", "attached garage", and "detached garage" in light of the amendment to delete the requirement requiring a building permit for this type of construction under the Land Use Bylaw.

Trusting you will find this satisfactory. This office will be including said amendment in the consolidated copy of the Building Permit Bylaw and forwarding the appropriate amended page.



K. Kloss
Assistant City Clerk

KK/ds

Encl.

c.c. Dir. of Community Services
Dir. of Engineering Services
City Assessor
Economic Development Manager
E.L. & P. Manager
Fire Chief
D. Souch

NO. 1

DATE: June 6, 1990

TO: City Clerk

FROM: Bylaws & Inspections Manager

RE: 5616 - 42 STREET, RED DEER
LOTS 4-5, BLOCK D, PLAN K11

Could you please arrange to have the following matter placed before Council for their consideration:

Over the past number of years, our department has corresponded with the owner of the above-referenced property in respect to the structural stability of a retaining wall adjacent to the north property line. Our concerns are based upon the fact that large cracks were evident, and the wall was leaning at an acute angle towards 43 Street, adjacent to a public sidewalk.

We have requested the owner of the property, Mr. Michael Kahanyshyn, on numerous occasions since 1974, to hire a qualified engineer in order to investigate the structural stability of the said wall, and confirm to The City, the status of the situation. As of this date, we have not received any such confirmation.

Therefore, it is our recommendation that the owner of the property be directed by Council to arrange for a qualified engineer to investigate the situation, and take whatever action necessary to correct the problem to ensure a safe condition. Under the authority of Section 161 (1) of the Municipal Government Act, Council may direct an Order requiring the owner of the site to take whatever action Council feels necessary to alleviate the condition. The Act also requires that Council first indicate that it will consider such a motion after fourteen (14) days notice has been sent to the property owner.

We, therefore, recommend that the owner of the property, Mr. Michael Kahanyshyn, 21 Payne Close, Red Deer, Alberta, T4P 1T6, be notified that Council will consider a Resolution that:

"Resolved that Council, being of the opinion that the site hereinafter described as dangerous, Mr. Michael Kahanyshyn, 21 Payne Close, Red Deer, Alberta, being the owner of 5616 - 42 Street (Lots 4-5, Block D, Plan K11), be and is hereby ordered and directed, within thirty (30) days of a copy of this Resolution being mailed to the owner by registered mail, to have the necessary steps taken to provide a report from a Structural Engineer that will either indicate that the retaining wall located on the property is safe, or to recommend a course

Memo To: City Clerk
June 6, 1990
Page 2

of action to make it safe, failing which the Bylaws & Inspections Manager of The City of Red Deer is hereby authorized and directed to cause such work to be done, in which case the cost thereof shall be charged to Mr. Michael Kahanyshyn, and in default of payment, shall be charged against the premises as taxes due and owing in respect thereof, and shall be recovered as such."

Yours truly,



Ryan Strader
Bylaws & Inspections Manager

RS\ch

Commissioner's Comments

We would concur with the recommendation of the Bylaws & Inspections Manager.

"R.J. MCGHEE"
Mayor

DATE: June 27, 1990
TO: Bylaws & Inspections Manager
FROM: Assistant City Clerk
RE: STRUCTURAL STABILITY OF RETAINING WALL
5616 - 42 STREET - LOTS 4-5, BLOCK B, PLAN K11

I would advise that at the Council meeting of June 25, 1990, consideration was given to your report dated June 6, 1990 concerning the above topic and at which meeting the following resolution was passed.

"RESOLVED that Council of The City of Red Deer hereby agrees that notice be given to Mr. Michael Kahanyshyn, 21 Payne Close, Red Deer, Alberta, being the owner of 5616 - 42 Street (Lots 4-5, Block D, Plan K11) that on Monday, July 23, 1990, commencing at 4:30 p.m. or as soon thereafter as Council may determine, Council will consider the making of the following Order and that the said owner will be given an opportunity of appearing and being heard by the Council at the meeting for the making of the Order:

"RESOLVED that Council, being of the opinion that the site hereinafter described as dangerous, Mr. Michael Kahanyshyn, 21 Payne Close, Red Deer, Alberta, being the owner of 5616 - 42 Street (Lots 4-5, Block D, Plan K11) be and is hereby ordered and directed, within thirty (30) days of a copy of this Resolution being mailed to the owner by registered mail, to have the necessary steps taken to provide a report from a Structural Engineer that will either indicate that the retaining wall located on the property is safe, or to recommend a course of action to make it safe, failing which the Bylaws & Inspections Manager of The City of Red Deer is hereby authorized and directed to cause such work to be done, in which case the cost thereof shall be charged to Mr. Michael Kahanyshyn, and in default of payment, shall be charged against the premises as taxes due and owing in respect thereof, and shall be recovered as such."

The decision of Council in this instance is submitted for your information. We will be now formally notifying the owner of the above noted land as to the date Council will consider this matter again.

Bylaws & Inspections Manager

June 27, 1990

Page 2

Trusting you will find this satisfactory.

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

K. KLOSS
Assistant City Clerk

KK/jt



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6195

City Clerk's Department 342-8132

REGISTERED LETTER

June 27, 1990

Mr. Michael Kahanyshyn
21 Payne Close
RED DEER, Alberta
T4P 1T6

Dear Mr. Kahanyshyn:

**RE: STRUCTURAL STABILITY OF RETAINING WALL / 5616 - 42 STREET, RED DEER
LOTS 4-5, BLOCK D, PLAN K11**

At the meeting of Red Deer City Council on June 25, 1990, a report from the Bylaws & Inspections Manager was considered by Council regarding the above noted property.

Please take note that Council of The City of Red Deer will, at its meeting to be held in the Council Chambers, City Hall, Red Deer, Alberta on Monday, July 23, 1990, commencing at 4:30 p.m. or as soon thereafter as Council may determine, consider making the Order hereunder annexed and forming part hereof.

And further take notice that you will be given the opportunity of appearing and being heard by Council at the meeting before the making of the Order.

Sincerely,

K. KLOSS
Assistant City Clerk

KK/jt

Att.

c.c. Bylaws & Inspections Manager



*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 342-8132

"RESOLVED that Council, being of the opinion that the site hereinafter described as dangerous, Mr. Michael Kahanyshyn, 21 Payne Close, Red Deer, Alberta, being the owner of 5616 - 42 Street (Lots 4-5, Block D, Plan K11) be and is hereby ordered and directed, within thirty (30) days of a copy of this Resolution being mailed to the owner by registered mail, to have the necessary steps taken to provide a report from a Structural Engineer that will either indicate that the retaining wall located on the property is safe, or to recommend a course of action to make it safe, failing which the Bylaws & Inspections Manager of The City of Red Deer is hereby authorized and directed to cause such work to be done, in which case the cost thereof shall be charged to Mr. Michael Kahanyshyn, and in default of payment, shall be charged against the premises as taxes due and owing in respect thereof, and shall be recovered as such."



*a delight
to discover!*

NO. 2

DATE: June 15, 1990
TO: City Clerk
FROM: E. L. & P. Manager
RE: ALBERTA ELECTRIC ENERGY MARKETING AGENCY
CITY OF RED DEER 1991 TRANSMISSION COMPENSATION

The Alberta Electric Energy Marketing Act and Regulations make provision for a compensation payment to the non-generating municipalities who own transmission facilities. This payment is an amount equivalent to each municipality's cost of owning and operating its transmission facilities. The provincially averaged cost for the generation and transmission of electrical power is determined by adding the municipalities' transmission compensation payments to the generation and transmission costs of the generating utilities.

The amount of the annual municipal compensation payment is based on a submission of costs by the municipality and a discussion with the Alberta Electric Energy Marketing Agency to review the submission. Attached is a letter from the Agency which summarizes this process and establishes the compensation payment to the City of Red Deer at \$91,208. per month for the period of January 1, 1991 to December 31, 1991. The 1990 compensation figure was \$83,250. per month.

The compensation payment is made directly to the City of Red Deer Electric Utility and is included in the E. L. & P. Department Budget each year as a revenue.

It is respectfully requested that Council approve the above 1991 compensation figure and authorize the Mayor and City Clerk to sign the agreement document with the Alberta Electric Energy Marketing Agency.



A. Roth,
Manager

AR/jjd

Attachment



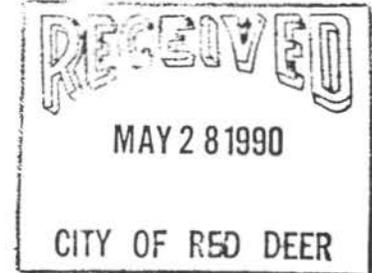
OFFICES OF THE CHAIRMAN

 Suite 700, Princeton Place 403/422-1722 ✓
 10339 - 124 Street, Edmonton, Alberta T5N 3W1

 Woodward Tower 403/381-5384
 400 - 4th Avenue, Lethbridge, Alberta T1J 4E1

 File No. 1445-2R 1
 1445-2

May 22, 1990

 Mr. A. Roth
 Manager
 Electric Light & Power Department
 City of Red Deer
 Box 5008
 Red Deer, Alberta
 T4N 3T4


Dear Mr. Roth:

Re: City of Red Deer Compensation payment for 1991

I am pleased to advise that a payment of \$91 208 per month as compensation for your upstream transmission facilities for the fiscal year January 1, 1991 to December 31, 1991 has been determined. This determination in no way prejudices the right of the city of Red Deer or the Alberta Electric Energy Marketing Agency with respect to future negotiations or with regard to the position either party may take in any arbitration of this compensation.

The compensation determined (\$1 094 496 for the fiscal year 1991) as being payable to the City of Red Deer by the Alberta Electric Energy Marketing Agency requires the approval of your city Council before being accepted by the Alberta Electric Energy Marketing Agency.

Our negotiating meeting of May 16 1990 was very pleasant and most productive. Based on our review of the submissions and the back-up documents, it is our view that all submissions were prepared with uniform assumptions where appropriate, are technically correct, and will provide compensation to each of the cities of Calgary, Lethbridge and Red Deer that is fair and equitable.

For your convenience, I have set out below a brief form which can be completed and returned to me without the actual wording of your Council's Motion being included. As was the case last year, I would appreciate receiving your Council's decision by September 1, 1990.

..2

- 2 -

On behalf of the Minister, Rick Orman, I express sincere appreciation for the City of Red Deer's cooperation in the determination of the compensation amount for the upstream component of your electric system.

Yours sincerely,



Fred J. Dumont
Chairman

cc: Hon. Rick Orman
E. Y. Fedor
D. Bittman

City of Red Deer

Date _____

1. Approved: per: _____

2. NOT approved: per: _____

Dated at the City of Red Deer this ____ day of _____, 1990

per: _____

Commissioner's Comments

We would concur with the request of the E.L. & P. Manager.

"R.J. MCGHEE"
Mayor

DATE: June 26, 1990
TO: E. L. & P. Manager
FROM: Assistant City Clerk
RE: ALBERTA ELECTRIC ENERGY MARKETING AGENCY,
CITY OF RED DEER 1991 TRANSMISSION COMPENSATION

I would advise that at the Council meeting of June 25, 1990, your report dated June 15, 1990 concerning the above topic was presented to Council and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered report from the E. L. & P. Manager dated June 15, 1990 re: Alberta Electric Energy Marketing Agency - City of Red Deer 1991 Transmission Compensation, hereby approves the compensation payment to The City of Red Deer at \$91,208 per month for the period of January 1, 1991 to December 31, 1991, and hereby authorize the Mayor and City Clerk to sign the agreement document relative to this matter with the Alberta Electric Energy Marketing Agency, and as recommended to Council June 25, 1990."

Also, attached is a signed copy of the agreement document with Alberta Electric Energy Marketing Agency relative to this matter.

Trusting you will find this satisfactory.



K. KLOSS
Assistant City Clerk

KK/jt

Att.

c.c. Director of Financial Services



ALBERTA
ELECTRIC
ENERGY
MARKETING
AGENCY

OFFICES OF THE CHAIRMAN

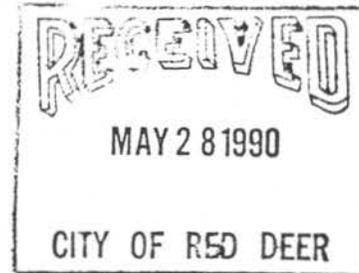
Suite 700, Princeton Place 403/422-1722 ✓
10339 - 124 Street, Edmonton, Alberta T5N 3W1

Woodward Tower 403/381-5384
400 - 4th Avenue, Lethbridge, Alberta T1J 4E1

File No. 1445-2R 1
1445-2

May 22, 1990

Mr. A. Roth
Manager
Electric Light & Power Department
City of Red Deer
Box 5008
Red Deer, Alberta
T4N 3T4



Dear Mr. Roth:

Re: City of Red Deer Compensation payment for 1991

I am pleased to advise that a payment of \$91 208 per month as compensation for your upstream transmission facilities for the fiscal year January 1, 1991 to December 31, 1991 has been determined. This determination in no way prejudices the right of the city of Red Deer or the Alberta Electric Energy Marketing Agency with respect to future negotiations or with regard to the position either party may take in any arbitration of this compensation.

The compensation determined (\$1 094 496 for the fiscal year 1991) as being payable to the City of Red Deer by the Alberta Electric Energy Marketing Agency requires the approval of your city Council before being accepted by the Alberta Electric Energy Marketing Agency.

Our negotiating meeting of May 16 1990 was very pleasant and most productive. Based on our review of the submissions and the back-up documents, it is our view that all submissions were prepared with uniform assumptions where appropriate, are technically correct, and will provide compensation to each of the cities of Calgary, Lethbridge and Red Deer that is fair and equitable.

For your convenience, I have set out below a brief form which can be completed and returned to me without the actual wording of your Council's Motion being included. As was the case last year, I would appreciate receiving your Council's decision by September 1, 1990.

..2

On behalf of the Minister, Rick Orman, I express sincere appreciation for the City of Red Deer's cooperation in the determination of the compensation amount for the upstream component of your electric system.

Yours sincerely,



Fred J. Dumont
Chairman

cc: Hon. Rick Orman
E. Y. Fedor
D. Bittman

City of Red Deer

1. Approved: per: _____

2. NOT approved: per: _____

Dated at the City of Red Deer this 27 day of JUNE, 1990

per: _____



MEMORANDUM

TO: C. Sevcik
City Clerk

DATE: June 18, 1990

FROM: Paul Meyette
Associate Planner

RE: Downtown Marketing Study

Urbanics Consultants Limited has been retained by the City of Red Deer to prepare a downtown marketing study.

The marketing study involves a thorough examination of the City of Red Deer's downtown area. The study includes an examination of:

- (a) the market demand for various land uses in the City over a 20 year time frame;
- (b) the market demand for railway lands over the same 20 year time frame;
- (c) a market driven development and marketing program for the railway lands;
- (d) an assessment of the impacts of the marketing strategy and subsequent development on the existing downtown, and
- (e) an integrated marketing strategy for the railway land and the existing downtown.

The study was prepared in consultation with the Downtown Planning Process Steering Committee chaired by Alderman Gail Surkan.

The Consultant, Phillip Boname will present the study to Council at 4:30 p.m. on June 25. The presentation will be approximately 45 minutes in length. Copies of the study are enclosed for Council's review.

It is requested that Council accept the "City of Red Deer Downtown Marketing Study" as prepared by Urbanics Consulting Limited, for information and authorize the following:

1. that the Planning Commission proceed with a Draft Area Redevelopment Plan, as recommended in the Downtown Marketing Study, and
2. that the Planning Commission proceed with the preparation of amendments to the Downtown Concept Plan, with the intent of examining and incorporating the recommendations contained in the Downtown Marketing Study.

Enc.

MUNICIPALITIES WITHIN COMMISSION AREA

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

Commissioner's Comments

We would concur with the recommendation of the Associate Planner. The Downtown Marketing Study has been submitted as an attachment to the agenda.

"R.J. MCGHEE"
Mayor

CITY OF RED DEER

DOWNTOWN MARKETING STUDY

RED DEER, ALBERTA

URBANICS CONSULTANTS LTD.

CITY OF RED DEER
DOWNTOWN MARKETING STUDY
Red Deer, Alberta

Prepared for:
City of Red Deer

May, 1990

Urbanics Consultants Ltd.
753 Cardero Street, Vancouver, B.C. V6G 2G3

VRBANIC[®]

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EXECUTIVE SUMMARY

Urbanics Consultants Ltd. has been retained by the City of Red Deer to prepare a Downtown Marketing Study. The relocation in 1991 of the CP Rail yards directly to the west of the existing downtown core will create a large parcel of land which will be available for redevelopment.

The purpose of the marketing strategy is to ensure that the development of the railway land proceed in a manner beneficial for the community as a whole, and that development opportunities will be attractive to private sector (and perhaps public sector) interests.

Accordingly, the objectives of the Downtown Marketing Study are as follows:

- ♦ To determine the market demand for various land uses in Red Deer over a 20 year time period;
- ♦ To determine the market demand for the railway lands over the same 20 year time period;
- ♦ To determine the market demand for the "additional lands", which may involve examination of land uses other than those proposed for the railway lands;
- ♦ To establish a market-driven development program for the railway lands, including the scale, timing/phasing, and market orientation of all feasible land uses;
- ♦ To review the various options available for marketing the railway lands;
- ♦ To determine the optimal marketing strategy which will ensure responsible and efficient disposition and subsequent development of the properties;
- ♦ To determine the marketing impact of downtown infrastructure proposals;
- ♦ To assess the impacts of the marketing strategy and subsequent development upon the existing downtown and remainder of the city, and to provide recommended strategies for strengthening existing facilities.

The overall objective is to prepare a pragmatic, action-oriented plan to ensure the development of a vibrant project which maximizes the net benefits to the community as a whole.

SUMMARY OF FINDINGS

Market Feasibility

This study has examined the market potential for a number of significant land uses on the downtown Red Deer railway land. These land uses would include: retail and service, multi-family residential, hotel/motel, office space and entertainment/recreational facilities.

Over the study period, the total trade area population for the City of Red Deer is expected to increase from its current level of 137,000 to a total population of 206,000 by year 2011. Throughout the study period, the City of Red Deer consistently represents at least 45 percent of the total trade area population.

The primary trade area, including the City of Red Deer and the towns of Sylvan Lake and Lacombe, is forecasted to grow at an average annual growth rate of 1.93 percent, for a 2011 population of 119,000. The primary trade area, in 1986, had an average per capita income of \$12,248. This was 6.8 percent below the provincial average income of \$13,142 per capita. As a result of changing population levels and moderate increases in the standard of living, the total expenditure potential for retail and service store types locating in the City of Red will grow substantially in future years.

Employment in Red Deer has become very diversified over the past decade, particularly with respect to manufacturing activities. Compared to the Alberta average, the City of Red Deer has significantly less reliance on primary industry, which is offset by a stronger reliance upon trade and other service sectors. Given that significant efforts have been expended in recent years in Alberta by various levels of government to diversify the economy, thereby reducing the economy's reliance on primary industry and the resulting "boom and bust" economic cycles, it is clear that Red Deer is in an advantageous position relative to the rest of the province.

An examination has been conducted to determine the market-driven demand for land uses appropriate for the railway lands. These land uses have been generally categorized into five groups: multi-family residential, office, hotel/motel, recreational/cultural/historical, and retail. A development programme for the railway lands has been developed, illustrating the land requirements for the identified uses based on a 0 to 5 year, 5 to 10 year, and 10 to 20 year time frame, as shown by Table 20.

Table 20 provides a summary of the feasible land uses identified in the previous sections, along with appropriate timing of development. Given that there is no existing built-up demand for any of the feasible land uses, the demand for land is expected to rise gradually as the city population grows.

The residential component is based on 60 units per net acre, which is suitable for medium- to high-density residential development. A total of 970 high-density residential units (requiring 16 acres of land) are forecasted for the railway land and adjacent parcels throughout the study period.

In order to maintain the concentration of office space within the downtown core, it is the consultant's opinion that the majority of future office space development should occur within the existing downtown. Some office development would be appropriate for the railway lands over the longer term, however, and sufficient land for 100,000 square feet could be required. Based on a maximum density of 3.0, approximately 1 acre would be sufficient.

As discussed in the market analysis, it is projected that there will be sufficient demand to support an additional 480 hotel/motel rooms in Red Deer by the year 2011. In order to effectively serve the future needs of the downtown, provision should be made for a business-oriented hotel of at least 100 rooms plus convention facilities. By using an average of 750 square feet of total building area per room and an overall density of 2.0, approximately 1 acre of land is required.

There is an opportunity to develop 130,000 to 170,000 square feet of retail space on the subject site. In order to allow for sufficient on-site parking, 0.3 site coverage would be required, thus creating a need for 12.5 acres. The city is reaching a threshold level where it can support a new component of regional-serving retailers, and it is therefore expected that this retail space could be absorbed in the first five year development phase.

Based on this development programme, 19.0 acres of land would be absorbed between 1991 and 1996, an additional 3.5 acres would be absorbed between 1996 and 2001, and a further 11.2 acres would be absorbed by 2011, for a total of 33.7 acres. It is recommended that the "additional lands" not be included in the first three phases of development, as such development would reduce opportunities for redevelopment of other parcels adjacent to the railway lands.

Impact Analysis

The railway land development and implementation of the Downtown Concept Plan will create a range of possible impacts on the existing Red Deer core. These possible impacts include the effects on parking, accessibility, retail sales, residential growth, the construction of the one-way couplet, additional beautification, Towne Plaza, Pedestrian Lane-way Mall and several general impacts.

A downtown marketing strategy has been formulated to address the weaknesses of the downtown and to mitigate any existing negative images of the area. The Implementation Strategy has examined the establishment of a contiguous retail by-law, facilitation of retail anchors,

standardization of store hours, commercial redevelopment of 51st Avenue between Ross Street and 48th Street, and several other elements which could have a positive cumulative effect on both the image and economic performance of the downtown.

A relatively new method of ensuring retail continuity and the proper mix of retail uses is through the establishment of a by-law which requires ground level retail space to be incorporated into new and existing projects when current uses change. The by-law could also require prime corner buildings and developments to maintain higher levels of ground floor retailing. The establishment of a "SHOP District" for the specific purpose of creating a highly concentrated area of retail, service, arts and entertainment uses should be considered for the downtown. Retail continuity in the downtown core should be facilitated with the establishment of a form of SHOP District or minimum retail requirements, specifically pertaining to street level commercial space.

The existing commercial/hotel uses found along 51st Avenue, specifically between Ross Street and 48th Street, currently act as a barrier to a westward extension of the downtown. Once the railway redevelopment commences, this area along 51st Avenue will be under-utilized in its present uses. Once the retail component of the railway land has been completed, a retail link between the site and the existing downtown would best facilitate interactions between the two retail areas.

The downtown retail environment can be described as very fragile. One of the most important aspects of the downtown strategy is to ensure that major retailers remain as part of the downtown. Immediate efforts must be undertaken to ensure that major retailers remain in the downtown and their operations are improved. The development of retail floorspace on the railway lands will serve to create an additional anchor for downtown retail. Moreover, a strong anchor development could be created through the construction of a one or two-level mall linking the Bay and Zeller's. The combination of two department stores and integrated CRU space would turn the Bay/Zeller's block into a unified traffic generator, thereby creating a retail focus for the downtown. It is the consultant's opinion that the short term costs associated with such a mall (reduction in on-street pedestrian traffic passing existing businesses) would be offset by the long term benefits resulting from the creation of a strong and viable anchor development in the downtown.

The provision of day care facilities in downtown areas has, in the past seven to ten years, gained considerable support throughout North America. Throughout the study period, downtown Red Deer could expand the existing Towne Centre Day Care or open an additional facility to accommodate the day care needs of the growing downtown work force.

The downtown area will require standardized store hours in order to maximize any resultant transference of retail sales from the regional malls to the subject site and downtown core. A set of standardized store hours is an important marketing tool for the TCA to implement. The TCA

has encouraged, and should continue its efforts to achieve, uniform store hours in the downtown. The downtown businesses must be consistently encouraged and educated that it is more important for all businesses to close at the same time, rather than a few closing early and a few remaining open later in the evening.

Parking in the downtown area is perceived by the public to be in very short supply. Although parking appears to be sufficient through the downtown, the core area has a notable parking deficiency. Although the railway land development will provide additional parking as an interim land use, parking in the downtown core should be increased to compensate for the anticipated development of the subject site and loss of an additional 314 parking stalls. It may be possible to incorporate underground parking into the Towne Plaza Market for an estimated 100 to 150 vehicles, although such projects are generally very expensive. In addition, the planned downtown transit terminal should be constructed to provide additional parking for 200 to 250 vehicles. Further emphasis should be placed by the TCA on increasing public awareness of free and abundant parking during evenings and weekends.

RECOMMENDATIONS

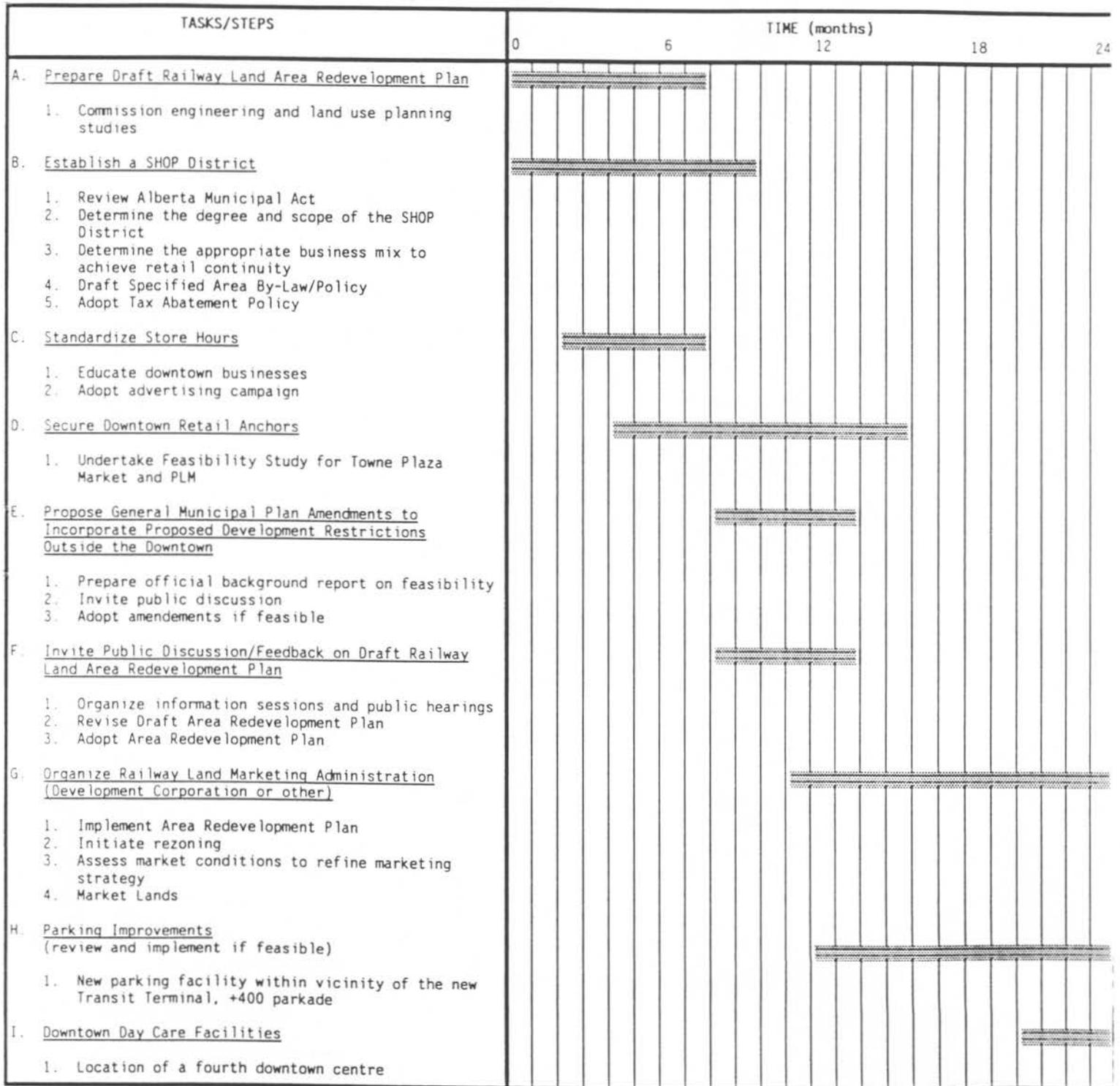
The following is a summary of the recommended actions to be taken to implement a downtown marketing strategy. These actions combine the results of the railway land marketing and the downtown marketing analyses. It should be noted that this list is intended primarily to define the key tasks which should be undertaken and the general order in which they should be approached. The accompanying time line provides a rough schedule for the tasks, and should be used as a guide only — changes will result as the marketing strategy evolves further and priorities become better understood.

DOWNTOWN MARKETING STRATEGY ACTION PLAN

A. PREPARE A DRAFT AREA REDEVELOPMENT PLAN for the railway lands, which will provide a number of urban planning analyses including the following:

- ♦ Topography
- ♦ Soils (including tests for contamination)
- ♦ Views
- ♦ Transportation (site access, internal circulation, noise, etc.)
- ♦ Park and open space requirements
- ♦ Utilities

**DOWNTOWN RED DEER
PROPOSED MARKETING STRATEGY IMPLEMENTATION**



NOTE: This schedule is based on Urbanics Consultants Ltd. preliminary estimates of the time required to carry out each task assuming no major opposition is encountered.

- ♦ Urban design/planning (alternative land use plans, massing, building envelopes, architectural guidelines, etc.).
- B. ESTABLISH A "SHOP" DISTRICT in the downtown, which would consist of the following:
1. Review Alberta Municipal Act regarding the applicability of a "SHOP District" as a "Specified Area By-law".
 2. Determine the degree and scope of the SHOP District, which should include all downtown properties, not just new or old developments.
 3. Determine the appropriate business merchandising mix to achieve retail continuity, including such uses as retail, services, arts and entertainment. Determine the percentage of ground level street frontage required to achieve the desired mix (>50 percent).
 4. Draft Specified Area By-law
 5. Examine and Initiate Tax Abatement Incentive programme (if deemed feasible) for building revitalization.
- C. STANDARDIZE STORE HOURS, which would include educating downtown businesses of the benefits and adopting an advertising campaign.
- D. SECURE RETAIL ANCHORS, which would include the following:
1. Undertake Feasibility Study for the Towne Plaza Market and Pedestrian Lane-way Mall.
 2. Assess feasibility of an enclosed mall linking The Bay and Zeller's.
- E. INITIATE GENERAL MUNICIPAL PLAN AMENDMENTS, with the goal being to implement new policies to restrict high density residential and community and regional shopping centre development outside of the downtown core over the short- and medium-term future (five to ten years). Successful adoption of these policies will provide a "grace period" during which the railway land redevelopment programme can generate sufficient momentum to ensure continuing development.
- F. OPEN THE DRAFT AREA REDEVELOPMENT PLAN TO PUBLIC DISCUSSION, and obtain feedback from various community interest groups and the general public.
- G. CREATE A RAILWAY LAND MARKETING ADMINISTRATION (DEVELOPMENT CORPORATION). Subsequent to the adoption of the Area Redevelopment

Plan, a development corporation should be created to oversee the marketing of the railway land. The development corporation would be accountable to the City, would own the land on behalf of the municipality, and would have a mandate to ensure that the property is developed according to municipal guidelines and to optimize the utilization of the land with regards to public good and fiscal objectives. In particular, the corporation would have the power to:

- ♦ recommend Direct Control land uses to Council or recommend land use bylaw amendments;
- ♦ recommend surveying and servicing to Council;
- ♦ apply to subdivide the land;
- ♦ prepare or commission financial and cost-benefit analyses to determine:
 - annual capital requirements
 - annual land disposition schedules, particularly with respect to planning the disposition so as to make maximum use of funds generated and to minimize debt/funding requirements
 - optimal disposition terms for each parcel, including sale, lease, joint venture
 - optimal extent of subdivision
- ♦ Organize proposal calls, etc. to attract private sector interests;
- ♦ Enter into negotiations with private developers to arrive at agreements regarding:
 - sale/lease/joint venture terms
 - public sector incentives.
- ♦ Research all potential forms of provincial and federal funding for various components of the redevelopment, and to actively pursue all potential funding sources.

H. EXAMINE PARKING IMPROVEMENTS, such as a new parking facility in the vicinity of the proposed Transit Terminal, +400 car parkade

- I. DOWNTOWN DAY CARE FACILITIES — Examine feasibility of additional downtown day care facilities.

Urbanics Consultants Ltd. has been retained by the City of Red Deer and the Downtown Planning Process Steering Committee to examine the development opportunities of 44 acres of land located immediately west of the existing downtown. This land will be made available as a result of the Canadian Pacific Railway yard relocation.

The purpose of this study is to determine which land uses, on a market-driven basis, are most suitable for development of the railway lands, to derive a strategy for the marketing of these lands, and to derive a marketing strategy for the remainder of the downtown.

The first objective is to assess the market conditions and identify the combination of timing and land uses to be developed that will best utilize the available space on the subject site. The second objective of this study is to ensure that the combination of land uses recommended for the subject site complement existing downtown and city facilities, rather than compete with the existing downtown.

This study does not seek to determine commercial opportunities at the expense of existing downtown businesses. The overall purpose of this study is to identify the development of the downtown railway lands in a manner which will benefit the whole city.

Throughout this phase of the study, the analysis has been conducted in a fashion which has attempted to maximize positive impacts of the subject site development on existing facilities and minimize negative impacts. These impacts will be discussed in further detail in this study.

Any market and economic study is necessarily predicated upon a set of assumptions regarding future economic conditions, and related market constraints and opportunities. In the present context, the recommendations outlined in this report are dependent upon the following general assumptions:

- ♦ That the economies of Canada in general and Alberta in particular will experience moderate economic growth over the long term, with the province of Alberta experiencing real growth rates in the range of 2 to 3 percent per annum over the study period;
- ♦ That the various population and expenditure estimates contained in this report will not differ substantially from the actual numbers contained in the forecast years;
- ♦ That all information obtained from various public and private sources are reasonably accurate (information has been verified wherever possible).

If presently unforeseen economic, demographic and/or market developments invalidate any of these assumptions, a review and assessment of the report findings and recommendations would be advisable.

Background statistical information material on which the study is based has been compiled from various federal, provincial and municipal sources, and has been supplemented by fieldwork undertaken by the consultant in the study area in February, 1990.

The successful redevelopment of the Downtown Railway Lands is highly dependent on the economies of Red Deer and the surrounding Central Alberta Region. This section will examine current local and provincial economic factors to provide an assessment and forecast economic growth for the Red Deer area.

Red Deer is the major centre for commercial, governmental and light industrial activity in the Central Alberta Region. The city is influenced by trade and manufacturing and also serves as a distributional centre for the region. Agricultural products grown in the Red Deer region are primarily canola, barley, and oats. Live stock farming consists of beef, pork and dairy products.

The City of Red Deer experienced the fastest growth in Canada during the late 1970's, for centres with populations of 10,000 or more. The Financial Post - Canadian Markets illustrated Red Deer as having the second highest such growth rate during the period 1977 to 1987. This illustrates the diversification of Red Deer's economy after the downturn of the provincial economy in the early to mid-1980's. Red Deer is also becoming an important service centre in the province.

Employment in Red Deer has become very diversified over the past decade, particularly with respect to manufacturing activity, as shown in Table 1. Compared to the Alberta average, the City of Red Deer has significantly less reliance on primary industry, which is offset by a stronger reliance upon trade and other service sectors. Given that significant efforts have been expended in recent years by various levels of government in Alberta to diversify the economy, thereby reducing the economy's reliance on primary industry and the resulting "boom and bust" economic cycles, it is clear that Red Deer is ahead of the remainder of the province. In general terms, the implications of a diversification are that Red Deer is relatively less susceptible to significant and rapid economic decline during recessionary periods, but on the other hand is also less likely to see rapid, short-term economic growth during an overall expansion of the economy. Thus, any economic growth in Red Deer is likely to be moderate and steady.

TABLE 1
RED DEER AND AREA
EMPLOYMENT BREAKDOWN BY INDUSTRY DIVISION

	<u>ALBERTA</u>	<u>ECONOMIC DIVISION NO. 8</u>	<u>CITY OF RED DEER</u>
Primary	13.8%	18.6%	8.7%
Manufacturing	7.9	7.4	8.6
Construction	7.2	7.3	6.9
Transportation & Utilities	8.3	5.9	5.7
Trade	16.9	17.0	19.7
Fire, Insurance & Real Estate	5.1	3.5	3.9
Government	7.7	6.6	6.9
Other Services	<u>33.2</u>	<u>33.7</u>	<u>39.5</u>
Total ¹	100.0%	100.0%	100.0%

SOURCE: City of Red Deer Municipality Census 1986

¹ Columns may not add up to 100.0% due to rounding.

The six leading employers in the Red Deer area are the Red Deer Regional Hospital (1,919 employees), Alberta Social Services Mitchener Centre (1,300 employees), City of Red Deer (1,035 employees), Novacor (643 employees) Red Deer College (550 employees), Red Deer Public School Division (500 employees) and Fletcher's Fine Foods (325 employees).

Manufacturing in the Red Deer area was represented in 1989 by 132 firms, employing a total of 4,227 workers. The largest manufacturers are Novacor Chemicals (643 employees), Fletcher's Fine Foods (325 employees), Manville Canada (210 employees), Alpha Milk Co. (205 employees), Parkland Furniture (150 employees), and Canada Packers Ltd. (147 employees). These top six manufacturers employ 1,680 of the 4,227 manufacturing workers. The large majority of manufacturing firms in the Red Deer area each have less than forty permanent staff members. The average number of permanent employees per manufacturing firm is 32.

Employment in the manufacturing sector is expected to increase over the next five years as a result of several new projects and expansions. Union Carbide will begin an expansion of its plant in 1990 supplying 1,000 temporary construction jobs and 60 new permanent jobs at the plant. The Union Carbide Plant Expansion is valued at approximately \$300 million. Novacor Chemicals/AGE is planning to build a new ethylene plant to be completed at its existing Joffre plant site, 12 miles northeast of Red Deer. The new plant would provide approximately 1,500 temporary construction jobs and 200 permanent positions at the plant. The start of Novacor's \$600 million ethylene plant has been delayed until the demand for ethylene products increases from present levels.

A possible new employment project could be the proposed Sour Gas plant to be located in either Caroline or southwest of Rocky Mountain House (expansion of the Ram River plant). The location of the plant has not yet been determined; Husky Oil and Shell Oil firms are in competition for the project and site. Approval for the plant is expected some time during 1990 and construction would likely commence in 1991. The plant would provide over 1,000 temporary construction jobs and approximately 130 permanent positions. The Sour Gas processing facilities proposed by Husky and Shell each have an estimated value of \$700 million.

A further area for potential economic growth in Red Deer is illustrated in the current application by Red Deer College to obtain degree-granting status. The College is seeking to establish initial degree programmes in the Arts and Sciences fields (B.A. and B.Sc.). The degree programming is proposed to be phased in over the next decade from 1991 to 2001. Status of the degree-granting application is expected by the end of 1990 and approval has not yet been given. This approval would result in a doubling of the student population over the next ten years (1989/90 enrolment of 4,814 students; 1999/2000 projected enrolment of 9,628 students). Faculty size is expected to increase by at least 50 percent for the same ten year period (instructors 1989/90 = 287, projected for 1999/2000 = 430 instructors). The College's application for degree status has received support from the City of Red Deer, Red Deer Chamber of Commerce, Novacor/Alberta Gas Ethylene and the Red Deer Public School District.

The City of Red Deer will be making an application to host the 1995 Canada Winter Games. A study assessing the economic impact of the Winter Games, prepared by the Canada Games Bid Committee, identifies the total impact and benefit to Red Deer from the Games at \$16,456,650. From this total, over \$6 million would be spent on the completion of new facilities and the upgrading of existing facilities. Almost all economic spin-off generated from the Games will be accrued directly within the Red Deer area. For example, food will be purchased locally, Red Deer hotels and motels will accommodate lodging for visitors and guests during the Games and mobile equipment would also be purchased locally. The 1995 Canada Winter Games are expected to be awarded to an Alberta city by late fall of 1990.

The Red Deer economy has diversified significantly since the early to mid-1980's, however Red Deer's unemployment rates have been the highest in both the surrounding region and province over the last three years (1987 to 1989). Based upon information from Statistics Canada and the Red Deer office for Employment & Immigration Canada, the City of Red Deer's unemployment rate has been higher than the rates for Canada, Alberta and the Economic Region 850 (which includes Red Deer), for each of the last three years. The Statistics Canada - Labour Force Survey illustrates, for December 1989, shows Red Deer's 8.4 percent unemployment rate was higher than Grande Prairie, Medicine Hat, Lethbridge, Fort McMurray, Calgary and Edmonton. The City's labour force participation rate of 73.6 percent was the third highest participatory rate of the same cities, preceded by Fort McMurray at 81.3 percent and Grande Prairie at 77.8 percent.

A review of 1989 Unemployment Insurance Claimants in Red Deer by major occupational groups illustrates that, during 1988 and 1989, the three largest claimant groups were in the clerical, construction and mining/ oil field occupations out of a total of 24 occupational groups. This is primarily due to the relatively high proportion of non-skilled or semi-skilled workers in these groups as well as the seasonal nature of construction work. These three occupational groups consistently represented over 40 percent of total monthly U.I. claims for the Red Deer area during 1988 and 1989.

Construction starts in the Red Deer area were dramatically reduced during the 1980 to 1984 recession period. Both Building Permit Numbers and Permit Values decreased significantly in all building types — residential, commercial, industrial and institutional, as shown in Table 2. The Red Deer Regional Planning Commission and the Red Deer Real Estate Board show 1985 as the first year since 1981 where Building Permit Values showed an increase. Between 1981 and 1984, Building Permit Values decreased to \$27 million in 1984 from \$140 million in 1981. From 1985 to 1989, Permit Values increased slowly to \$54 million in 1989 from \$39 million in 1985. This increase of \$15 million represents an average increase of \$2.94 million per year. The total Building Permit Value of \$54 million in 1989 remains at less than 40 percent of the permit values in 1981. These figures illustrate that the Red Deer economy has recovered slowly since the economic slowdown between 1981 and 1986, but is still below the levels of growth seen in the late 1970's and early 1980's.

Residential growth has been characterized primarily by single-family dwellings. During the years 1985 to 1989, building permits for single family dwellings remained at more than twice the value for all other combined residential types.

Residential, commercial and industrial construction is expected to continue to increase over the next five years resulting in the addition of 200 to 400 full-time permanent jobs.

In summary, Red Deer has a well-diversified economic base with contributions from industry, manufacturing, service, trade and transportation. The primary areas for economic growth are the Union Carbide and Sour Gas (Shell/Husky) projects, which will generate a dramatic inflow of construction prosperity and create approximately 200 permanent jobs. In addition, the anticipated approval for Red Deer College to receive degree-granting status would create an estimated additional 140 teaching positions at the College over the next decade, as student enrolment is expected to double over the same period; if the Novacor expansion proceeds, 200 additional jobs would be created.

TABLE 2
CITY OF RED DEER
BUILDING PERMITS 1980 - 1989

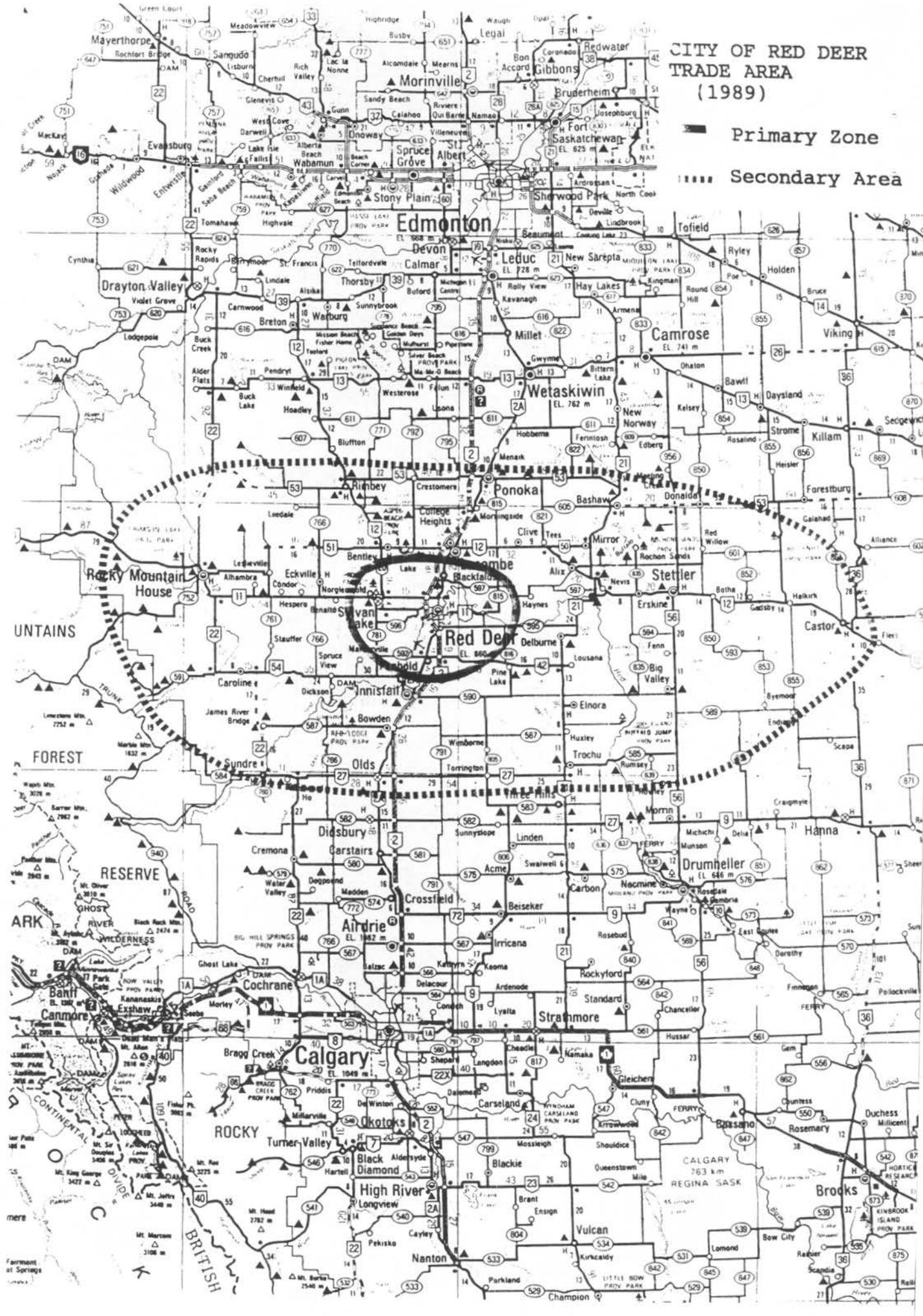
YEAR	RESIDENTIAL	COMMERCIAL	INDUSTRIAL	PUBLIC	CANCELLED	YEARLY TOTAL
1980						
PERMITS	1,255	118	53	32		1,458
PERMIT VALUE	\$52,634,963	\$39,333,882	\$7,293,469	\$34,697,802		\$133,960,116
1981						
PERMITS	1,100	206	82	23		1,411
PERMIT VALUE	\$75,787,829	\$17,465,724	\$10,003,032	\$36,638,818		\$139,895,403
1982						
PERMITS	710	67	31	21		829
PERMIT VALUE	\$18,673,996	\$10,516,549	\$3,349,333	\$18,038,370		\$50,578,248
1983						
PERMITS	741	104	34	26		905
PERMIT VALUE	\$19,293,099	\$4,391,270	\$1,835,285	\$21,829,991		\$47,349,645
1984						
PERMITS	464	92	40	20		616
PERMIT VALUE	\$10,294,077	\$4,946,020	\$4,462,450	\$7,307,806		\$27,010,353
1985						
PERMITS	452	106	33	30		621
PERMIT VALUE	\$14,160,800	\$4,731,228	\$2,081,680	\$18,484,340		\$39,458,048
1986						
PERMITS	558	102	30	36		726
PERMIT VALUE	\$23,188,808	\$7,995,800	\$3,155,500	\$9,664,626		\$44,004,734
1987						
PERMITS	598	93	27	11	10	739
PERMIT VALUE	\$31,340,481	\$6,633,600	\$1,212,150	\$1,548,250		\$40,734,481
1988						
PERMITS	495	125	34	17	6	677
PERMIT VALUE	\$28,023,508	\$10,638,320	\$2,484,050	\$9,187,273		\$50,333,151
1989						
PERMITS	583	115	20	30	8	756
PERMIT VALUE	\$25,250,085	\$13,876,085	\$1,743,400	\$13,276,673		\$54,146,243

*SOURCE - RED DEER REAL ESTATE BOARD

*SOURCE - RED DEER REGIONAL PLANNING COMMISSION

CITY OF RED DEER
TRADE AREA
(1989)

Primary Zone
Secondary Area



2.1 TRADE AREA DELINEATION

This section will identify the likely trade area of Red Deer's commercial activities, particularly with respect to Red Deer's function as the dominant retail centre in the region.

The trade area of a retail centre represents the geographic region from which the majority of the centre's sales (generally 85 to 95 percent) will be generated. A number of factors serve to define the trade area boundaries, such as the location and size of competitive retail facilities, natural and man-made transportation barriers, and driving times, to name a few. The primary zone is the region within the trade area which represents the greatest penetration of the centre. The secondary zone is an area of reduced penetration, often due to the effects of distance or competition.

The City of Red Deer, with a 1990 population of 56,922 is the largest centre north of Calgary and south of Edmonton, both of which are a considerable distance away from Red Deer (145 kilometres and 150 kilometres, respectively). It can be expected that Red Deer's trade area will have a medium range and threshold.

The primary zone of the trade area extends from the city to include the population within a 20 kilometre drive from Red Deer. The primary zone represents the population which will generally do the majority of its shopping in the City of Red Deer, including trips for convenience-oriented goods and services. The primary zone is intended to reflect those households which will visit the city on an almost daily basis. Areas found within the primary trade area are the City of Red Deer, as well as the townships and villages of Blackfalds, Lacombe, Penhold, Sylvan Lake, Birchcliff, Jarvis Bay, as well as portions of the counties of Red Deer and Lacombe.

To the north and south of Red Deer, the influence of Edmonton and Calgary's superior retail facilities serve to restrain the trade area. The main transportation route in the trade area is Highway 2, running north and south from Calgary to Edmonton through Red Deer. Trade area communities located within close proximity to Highway 2 are Olds, Innisfail, Red Deer, Lacombe, and Ponoka. Highway 12 is an east-west route connecting Coronation, Castor, Stettler and Lacombe to Highway 2. The third major route within the trade area is Highway 11, an east-west route on which Sylvan Lake and Rocky Mountain House are located.

The secondary trade area for Red Deer expands west and north to include Rocky Mountain House and Ponoka, which are 86 kilometres and 51 kilometres away from Red Deer by road, respectively. The trade area extension further north is not warranted due to the influence of Edmonton.

To the east and south, the trade area extends to include Stettler, Castor, and Olds, which are 101 kilometres, 130 kilometres, and 59 kilometres away

from Red Deer by road, respectively. A further extension of the trade area to the south is not warranted due to the influence of Calgary.

There is additional population east of the trade area for which Red Deer is the nearest sizable centre, however, the low density of this population and the large distances involved suggest that Red Deer's influence on this population will be very small. The expenditures made by this population in Red Deer will be considered as inflow to the trade area, rather than as a component of the trade area itself.

The accompanying map illustrates the secondary zone of the trade area extending east and west to include the population within 120 kilometres and 90 kilometres by road respectively. This secondary zone represents the population which will generally be adequately served locally by convenience-oriented facilities, but with relatively less in the way of higher-order comparison shopping facilities. Residents of the secondary zone are expected to make regular weekly or bi-weekly shopping trips to the city, but will generally do the majority of their convenience-oriented shopping closer to home. The secondary zone extends north 51 kilometres and west 86 kilometres to Ponoka and Rocky Mountain House, respectively.

2.2 DEMOGRAPHIC ANALYSIS — BRIEF SUMMARY

- ♦ The City of Red Deer has a total trade area of 137,029 population for 1986. The following Table 3, based upon Statistics Canada Census years, illustrates a 1.64 to 1.66 percent forecasted average annual increase during the 20 year study period. A forecasted total trade area population for the year 2011 is 206,000.
- ♦ Throughout the study period, the City of Red Deer consistently represents at least 45 percent of the total trade area population.
- ♦ The primary trade area, including the City of Red Deer and the Town of Sylvan Lake and Lacombe, is forecasted at an average annual growth rate of 1.93 percent, for year 2011 population of 119,000.
- ♦ The secondary trade area forecasted as a slightly lower growth rate than the primary area, at a 1.7 percent average annual population increase for year 2011 population of 87,000.
- ♦ Table 4 illustrates that the City of Red Deer has shown significant population changes by age groups in the following categories: the 0-4 years group has shown a significant increase from 1976 to 1986, rising from 7.6 percent to 9.2 percent of the total population. A continuation of this

TABLE 3
 RED DEER TRADE AREA HISTORICAL & PROJECT POPULATION GROWTH

YEAR	1981	1986	1991	1996	2001	2006	2011
----- PRIMARY ZONE POPULATION -----	64,700	74,000	81,000	90,000	99,000	108,000	119,000
TOTAL CHANGE	9,300	7,000	9,000	9,000	9,000	9,000	11,000
AVERAGE ANNUAL CHANGE	2.72%	1.82%	2.13%	1.92%	1.76%	1.96%	
----- SECONDARY ZONE POPULATION -----	62,000	63,000	67,000	72,000	77,000	82,000	87,000
TOTAL CHANGE	1,000	4,000	5,000	5,000	5,000	5,000	5,000
AVERAGE ANNUAL CHANGE	0.32%	1.24%	1.45%	1.35%	1.27%	1.19%	
----- TOTAL TRADE AREA -----	126,700	137,000	148,000	162,000	176,000	190,000	206,000
TOTAL CHANGE	10,300	11,000	14,000	14,000	14,000	14,000	16,000
AVERAGE ANNUAL CHANGE	1.58%	1.56%	1.82%	1.67%	1.54%	1.63%	
----- CITY OF RED DEER POPULATION -----	46,000	54,000	61,000	69,000	78,000	87,000	98,000

TABLE 4

CITY OF RED DEER HISTORICAL POPULATION CHANGE BY AGE COHORT GROUPS

	CENSUS YEARS							
	1971		1976		1981		1986	
POPULATION	27,674		32,184		46,393		54,425	
TOTAL CHANGE	4510		14,209		8,032			
AVERAGE ANNUAL CHANGE	3.1%		7.5%		3.4%			
POPULATION BY AGE GROUP	1971		1976		1981		1986	
0-4 YEARS	2,250	8.1%	2,440	7.6%	3,915	8.4%	5,010	9.2%
5-9	2,945	10.2%	2,480	7.7%	3,340	7.2%	4,090	7.5%
10-14	3,135	11.3%	3,065	9.5%	3,210	6.9%	3,705	6.8%
15-19	3,165	11.4%	3,815	11.8%	4,680	10.0%	4,020	7.4%
20-24	2,685	9.6%	3,860	12.9%	7,030	15.1%	6,359	11.7%
25-29	2,010	7.3%	4,990	15.6%	9,435	20.3%	12,385	22.8%
30-44	4,890	16.9%	3,535	10.9%	5,005	10.7%	7,050	12.9%
45-54	2,775	10.0%	3,100	9.6%	3,805	8.2%	4,350	8.0%
55-64	1,960	7.0%	2,515	7.9%	2,925	6.3%	3,390	6.2%
65-69	605	2.1%	835	2.5%	1,060	2.2%	2,405	4.4%
70 +	1,270	6.4%	1,555	2.6%	1,985	4.2%	1,605	2.9%
UNKNOWN	0	0.0%	0	0.0%	5	0.0%	56	0.0%
TOTALS	27,690		32,190		46,395		54,425	
	100.3%		98.6%		99.5%		99.8%	

SOURCE: STATISTICS CANADA, 1971, 1976, 1981 AND 1986.

trend could result in a continued demand for single-family residential dwelling units.

- A further significant population increase has taken place in the 25-29 and 30-34 age groups. The 25-29 year age group increased from 15.6 percent of the population in 1976 to 22.8 percent in 1986. The 30-34 year age group also increased significantly from 10.9 percent in 1976 to 12.9 percent in 1986.
- The 10-14 and 15-19 age groups have shown steady declines, dropping from 11.3 percent and 11.4 percent respectively in 1971 to 6.8 percent and 7.4 percent respectively in 1971 to 6.8 percent and 7.4 percent respectively in 1986.
- ♦ The primary trade area, in 1986, had an average income per capita of \$12,248. This was 6.8 percent below the provincial income of \$13,142 per capita.
- ♦ The total trade area, in 1986, had an average income per capita of \$11,997, 8.7 percent below the provincial average.
- ♦ The total trade area has a total of 49,689 private households: 26,231 in the primary trade area and 23,458 in the secondary trade area.

3.0

SITE ASSESSMENT

This section will examine the subject site based on its physical and locational attributes. The subject site, as well as the adjacent additional lands, will be reviewed and assessed in terms of suitability for various land uses. Opportunities and constraints associated with the physical characteristics of the site will be identified.

Specific characteristics to be assessed for the site include general topography, adjacent land uses and the relationship of the site to the existing and future transportation network. This section will identify the land uses suitable for the subject site, however, the Land Use Demand section of this report will identify which land uses are feasible from a market standpoint.

Although the purpose of this entire study is to determine a marketing strategy for the entire downtown, this section will examine the opportunities for new development on the railway lands. The boundaries for the site are shown on the following map, and are consistent with those provided in the terms of reference for this study. The location of the roadways crossing the railway lands have not been finalized, but the roadways shown on the map represent the most likely configuration, based on discussions with the Department of Engineering. Given that the actual roadway patterns have not yet been finalized, the sizes shown for sub-areas are estimates only.

The subject site is a long, narrow shaped section of flat land totalling approximately 22 hectares (54 acres) inclusive of arterial roads, currently zoned DC(3), including 2.3 hectares (5.7 acres) of property currently in municipal use, due west of the subject site. This specific zoning was approved in December 1988, allowing the current existing uses on the property, however any comprehensive new development would require the approval of City Council. In addition, DC(3) zoning has designated the Site Area Minimum to be all of the land contained within the existing parcel, unless otherwise approved by City Council. This zoning designation was made in anticipation of moving the existing CP Rail lines out of the subject site, commencing in 1991. The DC(3) zoning will ensure that the subject site maintains its current lot size until redevelopment of the site has been carefully considered and approved.

The subject site is located immediately west of the existing downtown Red Deer core. The site is separated from the city's Central Business District (CBD) by Gaetz Avenue, 51st Avenue and 52nd Avenue, which are main roads running north and south along the rail lands. In addition, the subject site is further separated from the downtown core by four apartment/hotels on the edge of the downtown core. The Windsor, Valley, Arlington and Buffalo hotels are located in the 49th Street-51st Avenue block area, directly across from the subject site. The stigma associated with these apartment hotels could present a potential psychological

barrier between the existing downtown core and any commercial development on the subject site. It is most likely however, that the redevelopment of the railway lands will facilitate redevelopment of the 49th Street and 51st Avenue area.

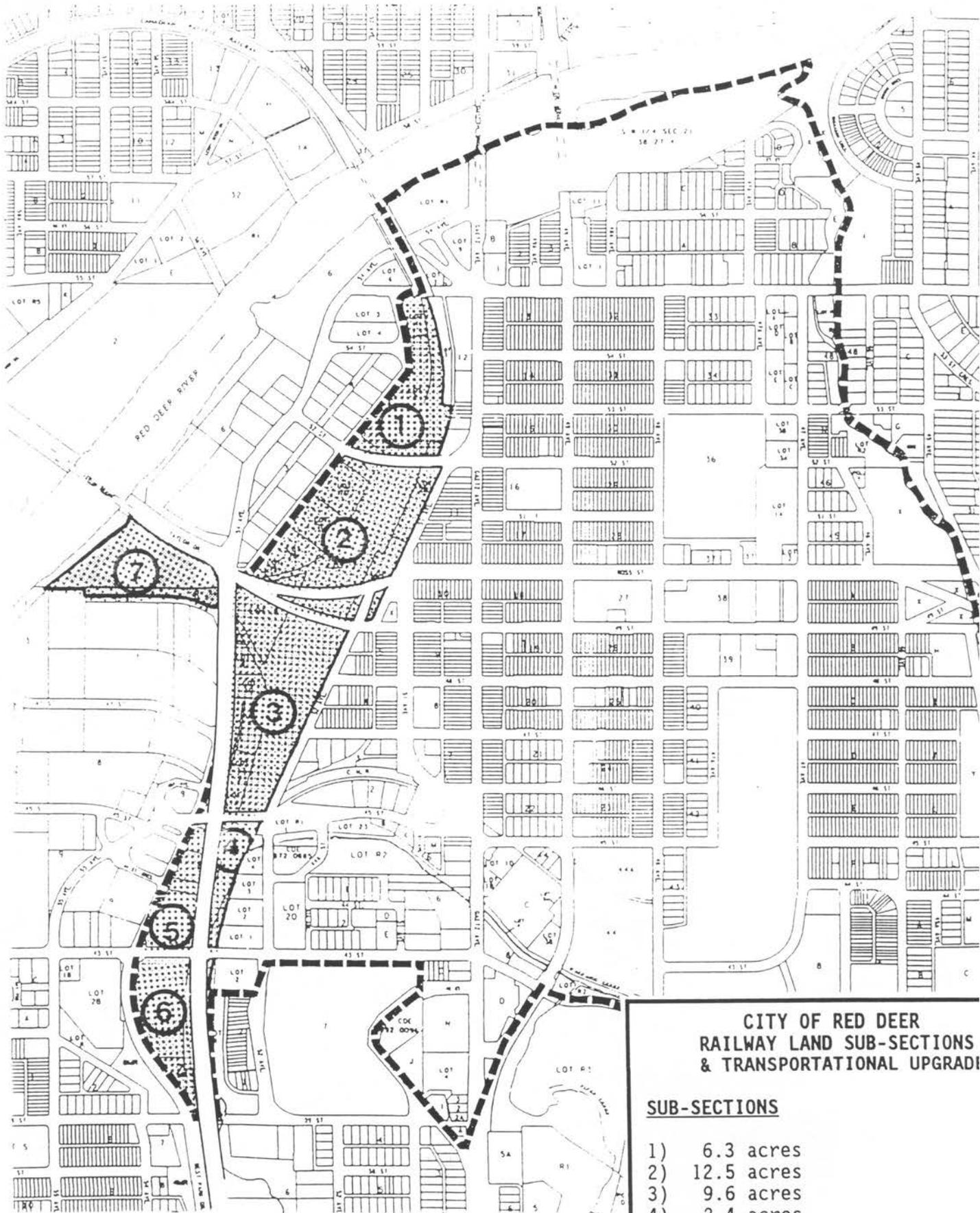
The subject site is in a superior location with respect to regional access. Alberta Highway No. 2, accessing both Calgary and Edmonton, is situated immediately west of Red Deer. Gaetz Avenue, which links Highway 2A both north and south of the city, is directly accessible from the northern section of the subject site and is only four blocks east of the southern portion of the site.

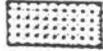
Major arterial routes currently surrounding the site would give optimal access to any retail or commercial development on the site. The connection of Taylor Drive to 49th Street will give direct east-west access to the site from the existing downtown and residential areas northwest of the site across the Red Deer River. The IMC Consulting Group Inc. City of Red Deer Transportation Study Update, March 1990, identifies required access changes through and around the subject site. The study projects the city's population for the years 2005 and 2020 at 80,000 and 115,000 respectively, based upon growth rates of 2.4 and 2.5 percent per annum.

The study identifies specific road network requirements necessary to accommodate the increased traffic volumes for both the year 2005 and 2020 populations. Section 6.1.1 of the IMC report examines the location of the rail lands from the subject site to east of the Highway 2 corridor. The redevelopment of the subject site will create additional vehicle trips within the corridor, necessitating the provision of an additional north-south arterial route. The reconnection of 43rd Street across the (abandoned) rail lines and the signalization of this intersection would also be required.

Planned access improvements to the subject site include the connection of Taylor Drive east through the site to an east-west couplet connecting Ross and 49th Streets to Taylor Drive. This downtown one-way couplet, westbound along Ross Street and eastbound along 49th Street, has raised concern among downtown business owners that these streets may become thoroughfares rather than major shopping streets. The subject site is accessible from both directions along the proposed Ross and 49th Street one-way couplet system.

A further transportational change in close proximity to the subject site is the planned relocation of the downtown transit terminal from its current location at the corner of 49th Avenue and Ross Street to the southeast corner of 49th Avenue and 49th Street. The relocation of the transfer station to the proposed off-street location will serve to expedite vehicular flow along 49th Avenue throughout the downtown business core. The new location will ensure the availability of an additional travel lane on 49th Avenue, as the transfer station will no longer be



-  DOWNTOWN LANDS
-  RAILWAY LANDS
-  ADDITIONAL LANDS

CITY OF RED DEER RAILWAY LAND SUB-SECTIONS & TRANSPORTATIONAL UPGRADE	
SUB-SECTIONS	
1)	6.3 acres
2)	12.5 acres
3)	9.6 acres
4)	2.4 acres
5)	2.9 acres
6)	5.3 acres
7)	Additional Lands 5.7 acre
TOTAL DEVELOPABLE = 44.7 acres	

located on-street. This will allow better traffic flow within the downtown area adjacent to the subject site.

The entire subject site is a long, narrow parcel which could be divided, for analysis purposes, into seven main sections, totalling 18.1 hectares (44.7 acres), and illustrated on the attached map. The entire parcel is bounded on the west by 53rd and 54th Avenues, on the south by 39th Street, on the east by 52nd and 51st Avenues and on the north by 55th Street. The subject site is divided into ownership by the City of Red Deer, Marathon Realty, Kwikdart Ltd., and Imperial Oil. It is estimated that transportational improvements within the subject site will require approximately 4 to 6 hectares (10 to 15 acres), reducing the site to approximately 16 hectares (40 acres) of developable land.

For the purposes of this study, and as per instructions, the subject site shall be examined on the assumption that land assemblage is feasible, thus allowing maximum use of the subject site. In addition, industrial uses for the subject site will not be examined in detail in this study, given that the emphasis of this study will be placed on incorporating the development of the subject site in to the existing downtown to the east, rather than into the light industrial development to the west.

The Alpha Milk Company has been at its current location since 1935 and it is unlikely that the firm would relocate from its present location within the next five years, thus making the adjacent property available for redevelopment to residential use possible only in the long-term. This northern-most sub-area, because of its easy access and maximum visibility, would be suitable for commercial and/or retail development, which would be compatible with existing development to the west. Further northwest of this portion of the railway land are warehouse and office space adjacent to the Red Deer Water Treatment Plant and the Red Deer River. Also suitable for this portion of the subject site would be light industrial or office uses.

This portion of the railway lands would not be currently suitable for any type of residential development in the near future due to the incompatibility of the surrounding properties to residential development, although long term redevelopment of the neighbouring lands may make residential development feasible.

The second sub-section of the railway lands is located between 52nd Street and Ross Street, extending from 51st Avenue to 53rd Avenue, totalling approximately 5 hectares (12 acres). Land uses west of this section of the subject site include office and warehouse space as well as service station and other automotive-oriented businesses. The Red Deer River is west of these adjacent land uses. This portion of the subject site would also be ideally suitable for commercial retail development, particularly given the excellent exposure associated with the eastern and southern borders of the site.

The third section of the railway lands, totalling approximately 4 hectares (10 acres), is located south of the Taylor Drive/Ross Street connector and stretches south to the planned connection of 45th Street through the railway property. This section is bounded on the east by the Buffalo, Windsor and Arlington hotels, as well as a small municipal parking lot. There is also some light industrial wholesale, and minimal retail in the adjacent area. West of the site, across 54th Avenue, is land devoted to business park type uses, with a significant portion used primarily as storage and maintenance yards.

The next three sub-areas are all triangular-shaped properties located south of the 45th Street extension. The northern two of these properties are located on either side of the proposed 54th Avenue realignment, with both properties comprising approximately 1 hectare (2.5 acres). The third property, located south of 43rd Street, comprises approximately 2 hectares (5 acres). North of 43rd Street and west of the subject properties, light industrial and warehouse uses predominate. The site south of 43rd Street and west of the existing 54th Avenue is presently occupied by a Revelstoke lumber yard, which will soon be relocated. It is unknown what land use this site will be used for upon the Revelstoke relocation, but it has been rumoured that residential development may occur.

All three of these sub-areas have excellent exposure and visibility resulting from the proposed realignment of 54th Avenue, making them suitable for automobile-oriented commercial uses. In addition, the two sub-areas west of 54th Avenue would be suitable for higher density residential development (acting as an extension of the residential development of the southwest, and particularly if the Revelstoke site is redeveloped as residential in the future). The sub-area to the east of 54th Avenue would also be suitable for medical/dental-related uses, given the site's proximity to the hospital and the existence of other similar facilities nearby.

The seventh sub-area is located directly south of Taylor Drive and west of 54th Avenue. This property is presently used by the City of Red Deer as outdoor storage of gravel, etc. While not technically part of the railway relocation project, this parcel could easily be incorporated into the development programme should its inclusion be warranted based on market considerations. This site is bounded on the northwest by the Red Deer River, which provides it with an excellent natural amenity. The light industrial uses to the north (across Taylor Drive) and south are somewhat incompatible with residential development, but the site's 2.3 hectare (5.7 acre) size would allow the creation of a sizeable high-density residential community while still providing sufficient area to create effective buffers.

The entire subject site possesses a high degree of both visibility and accessibility, making a hotel/motel complex and recreational or entertainment uses ideally suitable for this site. The Waskasoo Park system, consisting of 1,000 hectares along the Red Deer River Corridor, contains a system of bicycle and pedestrian trails, but presently, there

is no trail link connecting the downtown to the existing trail system. This link could be made with proper planning in conjunction with the planned road improvements within and around the subject site. In addition, the site has sufficient space, visibility and accessibility to accommodate a live theatre facility. A movie theatre would be a viable use on the subject site, specifically if combined with a retail complex.

TABLE 5

VACANCY RATES IN PRIVATELY INITIATED RENTAL APARTMENT STRUCTURES
OF SIX UNITS AND OVER, BY URBAN AREA¹
1980 - 1989
(Percent)

Area	1980		1981		1982		1983		1984		1985		1986		1987		1988		1989	
	Apr avr	Oct avr																		
Calgary	1.0	0.4	0.7	0.2	1.8	6.3	11.7	12.3	13.8	9.6	6.9	2.7	3.1	3.9	5.4	4.3	3.8	2.3	1.8	
Edmonton	2.8	1.1	2.5	1.1	3.4	4.6	7.5	9.5	11.4	9.5	7.4	4.4	4.5	4.1	5.5	5.6	6.8	4.4	3.6	
Red Deer ²	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	6.4	2.3	3.4	

¹ Data for 1980-1981 on 1976 Census Area definitions. Data for 1982-1987 Census definitions. Subsequent data on 1986 Census definitions.

² Weighted by number of units.

** Not available.

AVERAGE RENT OF PRIVATELY INITIATED APARTMENT STRUCTURES OF SIX UNITS AND OVER
BY BEDROOM TYPE, BY URBAN AREA¹
1987-1988

Area	October 1987				April 1988				October 1988			
	Bachelor Studios	1	2	3	Bachelor Studios	1	2	3	Bachelor Studios	1	2	3
Calgary	306	394	510	633	313	403	516	581	312	407	523	583
Edmonton	316	389	472	513	312	395	474	521	313	396	482	530
Red Deer	**	**	**	**	311	377	446	515	313	382	453	523

¹ Data for 1987 on 1981 Census definitions. Subsequent data on 1986 Census definitions.

** Not available.

DWELLING STARTS, COMPLETIONS AND UNDER CONSTRUCTION¹ BY AREA
(Dwelling Units)

Area	Starts					Completions					Under ² Construction	
	1988	November		Jan-Nov		1988	November		Jan-Nov		November 30th	
		1988	1989	1988	1989		1988	1989	1988	1989	1988	1989
Red Deer, city	426	81	44	401	378	355	17	52	315	398	194	139

¹ Data on 1986 Census Area definition.

² As at the end of the period shown.

SOURCE: Canada Mortgage and Housing Corporation



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4.0

MARKET ANALYSIS

This section will examine the market-driven demand for land uses appropriate for the subject site. These land uses can generally be divided into four categories: multi-family residential, office, hotel/motel, recreational/cultural, and retail. These land uses will be examined initially on a city-wide scale, to determine the total market potential. Of this total, the amounts suitable for the downtown, and, subsequently, the railway lands, will be determined.

4.1 MULTI-FAMILY RESIDENTIAL ANALYSIS

The following analysis for the potential of multi-family residential units in Red Deer is based on current residential market information gathered from numerous reliable sources such as CMHC, the City of Red Deer, the Real Estate Board of Red Deer and realty companies. A significant interruption in the construction of new multi-family residential units has severely limited the amount of available data that is normally required for a residential study such as this. In the absence of available information on the specific multi-family market, the consultant has used data on the complete residential market to estimate housing demand in Red Deer.

This section will review and examine household size trends in the City of Red Deer as well as forecast the apartment or multi-family unit demand throughout the study period. This will serve to determine the need for additional apartment units in Red Deer and specifically the downtown area. As the subject site is not well-suited for single-family residential units, this type of demand was not examined in the analysis. For the purposes of this study, the demand for apartment-type units has been reviewed and examined.

4.1.1 Apartment Unit Demand Analysis

The vacancy rate for rental apartment units in the City of Red Deer decreased from 6.4 percent in April of 1988 to 3.4 percent in April of 1989, as shown in Table 6. In addition, rent levels in Red Deer for bachelor, one, two and three bedroom units were very close to the rent levels in both Edmonton and Calgary during 1988 and 1989. This illustrates an increase in demand for rental accommodation within Red Deer. A further factor which would increase the demand for rental accommodation in Red Deer, would be the approval of degree-granting status at Red Deer College. The anticipated increased enrolment at the College would require additional rental units for student housing. As previously stated, the number of full time students at the College would double over the next decade if the degree granting status is received.

TABLE 6
CITY OF RED DEER APARTMENT UNIT FORECAST - 1991-2011

	1991	1996	2001	2006	2011
POPULATION (1)	61,277	68,992	77,678	87,458	98,469
AVERAGE HOUSEHOLD SIZE	2.72	2.72	2.72	2.72	2.72
HOUSEHOLDS	23,000	25,000	29,000	32,000	36,000
PROPORTION OF HOUSEHOLDS LIVING IN APARTMENTS (2)	26.0%	26.0%	26.0%	26.0%	26.0%
OCCUPIED APARTMENT UNITS	5,980	6,500	7,540	8,320	9,360
APARTMENT UNIT DEMAND (3)	6,300	6,830	7,920	8,740	9,830
EXISTING APARTMENT UNITS	5,580	5,580	5,580	5,580	5,580
WARRANTED ADDITIONAL UNITS	720	1250	2340	3160	4250
PERCENT OF NEW UNITS IN DOWNTOWN	20% 144	22% 275	24% 562	25% 790	25% 1,063

(1) URBANICS CONSULTANTS LTD. ESTIMATE.

(2) CITY OF RED DEER, 1989 MUNICIPAL CENSUS.

(3) ASSUMES A 5.0%
5.0 PERCENT VACANCY RATE.

Apartment unit demand forecasts are derived in the following manner:

- ♦ The forecasted City population is divided by a projected average household size to determine the total number of households.
- ♦ The proportion of households living in apartment units is multiplied by the forecasted number of households to determine the projected number of occupied apartment units.
- ♦ A factor to allow for an overall 5 percent vacancy rate is applied to the number of occupied units to determine the total warranted apartment units. This 5 percent vacancy rate has been assumed to be necessary for the market to function efficiently.
- ♦ Existing apartment units are subtracted from the warranted units to determine additional units warranted within the city.
- ♦ The share of additional units which can be attracted to the downtown is applied thereby determining the number of additional apartment units which are warranted in the downtown.

Table 6 provides the apartment unit forecasts based on the above methodology. The population forecasts for the City of Red Deer were derived, as previously discussed in Section 2.3, using percentage growth estimates provided by the Red Deer Regional Planning Commission. This population is then divided by a projected average household size to determine the forecasted number of households in Red Deer. As can be seen in the following table, Red Deer's average household size decreased significantly between 1971 and 1981, and since 1981 household size has continued to decrease but at a slower rate. The Apartment Unit Forecast assumes an average household size of 2.72 persons throughout the study period.

TABLE 7
CITY OF RED DEER - AVERAGE HOUSEHOLD SIZE
1971 - 1991

<u>YEAR</u>	<u>AVERAGE HOUSEHOLD SIZE</u>	<u>AVERAGE ANNUAL DECREASE</u>
1971	3.78	
1976	3.28	-2.80%
1981	2.89	-2.50%
1986	2.77	-0.84%
1991 ¹	2.72	-0.40%

SOURCE: Statistics Canada, Census of Canada
¹ Urbanics Consultants Ltd. estimate

Total Red Deer households are forecast to increase from 23,000 in 1991 to 29,000 in 2001 and to 36,000 in 2011. In order to determine the city-wide demand for apartment units, occupied apartment units are determined by multiplying the total number of households by a factor representing the proportion of all households that live in apartment units. For the purposes of this study, it is projected that 26 percent of all Red Deer households will want to live in apartment units. Based on information from the City of Red Deer municipal census, this proportion has remained within the 25 to 27 percent range between 1983 and 1987. Total occupied apartment units are thus forecast to rise from 5,980 in 1991 to 7,450 in 2001, and to 9,360 in 2011.

A factor to allow for an overall 5 percent vacancy rate is applied to the number of occupied units to determine the total warranted apartment units. This 5 percent vacancy rate has been assumed to be necessary for the market to function efficiently.

By subtracting the existing number of apartment units in the city, the number of additional units can be determined. As shown in Table 6, it is projected that 720 additional units are warranted in the city by 1991, 1,250 by 2001, and 4,250 by 2011.

An increasing proportion of 20 to 25 percent, representing the downtown's share of new apartment units, is applied to the city-wide figures, to determine additional warranted units in the downtown. Downtown Red Deer currently possesses 20 percent of the City's total apartment units. This share should be obtainable in the early stages of the railway land redevelopment. Once a critical mass of residential development has been formed, however, the downtown area should become a more attractive residential area, thus increasing its share of the City's total new residential units.

In total, 275 additional apartment units are warranted in the downtown by 1996, 560 by 2001, and 1,060 by 2011. Given that the majority of existing residential areas in the downtown have little capacity for new development, the vast majority of units warranted for the downtown in the future would be accommodated on, or adjacent to, the railway lands.

4.1.2 Target Market Analysis

This sub-section will examine the likely target markets for apartment units developed on the subject site. The first component of this analysis will examine the general demographic trends associated with the Red Deer population. The second component will examine recent trends in the multi-family housing market in Red Deer.

Given the relatively strong population growth witnessed in Red Deer over the past 10 to 15 years, it would be interesting to note which age groups have increased the most from net migration. Unfortunately, statistics

relating specifically to the demographic profiles of migrants to Red Deer are unavailable, but a general overview can be obtained by examining changes to the age cohorts of city residents over time.

Reviewing the City of Red Deer Population Changes by Age Cohort Groups, Table 8, between 1976 and 1986 indicates which population cohort groups experienced significant increases due to migration between the years 1976 and 1986. These cohort group changes illustrate the net population increases for each cohort group. For example, the 5 to 14 year age group had a population of 5,545 in 1976. In 1986 the same cohort group would have moved into the 15 to 24 year group which had a population of 10,379 in 1986. An increase of 4,834 took place in this population cohort during the ten year period. This increase was not a natural increase, but rather resulted from net migration. The 1986 cohort groups which experienced significant increases from 1976 to 1986 were the 15 - 24 years, 25 - 34 years, 35 - 44 years, and over 65 years. It is expected that the majority of population in the 25 - 34 and 25 - 44 age group would seek single-family dwelling units as they are in the peak family-forming years. The early 20's and 65+ age groups would most likely be the primary markets for multi-family apartment units, and the Population by Age Group Cohort Changes illustrates that these two groups have increased dramatically.

Conversations and interviews between the consultant and representatives from the Red Deer Real Estate Board and local realtors have indicated that two primary markets exist for multi-family apartment units. These interviews have confirmed that the seniors or "over 50" age group, young singles and young couples would be strong growth markets for multi-family residential units during the study period. The population cohort group changes support these target market groups.

The Red Deer College currently has 32 to 38 percent, or approximately 1,730 of its total 4,814 full time student enrolment, requiring residential accommodation during the school year. If the degree granting status is received, the student enrolment is expected to double over the next decade. Assuming a constant proportion of students requiring residential accommodation, this would result in 3,400 students requiring accommodation over the next decade. The campus residences can accommodate a maximum of only 455 students, and thus approximately 3,000 students would require residential accommodation in off-campus facilities. There are only 27 units which can accommodate families consisting of 18 two bedroom units and 9 four bedroom units. To date, no additional student residence facilities are proposed if the degree granting status is received.

TABLE 8
CITY OF RED DEER POPULATION CHANGES BY AGE GROUP

COHORT GROUP CHANGES, 1976-1986 (1)

COHORT AGE GROUP	POPULATION		NET CHANGE 1976 TO 1986
	1976	1986	
5-14 YEARS	5,545	7,795	
15-24 YEARS	7,675	10,379	4,834
25-34 YEARS	4,990	12,385	4,710
35-44 YEARS	3,535	7,050	2,060
45-54 YEARS	3,100	4,350	815
55-64 YEARS	2,515	3,390	290
65 PLUS	2,390	4,010	1,495

- (1) SOURCE: STATISTICS CANADA,
CENSUS OF METROPOLITAN AREAS, 1976, 1981, 1986.
(2) THE 0-4 AGE GROUP HAS BEEN
EXCLUDED FROM ANALYSIS.

In terms of the appropriate market orientation of apartment units at the subject site, discussions with local realtors have indicated the following:

- ♦ The market for new low-priced condominium housing is limited due to the availability of existing units for as little as \$60,000. A number of units in this market have been converted to rental use due to their low quality and the lack of demand for such units.
- ♦ The relative abundance of single-family residential land has kept land prices reasonable, thus reducing the demand for higher priced condominium units. The luxury condominium market priced at \$105,000 and up has not experienced a significant demand to substantiate such development. These condominiums, targeted towards young professional or working couples, have required many years for such developments to sell completely. Two such developments, Michenor Hill Manor and Coronation Park, required 15 years and 7 years, respectively, before all units were sold. This target market can easily purchase a single-family home for less money than required for a condominium unit in either of these developments.
- ♦ Several townhouse and condominium developments have been built and successfully marketed to the "seniors" or "over 50" community. Developments such as Horizon Village and areas within East View Estates, Clearview and Rosedale, totalling over 1,100 units, have been marketed to this demographic group. Red Deer is considered to be a retirement centre for the surrounding farming communities.

Based on this information, it is expected that the majority of demand for condominium apartment units will be in the \$70,000 to \$100,000 range. Although perhaps a few units above \$100,000 could be absorbed, the demand for a significant number of units above this price level is limited due to the alternative of single-family housing.

In summary, there appears to be three specific market segments which would generate demand for multi-family housing units at the subject site: college students (who would demand low- to mid-priced rental units), first time buyers (who would demand mid-priced condominium units) and seniors.

In order to create a vibrant community, it is recommended that a wide range of demographic groups be accommodated at the subject site, with both rental and condominium units being available.

4.2 OFFICE SPACE ANALYSIS

Downtown Red Deer has long served as the centre for commercial office space activity within the city. A 1989 business floorspace inventory for the city indicates that 78 percent of Red Deer office space is located within the downtown, as seen in Table 9. The primary uses which compose the demand for office space are personal services, financial/insurance and real estate, medical/dental, professional offices, general offices and government/municipal. The location of these office types within the city shall be examined with particular attention to the downtown. Although there is some low-density office space located to the west of the subject site, it is the consultant's opinion that the subject site is best suited for office development which would be medium to high density in nature. Uses such as industrial parks and office parks have been precluded from the analysis as such office space uses require relatively large sites for development, which are not available within the subject site.

The square footage for each office use in downtown Red Deer is shown on the following table (City of Red Deer — Commercial Office Space Inventory) for the years 1983, 1986 and 1989. The total occupied square footage for office space increased by 38,186 square feet between 1983 and 1989, from 1,082,658 square feet in 1983 to 1,120,884 square feet in 1989, or by 0.66 percent per annum between 1983 and 1986 and 0.50 percent per annum from 1986 to 1989. The recently completed First Red Deer Place in the downtown has a gross leasable area (GLA) of over 76,000 square feet. As of May 1990, 32,160 square feet is currently leased, 18,570 square feet will be leased effective January 1, 1991, 12,077 square feet is being negotiated for lease and 10,000 square feet of office space and 3,000 square feet of retail space are vacant.

The downtown Red Deer office space vacancy rate has been approximately 18 to 22 percent between 1983 and 1989. The recent completion of First Red Deer Place has caused the vacancy rate to climb to approximately 30 percent.

Table 10, City of Red Deer — Commercial Office Space Inventory by Area — 1989, illustrates the total office space within each area of the city. The central or downtown area possesses 78.41 percent of all office space within the city. The northern portion of the city contains 11.38 percent of all office space facilities in the city, while the remaining east, south, and west areas contain a total of only 10.2 percent. The central or downtown area contained a 1989 total of 1,120,884 square feet of occupied floorspace.

Unfortunately, the most common method of forecasting future office space demand (by basing demand projections on historical floorspace absorption figures) is unsuitable for this study. The reason for this unsuitability is the fact that available Red Deer historical floorspace inventories only cover the period between 1983 and 1989, which was a time of prolonged economic recession. As a result, the slow growth of occupied office

TABLE 9
CITY OF RED DEER - DOWNTOWN COMMERCIAL OFFICE SPACE INVENTORY 1983-1989

	1983	1986	1989
	----	----	----
OFFICE TYPE/SQUARE FOOTAGE			
FINANCIAL/INSURANCE/REAL ESTATE	218,929	231,154	221,443
MEDICAL/DENTAL	124,139	126,297	154,129
PROFESSIONAL OFFICES	93,884	92,956	105,235
PERSONAL SERVICES	100,617	103,660	62,291
GENERAL OFFICES	80,515	75,757	98,855
GOVERNMENT/MUNICIPAL	464,574	474,436	478,891
TOTAL SQUARE FOOTAGE	1,082,658	1,104,259	1,120,844
CHANGE	21,602	16,585	
PERCENTAGE INCREASE PER YEAR	0.66%	0.50%	
PERCENTAGE OF TOTAL CITY OFFICE SPACE			78.00%

SOURCE: RED DEER REGIONAL PLANNING DEPARTMENT, 1988 INVENTORY.

TABLE 10
CITY OF RED DEER - COMMERCIAL OFFICE SPACE INVENTORY BY AREA, 1989

TYPE -----	AREA -----					TOTAL -----	PERCENTAGE OF TOTAL -----
	CENTRAL -----	EAST -----	NORTH -----	SOUTH -----	WEST -----		
PERSONAL SERVICE	62,291	7,810	13,999	8,357	11,790	104,247	7.29%
FINANCIAL/INSURANCE/ REAL ESTATE	221,443	2,565	48,195	22,402	450	295,055	20.64%
PROFESSIONAL OFFICES	105,235	0	23,465	0	1,100	129,800	9.08%
MEDICAL/DENTAL	154,129	800	6,664	29,991	3,569	195,153	13.65%
GENERAL OFFICES	98,855	0	18,411	17,385	1,658	136,309	9.54%
GOVERNMENT/MUNICIPAL(1)	478,891	0	51,910	16,986	21,055	568,842	39.80%
TOTAL (SQ. FT.)	1,120,844	11,175	162,644	95,121	39,622	1,429,406	
PERCENTAGE OF TOTAL	78.41%	0.78%	11.38%	6.65%	2.77%	100.00%	100.00%

(1) INCLUDES A PORTION OF FIRST RED DEER PLACE.

floorspace during that time cannot be used to determine future demand during moderate economic growth.

As a result, a different method of forecasting office demand is required. Given the higher proportion of office space devoted to population-serving businesses (personal service, medical/dental, finance/insurance/real estate, etc.), it has been assumed that future office space demand can be related to population growth. Thus, occupied office space can be forecasted by applying an annual growth rate to the existing occupied space, with the growth rate related to the projected population growth. Thus, for the purposes of this analysis, a growth factor of 2 percent per annum has been applied to occupied office floorspace, which is slightly below the 2.5 percent population growth rate to allow for economies of scale and better space efficiency in the future. This projection is shown in Table 11.

In addition, the Warranted Floorspace assumes a constant of 5 percent as an inherent vacancy rate. The existing floorspace of 1.6 million square feet is an estimate which has been confirmed by the Red Deer Regional Planning Commission.

A surplus of 420,000 square feet of office space is shown for 1989, which reflects the amount of vacant floorspace which is over and above the "desired" 5 percent vacancy rate. The projected occupied floorspace and existing floorspace results in a surplus of occupied space until the year 2006, when an estimated additional 52,000 square feet of office space will be required. It is not until the latter portion of the study period when the existing surplus of office space will become occupied and additional floorspace will be warranted. It is forecasted that, by the year 2011, an additional 224,000 square feet of office space will be warranted in the downtown.

It should be noted, however, that these forecasts are highly sensitive to the growth rate that is applied to occupied floorspace. For example, should occupied space actually grow by 2.5 percent per year, 430,000 additional square feet would be warranted by 2011. Conversely, if occupied space only increased by 1.5 percent per year, the existing surplus of space would not be absorbed until 2009, with only 37,000 additional square feet warranted by 2011. The fact that no additional space will be warranted for at least 10 years, even under a high growth scenario, will allow further monitoring of the situation in the future.

Another important point is that this forecast represents total office space only, and does not take into account demand for different classes of space. Unfortunately, no information is available regarding the different classes of office space in Red Deer, which makes forecasting difficult. It is the consultant's understanding, however, that the majority of vacant office space in the downtown is comprised of lower-quality second and third floor space in low-rise buildings. Should the demand for better-quality space increase dramatically, a large portion of the existing vacant space would be unsuitable to meet this demand. Such

TABLE 11
DOWNTOWN RED DEER - FORECASTED OFFICE SPACE DEMAND 1989 TO 2011

FORECASTED OFFICE SPACE DEMAND	1989	1991	1996	2001	2006	2011
OCCUPIED FLOORSPACE (1)	1,120,844	1,166,126	1,287,497	1,421,501	1,569,452	1,732,802
WARRANTED FLOORSPACE (2)	1,179,836	1,227,501	1,355,260	1,496,317	1,652,055	1,824,002
EXISTING FLOORSPACE (3)	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
WARRANTED ADDITIONAL FLOORSPACE	(420,164)	(372,499)	(244,740)	(103,683)	52,055	224,002

(1) ASSUMES A 2.0% GROWTH RATE

(2) ASSUMES A 5% VACANCY RATE

(3) ESTIMATE CONFIRMED RED DEER REGIONAL PLANNING COMMISSION

an occurrence would result in increased demand for new, better-quality space, which would perhaps accelerate the demand for additional space above what is shown in Table 11.

4.3 HOTEL/MOTEL MARKET OVERVIEW

This sub-section examines the general potential for a hotel/motel development within the subject site.

There are presently 18 hotel/motel establishments serving the City of Red Deer, ranging in size from 20 to 240 rooms. As shown in the Table 12, the city has 9 hotels and 9 motels of varying quality and appearance. The existing hotel/motels are generally found in the following areas of the city: Highway 2 just south of the city; along Gaetz Avenue, south of the downtown; within the western section of the downtown; and on Gaetz Avenue north of the downtown approaching Highway 2A North. The majority of these hotels are situated to provide easy right-turn access for traffic coming into the city from either Highway 2A North or South. Two hotels are planning major renovations, but no significant expansion of facilities within the next two years — the Capri Centre and the Great West Inn. In addition, four hotels/motels have undergone major renovations within the past one to three years. This represents a high degree of confidence in the continued demand for accommodations on the part of hotel/motel owners. The supply of accommodation can be classified into three groups:

- ◆ Better quality or Modern accommodation catering mainly to the business and small convention markets, including the Black Knight Inn, Capri Centre, Great West Inn, North Hill Inn and the Red Deer Lodge. This category contains 697 rooms, representing 47 percent of available supply.
- ◆ Medium-quality accommodation consisting of nine motels and two hotels, representing 719 rooms, or 48 percent of available supply.
- ◆ Lower quality hotels, including the Arlington and Buffalo Hotels, containing 69 rooms or 5 percent of available supply.

The room rates are below the Alberta average, with the better hotel/motel room rates ranging from \$40 to \$100, while the lower quality motels range from \$30 to \$45 per night.

The general hotel/motel occupancy levels have been estimated by the Chamber of Commerce at between 55 to 60 percent for facilities in Red Deer, with the majority of demand for better quality and medium quality accommodation. Demand for accommodation is primarily derived from the business market consisting of management, government and other professionals who generally prefer better quality accommodation. Construction or engineering crews, oil field workers and farmers make up

TABLE 12
EXISTING SUPPLY OF HOTELS/MOTELS IN THE CITY OF RED DEER, 1990. (1)

NAME & LOCATION	NO. UNITS	AVG. RATE (2)	FACILITIES	COMMENTS
1) ALADDIN INN 7444 GAETZ AVE.	60	\$40	TV, A/C, KITCHENETTE, SAUNA	MEDIUM QUALITY
2) ARLINGTON INN 4905 51 AVE.	26	\$30	LAUNDRY, TV	OLDER, RUN-DOWN, APARTMENT/HOTEL LOCATED DOWNTOWN
3) BLACK KNIGHT HOTEL 2929 GAETZ AVE.	100	\$75	LAUNDRY, BANQUET ROOMS, A/C, SAUNA/POOL	SUITABLE FOR CONVENTIONS,
4) BUFFALO HOTEL 5031 ROSS ST.	43	\$30	TV, TELEPHONES	APARTMENT HOTEL, RUN DOWN LOCATED DOWNTOWN
5) CAPRI CENTRE 3310 GAETZ AVE.	165	\$75	BANQUET FACILITIES, A/C, SAUNA/WHIRLPOOL	MODERN, SUITABLE FOR CONVENTIONS PLANNING RENOVATIONS
6) CITY CENTRE MOTEL 4124 GAETZ AVE.	62	\$40	LAUNDRY, A/C, TV	MEDIUM QUALITY
7) GRANADA INN 4707 ROSS ST.	56	\$30	TV, BANQUET FACILITIES, A/C,	LOWER QUALITY
8) GREAT WEST INN 6500 67TH ST.	94	\$75	BANQUET, A/C, SAUNA/WHIRLPOOL	PLANNED RENOVATIONS, MEDIUM QUALITY CONVENTION SUITABLE
9) HOLIDAY HOUSE HTL. HWY. 2 S.	20	\$40	A/C, KITCHENETTES	LOWER QUALITY
10) NORTH HILL INN 7150 GAETZ AVE.	98	\$75	A/C, SAUNA/WHIRLPOOL, POOL	MEDIUM QUALITY CONVENTION SUITABLE
11) RED DEER INN 4217 GAETZ AVE.	64	\$30	A/C, SAUNA/WHIRLPOOL, TV	LOWER QUALITY
12) RED DEER LODGE 4311 49 AVE.	240	\$75	TV, BANQUET FACILITIES, SAUNA/POOL	CONVENTION SUITABLE, MODERN QUALITY
13) RENFORD INN 2803 GAETZ AVE.	88	\$40	A/C, KITCHENETTES	MEDIUM QUALITY
14) REST EZ INN HWY. 2 S.	76	\$40	LAUNDRY, TV, A/C,	MEDIUM QUALITY, RENOVATED
15) SLEEPY'S INN NORTH 7474 GAETZ AVE	76	\$40	LAUNDRY, A/C, KITCHENETTES, SAUNA	MEDIUM QUALITY, RENOVATED RECENTLY RENOVATED
16) SLEEPY'S INN SOUTH 2807 GAETZ AVE.	139	\$40	LAUNDRY, A/C, KITCHENETTES, SAUNA	MEDIUM QUALITY, RENOVATED RECENTLY RENOVATED
17) SOUTH HILL INN HWY. 2 SOUTH	38	\$40	LAUNDRY, A/C, BANQUET, SAUNA	MODERATE QUALITY
18) THUNDERBIRD MOTEL HWY. 2 SOUTH	40	\$40	LAUNDRY, TV, A/C, KITCHENETTES, SAUNA/POOL	MODERATE QUALITY
TOTAL EXISTING SUPPLY	1,485			

(1) BASED ON THE RED DEER ACCOMMODATION GUIDE 1990 -- INCLUDES ONLY THOSE ESTABLISHMENTS INCLUDED IN THE ALBERTA APPROVED ACCOMMODATION PROGRAM.

(2) BASED UPON AVERAGES RATES FROM SINGLE AND DOUBLE OCCUPANCY.

the lower end of the business market contributing to the motel total occupancy. No survey of hotel/motel occupancy has been completed in recent years, but the following estimated occupancy rates have been compiled in consultation with the Chamber of Commerce and Tourism Alberta.

	<u>Business/ Government/ Institutional</u>	<u>Industrial/ Service</u>	<u>Tourist</u>	<u>Convention/ Trade Show</u>
% of Better Quality Occupied Rooms	45%	20%	10%	25%
% of Medium/Lower Quality Occupied Rooms	15%	40%	10%	35%

It was also estimated that the hotel occupancy rates for better quality hotels and medium/lower quality motels were 60 percent and 55 percent respectively for 1989.

The significant convention/trade show market is an important component of demand for both the higher quality hotels and medium/lower quality motels, most notably the Red Deer Lodge, Capri Centre, Black Knight Inn, Great West Inn, North Hill Inn, Holiday House Motel, South Hill Motor Inn and the Thunderbird Motel. The City of Red Deer is in an advantageous location to serve as a convention/trade show centre as it is centrally located between Calgary and Edmonton. The overall affordability of Red Deer's hotels and motels makes it an attractive choice as a convention destination. Between the years 1986 and 1989, the number of conventions held in Red Deer and number of delegates increased by an average of 11.0 percent and 11.4 percent per year respectively, based upon information provided by the Chamber of Commerce. Convention growth is expected to continue at an estimated 5 percent per annum over the next five years.

Conventions and trade shows in Red Deer are primarily functions originating from within the province. Less than 10 percent of the total are functions on a national scale. In addition, up to a further 10 percent of the total are functions originating from the eastern B.C. region.

The majority of trade shows in Red Deer take place at the Westerner Exposition Site and Park. This facility, located at the southern end of the city just east of Gaetz Avenue, has facilities for trade shows, agriculture events and convention space. This facility currently has 75,000 square feet of exhibit space and is expanding by 125,000 square feet for a 1991 completed total of 200,000 square feet. This facility had a total visitor attendance in 1989 of 346,500. Attendance is expected to increase an additional 10 percent in 1991 and 25 percent in 1992.

The following Table 13 illustrates the on-site hotel potential for the years 1989 to 2011. The projections assume a growth of 5 percent per year in 1991 and 1992, settling to a long-term average of 2 percent per year. The total accommodation nights are forecasted for the years 1989 to 2011, showing an equilibrium occupancy of 70 percent. The 70 percent occupancy

TABLE 13 DOWNTOWN RED DEER RAILWAY LANDS ON-SITE HOTEL POTENTIAL

BETTER QUALITY ROOMS	697	LOWER QUALITY ROOMS	719
OCCUPANCY RATE (1989)	60%	OCCUPANCY RATE (1989)	55%
TOTAL OCCUPIED ROOM NIGHTS	153,000	TOTAL OCCUPIED ROOM NIGHTS	144,000
TOTAL OCCUPIED ROOM NIGHTS (1989)	297,000		

TOTAL FORECASTED ACCOMMODATION NIGHTS BETTER QUALITY ACCOMMODATION 1989-2011

	1989	1991	1996	2001	2006	2011
TOTAL OCCUPIED ROOM NIGHTS OF BETTER QUALITY ACCOMMODATION (1)	153,000	164,000	186,000	206,000	227,000	257,000
EQUILIBRIUM OCCUPANCY	70%	70%	70%	70%	70%	70%
WARRANTED NUMBER OF ROOMS	600	640	730	810	890	1,006
CURRENT NUMBER OF ROOMS	700	700	700	700	700	700
ADDITIONAL ROOMS WARRANTED CURRENT NUMBER OF ROOMS	(100)	(60)	30	110	190	306

(1) Assumes a 2.0 percent yearly demand increase.

TOTAL FORECASTED ACCOMMODATION NIGHTS MEDIUM/LOWER QUALITY ROOMS 1989-2011

	1989	1991	1996	2001	2006	2011
TOTAL OCCUPIED ROOM NIGHTS OF MEDIUM/LOWER QUALITY ACCOMMODATION (1)	144,000	154,000	175,000	206,000	214,000	236,000
EQUILIBRIUM OCCUPANCY	70%	70%	70%	70%	70%	70%
WARRANTED NUMBER OF ROOMS	564	600	680	810	840	920
CURRENT NUMBER OF ROOMS	720	720	720	720	720	720
ADDITIONAL ROOMS WARRANTED	(156)	(120)	(40)	90	120	200

(1) Assumes a 2.0 percent yearly demand increase.

figure is a general rule of thumb to indicate a healthy overall occupancy rate within a given market.

To derive the number of required rooms for the hotel/motel, the number of occupied nights is divided by 365, and the result is divided by the equilibrium occupancy of 70 percent.

No additional rooms of better quality accommodation are required until after 1996, when demand roughly equals existing supply. By the year 2006, it is estimated that 190 additional rooms will be required, possibly warranting construction of a new hotel facility in Red Deer at this time. It is estimated that, by 2011, 306 additional better quality rooms would be warranted above the existing supply.

The same forecast method has been applied to medium/lower quality accommodation for the study period. The medium/lower quality categories possess a 1989 total of 719 rooms with an estimated 55 percent occupancy rate. This results in a current total of 144,000 occupied room nights. Using the same formula as described above, there are not additional warranted medium/lower quality rooms until 2001 as seen in Table 13. At this time, an estimated 90 additional rooms will be required. A new medium/lower quality hotel/motel facility would not be warranted until the latter portion of the study period.

In summary, there appears to be little opportunity for new hotel/motel facilities in Red Deer within the next 10 years. By 2011, sufficient demand is forecasted to support one large or two medium-sized better-quality hotels, and one large or two medium-sized mid-quality hotels/motels. With the expansion of the Westerner facilities, it is expected that a majority of hotel room demand growth in the short- to medium-term future will be related to activities there. Consequently, it is expected that the demand for additional hotel/motel facilities will be focused in southern Red Deer. As the Red Deer economy grows, however, there will also likely be demand for a business-oriented hotel in the downtown over the longer-term.

4.4 RECREATIONAL/CULTURAL ANALYSIS

An inventory of major entertainment/recreational facilities in Red Deer is displayed in Table 14. The City of Red Deer is well represented by the most common entertainment/recreational activities and facilities. The available facilities are comprised of private clubs, public community operations and commercial activities.

The evaluation of existing recreational and entertainment facilities has been undertaken by the consultant based on field work completed in February of 1990 and a review of municipal facilities, both public and private. In addition, municipal documents such as the Downtown Landscape

TABLE 14

RED DEER PRIMARY TRADE AREA
ENTERTAINMENT/RECREATIONAL INVENTORY, 1990

Movie Theatres

- 1) Uptown Theatre — 4 screens, located downtown, 785 seats, independently owned by Landmark Cinemas
- 2) Park Plaza Theatre — 7 screens, 1,800 seats, owned by Famous Players

Comments: no other theatres located within the Primary Trade Area.

Live Theatres

- 1) Red Deer College Art Centre — on campus, season runs throughout year, 600 seats.
- 2) Memorial Centre — 774 seats plus 12 wheelchair seats.
- 3) Westerner Altaplex (Centrium) — seating up to 6,000 people, currently 75,000 sq. ft. for show floorspace, an additional 125,000 sq. ft. under construction (1991 completion).

Bowling Alleys

- 1) Bowladrome — Located in Red Deer, 5-pin, 24 lanes, not located in the downtown area.
- 2) TenPin Bowling Centre — located in Red Deer, 10-pin, 10 lanes, not located in the downtown area.
- 3) Riverside Bowl & Lounge — located in Red Deer, 5-pin, 20 lanes, not located in the downtown area.
- 4) Sylvan Lanes — located in Sylvan Lake, 5-pin, 8 lanes.
- 5) Ambassador Bowling Centre — located in Lacombe 5-pin, 8 lanes.

Arenas

- 1) Recreational Centre Complex — outdoor, natural arena, family skating, speedskating oval.
- 2) Red Deer Arena — indoor arena, 2,300 seating capacity.
- 3) Kinex Arena — indoor arena, 200 seating capacity.
- 4) G.H. Dawe Community Centre — 300 seating capacity.
- 5) Kin City Ice Centre — 2 arenas, each with 300 seating capacity, outdoor community rinks operated in season.
- 6) Red Deer Curling Club.
- 7) Westerner Altaplex (Centrium) — indoor trade shows, agriculture events, fairs.

Health & Fitness

- 1) Body Basics — fitness centre, public, racquet sports.
- 2) Courts North — fitness centre public, racquetball, squash.
- 3) Lady Fitness — public, ladies only, fitness centre, located in downtown Red Deer.
- 4) YMCA — public, 15,000 sq. ft., located east of downtown.

Swimming - Public

- 1) Recreation Centre — Red Deer, 25 metre indoor pool, 50 metre outdoor pool, wading pool.
- 2) G.H. Dawe Community Centre v- Red Deer, 25 metre family pool, wading pool, hot tub.
- 3) Michener Centre Pool — Red Deer, 25 metre indoor pool, diving tank, hot tub.

Concept Plan and the Recreational, Parks and Cultural Master Plan have been reviewed and commented upon.

A Towne Plaza and Downtown Concept Plan Study was completed in November of 1986. This proposal, officially adopted by the City and Towne Centre Association, illustrated the need for recreational and cultural activities in the existing downtown area. The original concept plan included an Outdoor Towne Plaza to be located between 48th and 49th Streets, east of 49th Avenue, on the Sports World parking lot. The Plaza was to accommodate a wide variety of community activities and serve as an active downtown park.

The concept plan included development of the Sports World parking lot into a central outdoor public place to accommodate entertainment, outdoor exhibits, special events and public gatherings, designed to complement the passive recreational uses within City Hall Park. (The Sports World site is presently being considered as a location for a transit terminal, which, if built, would require an alternate site to be selected for the plaza). The Towne Plaza or Plaza Market concept is being revised, placing additional emphasis on the commercial component of the Plaza. The original Towne Plaza concept was very focused upon recreational usage. The new proposal calls for a focus on trade shows, the Farmer's Market, and a year-round commercial market. Entertainment and live performances in the plaza will be in addition to these regular commercial activities, rather than the primary function. This emphasis placed on the commercial component of the Towne Plaza will, in the consultant's opinion, serve to strengthen the existing commercial activity in the downtown while combining an important theming concept to the downtown. This could provide a unique business and shopping alternative to the commercial areas outside the downtown core.

A Recreation, Parks and Cultural Master Plan was completed in 1986, identifying several recreational and cultural needs within the Red Deer City and Region. The Master Plan recommends that the weekly Farmer's Market be incorporated into the Towne Plaza, on the Sports World site or, alternatively, on the post office parking lot. This market takes place between late May and mid-August. A permanent location for the market within the Towne Plaza would allow permanent year-round merchants to participate in the market.

The Master Plan also identifies the need for an amphitheatre/bandstand and a mobile special events portable stage unit. These would both be required if the City were to receive approval for the 1995 Canada Winter Games, and could be incorporated into the Towne Plaza or built independently. A community art gallery has also been identified in the Master Plan as a suitable component of the Towne Plaza. Such a gallery could easily be located as either part of the permanent Farmers Market or within a commercial component of the subject site.

The Recreation Master Plan also identifies the need for extended library facilities at the existing downtown library adjacent to City Hall. The

Plan identifies the old firehall as a suitable expansion site for the library. Plans for the new firehall location and library expansion are currently underway.

The Bicycle Master Plan and the Downtown Concept Plan (January 1986), identify the need for constructing bicycle routes and pedestrian trails through the railway lands site to provide a route through the downtown connecting to existing bicycle routes. Presently, there is no trail link connecting the downtown to the existing trail system. This link could easily be made in conjunction with the planned road improvements within the subject site.

Other recreational facilities located within the city are five indoor ice arenas, as well as a curling club and pools (three indoor, one outdoor). Four health and fitness facilities are located in the city offering racquet sports, aerobics and weight training. Only one facility — Lady Fitness — is located within the downtown commercial area. It is a public facility, however, membership is female only. Conversations between the consultant and representatives from the four facilities indicated that these fitness clubs are not operating at capacity and that an additional facility would probably not receive adequate membership support.

Currently, the YMCA is located at 4305 58th Street, immediately east of the downtown. The 15,000 square foot facility has been situated in its current location since 1959. Conversations between the consultant and YMCA manager have indicated that the YMCA is seeking to build a new 35,000 square foot facility at either its current location or within the downtown. A market study for the new facility was completed in October of 1989 and a feasibility study for the new facility is almost complete. If financing is available, a new YMCA facility would be an optimal use for the subject site, particularly if new residential units are built within the downtown. The existing YMCA facility is located between two high schools, however, a new facility located on the subject site would be very close to the Red Deer College and still within a reasonable walking distance to the high schools.

4.4.1 Live Theatre Potential

The City of Red Deer has two primary centres for live theatre. The theatre closest to the subject site is the Red Deer College Arts Centre, located on the College campus. The theatre has 600 seats with up to 20 seats for handicapped or wheelchair access. The season runs from September to June and a total of 184 performances were held during 1989, averaging approximately four performances per week. These performances were primarily with the College's School of Music, theatre programme as well as touring and local theatre groups. Theatre attendance varies significantly, depending upon the type of performance. The average attendance level is approximately 60 to 75 percent.

The Memorial Centre, located north of the downtown, is also a live theatre facility, holding 774 seats and up to 12 wheel chair or handicapped seats. The season runs throughout the year with July and August being the slow months of the season. During 1989 there were a total of 99 performances and 43 full rehearsals, consisting of drama classes, school drama uses, assemblies, church concerts and major musical concerts. Attendances for the performances at the Memorial Centre average approximately 65 percent with the highest attendance being for children's shows which are almost always sold out.

Representatives from both theatres were interviewed by the consultant and indicated that a third major live theatre would not be a viable facility. A third theatre located on the subject site would probably not be viable due its close proximity to the Red Deer College Arts Centre and the performing arts facilities planned for the Community Arts Centre.

4.4.2 Dinner Theatre Potential

The City of Red Deer has no permanent dinner theatre facilities although several exist in both Calgary and Edmonton.

Unicorn Productions conducted a successful murder mystery-type dinner theatre at the Capri Hotel from mid-1987 to mid-1988. The dinner theatre evening was sold for \$24.95 per person and the murder mystery was changed monthly. Unicorn productions left the Red Deer market for reasons apparently unrelated to insufficient market demand.

Several conversations between the consultant and Calgary/Edmonton dinner theatre owners have indicated that such a facility would probably be supported by the Red Deer market. Dinner theatre owners felt that an interactive type of theatre would have the best opportunity for success in Red Deer. The Red Deer College Arts Centre and the Memorial Centre both offer the traditional theatre type entertainment. An interactive dinner theatre will offer a unique alternative to the Red Deer population. Theatre owners also indicated that the potential for such a dinner theatre is based more upon strong promotional activity rather than a minimum trade area population threshold.

A dinner theatre facility would be an ideal use for the CP Railway station on the subject site. This specific site offers ideal accessibility and visibility for the theatre while offering a contemporary use for one of Red Deer's most interesting historical buildings. A dinner theatre could also be incorporated into the future development of the Town Plaza Market. Located within the existing downtown core and combined with the popularity of the Uptown Cinema Theatre, a dinner theatre as part of the Town Plaza could create a critical mass required to draw significant evening visitors to the downtown. A prime example of such theatres and subsequent restaurant agglomeration in a downtown area is the Royal Alexander Theatre, Roy Thompson Hall and the Toronto Convention Centre, and assorted restaurants found in the Bay/King Street area of Toronto.

4.4.3 Cinema Potential

The City of Red Deer currently has two movie theatres: the Uptown Theatre located in the downtown core, has four screens with 785 seats, showing first-run movies. This theatre is independently owned by Landmark Cinemas. This independent theatre is not eligible for many "block buster" movies on their initial release dates. This theatre tries to increase the variety of its movies by alternating different movies in the early, late and matinee show time slots. The second theatre, the Park Plaza Theatre, is located in the northeast corner of the downtown and has seven screens, and 1,800 seats. This theatre is owned by Famous Players and shows first-run movies. The City of Red Deer has a total of 11 movie screens and 2,585 total available seats.

The usual standard for theatre demand is 700 seats per 25,000 people (which converts into one screen per 10,000 people, using average theatre seat counts). Using the standard theatre demand of 700 seats per 25,000 people and the forecasted primary zone population, it is estimated that there is sufficient total available seats until the year 2001 at which time an additional 175 theatre seats will be warranted, as shown on Table 15.

The years 2006 and 2011 show total warranted additional seats of 450 and 755 respectively. This forecasted movie theatre demand is illustrated in the following table.

4.4.4 Bowling Alley Potential

The primary trade area has five bowling alleys as shown in the entertainment/recreational inventory. Three bowling alleys, Bowladrome, Ten Pin Bowling Centre, and the Riverside Bowl & Lounge are all located within the City of Red Deer.

Two additional bowling alleys in the primary trade area are Sylvan Lanes, located at Sylvan Lake and the Ambassador Bowling Centre, located in nearby Lacombe. The primary trade area has a total of 70 bowling lanes of which 60 lanes are 5-pin and only ten lanes are 10-pin.

The standard population required to support bowling facilities is estimated at 1,500 population per lane.¹ Using the standard population required to support bowling facilities at 1,500 population per lane, the primary trade area currently has 70 lanes with the population to support only 49 lanes, as shown on Table 15. The forecasted bowling lane demand for the primary trade area does not indicate additional warranted bowling lanes until the years 2006 and 2011 at two and ten additional lanes, respectively. The subject site may be suitable for an additional bowling

¹ This estimate was obtained from Bruinswick Canada Ltd.

TABLE 15

 CITY OF RED DEER - PRIMARY TRADE AREA
 FORECASTED MOVIE THEATRE DEMAND
 =====

	1986 -----	1991 -----	1996 -----	2001 -----	2006 -----	2011 -----
PRIMARY ZONE POPULATION (1)	73,967	81,286	89,549	98,530	108,412	119,285
THEATRE SEAT DEMAND-- 700 SEATS PER 25000 POPULATION	2,071	2,280	2,510	2,760	3,035	3,340
TOTAL AVAILABLE SEATS	2,585	2,585	2,585	2,585	2,585	2,585
TOTAL WARRANTED ADDITIONAL SEATS	0	0	0	175	450	755

 CITY OF RED DEER - PRIMARY TRADE AREA
 FORECASTED BOWLING LANE DEMAND
 =====

	1986 -----	1991 -----	1996 -----	2001 -----	2006 -----	2011 -----
PRIMARY ZONE POPULATION (1)	73,967	81,286	89,549	98,530	108,412	119,285
NUMBER OF LANES SUPPORTED(2)	49	54	60	67	72	80
TOTAL AVAILABLE LANES	70	70	70	70	70	70
TOTAL WARRANTED ADDITIONAL BOWLING LANES	0	0	0	0	2	10

(1) SEE TABLE 3.

(2) BASED UPON FORMULA BY BRUNSWICK CANADA.

facility at that time, as there are currently no bowling facilities within the downtown area.

4.4.5 Other Uses

Clearly, a detailed examination of all recreational and cultural uses is beyond the scope of the study, but the comprehensive Recreation, Parks, and Culture Master Plan provides an excellent examination of required facilities.

The determination of suitable recreational and cultural uses at the subject site will thus be based on information provided in the Master Plan. It is the consultant's understanding that the Community Arts Centre and library expansion have already been approved, and will not be considered as potential uses.

The following list provides a brief overview of recreational/cultural uses identified in the Master Plan as having potential for development/expansion, and brief discussions of their suitability for the subject site.

- ♦ Art Gallery — A site adjacent to the former court house has been identified as a possible future site for a community art gallery. It is the consultant's opinion that the railway lands, and perhaps the existing station building, would also be suitable for the art gallery.
- ♦ Museums — An opportunity exists to convert the railway station to a specific use museum. Such a use would be ideal for the railway station, given its historical significance in Red Deer.
- ♦ Rollerskating — A need for rollerskating facilities has been identified, but it is the consultant's opinion that existing arenas would be more appropriate for accommodating such a use, rather than developing a single-purpose facility at the subject site.
- ♦ Senior Citizens' Centre — The location of two senior citizens' centres in the downtown preclude the opportunity of creating a third at the subject site, particularly given the recent addition to the Golden Circle. A smaller, locally-oriented centre may be warranted on the subject site in the future, however, depending upon the type of residential development which occurs.

4.5 RETAIL ANALYSIS

4.5.1 Supply Analysis

This sub-section will examine the supply of retail floorspace in the trade area. The focus of this analysis will be on the supply in Red Deer itself, with an assessment of retail facilities throughout the trade area also provided.

The existing retail facilities in Red Deer are essentially made up of four areas: the downtown core, the automobile-oriented retail along Gaetz Avenue both north and south of the downtown, Parkland Mall, and Bower Place Mall. As shown on Table 16, the downtown core contains an estimated 28 percent of the city's department store type merchandise (DSTM) space, which includes a significant proportion (nearly one-third) of the city's general merchandise/apparel floorspace. The downtown street retail area is along Gaetz Avenue between 45th Street and 55th Street, along 49th Avenue between 45th Street and 55th Street, and along Ross Street. The primary streets on which downtown retail activity takes place are Gaetz Avenue, Ross Street, 49th Street and 51st Street. Large space users in this area include a 78,000 square foot Bay store, a 39,400 square foot Zeller's, a 17,700 square foot Fields department store, and a 9,700 square foot S.S. Kresge. Other key retailers in this area include an IGA.

The downtown retail area is generally performing adequately, and the area is attractive and well-maintained. The weaknesses of the downtown area include perceived parking constraints (although adequate parking is available), and the fact that the street retail is, of course, open to the elements. A further weakness of the downtown area is its incohesive nature — the traffic generators are scattered and there is little in the way of pedestrian linkages between the generators. As part of the proposed Towne Plaza, the Towne Centre Association is examining the possibility of a connecting downtown mall, which would provide a sheltered pedestrian linkage between the shopping traffic generators.

Bower Place Mall, on the south side of Red Deer, is a 424,000 square foot gross leasable area enclosed mall anchored by a 107,000 square foot Woodward's, a 36,000 square foot Safeway food store, and a 121,000 square foot Eaton's. This centre also contains an additional 160,000 square feet of CRU space with a total of 99 stores and services. Located in the southern commercial section of Red Deer and immediately east of Gaetz Avenue, this centre has been open since 1981. The Eaton's store had previously been located in the downtown area but closed the downtown store and reopened in the Bower Place Shopping Centre. Zeller's has since moved into the vacated Eaton's unit downtown.

The main strengths of Bower Place are enclosed design and adequate parking. The centre is also situated in a central location in terms of relative proximity to Red Deer's growing residential areas. A significant

TABLE 16
CITY OF RED DEER - DSTM FLOORSPACE INVENTORY 1989

	FLOORSPACE DISTRIBUTION				% OF TOTAL
	Estimated DSTM FloorSpace (1)	DOWNTOWN	% OF TOTAL	OTHER AREAS	
DRUG STORES	79,824	18,259	22.87%	61,565	77.13%
GENERAL MERCHANDISE/APPAREL	1,408,671	470,388	33.39%	938,283	66.61%
FURNITURE/HOME FURNISHINGS	214,313	25,201	11.76%	189,112	88.24%
HARDWARE	119,564	0	0.00%	119,564	100.00%
OTHER RETAIL	59,021	8,617	14.60%	50,404	85.40%
TOTAL (SQ. FT.)	1,881,393	522,465	100.00%	1,358,928	100.00%

(1) Figures based upon an inventory conducted
by the Red Deer Regional Planning Commission, Nov. 88.

proportion of new residential growth is occurring in the southern section of the city. The main drawback to Bower Place is that it is not centrally located to attract shoppers from the northern residential areas of the city.

The second major shopping centre in Red Deer is the Parkland Mall, located along Gaetz Avenue north of the downtown area. This centre has 462,000 square feet of gross leasable area, anchored by 105,500 square foot Woolco, a 98,000 square foot Sears, and a 33,000 square foot Safeway. There are a total of 76 stores and 184,000 square feet of CRU space in the mall area. This centre was opened in 1970 and appears to require renovations and/or updating of facilities. It is the consultant's understanding that the owners of Parkland Mall are presently assessing the opportunities for renovation/remchandising, but apparently significant expansion is not being considered at this time. Parkland Mall also has an abundance of free parking and is easily accessed from Gaetz Avenue. It should be noted, however, that the 25,000 square foot Beaver Home Centre closed in April without relocating in the city.

There are two additional large shopping centres, The Village Shopping Centre with 101,000 square feet of GLA and the recently completed Food City development containing a 53,550 square foot Food City store and an additional 13,630 square feet of GLA. In addition to the four large shopping centres, there are four district shopping centres, each containing over 50,000 square feet of GLA. The four district shopping centres include the Highland Green Plaza located at 6315 Horn Street possessing 53,000 square feet GLA. Its major facilities are a 10,000 square foot Super Sam food store and a 5,000 square foot Highland Super Drugs. The second district shopping centre is Deer Park. It is anchored by a 26,000 square foot Co-op supermarket and possesses an additional 31,000 square feet of GLA. The third district shopping centre is the Eastview Shopping Centre anchored by a 14,317 square foot IGA and 20,497 of additional GLA. The fourth centre is the West Park Shopping Centre with 19,860 square feet of GLA.

There is an adequate representation of national chain retailers in Red Deer. Several chain retailers represented in Red Deer are Smart Set, Suzy Sheer, Tip Top, Fairweather, Reitman's, Ricki's, Jack Fraser, Bata Shoes, Foot Locker, Merle Norman and Lewiscraft. These chain retailers are primarily located in the regional malls — Bower Place and Parkland Mall. There are virtually no national chain retailers in the downtown core.

Retailing in the downtown area is represented primarily by independent merchants with generally smaller floorspace requirements than national chain retailers. All major department stores are represented in the city, however, only The Bay and Zeller's are located within the downtown. Eaton's, Sears, Woodward's and Woolco are all located at either Bower Place or Parkland Mall. It is possible that The Bay may also leave the downtown area if steps are not taken to strengthen the existing retailing in the downtown core. Although the regional malls in Red Deer appear to

be doing well, the downtown area seems to be struggling to maintain its existing businesses.

4.5.2 Demand Analysis

This sub-section will provide a quantitative analysis of the demand for retail floorspace at the subject site. The analysis will begin with an examination of the current market situation in terms of spending patterns and the overall supply/demand situation within the city. This will be followed by a market share analysis which will be employed to determine the warranted floorspace for department store type merchandise (DSTM).

MARKET OVERVIEW

The 1990 per capita DSTM expenditure in the primary zone has been estimated by the consultant to be \$2,638, as shown on Table 17. The secondary zone per capita expenditure is estimated to be somewhat lower, at \$2,530, resulting from lower incomes in this area. In order to determine total trade area DSTM potential, the per capita expenditure of each trade area zone is multiplied by the corresponding population.

Table 17 shows the DSTM potential for the various trade area zones based upon the population projections and expenditure estimates provided. The figures for 1990 show total DSTM potential to be \$210 million for the primary zone and \$167.8 million for the secondary zone. Based on the above expenditure estimates, the total trade area DSTM potential is \$378 million. By the year 2011, the primary zone and total trade area DSTM potential are projected to increase to \$431 million and \$731 million respectively. This growth results from projected population growth and an assumed 1.5 percent per annum real growth in expenditures.

Based on the estimated occupied DSTM floorspace of 1,881,393 square feet within the city (see Table 16), the average productivity of DSTM floorspace works out to be \$167 per square foot. A normal healthy productivity rate for occupied DSTM floorspace is in the \$160 to \$180 per square foot range. While the Red Deer figure may seem average, it must be remembered that only 27 percent of all DSTM floorspace is in the downtown area. It should also be noted that the productivity rate will vary widely between tenants and tenant types, and the fact that city-wide average productivity rates is in the average range, does not guarantee the success of every retailer.

One of the keys to assessing the current market situation in the trade area is understanding the retail expenditure patterns of the trade area residents. Insight into these DSTM expenditure levels have been provided by the Alberta Treasury, Retail and Service Trade Statistics, 1985 report. Although the expenditure levels are reported for 1985, for the purposes of this report, it is assumed that the relative levels of expenditures by

TABLE 17
CITY OF RED DEER
TRADE AREA DSTM POTENTIAL (\$ 1990)

	1990	1993	1996	2001	2006	2011
PRIMARY ZONE						
Population (1)	79,667	84,464	89,549	98,530	108,412	119,285
Per Capita DSTM Expenditure (2)	\$2,638	\$2,758	\$2,885	\$3,107	\$3,348	3,606
Primary Zone Potential ('000) (3)	\$210,200	\$233,000	\$258,300	\$306,200	\$362,900	\$430,200
SECONDARY ZONE						
Population (1)	66,339	68,994	71,757	76,544	81,650	87,097
Per Capita DSTM Expenditure (2)	\$2,530	\$2,646	\$2,766	\$2,980	\$3,211	\$3,459
Secondary Zone Potential ('000) (3)	\$167,800	\$182,500	\$198,500	\$228,100	\$262,100	\$301,200
TOTAL TRADE AREA DSTM POTENTIAL	\$378,000	\$415,500	\$456,800	\$534,300	\$625,000	\$731,400

1) See Table 3.

2) Expenditures are assumed to grow at a real rate of 1.5 percent per annum.

3) Figures have been rounded to the nearest \$100.

region have not changed materially, although the absolute dollar terms are certain to have changed.

Based on this information, it has been estimated that 83 percent of Total Trade Area Expenditures are made within the City of Red Deer. This would result in DSTM sales for the city of \$313.74 million in 1990, as shown in Table 18. This potential, when divided by a suitable average productivity per square foot, indicates Warranted DSTM Floorspace of 1.86 million square feet for 1990, which only slightly exceeds existing floorspace. Projections throughout the study period indicate that by 1996, an additional 284,000 square feet of DSTM floorspace will be required within the city. At the end of the study period, 2011, an additional 1.434 million square feet will be required. Given the importance of retailing in the downtown, the retail opportunities available at the subject site should be assessed in more detail than just by determining warranted floorspace. In particular, opportunities for specific tenants or tenant types should be identified, so that any new retail will, as much as possible, complement rather than compete with existing facilities.

In summary, the Red Deer market can be characterized as having a marginal surplus of DSTM floorspace at this time, a situation which can be considered as equilibrium. The average productivity rates of the city's DSTM space in general indicates that Red Deer shoppers have a good variety of stores normally prevalent in a trading area of this size. This average productivity rate indicates that while many areas are performing well (such as Bower Place), other areas such as the downtown, are most likely performing below \$170 per square foot.

MERCHANDISING OPPORTUNITIES

This sub-section will provide an outline of the recommended development programme for the retail component of the subject site. The primary outputs will include the total warranted floorspace and the likely timing/phasing of development. Due to the sensitivity of the downtown retail market, this retail analysis will focus as much on merchandising/tenant opportunities as on warranted floorspace. Thus, the warranted floorspace calculated above can only be used as a guide, with actual floorspace recommendations being derived from the identification of merchandising/tenant opportunities.

An examination of Additional Warranted Floorspace within Red Deer indicates that there is currently a small excess of DSTM floorspace. This excess, however, does not imply that there is no opportunity for improvement of existing facilities or that a new type of retail tenant could not be supported by the current market conditions.

Table 18 has illustrated the increase in DSTM potential for Red Deer based upon a modest population increase of 2 percent per annum. As the demand for DSTM floorspace is a function of population growth, warranted DSTM floorspace can be expected to rise steadily.

TABLE 18
CITY OF RED DEER DSTM FLOORSPACE POTENTIAL, 1990-2011

	1990	1993	1996	2001	2006	2011
	----	----	----	----	----	----
TOTAL TRADE AREA DSTM POTENTIAL ('000)	\$378,000	\$415,000	\$456,000	\$534,300	\$625,000	\$731,000
PERCENTAGE OF TOTAL TRADE AREA (1) EXPENDITURES MADE IN CITY OF RED DEER	83%	83%	83%	83%	83%	83%
CITY OF RED DEER DSTM SALES ('000)	\$313,740	\$344,450	\$378,480	\$443,469	\$518,750	\$606,730
DSTM PRODUCTIVITY RATE PER SQUARE FOOT (2)	\$170	\$173	\$175	\$178	\$180	\$183
WARRANTED DSTM FLOORSPACE	1,846,000	1,999,000	2,165,000	2,495,000	2,875,000	3,315,000
EXISTING DSTM FLOORSPACE (3)	1,881,000	1,881,000	1,881,000	1,881,000	1,881,000	1,881,000
ADDITIONAL WARRANTED DSTM FLOORSPACE	(35,000)	118,000	284,000	614,000	994,000	1,434,000

- (1) SOURCE: URBANICS CONSULTANTS ESTIMATE BASED UPON ALBERTA TREASURY, RETAIL AND SERVICE TRADE STATISTICS, 1985.
(2) RATE IS SELECTED TO REFLECT NORMAL OPERATING LEVELS FOR AGGREGATE DSTM FLOORSPACE. ASSUMED TO INCREASE AT 1% PER ANNUM.
(3) SEE TABLE 16.

One key attribute of the subject site is its central location relative to the trade area (and particularly the city) population. Moreover, the existing and planned arterial roadways in the area provide the site with excellent access from all areas of the city. Consequently, the site is ideal as a location for retailers which serve large trade areas (of 50,000 to 150,000 people) from a single outlet. As Red Deer's population has grown, the city has begun to reach the threshold levels required to support such retailers. In addition, the site has excellent visibility or exposure and will have optimal accessibility upon completion of the Ross Street one-way couplet and the major continuous corridor. The subject site also presents the opportunity to provide sufficient on-street on-site parking, given support to an amalgamation of freestanding self-supporting retail tenants.

A brief analysis of the projected additional warranted DSTM floorspace indicates that by the year 1996, there will be sufficient demand to agglomerate several freestanding, self-supporting retail facilities within the subject site. This agglomeration would create a functional precinct of such retailers on the subject site to generate a critical mass of approximately 130,000 to 170,000 square feet, requiring approximately 12 acres of land.

Any such retail development within the subject site would be merchandised with the specific purpose of enhancing the downtown retail facilities. The subject site must complement, rather than compete with, the existing downtown. The creation of a development suitable for these freestanding tenants has a two-fold advantage in relation to the existing downtown: first, additional traffic generators adjacent to the downtown will help bring more people downtown to shop; second, creating a suitable location in the downtown will reduce the risk of such tenants locating elsewhere in Red Deer.

In addition, a successful downtown street retail precinct requires a critical mass of small retailers. A downtown strategy, such as the Towne Plaza, supports such a concentration of small local retailers in the downtown core. It would, therefore, be most inappropriate to plan such a retail mix within the subject site.

Table 19 illustrates a list of suitable tenants for the subject site, as well as the tenants who are already located either within the downtown core or elsewhere in the city. An amalgamation of freestanding self-supporting retail tenants usually consists of a supermarket anchor (from 35,000 to 70,000 square feet), a home improvement centre (up 30,000 square feet), a home entertainment outlet (up 20,000 square feet) and other smaller retailers each of approximately 5,000 to 10,000 square feet. The subject site would be most suitable for a concentration of these types of retailers up to approximately 150,000 square feet.

Currently, there are three existing retailers in Red Deer which could be accommodated on the subject site in a much better way than at their respective locations. Beaver Lumber would be an ideal tenant for the

TABLE 19

ILLUSTRATIVE LIST OF POSSIBLE SUBJECT SITE
RETAIL TENANTS

HOME IMPROVEMENT CENTRES

- Art Knapps
- Beaver Lumber
- * Cloverdale Paints
- ♦ Color Your World
- * General Paints
- Georgia Interiors
- * Home Hardware
- * Jordan Carpets
- ♦ Lighting Unlimited
- Lumberland
- St. Clair Paint and Paper
- * Thunderbird Home Improvements
- Tile Town

AUTOMOTIVE

- * Canadian Tire
- * Midas Muffler
- ♦ Minute Muffler
- * Speedy Auto Glass
- Speedy Muffler

RESTAURANTS

- ABC Restaurants
- * Arby's
- Big Scoop
- * Bonanza
- * Boston Pizza
- Brownie's Fried Chicken
- Chucke Cheese
- Church's Fried Chicken
- International House of Pancakes
- * Keg
- *♦ Kentucky Fried Chicken
- * McDonalds
- Mr. Mike's
- Nuffy Donuts
- ♦♥ Ricky's
- * Smitty's Pancake House
- Sub Stop
- Swenson's
- * Tim Horton's
- Umbertino's
- * Wendy's
- White Spot

BANKS AND FINANCIAL

- ♦ Bank of Montreal
- ♦ Bank of Nova Scotia
- ♦ Canada Trust
- ♦ Canadian Imperial
- ♦ Royal Bank
- ♦ Royal Trust
- ♦♦ Toronto Dominion

GROCERY

- Buy Low Foods
- Canadian Superstore
- Extra Foods
- *♦ IGA
- Impact Foods
- *♦ Liquor Branch
- Overwaitea
- Produce City
- ♦♦♦ Safeway
- Save-On Foods
- Stongs
- Super Valu

VIDEO

- * 24 Hour Video
- Blockbuster Video
- * Crazy Mike's Video
- ♦ Rogers Video
- Video Only
- Video Spot
- Video Stop

PHARMACIES

- Pinder's
- * London Drugs
- ♥ Shopper Drug Mart

FURNITURE STORES

- Bathrooms Beautiful
- Grantree Furniture
- Ikea
- Jordan Interiors
- Mobler
- Price Buster Furniture
- Stacy's
- * The Brick
- The Rock
- United Buy & Sell Furniture
- Outlet

ELECTRONICS

- A & B Sound
- CompuSoftware
- * Computerland
- EggHead Software
- Future Shop
- Multitech Warehouse Direct
- ♦♦♥ Radio Shack
- ♥ Sony Store

ATHLETICS

- Athlete's World
- Cap's Bicycles
- Collegiate Sports
- * Sports Experts

DSTM AND MISC.

- * Consumer's Distributing
- ♥ Eaton's
- ♦ Fabricland
- ♦ Fanny's Fabrics
- ♦ Fields
- Grand and Toy
- K-Mart
- ♦ Moores The Suit People Inc.
- ♦ Sears
- Tommy Lee Music
- Toys "R" Us
- ♦ Toys and Wheels
- Value Village
- ♥ Woodward's
- Woodward's Food Floor
- ♦ Woolco
- Woolworth's
- Work Wear World

KEY

- * Elsewhere in the City
- ♦ Parkland Mall
- ♦ Village Shopping Centre
- ♥ Bower Place
- ♦ Already in Downtown Area

subject site as it has left Parkland Mall at the end of April with no new location planned within the city. A new Beaver Lumber Home Centre would require 20,000 to 30,000 square feet of floorspace. In addition, the existing downtown IGA store is very outdated and requires major renovations and improvements. A new IGA of 35,000 to 40,000 square feet would be an ideal tenant for the subject site. Other possible major grocery stores suitable for the subject site would be Save-On Foods or a Real Canadian Superstore, although these stores often require space in excess of 80,000 square feet. London Drugs, located just south of Bower Place, would be more centrally located to the trade area if relocated to the subject site. London Drugs could be a major traffic generator within the subject site.

A family restaurant facility would also be a suitable use within the subject site, requiring approximately 5,000 square feet of GLA. Suitable restaurants for the site would be a White Spot, Bonanza, Boston Pizza, or Smitty's Pancake House.

In summary, there appears to be a strong opportunity to develop a concentration of large, traffic-generating tenants on the subject site. Such a retail development would not duplicate existing tenant types within the downtown, but would serve to attract more people to the downtown to shop.

5.0

DEVELOPMENT PROGRAMME

This section will determine the recommended development programme for the railway lands based on the configuration of the site and the feasible land uses. The first component of this section will determine the land requirements for the identified uses based on a 0 to 5 year, 5 to 10 year, and 10 to 20 year time frames.

5.1 LAND REQUIREMENTS

This sub-section will examine the estimated absorption of the railway lands. In particular, the land requirements for the feasible land uses analyzed in the previous section will be determined in terms of amount and timing of land absorption. It should be noted that this sub-section does not take into consideration the supply of available land, nor does it consider any aspects of the site planning. These issues will be examined in the next sub-section.

Table 20 provides a summary of the feasible land uses identified in the previous section, along with approximate timing of development. Given that there is no existing pent up demand for any of the feasible land uses, the demand for land is expected to rise gradually as the city population grows.

The residential component is based on 60 units per net acre, which is suitable for medium to high-density residential development. In order to preserve the character of the existing downtown residential areas (notably Parkvale), and taking into account the generally built-out nature of the existing residential areas in the downtown, 90 percent of the warranted downtown units have been allocated to the railway lands.

In order to maintain the concentration of office space within the downtown core, it is the consultant's opinion that the majority of future office space development should occur within the existing downtown. Some parts of the railway land are particularly well-suited to office development, however, and thus provision should be made for some office development at the subject site. To allow development of a comprehensive office development, sufficient land for 100,000 square feet would be required. Based on a maximum density of 3.0, approximately 1 acre would be sufficient.

As discussed in the market analysis, it is projected that there will be sufficient demand to support an additional 480 hotel/motel rooms in Red Deer by 2011. Given that the majority of hotel room demand in the short to medium-term future will result from the planned expansion of The Westerner, it is not expected that a hotel will be warranted on the railway lands until later on in the study period. In order to effectively serve the future needs of the downtown, provision should be made for a

TABLE 20
CITY OF RED DEER RAILWAY LAND
LAND USE FORECAST, 1991-2011

LAND USE	1991-1996	1996-2001	2001-2011	TOTAL
RESIDENTIAL	270 UNITS (4.5 ACRES)	210 UNITS (3.5 ACRES)	490 UNITS (8.2 ACRES)	970 (16.2)
OFFICE (SQ. FT.)	0	0	100,000 (1.0 ACRES)	100,000 (1.0 ACRES)
HOTEL (ROOMS)	0	0	120 (1.0 ACRES)	120 (1.0 ACRES)
RECREATIONAL CULTURAL HISTORICAL	(2.0 ACRES)		(1.0 ACRES)	(3.0 ACRES)
RETAIL (SQ. FT.)	150,000 (12.5 ACRES)	0	0	150,000 (12.5 ACRES)
TOTAL	19.0 ACRES	3.5 ACRES	11.2 ACRES	33.7 ACRES
CUMULATIVE	19.0 ACRES	22.5 ACRES	33.7 ACRES	33.7 ACRES

business-oriented hotel of at least 100 rooms plus convention facilities. By using an average of 750 square feet of total building area per room and an overall density of 2.0, approximately 1 acre of land is required.

In order to facilitate the possible relocation and expansion of the Red Deer YMCA, at least 1 acre of land could be made available for recreational/cultural uses. This requirement is in addition to the approximately 1 acre site incorporating the CPR station, which could be used for a number of commercial uses. In order to meet the needs of the future on-site population, it is estimated that 1 additional acre would be required later on in the study period.

As discussed in the market analysis, there is an opportunity to develop 130,000 to 170,000 square feet of retail space on the subject site. In order to allow for sufficient on-site parking, a 0.3 site coverage would be required, thus creating a need for 12.5 acres (using the mean of 150,000 square feet of floorspace). Despite the fact that the existing supply of retail space in Red Deer is roughly equal to demand (in overall terms), the city is reaching a threshold level to support new retailers, and it is therefore expected that this retail space could be absorbed in the first five-year development phase.

Based on this development programme, 19.0 acres of land would be absorbed between 1991 and 1996, an additional 3.5 acres would be absorbed between 1996 and 2001, and a further 11.2 acres would be absorbed by 2011, for a total of 33.7 acres. It should be noted that this land absorption is exclusive of any public open space/parks that may be incorporated into the development. Given that gross developable land is estimated to total approximately 45 acres, all feasible land uses over the next 20 years could be accommodated on-site, with 11 acres remaining undeveloped. This excess capacity creates an excellent opportunity to add park space to the downtown, and would allow an extension of the bikeway system along the railway lands.

5.2 SITE PROGRAMMING

In order to determine the site planning/programming of the various land uses to be located within the subject site, a number of important points have been considered, as follows:

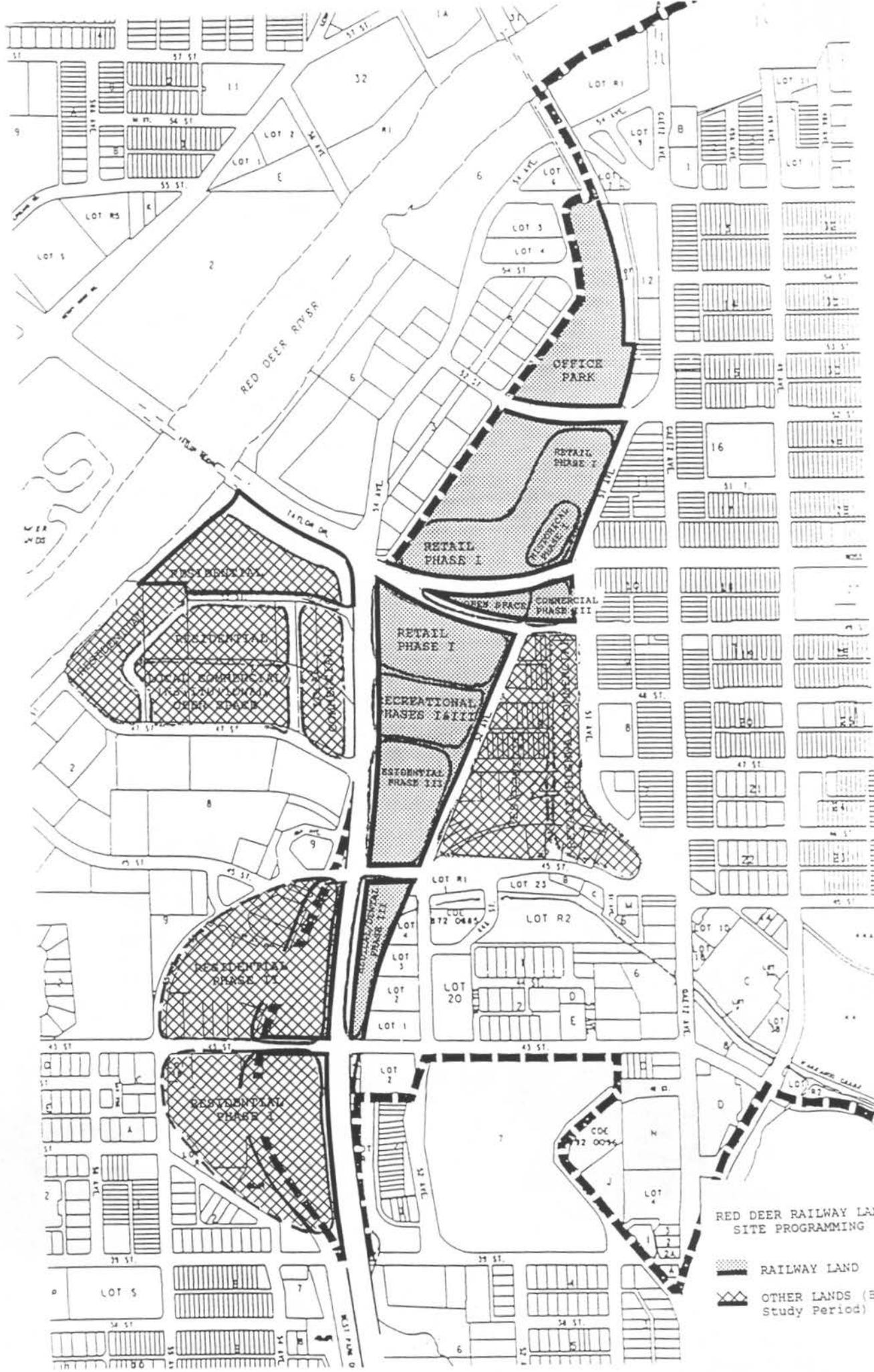
- ♦ The southern portion of the site is best suited to residential development, given the existing residential development to the south of the site and the possible redevelopment of the Revelstoke site.
- ♦ The "additional lands" located to the south of Taylor Drive and west of 54th Avenue are presently being utilized as low density storage yards. Consequently, subsequent redevelopment of these lands is optional, and in any case would not likely

begin within the next ten years. The decision of whether or not to include these additional lands should be made based on the impact that such development would have on the overall success of the railway land development programme.

- ♦ The land on both sides of the Taylor Drive/Ross Street couplet is well located to take advantage of the regional transportation network from all directions, thus making this area suitable for retail development.
- ♦ Any hotel and major office development on the railway lands should be located so as to enhance the existing downtown as much as possible. Consequently, such development would best be located on the eastern edge of the site, preferably close to the Ross Street/49th Street couplet.
- ♦ The northern portion of the site (north of the 52nd Street extension) is effectively surrounded by industrial uses. Given that the Alpha plant is not expected to be relocated in the foreseeable future, this area will not be suitable for residential development. Although the following uses have not been analyzed in this study, it appears that this portion of the site would be best suited to light industrial/warehousing and office park uses.

Further to the discussion of the "additional lands", it must be kept in mind that the entire railway land study area is not expected to be fully developed within the next 20 years. Consequently, the relatively isolated nature of the additional land makes it less suitable as a component of the overall development plan, given that development there may reduce opportunities to concentrate development within and adjacent to the railway lands. Indeed, the development of the railway land itself will result in opportunities for redevelopment of adjacent lands, with the blocks between 51st and 52nd Avenues north of 45th Street being a prime example. In order for redevelopment of these areas to occur, however, there must be sufficient market support. It is the consultant's opinion that redevelopment of the "additional lands" may serve to dilute the market support required to encourage redevelopment of other adjacent lands.

Based on the above comments, the accompanying map shows a proposed development programme for the railway lands. Timing of development has been divided into three phases: Phase I covers 1991 to 1996, Phase II covers 1996 to 2001, and Phase III covers 2001 to 2011. Given that the railway lands cannot be examined in total isolation, recommendations have also been provided for possible land uses on adjacent properties. As was discussed above, the impact of including the "additional land" to the development programme would likely reduce redevelopment opportunities adjacent to the railway lands. Although future redevelopment of the "additional lands" will eventually be warranted, it is not expected that sufficient demand will occur within the next 20 years. Given the very



RED DEER RAILWAY LAND
SITE PROGRAMMING

-  RAILWAY LAND
-  OTHER LANDS (Study Period)

long-term time horizon for development of these lands, it seems reasonable to assume that other municipally-owned land to the south, between 47th and 49th Streets, may also be available for development at the same time. A preliminary land use programme for these lands, based on physical site characteristics rather than market demand characteristics, is shown on the accompanying map.

The area bounded by 55th Avenue to the west, 45th Street to the north and 54th Avenue to the east creates a natural area suitable for residential development. The land to the west of the subject site and east of 55th Avenue should be promoted for residential development, thus allowing development of a focused residential neighbourhood. Development in this area is best accommodated by directing growth from south to north, which would allow for the redevelopment of the existing light industrial uses north of 43rd Street and south/east of 55th Avenue.

Subsequent phases of residential development could occur on the east side of 52nd Avenue, which would act as an extension of existing residential development north of the hospital and of concurrent residential development north of 45th Street between 52nd and 54th Avenues.

The narrowness of the lot located east of 54th Avenue between 43rd and 45th Streets makes it unsuitable for residential development, unless combined with adjacent sites to the east. The proximity of this site to the hospital makes it very well suited to medical/dental uses, although the current oversupply of office space in the downtown suggests that such development may not be feasible in the short term.

As mentioned previously, the sites fronting on Ross Street and 49th Avenue between 51st and 54th Avenues are very well suited to retail development. The railway station should be retained, however, preferably for commercial uses.

The area bounded by 52nd and 54th Avenues between 47th and 48th Streets would be suitable for recreational uses given this site's central location relative to the proposed residential areas and proximity to the existing downtown. This type of use would also serve to act as a buffer between the residential area to the south and the retail/commercial areas to the north.

Longer-term development of office and hotel space on the railway lands, as mentioned before, would best be located as close to the existing downtown core as possible. One possible location for either of these two uses would be a small parcel bounded by 51st Avenue on the east, Ross Street on the north and 49th Street on the south. Until the final configuration of the roadways is determined, it is uncertain whether a parcel of sufficient size or suitable access could be created at this location, but the high profile of such a site would make it ideal for high-density commercial development. Alternatively, hotel and office space could be located along 51st Avenue north of the railway station,

with the Phase I and II retail space proposed for that location being relocated to the western end of that parcel.

As discussed previously, the northernmost parcel of the railway land is presently surrounded by industrial uses. This site could be developed as a high-quality office park, which would be compatible with the light industrial uses nearby, or could alternatively be held in reserve as open space or parking, with a reassessment of the possible uses for the site being undertaken once development of the remainder of the railway lands is well underway.

6.0

RAILWAY LAND MARKETING

This section will examine all aspects of the railway land marketing strategy. The first sub-section will provide an empirical review of four projects within Canada which have consisted of large parcels of land being held by the public sector for subsequent disposition to the private sector to create a comprehensive development. The second sub-section will identify the various components of a marketing strategy, and the third sub-section will derive a proposed action plan to initiate the development of the railway lands.

6.1 EMPIRICAL REVIEW

This section will review ongoing redevelopment and revitalization projects in other communities to provide a flexible framework and adaptable guidelines for this development. Specific goals and objectives, marketing and disposition strategies, and the degree of regulatory control will be identified and examined. In doing so, the result of the marketing and disposition effects and the overall success of each of the following developments will be evaluated:

- ♦ North Portage, Winnipeg, Manitoba
- ♦ Whistler Village, British Columbia
- ♦ CentreSite, Lethbridge, Alberta
- ♦ New Westminster, British Columbia.

6.1.1 North Portage, Winnipeg, Manitoba

BACKGROUND

During the early 1980's, Winnipeg residents grew increasingly concerned about the degradation and breakdown of the downtown core area of the city. Particular attention was focused on the land use developments in the estimated 1 square mile triangular area of the north and south regions of Portage Avenue. Modern office buildings, major retailers, and the newly-constructed Delta Winnipeg Hotel were developed on the southern region of Portage Avenue. In contrast, pinball parlours, transient discount merchants, and other similar stores pervaded the northern region of Portage Avenue. Through a well-designed and carefully planned redevelopment schedule, commercial vitality and residential quality of life could be restored. The concept plan called for a "mixed" development anchored by existing retail establishments and linked by a major new complex, Portage Place.

FORM OF PUBLIC SECTOR PARTICIPATION

The City of Winnipeg, the Province of Manitoba, and the Government of Canada agreed in 1981 to each contribute one-third of the cost of a five-year, \$96 million package of programmes designed to arrest physical decline and improve job opportunities and living standards for Core Area residents. Within the Initiative, \$15.1 million had been assigned to promote major redevelopment of the north region of Portage Avenue during the five-year planning horizon between 1983 and 1988. By May 1983, the three levels of government had committed, in principle, up to \$22 million each for development and infrastructure requirements for this redevelopment project. Further, a tri-level Administrative Task Force was established to review proposals and plans in order to recommend a specific course of action for the North Portage area. The Winnipeg Core Area Initiative contributed \$5 million to the project, while an additional \$5 million was secured through debt.

The North Portage Development Corporation (NPDC) was established by the tri-level Task Force to achieve the above-mentioned goals and to promote redevelopment of the area. The NPDC entered into funding agreements with each of the three levels of government, acquired debt funding through financial institutions, and promoted private investment to achieve the goals outlined in the Concept and Financial Plans.

DISPOSITION TO THE PRIVATE SECTOR

The Municipality of Winnipeg remained in control of zoning conditions and approval of the overall Master plan. The NPDC identified the land use components of the plan in general terms with the approximate design guidelines, so that a series of proposal calls could be initiated. Prospective developers would build the land use developments according to the NPDC guidelines and the overall Master plan, so that a cohesive development could be formed according to market conditions and scheduled growth. Furthermore, the NPDC structured and overviewed the phasing of construction. This assisted in the relocation of existing owners, tenants, and businesses in the area as these groups received priority consideration for relocating into Portage Place. All lands which had been identified in the Shareholder's Agreements were acquired to provide for a sufficient land base to meet the objectives of the redevelopment project. Board members agreed to expropriate the necessary lands, place it under management, and continue to maintain existing leases. In this manner, the NPDC was able to undertake lease renewals for the period consistent with the Plan's land requirements. More than 50 lots in a six-block downtown area along North Portage Avenue were expropriated at a cost of about \$40 million for the required land assembly.

Private development and investment was encouraged through 75-year land leases for each of the land use components, construction by NPDC of 1,500 parking stalls, public amenities, five skywalk connections to buildings, and favourable financing terms and assistance from the Manitoba Housing Corporation and the Canada Mortgage and Housing Corporation. During

October of 1984, the NPDC invited more than 20 local, national and international developers to offer proposals for the retail and commercial components at Portage Place.

RESULTS

By establishing an overall Concept Plan and favourable incentives, the Cadillac Fairview Corporation was secured as the developer for the retail and commercial components of the programme (which included a 302,000 square foot GLA enclosed mall and 200,000 square feet of office space). Further, the Imperial Group of Companies, a Winnipeg-based firm, was brought in to provide the Plan's first stage of housing. Construction of Portage Place and 360 rental apartment units began in the fall of 1985.

The Investors Group had signed an agreement with NPDC to build a 19-storey office building, which was completed in the fall of 1987. At that time, the planning and construction of two seniors' apartment towers was confirmed, adding an additional 240 units to the site. Several office towers, housing complexes, and renovations to existing structures such as the YW/YMCA are all in the planning and construction phases at the present time.

EVALUATION

Although an estimated 2 to 1 ratio of private to public funds was reasonably expected, private investment has been overwhelming. The private sector has contributed approximately \$185 million of the \$250 million total investment for the redevelopment plan. As a whole, the project will employ 7,000 person years of new construction, 3,000 new permanent jobs in the North Portage area, while also generating substantial related investment spending to the City of Winnipeg. Further, senior levels of government will receive major fiscal benefits from this activity.

The overwhelming success of Portage Place has generated some controversy. Some of the retail and shopping vitality of the southern region of Portage Avenue has fallen due to the redevelopment of the northern region. Some southern region retailers have moved their facilities into Portage Place. Further, pedestrian skywalks and the vibrant mall atmosphere has drawn significant pedestrian traffic flow and vitality from the southern region. Further redevelopment of the southern region should focus upon interconnecting more of the facilities and structures with those in the northern region, through the use of skywalks, and public, open areas.

6.1.2 Whistler Village, British Columbia

BACKGROUND

The Whistler Mountain ski area, located approximately 75 miles northeast of Vancouver, was opened in 1965 and has operated successfully by catering primarily to the weekend needs of the Vancouver skier. It was not until 1975, that the Resort Municipality of Whistler was formed by the provincial government. Shortly afterwards, development and expansion plans were confirmed for both Whistler and Blackcomb Mountains. Over the next 10 to 15 years, \$25 to \$30 million was scheduled to increase the capacity to 12,000 skiers per day, from its previous level of 5,000. Consequently, the province and the municipality envisioned that this regional ski facility could be redeveloped and reshaped into a multi-faceted, year-round, world-class, destination resort village.

FORM OF PUBLIC PARTICIPATION

The Municipality created the Whistler Village Land Development Company as the vehicle through which the financing and development of a new town centre was arranged. The land for the town centre, approximately 58 acres, was owned and serviced by the land company. To streamline the approval process for development and building permits, the Municipality set up a design review body and commissioned an architect to outline the guidelines for the development.

A debt of \$1.2 million was acquired to finance the front-end expenditures for site preparation, and fully-serviced parcels of land were offered to private developers. Further to this, the company provided basic guidelines for the overall design in which the land was to be marketed in order to create a fine balance between seasonal activities.

The Town Centre received a \$20 million dollar budget to extend over a ten year period, with the majority of revenues and expenditures occurring in the first four years. The Land Company allocated \$10.5 million dollars to be spent during the period 1978 to 1980 for such items as services, landscaping, parking, promotion and marketing, management and maintenance.

A further \$9 million programme of grants to the Municipality was offered by the Federal and Provincial Travel Industry Development Subsidiary Agreement (TIDSA) to upgrade the area so that it would become a viable world class, multi-season resort. These funds were used in the following manner :

- ♦ \$3.8 million for a multi-purpose recreation centre
- ♦ \$2.5 million for underground parking facilities
- ♦ \$2.4 million for road improvements, land servicing, and landscaping costs
- ♦ \$300,000 for upgrading the Town Centre and Design Fees
- ♦ \$100,000 for Design Fees for the Arnold Palmer Golf Course

DISPOSITION TO THE PRIVATE SECTOR

Fully-serviced land was sold in packages on a "fee simple basis" to developers who were experienced in building restaurants, lodges and commercial facilities for projects of this scale. The packages included development guidelines; requirements necessary for successful resort operations consistent with the objectives of the Conceptual Plan and the requirements of the Municipality's Community Plan and by-laws. Sites were sold on the condition that the developer would build in accordance to the specific land use and built space requirements within a certain time frame. In doing so, each developer agreed to the overall urban design objectives, since the guidelines within each development package for each site were very precise as to exterior design, open space, signage, lighting amenities and other aspects. Development for the town centre was scheduled for development in three phases over the next five years through a series of annual proposal calls.

Over 100 submissions were received by the Land Company for its first twelve parcels of land in 1978. A major 300 room hotel commitment by Gregory Industries and Delta Hotels was secured with its first phase to be opened by the 1980-81 season. Nevertheless, some residents had felt that the municipality had been negligent in keeping them informed about all stages of the development and were uncertain about many implications of the project, such as its effect on taxes. Some condominium developers grumbled about the expense and anxiety the community has caused them by delays in transfer of the title of land to them. Without title, the developers could not sell their units and had to rely on expensive interim financing or personal resources to finance the projects.

RESULTS

During the first phase of development in 1979, investment totalled \$47 million of which \$9 million had been provided by the provincial and federal governments. In the 1980 second phase, another \$55 million was committed by the private sector, and the government contributed another \$1 million. The MURB programme had led to the building of 12 condominium hotels in the Whistler Municipality, before its cancellation at the end of 1981.

The recession came in 1982, and real estate values plummeted. The Whistler Land Development Co. found itself on the verge of bankruptcy. The province took control of the development company, renamed it WLC Development Ltd., and restructured its financial debt. The Crown provided guaranteed loans from the Royal Bank to WLC Developments, so that construction of the golf course and convention centre could be completed.

It was not until early 1984 that development resumed after a remarkable snow season and lower interest rates. After considerable effort, the first hotel in three years was built by Al and Nancy Green Raine. Other developers soon followed their development lead, so that construction levels doubled to a level of \$55 million for the year. In addition, the

provincial government had committed to spending \$138 million to upgrade Highway 99 to Squamish, ensuring the success of Whistler as a year-round destination resort.

The net investment in the Whistler Community from 1979 to 1987 has been estimated to be over \$551 million from both private and public sectors. Total construction and operating income has been estimated at \$252 million. This translates into 6,328 man years of construction-related employment and an additional 6,023 man-years of operating-related employment. The Resort Municipality of Whistler estimates that more than \$100 million was spent on development projects in 1988, up from about \$66 million the previous year.

Recent developments include the new \$55 million Chateau Whistler hotel containing 350 rooms, the expansion of the Delta Hotel by 132 rooms, and the opening of the Fairways Resort with 200 units for the 1989-90 season. Ongoing construction activity will add an additional 400 condominium units in the next two years.

EVALUATION

Although the development of the Whistler Village has encountered construction delays, limited snow conditions, and financial setbacks during the recession of the early 1980's, its current status is attracting skiers, tourists, and investors from all over the world, providing evidence of the overall success of this development project. On any scale, this amount of investment is impressive, and the liaison of government and the private sector has been well achieved.

6.1.3 CentreSite, Lethbridge, Alberta

BACKGROUND

The relocation of CP Rail's marshalling yards from Lethbridge to Coalhurst has been a prominent topic around the City and County of Lethbridge for many years. The approximate 135 acre site occupied valuable urban property that could be assembled for the development of much higher and better land uses. Besides the removal of an obvious eyesore and a long-standing barrier dividing the city, the development of CentreSite would provide better access to the downtown, a generally improved transportation network, create the opportunity for the downtown to expand without endangering residential areas and reinforce the city's already strong position as the regional service centre for southwest Alberta.

FORM OF PUBLIC PARTICIPATION

In October, 1980, the Lethbridge Railway Relocation Project Agency was established by agreement between the Province and the City of Lethbridge which represents this co-ownership of the subject lands. For this \$31.2

million project, 60 percent of the costs were funded by the province, while the city absorbed the remaining portion. The relocation programme commenced in 1981, which allocated CP Rail \$25.2 million to cover the considerable cost of moving the yards and a further \$6 million for the railway to buy new land for the yardsite. The existing Highway No. 3 at the western edge of the site was replaced with a new east/west Highway No. 3 (Crownsnest Trail) built across the site with access at two points. Two new north/south arterials were built — a new 9th Street and the northward extension of Scenic Drive. The province funded 90 percent of the road redevelopment costs, while the city absorbed the remaining amount.

DISPOSITION TO THE PRIVATE SECTOR

After several preliminary studies that examined the feasibility of relocating the railway yards to its new location, Lethbridge City Council adopted a bylaw to require an area redevelopment plan to outline specific guidelines for development of the site. The plan provided general land use guidelines for each of the six different parcels, so that an overall cohesive development plan could be adapted. Broad-based considerations and recommendations for each parcel had been specified in terms of land use, traffic and road requirements, pedestrian circulation, and the impact upon utilities, public services, public space, and surrounding developments. These guidelines provided a general and flexible framework for prospective developers to design and build according to the City's overall development plan. Approximately 50 acres were devoted for downtown commercial use, 35 acres for multi-family residential, a hotel complex development and 15 to 20 acres for highway commercial projects such as fast food restaurants. Such a plan was seen to be dictated largely by prevailing market conditions on both a micro and macro scale, and therefore, was expected to occur over a considerable period of time.

By March of 1985, the City of Lethbridge had commissioned a further planning and development study to examine the integration of CentreSite (Parcel 4) development with the existing C.B.D. and to establish development criteria for both CentreSite Parcel 4 and the existing CBD. The CBD/CentreSite Task Force was created through the public meeting process and by soliciting input from various business associations and interest groups.

By May of 1986, the Task Force prepared a comprehensive design plan for Parcel 4 of CentreSite. Not only did the design plan provide general guidelines for physical planning and design considerations, but also parameters for open space, road improvements, internal traffic circulation, parking, traffic exposure, pedestrian circulation, views, and the relationship that this development should have with the other parcels. By the beginning of 1984, a proposal call was issued for the development of a major shopping centre (Parcel 4). The call for specific proposals was conducted in two stages. The pre-qualification stage required developers to submit evidence of their capability to undertake a shopping centre development, along with a brief outline of their proposed

development concept. In the second stage, more detailed development guidelines for Parcel 4 were provided enabling developers to prepare a financial bid for the parcel, along with a conceptual design proposal.

RESULTS

In August of 1986, the City had reached an agreement with the Cadillac Fairview Corporation to build the \$45 million Park Place shopping centre on Parcel 4 of the CentreSite project. It should be noted that the bidding process for the land did not occur as originally planned. Marathon Realty was originally selected, but later withdrew from the process. The agreement with Cadillac Fairview was brought about not by a bidding process, but rather by "knocking on doors" by members of the project agency. The final agreement was reached through a negotiation process which included building form, architectural guidelines, etc., and finally reached financial negotiations. The city granted a long-term lease to the development company in exchange for a percentage of the future sales revenue. The construction of the 477,000 square foot centre began in the spring of 1987 and was scheduled for completion by August of 1988. Parcel 4 of CentreSite was renamed Park Place Shopping Centre to attract tenants such as Eaton's, Sears, 6 Cineplex Odeon Theatres, and 85 retail stores. The latter stages of developments of the mall included the construction of a food court, and the opening of a Food City and The BiWay in the Spring of 1989.

Other development on the railway lands has included a strip mall located to the east of Parcel 4 on 5.5 acres, anchored by London Drugs. The CP Railway Station was converted to a health unit (which is located on the southeast corner of Parcel 4) and the remaining land in Parcel 4 has been sold to a senior citizen's group for a seniors' high-rise residence.

EVALUATION

At the present time, Parcel 4 has been the main development on the CentreSite lands. It has secured several large anchor tenants, so that a more unified pedestrian shopping atmosphere is drawn back towards this central focus. An integral link is formed with nearby shopping facilities such as Centre Village Mall, and Lethbridge Centre Mall, and the public open space of Galt Gardens, so that further redevelopment can be achieved. This development has fostered a \$19 million expansion plan at Lethbridge Centre Mall to accommodate an additional 40 stores. It is the consultant's understanding that pedestrian traffic flow between Park Place and Lethbridge Centre Mall has been low, and steps are currently being taken, through various downtown improvements, to increase this pedestrian traffic flow. Further development of the other CentreSite Parcels and redevelopment of some other parts of the CBD are scheduled over the next ten to twelve years. Through commissioning several in-depth analysis reports, and appointing review Boards and Task Forces, The City of Lethbridge has retained control of this development project at considerable expense. Nevertheless, such a thorough procedure will

ensure that the City retains a strong, vibrant central core which continues to grow into the next century.

6.1.4 New Westminster, British Columbia

BACKGROUND

In the 1950's new urban shopping centres, industrial parks, and new suburbs began to compete with New Westminster's commercial core. As a result, retail stores began losing their share of regional district spending, industrial activity began to decline with a resulting loss of jobs, the tax base grew more slowly than elsewhere in the region as development slowed, and property values declined which thereby increased the difficulty of providing essential services. Previous to this period, downtown New Westminster and specifically Columbia Street, were the most popular shopping destinations in all the Lower Mainland.

In response to this deteriorating economic condition, the planning department, business community, and the Provincial government coordinated their efforts to prepare a redevelopment/revitalization plan for the City of New Westminster. The total development programme, to take place over a 20-year (or more) period, envisioned total development of almost 5.6 million square feet, composed of 3.7 million square feet of residential development, over 1 million square feet of institutional development, and 875,000 square feet of commercial development.

FORM OF PUBLIC PARTICIPATION

The First Capital City Development Company (FCC) was incorporated in 1977 as a subsidiary of the British Columbia Development Corporation (BCDC), to create private investment opportunities needed to revitalize New Westminster's downtown and waterfront areas. A total of 33.2 acres of developable land, which consisted of seven parcels of irregular shape and size, was assembled by the FCC to be marketed to private developers. After several feasibility and market studies had been conducted for the downtown and waterfront areas, various public meetings were held with residents, taxpayers, and the business community to assist in the formation of the Official Community Plan (OCP), and the corresponding zoning requirements. Shortly thereafter came: approval of the OCP; a new Zoning By-Law that would permit the proposed redevelopment; and an official Agreement between the City and the FCC and special provincial legislation that ratified these agreements and ensured that the redevelopment policy and strategy would not change over the short term. Under this Agreement, the FCC would purchase certain lands, enter into option agreements on other parcels, and participate in the redevelopment of downtown New Westminster by selling, leasing or offering for joint venture the acquired properties. The City agreed to finance up to a maximum of \$10 million for the provision of parking facilities, possible street beautification programmes, and the provision of public access to

the waterfront. These improvements were to be financed by the City through a tax on lands in the downtown area owned by the FCC and others who consented. Further, the City agreed not to amend the Zoning By-Laws for the term of the Agreement (for 10 and possibly 20 years) and further adopted a stream-lined system for issuing development permits to proposed projects conforming to the OCP and the Zoning By-Laws. This provision was required to establish the necessary "climate of certainty" for private investors.

Public investment "catalysts" were initiated to demonstrate public sector commitment to redevelopment. The first two stages of the revitalization programme included the construction of the \$18 million Law Courts development and the designing and building of the public open space Begbie Square in 1978, and the 5,000 student Douglas College Campus completed in 1982 which provided a further \$40 million infusion into the local economy.

DISPOSITION TO THE PRIVATE SECTOR

The OCP provided the general land use requirements for particular areas of the overall plan, while the Zoning Bylaws specified the height restrictions, parking requirements, traffic circulation routes, and other development characteristics. Specific parcels were designated for multi-family residential housing, commercial and office space, hotel development, and public open space. Particular emphasis had been focused upon providing a public walkway along the waterfront. In 1980 and 1981, the FCC was making arrangements to sell some 44.5 acres of waterfront property to private sector development companies as Phase Three of the project. This phase included the development of housing units, offices, a year-round public market, parklands, a two kilometre pedestrian esplanade winding along the Fraser River shoreline, and other amenities. The economic recession, however, had almost completely stalled development activity. The only activity that continued was the development of a weekend flea market. In an effort to encourage development, The FCC was looking at dividing some of the larger parcels of land into smaller pieces.

Shortly after the early 1980's recession, a new marketing strategy was developed by FCC to generate optimism within the city to act as an incentive to get developers and the private sector moving again. Renamed the Westminster Quay development, the new focus was to draw people downtown, which would lead to redevelopment and regeneration of the area. New Westminster welcomed private development, and therefore, decided to participate in the provincial Partners in Enterprise programme by which a minimum deduction of 50 percent of municipal and provincial taxes on new industrial buildings was offered. Further, City Council was committed to providing assistance and cooperation to all interested parties by rezoning the entire downtown area to a single, highly flexible format and a fast track system for approving development proposals in as little as 30 days.

RESULTS

After the creation of the Westminster Quay theme, the first residential parcel was sold to Bosa Bros. Construction Ltd. for the development of two separate projects comprising of 150 apartment and townhouse units. Construction of this first private sector waterfront development began in January of 1985. The second residential parcel was sold to United Properties Ltd. for construction of two more projects totalling 131 units. Further, negotiations were underway with Laing Properties for the development of a year-round public market complex which would contain 68,000 square feet on two floors and was designed especially for small businesses. The Westminster Quay public market was opened in June of 1986, and has become a thriving central focus for the area.

Westwater Industries Ltd. has recently developed the Inn at Westminster Quay, a luxury waterfront hotel complex, and First Capital Place, a mid-rise, class A office building. In addition, Andre Molnar Development Ltd. and its associated companies have developed several mid-rise, waterfront condominium complexes on the site. Current developments on the 44.5 acre site include the multi-staged residential project by Graywood Developments Ltd. Construction of phase one, the development of two 110 unit towers, will begin in the latter part of 1990. The entire project will provide approximately 860 units through the construction of eight high rise towers. It is expected that the total development of phase three will eventually cost \$400 million, of which a significant portion will be provided through private investment.

The fourth stage of the downtown redevelopment programme — the revitalization of the Columbia Street commercial area — is currently under way. As a programme that is seen to progress over several years, it will include the gradual upgrading of buildings, businesses, establishment of a BIA, and the streetscape of the Royal City "old town" in general. Ornamental street lighting, trees, decorative sidewalks and fresh paving have been undertaken in an attempt to beautify the area. This revitalization has drawn heavily upon the present strengths of the area, the redeveloped waterfront and the rapid transit connections (with its downtown stations, one at 8th Street and a second at 4th Street, and its third, and more peripheral station at 22nd Street).

EVALUATION

This redevelopment scheme demonstrates a necessary co-operative effort between the City and a provincial corporation to implement this extensive redevelopment programme. These efforts demonstrate an important method by which a municipality can utilize the expertise of a "development company" to co-ordinate public and private investments to achieve the objectives of an envisioned development plan. The overall success of this development project has had some effect on the nearby downtown area, but the revitalization of Columbia Street has not met expectations. It is believed that this failure to meet expectations has been a result of the

City's failure to address the true source of the problem, namely the proliferation of loiterers and transients in the downtown.

Although vacancy rates in low-rise office towers are still quite high, absentee land ownership has been significantly reduced. The retail sector has been enhanced as the quality of retail tenants has improved and vacancy rates have fallen. Residential, commercial, and office development has grown considerably from the accessibility and convenient location of the SkyTrain stations within the City. The impact of the waterfront development, when combined with the forthcoming benefits of the future expansions of the ALRT system with other municipalities will lead to major additional investment and employment opportunities throughout New Westminster and the Lower Mainland.

6.1.5 Flexible Framework and Guidelines

The four above-mentioned development projects illustrate some distinct methods in which similar redevelopment projects, in size or type, may be well-planned and appropriately achieved. The following discussion will provide a flexible framework and adaptable guidelines to assist in the overall planning, marketing and development of the subject site.

- ♦ A concentrated effort and financial investment by all interested parties will provide a motivating force to obtain the short and long-term goals of the development. The Province, Municipality, Business District, retailers, and the public must share in the ongoing commitment to achieve a development that will bring a large capital investment, significant influx of new employment, and rejuvenation to a large under-utilized parcel of land.
- ♦ Public involvement is critical to the planning and development of these centrally-located, and highly visible sites. Public interest groups, associations, developers, investors, planners, and politicians should be approached to provide varying views of the development. In doing so, a stronger and multi-faceted motivating force can be cultivated to provide ongoing investments and public support for each phase and for the entire development project as a whole.
- ♦ Realistic and clearly defined short and long-term goals and objectives should be identified and incorporated into a well-planned development schedule for each parcel as well as the overall development project.
- ♦ A more effective and progressively motivating force can be achieved through a publicly controlled development corporation, rather than through civic or municipal procedures, review boards, and task forces. In most cases, these companies are viewed as publicly funded "catalyst"

development companies that have well-defined objectives and the ability and financial backing to encourage private investment.

- ◆ Marketing and disposition strategies should focus upon clearly defined and achievable results for the entire development as a whole. These include the promotion and investment of overall goals such as a revitalization of the downtown area in which people live, work, and play in well-sculptured and multi-faceted surroundings.
- ◆ Each land use should be isolated to particular parcels or locations to achieve the highest and best use for the development as a whole. Further, clearly defined development phases and time frames should be clearly identified, marketed, and performed. This will allow individual developments by independent, private sector investors to create maximum synergies through coordinated development of individual parcels.
- ◆ The disposition strategy of the development can be best evaluated through the specific market situations, and receptiveness of the respective developers. Long-term lease options with a future percentage of revenue has become an alternative to the sale of the parcels. In fact, as in the case of Whistler Village, the delay in the transfer of title stalled the subsequent sale of units and forced developers to rely on expensive interim financing or personal resources to finance the project. The use of long term land leases, where appropriate, allows the public sector to retain title of the land, receive a long term income stream, and maintain more control over the development. The application of long term leases can also benefit the private developers by reducing front end capital costs, thereby acting as an incentive for private development.
- ◆ Incentive programmes should be used to promote investment and development only where necessary. As a catalyst to private investment, the municipality or the publicly-funded development company should not hesitate to provide needed land servicing, infrastructure improvements, overall promotional efforts, tax incentives, favourable zoning and development guidelines to make the entire development workable. For example, the North Portage Development Corporation (NPDC) provided 1,500 parking spaces and five pedestrian skywalks in its attempt to generate reinvestment and revitalization of the North Portage downtown core. In contrast, however, in Lethbridge virtually no incentives were provided in order to attract private sector interest. Publicly-funded incentives were instead negotiated as part of the financial agreements between the public agency and private developers as needed.

6.2 MARKETING STRATEGY OPTIONS

This sub-section will review a number of options available for the marketing of the railway land. These options generally relate to the different aspects of the overall marketing programme, and thus each option must be addressed in order to derive a successful marketing programme. The following list serves to define these aspects:

- ◆ Level of public sector participation
- ◆ Tenure (sale or lease)
- ◆ Extent of planning/design conducted before disposition
- ◆ Degree of regulatory control
- ◆ Extent of subdivision
- ◆ Public sector-supplied incentives
- ◆ Method and timing of disposition
- ◆ Administrative organization.

Each option will be discussed in more detail below. In many cases these options overlap to a certain extent, and thus some will be discussed together.

PUBLIC SECTOR PARTICIPATION/TENURE

The degree to which the public sector participates in private sector development is strongly influenced by the tenure of land. In particular, the sale of publicly-owned land to the private sector on a fee simple basis essentially completes any public sector participation. On the other hand, a long-term land lease to the private sector provides a wide range of opportunities for public sector participation, depending upon the lease terms negotiated, ranging from a single, up-front lease payment to a long-term participation whereby base rent payments are supplemented by a percentage of the development's cash flow.

The advantages of leasing the land include the following:

- ◆ A long-term ground lease with fixed rent would lower the front-end capital costs to the developer while providing the public sector with long-term cash flows;
- ◆ The public sector maintains a fee simple interest in the land;
- ◆ The public sector often has more control over design of the project through a land lease as compared to an outright sale;
- ◆ Risk can be shared between the public and private sectors, depending upon the degree of public sector participation; a lower base rent offset by a higher percentage of some defined "net" income would transfer some risk to the public sector.

Conversely, the outright sale of land would allow the public sector to recover a sum reflecting the market value of the land. It should also be noted that some land uses, particularly condominium residential use, are generally not suitable for development of leased land.

EXTENT OF PLANNING/DESIGN AND REGULATORY CONTROL

Another aspect of the marketing strategy is the extent to which the land use planning and building form are determined prior to the disposition of lands. One extreme was utilized in Whistler Village, where all aspects of the built form, including building envelopes, exterior design, landscaping, timing, and other characteristics were clearly defined before individual parcels were made available to the private sector for development. The other extreme would be to implement a flexible zoning by-law which would allow a wide variety of different land uses, with only standard restrictions such as building height, density, set-backs, parking, etc., being specified.

The advantages of creating a detailed development plan prior to private sector involvement include: ensuring a cohesive development results despite the subsequent participation of several independent private sector interests; ensuring that the overall development meets the goals and objectives of the public sector; and providing an incentive to the private sector through the use of public sector planning expertise. The disadvantages of creating a detailed development plan include a lack of flexibility in dealing with changing market forces, additional costs to the public sector resulting from extensive planning and design activities being carried out before private sector investment is obtained, and a lack of private sector input into the planning/design process.

Clearly, the extent to which planning and design is conducted prior to the inclusion of private sector input would depend on the individual situation. In Whistler, for example, the need to create a cohesive theme for the entire project required a high degree of up-front planning and regulation. In Lethbridge, on the other hand, the private sector was invited to participate in the planning stages, and thus specific site planning and design guidelines resulted from negotiations between the private and public sectors.

EXTENT OF SUBDIVISION

The extent to which the publicly-owned land is subdivided prior to disposition is another issue which must be addressed. On one hand, marketing one or a few large parcels to the private sector would assist in facilitating the creation of a cohesive development and may reduce the length of time required to dispose of the publicly-owned land, but would likely reduce the overall return to the public sector and limit the number of potential private sector participants to those with extensive resources. On the other hand, marketing a large number of smaller, individual parcels would open the process to a greater number of potential private sector participants, but would likely increase the time needed to

market the entire project and increase the need for significant planning and design control to ensure cohesive development.

DEVELOPMENT INCENTIVES

There is a number of different incentives which can be provided by the public sector to aid in attracting private sector investment. These incentives can take the form of capital expenditures (on parking facilities, public amenities, etc.), technical assistance (by the lending of planning and engineering expertise, etc.), or policy (by providing a mechanism to expedite approval, bonusing, etc.). Technical assistance and policy considerations can be valuable in that they are essentially costless, in pure monetary terms, to the public sector.

Given that the provision of incentives to private developers would affect the value of raw land, it is possible for the determination of which incentives are necessary or desirable to occur during the land disposition negotiations. Discussions with the former Managing Director of the agency overseeing the disposition of Parcel 4 in Lethbridge have indicated that the determination of required incentives can be worked out as a part of the disposition negotiations. In this manner, the terms of the sale or lease can be adjusted to reflect any capital costs to the private sector.

It must be noted, however, that there will be certain cases where incentives cannot be determined through negotiations. For example, the treatment of vacant land being held in reserve by the public sector for future development will have an impact on adjacent developments. Thus, the provision of at-grade parking facilities, parks, or other public open space on land being held in reserve by the public sector would create an incentive for private development by minimizing negative externalities and maximizing positive externalities associated with the vacant land.

METHOD AND TIMING OF DISPOSITION

The optimal method of disposition of the publicly-owned land is highly dependent upon many of the previously discussed marketing options. One of the more common methods of marketing publicly-owned land is through a competitive bidding process and proposal calls. Under such a scheme, the public sector would define the parameters of development (parcel size and location, land use, development guidelines, etc.) and receive bids from private sector interests. The main advantage of such a scheme is that the public sector can assess individual proposals and select the one that most closely meets the goals and objectives of the project. The main disadvantage of a competitive bidding scheme is that development requirements must be well-defined in order to allow the private sector to prepare meaningful bids and to allow comparison of the various bids. Further, such a process would require careful monitoring of market demand to determine the optimal time for the proposal calls to be carried out.

The other common method of marketing the land is to put the land up for general sale or lease, with negotiations being entered into with

interested private parties. This method would result in the land generally being sold or leased and developed accordingly to market forces.

ADMINISTRATIVE ORGANIZATION

One marketing characteristic which is common to many public-private sector projects is the creation of a "quasi-public" development authority to oversee the development implementation. One form of a development authority can be loosely defined, "as a legally constituted non-profit organization separate from other government departments or corporations".

Such an organization would have access to important public sector powers (i.e. rezoning) but would be exempt from much of the procedural/legal restrictions and political accountability encountered by most municipal departments. Development authorities are particularly useful when more than one level of government is involved.

One advantage associated with the creation of a development authority is a reduction in the number of planning agencies and government departments with which the private sector must negotiate (i.e. the development authority could, depending upon its powers, act as an intermediary so that the private sector need only be in contact with one agency; or, if given broader powers, could act in a more entrepreneurial role). Another potential advantage is that a separate agency may be able to utilize mechanisms not otherwise available to the public sector, such as the use of loans.

A further potential advantage associated with development corporations is that they can provide long-term continuity which is generally not available in a political environment. This advantage has both short- and long-term impacts, as follows:

- ◆ A private developer would not be faced with a different set of goals/priorities for the municipally-owned land should an administration change occur during negotiations.
- ◆ The overall land use plan is designed to create maximum synergistic effects between all components of the project, even though development will be carried out over 20 or more years: administration changes during this period may result in changing direction for the project, which could potentially reduce the effectiveness of the overall development.

Thus a development corporation would be less influenced by changing administrations than would a local government department, thus benefiting negotiations with the private sector and aiding in maintaining the intended direction of the project.

Ideally, a development corporation would consist of a managing director, an analyst, and a secretary. A Board of Directors would also be appointed, consisting of anywhere between 6 and 15 members and preferably

made up of people with a variety of public and private sector backgrounds. The Managing Director could come from either a private or public sector background, but someone with a private development background could be very valuable in assessing the needs and desires of private sector investors during the negotiation process.

The most obvious cost of a development authority is the funds required to operate it, including salaries. A less tangible cost, but one of significant concern, is the fear of how an autonomous development authority may use its powers. Obviously, a balance must be met between power and accountability (being careful not to render it impotent), to ensure that the development authority does not erode the public sector's accountability nor interfere unnecessarily in the market place.

The land marketing system in use in Red Deer at the present time has the following characteristics:

- ♦ A local realtor is awarded an exclusive listing for all City-owned lands for a term of one year, with compensation being on a commission basis;
- ♦ The Economic Development Director is only authorized to approve sales of industrial land where the offer meets the terms previously set by Council, otherwise, all sales must be approved by Council;
- ♦ The Economic Development department can and does initiate subdivision activities on its own accord, but it generally only initiates rezoning applications on behalf of a prospective purchaser.

The key drawback of this system is the need for Council to approve the majority of all land sales. This process may not be restrictive in straightforward cases, but extensive negotiations with private developers involving offers and counter-offers can become time consuming and drawn out.

A development corporation could undertake the general marketing activities, which would thus preclude the need to retain a realty company (and eliminate the associated commission fees). It should be noted, however, that a development corporation is not the only form of administration which could undertake the marketing role: a local government department, if provided with sufficient resources, could also take over the marketing role.

* * *

In order to apply the above concepts to a marketing strategy for the downtown railway lands in Red Deer, a number of contextual items must be identified, as follows:

- ♦ The land use market study component of this report indicates that presently there is no built-up demand for any of the land uses deemed to be appropriate for the railway lands, and thus the marketing strategy must be flexible in order to adapt to the market demand characteristics of the individual land uses;
- ♦ The economy is subject to cyclical fluctuations, and thus special care must be taken to identify and capitalize upon potential "windows of opportunity" that will occur periodically;
- ♦ The existing downtown retail market is presently in a fragile position, and while the redevelopment of the railway land creates an opportunity to strengthen the existing downtown, improper development could seriously harm it.
- ♦ The marketing of the railway lands is understood to be entirely under municipal jurisdiction, with no other senior levels of government involved.
- ♦ It is the consultant's understanding that one of the goals of the railway land marketing strategy is to minimize the funding required from the municipality.

6.3 DISPOSITION STRATEGY

This sub-section will provide general recommendations for each aspect of the disposition strategy options as discussed in the previous sub-section. It must be kept in mind that many of these recommendations reflect the current market environment, and should remain flexible in order to account for changing market and political conditions.

- ♦ TENURE — Whether or not the publicly-owned land should be sold or leased to the private sector depends on a number of factors, including: the desired timing of cash flows (out-right sale provides the public sector with a single, lump sum payment, whereas leasing can provide long-term cash flows); land use (residential condominiums are generally unsuitable for leasehold properties); and the needs and desires of the public sector developer. It is recommended that land leases should be sought, where possible, in order to maximize the public sector's control over development to allow the public sector to maintain reversionary rights and values of the land, and to allow reduced front-end capital cost to the private sector (if necessary). It is also recommended, however, that the decision of whether to sell or lease individual parcels should be determined through negotiations with the private sector, in order to maximize flexibility.

- ♦ PLANNING/DESIGN AND REGULATORY CONTROL — In order for development of the railway land to occur successfully, a balance must be struck between the need to control development (ensuring that the public sector's goals and objectives are met) and the need to maintain flexibility to respond to market forces. It is recommended that private sector participation be sought early on in the planning process, but some preliminary planning is necessary prior to private sector involvement. In particular, a consensus must be reached on a suitable development concept before private sector developers become directly involved. It is therefore recommended that an Area Redevelopment Plan be prepared, which would cover, at minimum, the following points:

- Topography
- Soil conditions
- Views
- Transportation (site access, internal circulation, noise, etc.)
- Utilities
- Urban design and planning (including alternative land use programmes, massing, building envelopes, etc.).

The redevelopment plan should then be made available to the community at large in order to obtain feedback from various interest groups and the general public. Once an overall plan has been agreed upon, it should be adopted as a control for development. Private sector investment could then be obtained, with the finite development details being negotiated as part of the land disposition process.

- ♦ SUBDIVISION — As with other marketing issues, a balance must be reached regarding the extent to which the publicly-owned land is subdivided prior to disposition. More specifically, marketing only one or a very few large parcels would limit the number of potential private sector investors, whereas extensive subdivision would require significantly higher administration costs and would increase the time required to dispose of the land. It is suggested that a mix of parcel sizes be created, with certain land uses being marketed as single packages (i.e. the Phase I retail component) and other land uses being marketed as a number of smaller development opportunities (i.e. residential). Such a strategy would allow efficient development of the Phase I retail component, by perhaps marketing a retail component (encompassing the parcels on both sides of Taylor Drive) as a single package, as fewer agreements would be required for joint parking and access, etc., while also providing an opportunity for smaller development companies to participate in the residential component. The recreational/cultural/historical uses could

also be marketed on a subdivided basis, so that particular groups or agencies (such as the YMCA) could develop individual, single-purpose projects.

- ◆ **INCENTIVES** — In order to minimize capital costs to the public sector, it is recommended that few incentives be utilized to attract private sector interest. Indeed, it is suggested that, apart from ensuring that undeveloped land will not remain in a raw state (i.e. parking or public open space will be provided as interim uses), any public sector-funded incentives should be determined as a part of the disposition negotiations.

- ◆ **METHOD AND TIMING OF DISPOSITION** — It is important that the timing of disposition is controlled so that development occurs at the proper pace: development occurring too quickly will result in oversupply situations, whereas development occurring too slowly will result in a loss of development to other parts of the city. It is proposed that Phase I development be marketed through proposal calls to get as many parties as possible involved early in the process. Land slated for subsequent development could be properly publicized and put up for general sale/lease, or, if private sector interest is high and a window of opportunity is foreseen, further proposal calls could be initiated. It should be noted, however, that this decision would best be made closer to the time of disposition, so that the market environment (including land use demand, interest rates, developer interest, etc.) can be considered. It is also suggested that Phase I land be subject to a cost-benefit analysis prior to disposition to determine which parcels would provide the earliest cash flows to the public sector. This initial cash flow could then be utilized to assist the marketing of other Phase I parcels.

The preparation of the proposal calls should ensure orderly disposition of the public assets, and it is suggested that proposal calls be organized in the following manner:

1. Each development opportunity would be examined by the administrative agency in charge of disposition to determine:
 - the appropriate timing for going to market;
 - the optimal combination of incentives/ planning necessary to attract private investment;
 - the desired terms of disposition, including price, tenure, participation features, etc.

2. The subject land should be rezoned prior to disposition to maximize the value of the asset to the public sector.

3. A list of recognized developers for each specific land use to be marketed should be compiled (and continually updated). Prior to the proposal call, these developers could be contracted to determine the level of market interest.
4. Letters should be sent to the identified developers and advertisements should be placed in local, regional, and national newspapers giving notice of the proposal call. A preliminary information package, outlining the development opportunity (site location and size, land use, development concept) would then be forwarded to interested parties along with a Request for Qualifications (RFQ). The RFQ would then be used to identify a "short list" of qualified developers who would then be provided with a more detailed information package (including, in particular, the terms being sought by the public sector, more specific site information, building envelopes, etc.) and invited to submit formal proposals. The proposals would then be evaluated, and negotiations with developers would begin.

The use of a "short list" based on developer qualifications has various advantages, including the following:

- ♦ By inviting only a selected number of developers to submit detailed proposals, the scope of the subsequent proposal evaluation and negotiation process is reduced;
- ♦ More detailed proposals can be sought — developers on the "short list" would have a better chance of being selected, and thus they would be more willing to invest time and funds into preparing a proposal. Indeed, in addition to providing desired disposition terms, the developer's proposals could include design concepts which could be used as a further basis for selection of the optimal development proposal.
- ♦ **ADMINISTRATION** — Given the diversity of land uses proposed for the railway lands and the relatively long (greater than 20 year) time frame estimated for full development, it is recommended that a development corporation be set up to oversee the disposition activities. The creation of a development corporation would allow ongoing continuity that would not be available in a municipal political environment, and would serve to expedite negotiations with the private sector and may create additional opportunities for other provincial and federal funding programmes.

Unfortunately, many of the benefits associated with the creation of a development corporation are intangible (expedited negotiations, continuity, etc.), whereas the costs are primarily financial. It is the consultant's opinion that a development corporation would be a valuable component of an overall downtown marketing strategy, but the fact that many of the advantages are intangible indicates that the decision as to whether or not a development corporation should be formed is very much a value judgement. It should also be noted that only one level of government is involved in this instance (many other situations have involved local, provincial, and federal government departments), which reduces the potential advantage of appointing a separate agency to negotiate on behalf of the public sector.

Other possible components of the land marketing strategy which have not yet been discussed include land assembly and city-wide policies. Regarding land assembly, the purchase of privately-owned land within the designated railway land study area would be advantageous in ensuring a cohesive development. Unfortunately, extensive land assembly can be very expensive. It is the consultant's opinion that, provided a consensus is reached regarding the overall development concept plan, wide-spread land assembly should not be necessary, although sufficient restrictions must be placed on the privately-owned land to ensure development occurs in accordance with the plan.

The other strategy component which must also be considered is the adoption of municipal land use policies to assist development of the railway lands and the marketing of the entire downtown. Indeed, given the amount of public and private sector investment that has been and will continue to be committed to the removal of the railway tracks, the construction of arterial roads within the vacated railway lands, and the subsequent development of these lands, it would be prudent to support advocative and positive policies with protective policies.

These protective policies could be implemented, as part of the General Municipal Plan, to discourage certain types of development outside the downtown core for a specified period of time (likely five to ten years after development of the railway land begins). In particular, it is recommended that a policy be enacted to discourage the development of additional regional and community shopping centres (as generally defined by the Urban Land Institute)¹ outside the downtown during the next five to ten years. Such a policy would have the following benefits:

- ♦ It would reduce the uncertainty to private sector investors considering participation in the railway lands in terms of short- to medium-term competition, and would assist in creating a proper merchandising mix within the downtown through a reduction in locational options for desired tenants;
- ♦ It would allow the new retail development on the railway land to become stabilized and to become a part of Red Deer

residents' shopping patterns before significant new retail competition is developed;

- ♦ It would assist in the revitalization of the entire downtown by encouraging small-scale DSTM expansion within the downtown core, thereby increasing its concentration of retail facilities.

The development of neighbourhood-level shopping centres should not be restricted, nor should expansion of the existing malls necessarily be prevented. Clearly, however, the downtown has suffered from a declining retail market share in the past, particularly as a result of regional shopping centre development outside of the downtown, and this share would likely continue to decline in the absence of an aggressive programme to reverse the situation. The development of the railway lands and the associated transportation improvements will serve to increase the attractiveness of the downtown (thus providing an environment for increasing the downtown market share), but significant retail and other commercial expansion outside the downtown could undermine any efforts to enhance the downtown.

It is recommended that a restrictive policy would take the following form:

- ♦ The development of community-level shopping centres outside the downtown would be prevented for a period of 3 to 5 years after development of the railway land commences;
- ♦ The development of regional-level shopping centres outside the downtown would be prevented for a period ending eight to ten years after development of the railway land begins.

It should be noted that the warranted DSTM floorspace projections provided in Section 4.5 indicate that a new community-level shopping precinct in the downtown (as proposed for the railway lands) along with some infilling of retail space in the downtown should be sufficient to meet the needs of the trade area demand growth until 1994-95. Thus, the restriction of community shopping centre development outside the downtown should serve to direct warranted development to the downtown, rather than to restrict floorspace to below what the market could effectively support. It is the consultant's opinion that the restrictions proposed above would not artificially keep total floorspace below efficient levels, but would instead prevent an oversupply situation from resulting should an aggressive developer build a shopping centre with the intent of transferring market share from existing projects.

It is also recommended that a similar policy restricting the development of high-density residential development outside of the downtown core within the next five to ten years be implemented. Such a policy would allow apartment development on the railway lands to reach a level whereby a sense of neighbourhood is established. It is during the initial development period, when the character of the area must be changed from

primarily commercial and light industrial to residential, that the residential development is most fragile. By encouraging initial residential development to occur at a faster pace, the viability of the residential component as a whole would be greatly enhanced.

It is recommended that these policies be implemented as soon as possible in order to create the proper environment for successful development of the railway land.

To create a successful marketing strategy, a mechanism must be put in place to ensure that the above marketing options are addressed in a cohesive fashion. The following action plan is one proposed process which should be considered as a mechanism to create and implement a finite marketing strategy.

As became apparent in the discussion of the marketing strategy options, the creation of a flexible implementation programme is imperative. It is the consultant's opinion that a quasi-public development corporation would provide an excellent vehicle for ongoing monitoring and decision-making during the implementation programme. The development corporation would thus be in a position to address the marketing strategy options much closer to the time of disposition, thus ensuring that the disposition activities are best suited to the individual situations.

RAILWAY LAND MARKETING ACTION PLAN

1. Prepare a detailed Area Redevelopment Plan for the railway lands, which will provide a number of urban planning analyses including the following:
 - ◆ Topography
 - ◆ Soils (including contamination)
 - ◆ Views
 - ◆ Transportation (site access, internal circulation, noise, etc.)
 - ◆ Park and open space requirements
 - ◆ Utilities
 - ◆ Urban design/planning (alternative land use plans, massing, building envelopes, architectural guidelines, etc.).
2. Open the Area Redevelopment Plan to public discussion, and obtain feedback from various community interest groups and the general public. Based on this feedback, the Area Redevelopment Plan should be amended to best reflect the views of the community at large. Obtaining consensus agreement of a development concept plan is the key to creating a development which will be beneficial to the community as a whole.

Concurrently, activities to amend the General Municipal Plan should be initiated, with the goal being to implement new policies to

restrict the development of high density residential and regional shopping centre development outside of the downtown core over the short- and medium-term future (five to ten years). Successful adoption of these policies will provide a "grace period" during which the railway land redevelopment programme can generate sufficient momentum to ensure continuing development.

3. Once a consensus has been reached over the Area Redevelopment Plan, the plan should be adopted by Council to provide set guidelines for development of the railway land.
4. Subsequent to the adoption of the Area Redevelopment Plan, a development corporation should be created to oversee the implementation strategy. The development corporation would be accountable to the City, would own the land on behalf of the municipality, and would have a mandate to ensure that the property is developed according to municipal guidelines and to optimize the utilization of the land with regards to public good and fiscal objectives. In particular, the corporation would have the power to:
 - ♦ recommend Direct Control land uses to Council or recommend land use bylaw amendments
 - ♦ recommend surveying and servicing to Council;
 - ♦ apply to subdivide the land;
 - ♦ prepare or commission financial and cost-benefit analyses to determine:
 - annual capital requirements
 - annual land disposition schedules, particularly with respect to planning the disposition so as to make maximum use of funds generated and to minimize debt/funding requirements
 - optimal disposition terms for each parcel, including sale, lease, joint venture
 - optimal extent of subdivision
 - ♦ Organize proposal calls, etc. to attract private sector interests;
 - ♦ Enter into negotiations with private developers to arrive at agreements regarding:
 - sale/lease/joint venture terms
 - public sector incentives.

- ◆ Research all potential forms of provincial and federal funding for various components of the redevelopment, and to actively pursue all potential funding sources.

ENDNOTES

1. The Urban Land Institute's definitions of shopping centres, which are generally accepted throughout the industry, are as follows:

A neighbourhood centre provides for the sale of convenience goods (foods, drugs, and sundries) and personal services (laundry and dry cleaning, barbering, shoe repairing, etc.) for the day-to-day living needs of the immediate neighbourhood. It is built around a supermarket as the principal tenant. In theory, the neighbourhood centre has a typical gross leasable area of 50,000 square feet. In practice, it may range in size from 30,000 to 100,000 square feet. The neighbourhood centre is the smallest type of shopping centre.

In addition to the convenience goods and personal services of the neighbourhood centre, a community centre provides a wider range of facilities for the sale of soft lines (wearing apparel for men, women and children) and hard lines (hardware and appliances). The community centre makes a greater variety of merchandise available — in sizes, styles, colour, and prices. It is built around a junior department store, variety store, or discount department store as the major tenant, in addition to a supermarket. It does not have a full-line department store, though it may have a strong specialty store. In theory, the typical size is 150,000 square feet of gross leasable area, but in practice it may range in size from 100,000 to 300,000 square feet. The community centre is the intermediate type of centre, most difficult to estimate for size and pulling power.

The regional centre provides for general merchandise, apparel, furniture, and home furnishings in depth and variety, as well as a range of services and recreational facilities. It is built around one or two full-line department stores of generally not less than 100,000 square feet. In theory, a typical size for definitive purposes of 400,000 square feet of gross leasable area. The regional centre is the second largest type of shopping centre. As such, the regional centre provides services typical of a business district yet not as extensive as those of a super regional centre.

SOURCE: The Urban Land Institute, Dollars & Cents Shopping Centres, 1987.

7.0 IMPACT ANALYSIS AND DOWNTOWN MARKETING STRATEGY

This section will conduct an examination of major impacts on the downtown core created by the redevelopment of the railway lands and implementation of the Downtown Concept Plan. Major impacts to be examined will be the changes in both the supply and demand for parking, the one-way couplet, changes in DSTM floorspace and expenditures, the possible relocation of downtown retail businesses, as well as other general impacts. Section 7.2 consists of the Downtown Marketing Strategy. The prime objective of this strategy is to identify the ways and means by which continued retail activity in the downtown core can be facilitated. Section 7.3 consists of an outline of tasks needed to be undertaken for each component of the Downtown Marketing Strategy. A preliminary outline of tasks required for each marketing strategy component is illustrated in Section 7.3.

7.1 IMPACT ASSESSMENT

This section will identify potential impacts of the railway land redevelopment and implementation of the Downtown Concept Plan on the existing downtown core. Impacts of the railway land redevelopment on the downtown include the effects on parking, accessibility, retail sales, residential growth and other general impacts. Impacts on the downtown core associated with the implementation of the Downtown Concept Plan involve the construction of the one-way couplet, additional beautification, the Towne Plaza and the Pedestrian Lane-way Mall.

7.1.1 Railway Land Redevelopment Impacts

PARKING

A significant impact will be the changes in the supply and demand for parking, both in the downtown and on the subject site. Interim land uses within the subject site during the study period could include additional parking facilities for the downtown. The suggested types of self-supporting, free-standing retail tenants for the subject site would provide adequate on-site customer parking. The Development Programme suggests an additional 150,000 square feet of retail space be constructed between 1991 and 1996. Between 1991 and 2001, 22.5 acres of the total 45 acres of developable land will be utilized. This leaves half of the total developable land remaining available for interim uses such as parking, until the year 2001.

ACCESSIBILITY

The development of the railway lands and improvements to the Major Continuous Corridor and Taylor Drive couplet will offer northwest Red Deer residents a direct alternative route to the downtown. This rerouting of

traffic into the downtown via Taylor Drive instead of Gaetz Avenue is a particular advantage for downtown business, as many northeast residents will bypass the Parkland Mall on their way to and from work. The connection of Taylor Drive to the downtown via the one-way couplet system will result in increased traffic volumes moving through the downtown, providing downtown businesses with a possible larger market share. The completion of the one-way couplet will also bring direct attention to the number and quality of businesses along Ross Street, 49th Street and Gaetz Avenue, making these streets a primary focus for developing new retail businesses. This represents a distinct advantage to downtown businesses as traffic will be able to move more easily into and within the downtown.

RETAIL

Macro Impacts — The addition of 150,000 square feet of retail space in the downtown area will facilitate an overall increase in the downtown's total market share for the city through the addition of traffic generating tenants. This translates into more shoppers visiting the downtown on a more frequent basis, increasing their awareness of all downtown shops and services. The subject site also provides a good, central location within the city for certain types of retailers who serve a regional trade area. If the railway lands were not available for retail development, these types of retailers may not enter the Red Deer market, or might locate elsewhere in the city. The recommended retail component, 150,000 square feet, can be supported by the city's forecasted short-term population growth and demand for additional warranted DSTM floorspace, as shown in Table 21. The scale of retail development on the subject site is not so large as to significantly dilute existing retail sales within the city in general and the downtown core in particular.

Micro Impacts — The suggested retail tenants for the site would be primarily self-supporting, freestanding structures and would not compete directly with existing downtown businesses, although a number of complementary CRU tenants should be accommodated. It is most likely that the initial opening of the retail component on the subject site will result in slightly decreased retail revenues in other areas of the city and within the downtown. The retail tenants recommended for the subject site are regional-serving, which, for the most part, compete directly with regional mall tenants, not existing downtown retailers. It is thus most likely that any resultant transfer of retail sales will take place primarily from the regional malls such as Bower Place and Parkland Mall to the retail component on the subject site. A possible relocation of existing downtown retailers to the subject site could take place upon completion of the retail component, but this dynamic is not expected to be significant given that the type of retail development proposed for the railway lands is not necessarily suitable to the majority of downtown businesses.

RESIDENTIAL

The Development Programme illustrates that approximately 970 multi-family residential units could be built on or near the subject site, representing an additional 1,400 to 1,900 residents. One key impact is that the increased downtown resident population will increase the demand for commercial, recreational and cultural facilities in the downtown. The increase in new apartments in the downtown by 970 units is only proportional to the downtown's current share of apartment units, at 20 to 25 percent. It is likely, however, that the construction of 970 units at the subject site will reduce the short-term likelihood of a multi-family residential development in other areas of the city.

GENERAL

Several positive impacts on the existing downtown can also be associated with the development of the railway lands. Currently, the railway lands represent both a physical and psychological barrier between the downtown and the northwest portion of the city. The elimination of this barrier will readily facilitate the flow of visitors to the downtown. In addition, the railway land development will create a more efficient use of the existing downtown infrastructure, specifically accommodating new downtown development and reducing the likelihood of such development taking place on the urban fringes of the city. Finally, and perhaps most importantly, the capital investment in the downtown generated as a result of the railway land redevelopment will likely serve as a catalyst for further upgrading and redevelopment of neighbouring properties. Specific properties suitable for redevelopment are located on the west side of the existing downtown.

7.1.2 Downtown Concept Plan Impacts

The Downtown Concept Plan holds a number of recommendations for which a detailed Impact Analysis would be beyond the scope of this study. For the specific purposes of this study, key issues of the Concept Plan shall be discussed.

COUPLET

It has been mentioned as part of the Railway Land Impacts that the Taylor Drive/Ross Street/49th Street one-way couplet system will dramatically improve and increase traffic flow within and throughout the downtown core. Downtown businesses can benefit significantly from these increased flows along Ross Street and 49th Street. These two streets could become the primary focus for new retail development within the downtown.

TABLE 21
 SUBJECT SITE DSTM FLOORSPACE, 1990 TO 2001

	1990	1993	1996	2001
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ADDITIONAL WARRANTED DSTM FLOORSPACE (1) IN CITY OF RED DEER	(35,000)	118,000	284,000	614,000
ON SUBJECT SITE (2)	100,000	100,000	100,000	100,000
(SURPLUS)/DEFICIENCY OF DSTM FLOORSPACE IN CITY OF RED DEER	(65,000)	18,000	184,000	514,000

(1) SEE TABLE 18.
 (2) SEE TABLE 20.

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BEAUTIFICATION

The downtown core has already undergone extensive beautification efforts, including decorative lighting, interlocking brick sidewalks, mature tree and shrub planting and the location of information kiosks, which commenced in the year 1983. It is the consultant's opinion, however, that additional expenditures in the downtown for beautification would best occur as part of the Towne Plaza Market development and maintenance of existing facilities. It should be noted that beautification expenditures are most effective when combined with other aspects of a revitalization strategy such as tenant recruitment and advertising/promotion. Beautification activities will help to obtain maximum benefits from the other aspects of a revitalization programme, but have limited long-term operational benefits if done in isolation.

TOWNE PLAZA

The original Towne Plaza concept placed a large emphasis on utilizing the Plaza as a focus for cultural and recreational activities. The most recent proposed revisions to the Towne Plaza Market indicate an emphasis on commercial activity rather than a cultural or recreational focus. Entertainment and live performances would play a supportive or secondary role in the function of the Plaza. It is the consultant's opinion that the commercial focus of the revised proposal is more suitable towards achieving downtown revitalization, particularly as it would increase pedestrian traffic in the vicinity.

The Towne Plaza concept, endorsed by the Towne Centre Association, identifies four downtown blocks as central to the Plaza concept. This area is bounded on the north by Ross Street, on the south by 49th Street, on the east by 48th Avenue and on the west by Gaetz Avenue. Included in this area are City Hall, library, City Hall Park, post office, The Bay, Zeller's, the Uptown Cinema, Sports World, the RCMP building and other smaller retail and commercial uses. This area contains approximately 500 of the downtown's total 7,000 parking spaces, and is comprised of 224 municipal off-street spaces, 150 on-street spaces and 140 spaces at The Bay. The development of the Towne Plaza and downtown transit terminal would eliminate 314 spaces, which would need to be replaced within the same core area, through either underground or deck parking.

The revised Towne Plaza proposal identifies the potential for locating three +15 walkways within the core area. In general, +15 walkways can have a negative impact on downtown street retailing because they offer pedestrian "short cuts" which allows bypassing of storefronts. Thus, +15 walkways should only be considered in locations where the use of the walkway would not result in pedestrians bypassing storefronts that they would otherwise have passed. The +15 walkways, as proposed, do not appear to reduce the potential exposure of any businesses. It must be questioned, however, whether the high costs associated with the construction of a +15 system can be offset by the benefits it creates. It is the consultant's opinion that the +15 walkways proposed for the

downtown will function primarily as pedestrian overpasses, and will not significantly benefit downtown businesses. Moreover, one of the keys to the success of a street retail precinct is the creation of a large concentration of pedestrian traffic. Thus, any programme which serves to dilute the walkby population would reduce the viability of street-oriented businesses.

A proposed system of a Pedestrian Lane-way Malls (PLMs) connecting Gaetz Avenue, the Towne Plaza, 49th Street, Zeller's, The Bay, and the Uptown Cinema, creates a series of pedestrian linkages which could easily facilitate a critical mass of specialty retailing, cafes, restaurants and other unique retailing opportunities within the four block area. The development of the pedestrian lane-way mall would shelter shoppers from the weather elements, and create a unique shopping environment.

As with the +15 walkways, however, the PLMs must not be implemented so as to provide pedestrians with a route that reduces the number of storefronts which they pass. Indeed, an optimal pedestrian walkway system (from the businesses' point of view), maximizes the number of stores that pedestrians must pass between origin and destination. Thus, any portion of the proposed PLM system that serves only to give pedestrians a short cut will not be beneficial, and indeed could be harmful to many downtown businesses.

- ♦ One key to successful street retailing is to encourage and maintain a strong concentration of pedestrian traffic, particularly along major retail streets. Although the proposed +15 walkways would not divert pedestrian traffic away from existing retail stores, the consultant sees little benefit in +15 construction in the foreseeable future as they are expensive to build and will function, in this case, primarily as pedestrian overpasses. Should the construction of +15s considerably reduce the likelihood that major retailers might vacate the downtown, however, the feasibility of +15 walkways should be reconsidered.
- ♦ PLMs or covered walkways along the lanes within the two blocks between 48th and Ross Streets and 49th and Gaetz Avenues cannot be just "covered alleys", as they would merely provide short cuts for pedestrians. A much more comprehensive retail programme including the creation of an enclosed mall between The Bay and Zeller's could also be accommodated at this site. This concept will be discussed in greater detail in a subsequent section.

7.2 DOWNTOWN MARKETING STRATEGY

The downtown marketing strategy is targeted at addressing the weaknesses of the downtown, and turning around any existing negative images of the area. The implementation strategy will examine the establishment of a contiguous retail bylaw, facilitating retail anchors, standardizing store hours, encouraging commercial redevelopment of 51st Avenue between Ross Street and 48th Street, and several other elements which could have a positive cumulative effect on both the image and economic performance of the downtown core.

7.2.1 Establishing Retail Continuity in the Downtown Core

The goal of attracting shoppers and generating pedestrian activity in the downtown can best be achieved through the creation of uninterrupted retail uses or businesses. Retail continuity is critical for the success of not only the Towne Plaza Market, but the entire downtown core. It is important, where possible, to encourage retail store frontage and avoid large gaps between retail uses. The most notable gaps in the downtown are The Bay parking lot, the Sports World parking lot and the post office parking lot.

Downtown Red Deer retail anchors are currently dispersed within the downtown core, separated by large gaps between retail nodes such as The Bay, Zeller's, Kresge's, IGA, and Sports World. The Towne Plaza Market and Pedestrian Lane-way Mall throughout the downtown will only function efficiently if retail continuity is established in the core area.

The largest retail market for downtown businesses are the 6,200 full-time office and retail employees. Downtown employees offer a somewhat limited time frame for shopping, generally from 9 a.m. to 6 p.m., however, this gives rise to the need for specific retail types such as personal services.

A relatively new method of ensuring retail continuity and a proper mix of retail uses is through the establishment of a by-law which requires retail space to be incorporated into new and existing projects when current uses change. Several examples of such retail continuity by-laws are found in a publication by the Urban Land Institute entitled Carrots & Sticks, 1989. In addition, a mandatory 50 percent or more of all ground level street frontage could be required to conform to a list of eligible commercial uses such as retail, personal services, entertainment services and restaurants. Additional uses such as banks and lending institutions are not generally included in these mandatory uses. The by-law could also require prime corner buildings and developments to maintain higher levels of ground floor retailing. A form of such a by-law has been successfully utilized in Orlando, Florida. Similarly, Washington, D.C. established an 18 block "SHOP District" for the specific purpose of creating a highly concentrated area of retail, service, arts and entertainment uses in the downtown.

concentrated area of retail, service, arts and entertainment uses in the downtown.

A proper merchandising mix must also be implemented as part of the PLM and SHOP District so as to offer a complete and unique range of goods and services within the downtown core. The PLM must be included as part of a SHOP District, perhaps even the focus of the district.

Retail continuity in the downtown core could be facilitated with the establishment of a form of SHOP District or minimum retail requirements, specifically pertaining to street-level commercial space. Such a by-law or SHOP District could be formulated by a joint committee of the TCA and Regional and Municipal Planning representatives recommended by the Downtown Planning Process Steering Committee. The downtown core streets which should be included into such a SHOP District would be as follows:

- ◆ Both sides of Ross Street between 48th Avenue and 51st Avenue
- ◆ Both sides of 49th Street between 48th Avenue and 51st Avenue
- ◆ Both sides of 48th Street between 48th Avenue and 51st Avenue
- ◆ Both sides of 51st Avenue from Ross Street to 47th Street
- ◆ Both sides of Gaetz Avenue from 52nd Street to 48th Street
- ◆ Both sides of 49th Avenue from 51st Street to 48th Street
- ◆ Both sides of 48th Avenue from 51st Street to 48th Street.

Prime corner locations where the mandatory retail percentage requirement should from 60 to 80 percent are as follows:

- ◆ 48th Street and 49th Avenue
- ◆ 48th Street and Gaetz Avenue
- ◆ 49th Street and 49th Avenue
- ◆ 49th Street and Gaetz Avenue
- ◆ Ross Street and 49th Avenue
- ◆ 49th Street and 51st Avenue
- ◆ Ross Street and 51st Avenue.

As mentioned, the downtown Red Deer primary retail market is the downtown employees. Ideal retail uses for such a market are a combination of book stores, gift shops, hair dressers, barbers, copy stores, restaurants, doctor/dentist offices, walk-in clinics, men's/women's/children's clothing stores, just to mention a few. The downtown must offer a unique blend of goods and services which are not readily available at the city's regional malls.

REDEVELOPMENT ALONG 51ST AVENUE

The existing commercial/hotel uses found along 51st Avenue, specifically between Ross Street and 48th Street, currently act as a barrier to westward extension of the downtown. Once the railway land redevelopment commences, this area along 51st Avenue will be under-utilized in its present uses.

Once the retail component of the subject site has been completed, a retail link between the subject site and the existing downtown would best facilitate interaction between the two retail areas. Currently, the four hotels with taverns are somewhat run down and would be an intimidating barrier for customers to cross from the downtown to the subject site.

The railway land redevelopment, in conjunction with the inclusion of 51st Street into a SHOP District by-law, could provide the necessary incentive to facilitate the redevelopment of these properties. With the exception of The Buffalo, the remaining three hotels/taverns are located on three corners of the 51st Avenue and 49th Street intersection.

It must be noted that the described SHOP District by-law should be implemented prior to the subject site development and the construction of the Towne Plaza Market in order to facilitate the retail linkage component in any new downtown development.

It should further be noted that the establishment of a SHOP District will not necessarily encourage renovation or rehabilitation of existing buildings, at least directly. The creation of an active and well-performing downtown retail precinct, which would be aided by the implementation of a SHOP District, would increase the value of downtown land in general, and street-level storefront space in particular, thereby indirectly creating an incentive for renovation of older buildings. The effectiveness of the SHOP District to directly encourage renovation is limited by the legislation governing "non-conforming uses".

In order to encourage renovation/rehabilitation of existing buildings, some form of incentive programme would be required. Many common incentives, such as on-site or transferred density bonuses and relaxation of standards would have limited impact in this instance as they are most effective in achieving planning objectives in new development. Tax abatement, on the other hand, can be used to encourage rehabilitation by providing landowners with a financial incentive to conform to desired behaviour. The implementation of a tax abatement programme can be somewhat complex, however, as it must be ensured that the financial incentive is large enough to encourage rehabilitation but not so large as to provide landowners with windfall gains. Furthermore, the objectives and restrictions of a tax abatement programme must be carefully defined to ensure that only those projects which conform to the objectives are "rewarded".

7.2.2 Securing Retail Anchor Tenants

The downtown retail environment can be described as very fragile, specifically in the context of anchor tenants remaining in the downtown Red Deer core. The development of the downtown railway lands would give the downtown area the opportunity to increase its future retail market shares.

The availability of the railway lands for development over the study period assures new space for downtown growth, minimizing the possible loss of market share and the occurrence of common urban sprawl commercial areas. The railway land development will also maintain a high level of capital investment in the downtown, which could serve as a catalyst for further redevelopment in the core area. If land is not made available for development in the downtown, such development will take place along the city fringes and increase the likelihood of the downtown continuing to suffer from a decreasing market share. The end result of this process is the relocation of downtown retail tenants to newer facilities in the growing suburban areas. An example of this occurring in the downtown was the movement of Eaton's from its location on Gaetz Avenue (now Zeller's) to the Bower Place Shopping Centre in 1982.

One of the most important aspects of the Downtown Strategy is to ensure that the major anchor tenants remain as part of the downtown. Obviously the best method of achieving this objective is to increase patronage and sales of all downtown retailers, which would improve the profitability of the anchor tenants.

It would also be possible to create a retail anchor comprised of a combination of tenants, rather than a single business. For example, the creation of a one- or two-level mall linking The Bay and Zeller's would create a single, strong retail node within the downtown. The combination of The Bay, Zeller's and additional CRU would act as a focal point for retail in the downtown, which would increase the patronage of the individual tenants. The creation of a strong and viable anchor would then act as a catalyst for strengthening street retailing elsewhere in the downtown, which would be supported by a SHOP District and the development of a second retail anchor node on the railway lands. While an enclosed mall linking The Bay and Zeller's may serve to draw pedestrian traffic from the street, it is the consultant's opinion that the long-term benefits of creating a viable downtown retail focus will outweigh the short-term cost of reducing on-street pedestrian circulation.

The next immediate step for the Towne Centre Association is to undertake a detailed feasibility and merchandising study for the Towne Plaza Market and Pedestrian Lane-way Mall. Prompt action and early involvement with representatives of the major downtown anchors will increase the likelihood of a long-term commitment by these companies in the downtown area. Their involvement is critical to the process as a major portion of property owned by The Bay is outlined as part of the Towne Plaza concept.

The early support and participation of all affected downtown property owners is also mandatory as the PLM project will require the majority of its funding from the private sector. Preliminary observations indicate that a number of access improvements to downtown buildings will be necessary to achieve proper entrances to businesses located within the lane-way mall.

7.2.3 Downtown Day Care Facilities

The provision of day care facilities in downtown areas has, in the past seven to ten years, gained considerable support throughout North America. Office based or downtown day care offers employees the opportunity to visit their children during breaks or lunch hours. Such facilities also provide increased convenience and access to day care facilities, thus avoiding lengthy commutes to and from day care facilities both before and after work.

Currently there are three day care facilities in the downtown area. The Town Centre Day Care has been open for four years and has the capacity for 47 children and is currently operating with 32 children. Facility operators indicated that while there appears to be a shortage of day care demand in the downtown, further growth in downtown employment would create significantly more demand. A second day care facility, Expressions, is located in the downtown on 47th Avenue. This facility has capacity for 48 children and its current enrolment is 42 children. The centre operates at close to capacity throughout most of the year. The third centre, Riverside Day Care, has the capacity for 40 children and is located in Central School.

Traditionally, downtown areas have not been viewed favourably as potential sites for daycare facilities or drop-in babysitting services. A lack of outdoor playground and recreational activities, as well as the difficulty in obtaining economical ground floor or office space for the facility have been the most common barriers to the provision of downtown day care.

Throughout the study period, downtown Red Deer could expand the existing Town Centre Day Care or open a fourth facility to accommodate the day care needs of a growing downtown work force. The downtown area currently has a number of variables which could easily facilitate this development. Amenities such as the City Library, recreational centre and the future Towne Plaza would provide extra activities for children. In addition, downtown day care facilities are within walking distance of the Central Elementary School on 48th Avenue. The development of any additional park space within the subject site could also serve as a further amenity to downtown day care facilities.

The development of the Towne Plaza Market into a year-round family activity-oriented facility will also assist in changing the image of the downtown towards a more suitable environment for children. It is recommended, as a general rule of thumb, that 2,000 square feet of floorspace be provided for up to 30 children. Downtown day care development in many U.S. cities often requires, in the form of a by-law, up to 1 percent of total commercial floorspace for a child care centre(s).

In summary, the steady growth in office employment is expected to continue, creating a greater need for downtown day care facilities. The redevelopment of the railway lands, the proposed Towne Plaza Market and

the anticipated redevelopment of the 51st Avenue area, will contribute to a new view of the downtown as a family-oriented area. A new day care facility to accommodate up to 50 children would most likely be required by 1996, as the three downtown centres are already operating at close to capacity.

7.2.4 Standardized Store Hours

The downtown area will require standardized store hours in order to maximize any resultant transference of retail sales from the regional malls to the subject site and downtown core.

The suggested retail tenants for the freestanding, self-supporting facilities on the subject site will offer store hours to directly match the regional mall operations. Most often, grocery store anchors such as Safeway or Save-On-Foods are open until 10 p.m. or midnight every evening, attracting large volumes during this time. In addition, home furniture and entertainment stores such as the Future Shop are open during the evening until 8 or 9 p.m. Once such tenants are established on the developed railway land, it will be critical for the downtown businesses to have a set of uniform store hours.

A set of standardized store hours is an important marketing tool for the TCA to implement. Common hours are one of the biggest conveniences which regional malls offer to customers. Most downtown businesses, especially retail stores, close at 5:00, 5:30 or 6:00 p.m. Virtually no stores are open later than 6 p.m., with the exception of The Bay, which is open later on Thursday and Friday evenings. The implementation of a SHOP District or mandatory ground level retail uses will enhance any efforts by the TCA to establish common store hours. Connecting the downtown anchor stores such as The Bay and Zeller's with the proposed pedestrian lane-way mall, Towne Plaza, SHOP District and standardized store hours, will generate the atmosphere of a regional mall environment in the downtown.

The TCA has encouraged, and should continue its efforts to achieve, uniform store hours in the downtown. Businesses should be requested to stay open later on a gradual basis. For example, all businesses could be requested to stay open later on an instalment basis. All businesses would be given a schedule outlining the benefits of remaining open evenings for an initial three month basis. Businesses should remain open until 6 or 7 p.m. from Monday to Thursday and until at least 8 p.m. on Fridays and until 6 p.m. on Saturdays. The TCA should ask businesses for an informal "contract" promising to adhere to the new evening hours. As a monthly or bi-monthly TCA advertisement, the participating businesses will be listed as part of an ongoing advertising plan. In addition, the TCA would have customized "store hour" decals distributed free of charge to participating merchants.

The downtown businesses must be consistently encouraged and educated that it is more important for all businesses to close at the same time, rather than a few closing early and a few remaining open later in the evening. The actual closing time is secondary to the shopping convenience of uniform store hours.

7.2.5 Parking Improvements

Parking in the downtown area is perceived by the public to be in very short supply.

As previously stated, the approximately 7,000 downtown parking spaces are utilized primarily by downtown employees. Although parking appears to be sufficient throughout the downtown in general, the core area itself has a notable parking deficiency.

Recommendations from the 1988 City of Red Deer Downtown Parking Strategy include the establishment of a Parking Authority by the year 1992. The most important recommendation involves the maintenance of and increase in the current parking supply, by both publicly and privately developed projects.

The pending development of the downtown transit terminal at the existing Sports World site would displace 126 parking stalls at the P5/P6 lots at that location. In addition, the Towne Plaza Market, if located at the post office site, would displace an additional 98 parking stalls. Although the railway land development will provide additional parking as an interim land use, parking in the downtown core should be increased to compensate for the possible increase in commercial floorspace through redevelopment and infilling and loss of an additional 314 parking stalls.

The possible reduction of 314 parking spaces in the downtown core should be replaced by a new parking facility in the immediate vicinity. The parking strategy has recommended that a study be conducted to determine the likelihood of developing a 400+ vehicle parkade at the current post office parking lot. This site is presently being considered as the location for the Towne Market Plaza, and its development in this location would require that an alternative site be selected for the parkade. To date, the assessment study has not been conducted. It may also be possible (though expensive) to incorporate underground parking into the Towne Plaza Market for an estimated 100 to 150 vehicles.

In addition, the planned downtown transit terminal should be constructed to provide additional parking for 200 to 250 vehicles. Further additional parking may be provided as part of a possible future commercial development on the existing 140 car lot owned by The Bay.

Parking meter rates should be maintained in both the High Demand and Low Demand Zones. Free lot and metered parking should also be maintained

during the evening and weekends. Metered parking rates should remain at reasonable levels as the problem of "meter feeding" by downtown employees appears to be minimal. The parking strategy does not indicate the average on-street parking duration within the downtown core, but monitoring parking turnover is a valuable tool in determining the level of employee on-street parking, and should be undertaken by the Parking Commissioner.

The TCA has made, in the past, considerable efforts to discourage employee on-street parking and promote monthly parking on lots P9 and P10. In addition, the TCA has printed and distributed a Downtown Parking Guide, outlining parking locations and rates. The downtown parking areas are marked very clearly with signage indicating additional parking locations.

In summary, most of the downtown parking strategy recommendations should be closely followed with the exception of constructing the parkade at the post office site. If, however, the post office site is not utilized for the Towne Market Plaza, a parkade at this location should be reconsidered. Further emphasis should be placed by the TCA on increasing public awareness of free and abundant parking during evenings and weekends.

7.3 DOWNTOWN MARKETING STRATEGY IMPLEMENTATION

This section identifies a set of preliminary tasks required for each component of the downtown marketing strategy. Included in Section 8.0, Conclusions and Recommendations, is a preliminary time schedule, illustrating the estimated time requirements for each, as well as the inter-dependency of the Downtown Marketing Strategy and the development of the downtown railway lands.

TASKS/STEPS

A. ESTABLISHING A "SHOP" DISTRICT

1. Review Alberta Municipal Act regarding the applicability of a "SHOP District" as a "Specified Area By-law".
2. Determine the degree and scope of the SHOP District, which should include all downtown properties, not just new or old developments.
3. Determine the appropriate business merchandising mix to achieve retail continuity, including such uses as retail, services, arts and entertainment. Determine the percentage of ground level street frontage required to achieve the desired mix (>50 percent).
4. Draft Specified Area By-law.

5. Examine and initiate Tax Abatement Incentive programme (if deemed feasible) for building revitalization.

B. SECURING RETAIL ANCHOR TENANTS

1. Implement a Protective Policy to preclude the development of community and regional shopping centres outside the downtown area for a specified period of time.
2. Undertake Feasibility Study for the Towne Plaza Market and Pedestrian Lane-way Mall.

C. DOWNTOWN DAY CARE FACILITIES

1. Examine feasibility and location of a fourth downtown day care centre.

D. STANDARDIZED STORE HOURS

1. Educate downtown businesses of benefits.
2. Adopt advertising campaign.

E. PARKING IMPROVEMENTS

1. Assess and develop new parking facilities in the vicinity of the proposed Transit Terminal, +400 car parkade.

8.0

CONCLUSIONS AND RECOMMENDATIONS

The section provides a summary of the major findings and conclusions of this study. There is a very large amount of statistical data in this study which has not been included in this summary in order to limit its complexity. The detailed reasoning and background material for each the factors discussed below are contained in the main body of this report.

8.1 SUMMARY AND FINDINGS

MARKET FEASIBILITY

This study has examined the market potential for a number of significant land uses on the downtown Red Deer railway land. These land uses would include: retail and service, multi-family residential, hotel/motel, office space and entertainment/recreational facilities.

Over the study period, the total trade area population for the City of Red Deer is expected to increase from its current level of 137,000 to a total population of 206,000 by year 2011. Throughout the study period, the City of Red Deer consistently represents at least 45 percent of the total trade area population.

The primary trade area, including the City of Red Deer and the towns of Sylvan Lake and Lacombe, is forecasted to grow at an average annual growth rate of 1.93 percent, for a 2011 population of 119,000. The primary trade area, in 1986, had an average per capita income of \$12,248. This was 6.8 percent below the provincial average income of \$13,142 per capita. As a result of changing population levels and moderate increases in the standard of living, the total expenditure potential for retail and service store types locating in the City of Red will grow substantially in future years.

Employment in Red Deer has become very diversified over the past decade, particularly with respect to manufacturing activities. Compared to the Alberta average, the City of Red Deer has significantly less reliance on primary industry, which is offset by a stronger reliance upon trade and other service sectors. Given that significant efforts have been expended in recent years in Alberta by various levels of government to diversify the economy, thereby reducing the economy's reliance on primary industry and the resulting "boom and bust" economic cycles, it is clear that Red Deer is in an advantageous position relative to the rest of the province.

An examination has been conducted to determine the market-driven demand for land uses appropriate for the railway lands. These land uses have been generally categorized into five groups: multi-family residential, office, hotel/motel, recreational/cultural/historical, and retail. A development programme for the railway land has been developed,

illustrating the land requirements for the identified uses based on a 0 to 5 year, 5 to 10 year, and 10 to 20 year time frame, as shown by Table 20.

Table 20 provides a summary of the feasible land uses identified in the previous sections, along with appropriate timing of development. Given that there is no existing built up demand for any of the feasible land uses, the demand for land is expected to rise gradually as the city population grows.

The residential component is based on 60 units per net acre, which is suitable for medium- to high-density residential development. A total of 970 high-density residential units (requiring 16 acres of land) are forecasted for the railway land and adjacent parcels throughout the study period.

In order to maintain the concentration of office space within the downtown core, it is the consultant's opinion that the majority of future office space development should occur within the existing downtown. Some office development would be appropriate for the railway lands over the longer term, however, and sufficient land for 100,000 square feet could be required. Based on a maximum density of 3.0, approximately 1 acre would be sufficient.

As discussed in the market analysis, it is projected that there will be sufficient demand to support an additional 480 hotel/motel rooms in Red Deer by the year 2011. In order to effectively serve the future needs of the downtown, provision should be made for a business-oriented hotel of at least 100 rooms plus convention facilities. By using an average of 750 square feet of total building area per room and an overall density of 2.0, approximately 1 acre of land is required.

There is an opportunity to develop 130,000 to 170,000 square feet of retail space on the subject site. In order to allow for sufficient on-site parking, 0.3 site coverage would be required, thus creating a need for 12.5 acres. The city is reaching a threshold level where it can support a new component of regional-serving retailers, and is therefore expected that this retail space could be absorbed in the first five year development phase.

Based on this development programme, 19.0 acres of land would be absorbed between 1991 and 1996, an additional 3.5 acres would be absorbed between 1996 and 2001, and a further 11.2 acres would be absorbed by 2011, for a total of 33.7 acres. It is recommended that the "additional lands" not be included in the first three phases of development, as such development would reduce opportunities for redevelopment of other parcels adjacent to the railway lands.

IMPACT ANALYSIS

The railway land development and implementation of the Downtown Concept Plan will create a range of possible impacts on the existing downtown Red Deer core. These possible impacts include the effects on parking, accessibility, retail sales, residential growth, the construction of the one-way couplet, additional beautification, Towne Plaza, Pedestrian Lane-way Mall and several general impacts.

A downtown marketing strategy has been formulated to address the weaknesses of the downtown and to mitigate any existing negative images of the area. The Implementation Strategy has examined the establishment of a contiguous retail by-law, facilitation of retail anchors, standardization of store hours, commercial redevelopment of 51st Avenue between Ross Street and 48th Street, and several other elements which could have a positive cumulative effect on both the image and economic performance of the downtown.

A relatively new method of ensuring retail continuity and the proper mix of retail uses is through the establishment of a by-law which requires ground level retail space to be incorporated into new and existing projects when current uses change. The by-law could also require prime corner buildings and developments to maintain higher levels of ground floor retailing. The establishment of a "SHOP District" for the specific purpose of creating a highly concentrated area of retail, service, arts and entertainment uses should be considered for the downtown. Retail continuity in the downtown core should be facilitated with the establishment of a form of SHOP District or minimum retail requirements, specifically pertaining to street level commercial space.

The existing commercial/hotel uses found along 51st Avenue, specifically between Ross Street and 48th Street, currently act as a barrier to a westward extension of the downtown. Once the railway redevelopment commences, this area along 51st Avenue will be under-utilized in its present uses. Once the retail component of the railway land has been completed, a retail link between the site and the existing downtown would best facilitate interactions between the two retail areas.

The downtown retail environment can be described as very fragile. One of the most important aspects of the downtown strategy is to ensure that major retailers remain as part of the downtown. Immediate efforts must be undertaken to ensure that major retailers remain in the downtown and their operations are improved. The development of retail floorspace on the railway lands will serve to create an additional anchor for downtown retail. Moreover, a strong anchor development could be created through the construction of a one or two-level mall linking The Bay and Zeller's. The combination of two department stores and integrated CRU space would turn The Bay/Zeller's block into a unified traffic generator, thereby creating a retail focus for the downtown. It is the consultants's opinion that the short term costs associated with such a mall (reduction in on-street pedestrian traffic passing existing businesses) would be offset by

the long term benefits resulting from the creation of a strong and viable anchor development in the downtown.

The provision of day care facilities in downtown areas has, in the past seven to ten years, gained considerable support throughout North America. Throughout the study period, downtown Red Deer could expand the existing Towne Centre Day Care or open an additional facility to accommodate the day care needs of the growing downtown work force.

The downtown area will require standardized store hours in order to maximize any resultant transference of retail sales from the regional malls to the subject site and downtown core. A set of standardized store hours is an important marketing tool for the TCA to implement. The TCA has encouraged, and should continue its efforts to achieve, uniform store hours in the downtown. The downtown businesses must be consistently encouraged and educated that it is more important for all businesses to close at the same time, rather than a few closing early and a few remaining open later in the evening.

Parking in the downtown area is perceived by the public to be in very short supply. Although parking appears to be sufficient through the downtown, the core area has a notable parking deficiency. Although the railway land development will provide additional parking as an interim land use, parking in the downtown core should be increased to compensate for the anticipated development of the subject site and loss of an additional 314 parking stalls. It may be possible to incorporate underground parking into the Towne Plaza Market for an estimated 100 to 150 vehicles, although such projects are generally very expensive. In addition, the planned downtown transit terminal should be constructed to provide additional parking for 200 to 250 vehicles. Further emphasis should be placed by the TCA on increasing public awareness of free and abundant parking during evenings and weekends.

8.2 RECOMMENDATIONS

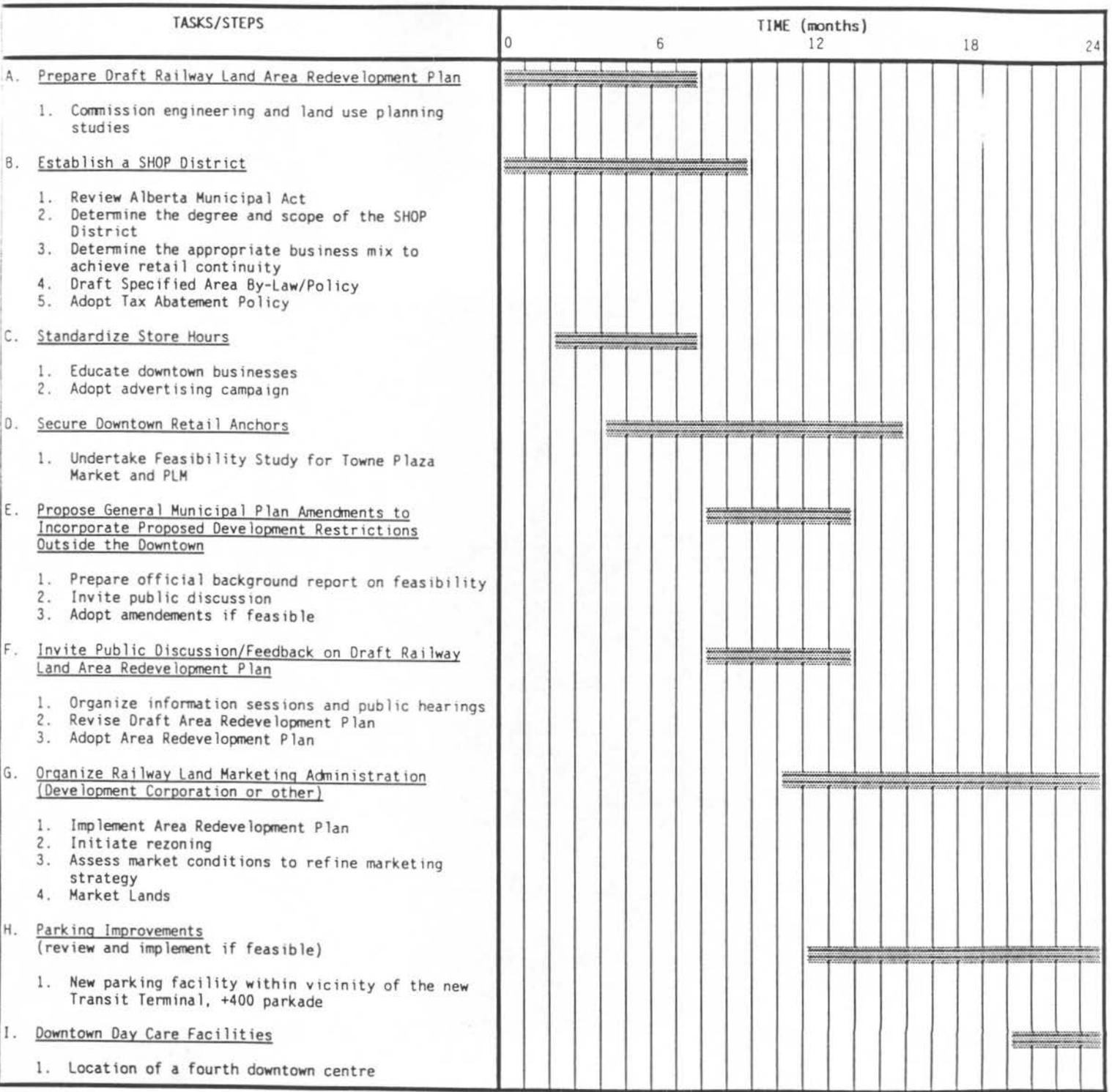
The following is a summary of the recommended actions to be taken to implement a downtown marketing strategy. These actions combine the results of the railway land marketing and the downtown marketing analyses. It should be noted that this list is intended primarily to define the key tasks which should be undertaken and the general order in which they should be approached. The accompanying time line provides a rough schedule for the tasks, and should be used as a guide only — changes will result as the marketing strategy evolves further and priorities become better understood.

DOWNTOWN MARKETING STRATEGY ACTION PLAN

- A. PREPARE A DRAFT AREA REDEVELOPMENT PLAN for the railway lands, which will provide a number of urban planning analyses including the following:

- ◆ Topography
 - ◆ Soils (including tests for contamination)
 - ◆ Views
 - ◆ Transportation (site access, internal circulation, noise, etc.)
 - ◆ Park and open space requirements
 - ◆ Utilities
 - ◆ Urban design/planning (alternative land use plans, massing, building envelopes, architectural guidelines, etc.).
- B. ESTABLISH A "SHOP" DISTRICT in the downtown, which would consist of the following:
1. Review Alberta Municipal Act regarding the applicability of a "SHOP District" as a "Specified Area By-law".
 2. Determine the degree and scope of the SHOP District, which should include all downtown properties, not just new or old developments.
 3. Determine the appropriate business merchandising mix to achieve retail continuity, including such uses as retail, services, arts and entertainment. Determine the percentage of ground level street frontage required to achieve the desired mix (>50 percent).
 4. Draft Specified Area By-law.
 5. Examine and Initiate Tax Abatement Incentive programme (if deemed feasible) for building revitalization.
- C. STANDARDIZE STORE HOURS, which would include educating downtown businesses of the benefits and adopting an advertising campaign.
- D. SECURE RETAIL ANCHORS, which would include the following:
1. Undertake Feasibility Study for the Towne Plaza Market and Pedestrian Lane-way Mall.
 2. Assess feasibility of an enclosed mall linking The Bay and Zeller's.

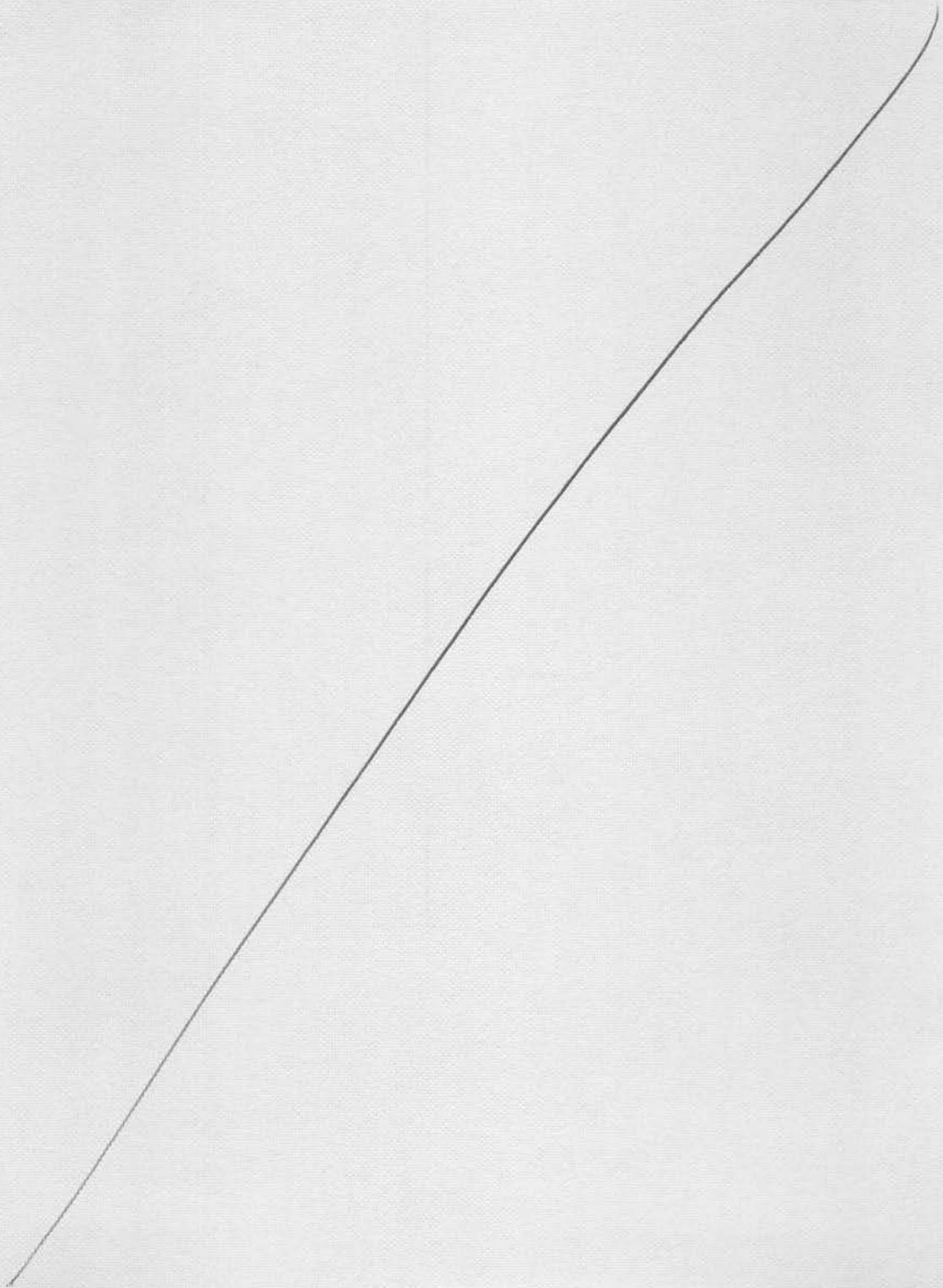
**DOWNTOWN RED DEER
PROPOSED MARKETING STRATEGY IMPLEMENTATION**



NOTE: This schedule is based on Urbanics Consultants Ltd. preliminary estimates of the time required to carry out each task assuming no major opposition is encountered.

- E. INITIATE GENERAL MUNICIPAL PLAN AMENDMENTS, with the goal being to implement new policies to restrict high density residential and community and regional shopping centre development outside of the downtown core over the short- and medium-term future (five to ten years). Successful adoption of these policies will provide a "grace period" during which the railway land redevelopment programme can generate sufficient momentum to ensure continuing development.
- F. OPEN THE DRAFT AREA REDEVELOPMENT PLAN TO PUBLIC DISCUSSION, and obtain feedback from various community interest groups and the general public.
- G. CREATE A RAILWAY LAND MARKETING ADMINISTRATION (DEVELOPMENT CORPORATION). Subsequent to the adoption of the Area Redevelopment Plan, a development corporation should be created to oversee the marketing of the railway land. The development corporation would be accountable to the City, would own the land on behalf of the municipality, and would have a mandate to ensure that the property is developed according to municipal guidelines and to optimize the utilization of the land with regards to public good and fiscal objectives. In particular, the corporation would have the power to:
- ♦ recommend Direct Control land uses to Council or recommend land use by-law amendments;
 - ♦ recommend surveying and servicing to Council;
 - ♦ apply to subdivide the land;
 - ♦ prepare or commission financial and cost-benefit analyses to determine:
 - annual capital requirements
 - annual land disposition schedules, particularly with respect to planning the disposition so as to make maximum use of funds generated and to minimize debt/funding requirements
 - optimal disposition terms for each parcel, including sale, lease, joint venture
 - optimal extent of subdivision
 - ♦ Organize proposal calls, etc. to attract private sector interests;
 - ♦ Enter into negotiations with private developers to arrive at agreements regarding:

- sale/lease/joint venture terms
 - public sector incentives.
 - ♦ Research all potential forms of provincial and federal funding for various components of the redevelopment, and to actively pursue all potential funding sources.
- H. EXAMINE PARKING IMPROVEMENTS, such as a new parking facility in the vicinity of the proposed Transit Terminal, +400 car parkade.
- I. DOWNTOWN DAY CARE FACILITIES — Examine feasibility of additional downtown day care facilities.





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

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

NO. 4

June 4, 1990

Mr. C. Sevcik
City Clerk
City Hall
Red Deer, Alberta
T4N 3T4

Dear Sir:

Re: Proposed Land Use Amendment
Bylaw 2672/Q-90

1. The City Engineering Department Manager requested us to look at the provision of the Land Use Bylaw regarding the location of garages in rear yards. The purpose of the amendment is to protect service standpipes and to prevent encroachments into easement rights-of-way in all cases whether it is a garage or carport.
2. The second section of the Land Use Amendment deals with the parking requirement of Senior High Schools. Our present standard is very low. Our study indicates that 0.3 parking space per student is a reasonable standard for a high school.

The required Land Use Amendment is attached for City Council consideration.

Yours truly

D. ROUHI, ACP, MCIP
SENIOR PLANNER

DR/pim

Enc.

Commissioner's Comments

We would recommend Council give first reading to the draft bylaw following which same will be advertised for a Public Hearing.

"R.J. MCGHEE"
Mayor

MUNICIPALITIES WITHIN COMMISSION AREA

DATE: June 26, 1990

TO: Paul Meyette
Associate Planner

FROM: Assistant City Clerk

RE: DOWNTOWN MARKETING STUDY

I would advise that at the Council meeting of June 25, 1990, consideration was given to your report dated June 18, 1990 concerning the above topic and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered report from the Red Deer Regional Planning Commission dated June 18, 1990 re: Downtown Marketing Study, hereby agrees as follows:

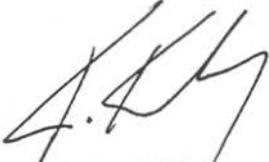
1. That The City of Red Deer Downtown Marketing Study as prepared by Urbanics Consulting Ltd. be accepted for information;
2. That the Red Deer Regional Planning Commission proceed with a draft area redevelopment plan as recommended in said Downtown Marketing Study; and
3. That the Red Deer Regional Planning Commission proceed with the preparation of amendments to the Downtown Concept Plan with the intent of examining and incorporating the recommendations contained in the Downtown Marketing Study;

and as recommended to Council June 25, 1990."

The decision of Council in this instance is submitted for your information and appropriate action. On behalf of Council, I would like to thank you and the Consultant, as well as the Downtown Planning Process Steering Committee, for their efforts with regard to this study.

Paul Meyette, Associate Planner
June 26, 1990
Page 2

Trusting you will find this satisfactory.

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

K. KLOSS
Assistant City Clerk

KK/jt

c.c. Alderman Surkan
Director of Community Services
Director of Engineering Services
Director of Financial Services
Bylaws & Inspections Manager
City Assessor
Economic Development Manager

DATE: June 28, 1990
TO: Red Deer Regional Planning Commission
FROM: Assistant City Clerk
RE: LAND USE BYLAW AMENDMENTS 2672/Q-90 AND 2672/R-90

Council of the City of Red Deer at its meeting held on Monday, June 25, 1990, gave first reading to the above noted Land Use Bylaw Amendments, copies of which are attached.

Bylaw 2672/Q-90 pertains to: 1) the protection of service standpipes and to prevent encroachments into easement right-of-ways in all cases relative to the location of garages or carports 2) increasing the parking requirement of senior high schools.

Bylaw 2672/R-90 provides for the redesignation of a 5.01 ha. site in the City of Red Deer's Deer Park Subdivision from A1 (Future Urban Development District) to PS (Public Service - Institutional or Governmental - District) for the proposed school and recreation site in said subdivision.

This office will now proceed with advertising for a Public Hearing to be held on Monday, July 23, 1990, commencing at 7:00 p.m. or as soon thereafter as Council may determine.

Trusting you will find this satisfactory.

K. Kloss
Assistant City Clerk

KK/ds

Encl.

c.c. Dir. of Community Services
Dir. of Engineering Services
Dir. of Financial Services
Bylaws & Inspections Manager
City Assessor
E.L. & P. Manager
Fire Chief
Council & Committee Secretary, W. Vincent

NO. 5

DATE; June 6, 1990
TO; City Clerk
FROM; Fire Chief
RE; FIRE WORKS BYLAW

At the Council meeting of May 14, 1990 the following motion was passed pertaining to a bylaw restricting the sale and use of fireworks:

"Whereas uncontrolled use of fireworks is potentially dangerous to persons and property

And Whereas the Provincial Government has repealed legislation with respect to the control of fireworks,

Therefore be it resolved that Council of The City of Red Deer pass a bylaw restricting the sale and use of fireworks to only those persons licensed for such purposes; such use must be approved by a permit issued by the Fire Chief."

A bylaw has been prepared by the City Solicitor and is submitted for Council's consideration.

The bylaw will require a person who possesses, stores, or detonates fireworks to be in possession of a permit.

It would be the policy of the Fire Department not to issue permits for the possession, storage, or detonation of low hazard fireworks. Permits would only be issued for the possession, storage and detonation of high hazard fireworks for public display that meet Federal licensing requirements.

If this bylaw is approved by Council, we would advertise its passing in two weekend editions of the Advocate, and would provide copies of the bylaw to all known fireworks outlets in the City.

Respectfully submitted



R. Oscroft,
FIRE CHIEF

RO/cb

Commissioner's Comments

As Council directed, a bylaw relative this matter has been prepared for Council's consideration.

"R.J. MCGHEE"
Mayor

DATE: May 16, 1990
TO: Fire Chief
FROM: City Clerk
RE: ALDERMAN CAMPBELL NOTICE OF MOTION / FIREWORKS

At the Council meeting of May 14, 1990, the following motion was passed pertaining to a bylaw restricting the sale and use of fireworks.

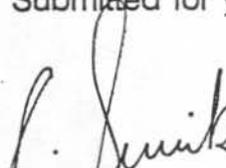
"WHEREAS uncontrolled use of fireworks is potentially dangerous to persons and property

AND WHEREAS the Provincial Government has repealed legislation with respect to the control of fireworks

THEREFORE BE IT RESOLVED that Council for The City of Red Deer pass a bylaw restricting the sale and use of fireworks to only those persons licensed for such purposes; such use must be approved by a permit issued by the Fire Chief."

The decision of Council in this instance is submitted for your information, and we would ask that you prepare the bylaw with assistance from the City Solicitor, and submit same back to this office for inclusion on a future Council agenda.

Submitted for your information and appropriate action.


C. SEVCIK
City Clerk

CS/jt

c.c. City Commissioner
City Solicitor

CHAPMAN RIEBEEK SIMPSON CHAPMAN WANLESS

Barristers & Solicitors

THOMAS H. CHAPMAN, Q.C.*
NICK P. W. RIEBEEK*
DONALD J. SIMPSON
T. KENT CHAPMAN
GARY W. WANLESS*
GERI M. CHRISTMAN **

208 Professional Building
4808 Ross Street
Red Deer, Alberta T4N 1X5
TELEPHONE(403)346-6603
TELECOPIER (403) 340-1280

* Denotes Professional Corporation

** Denotes Student-At-Law

Your file:

Our file: 17,413 THC

June 6, 1990

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

**ATTENTION: Cliff Robson
Fire Marshall**

Dear Sir:

RE: Fireworks By-law

I enclose amended Fireworks By-law for your review and comments.

Yours truly,



THOMAS H. CHAPMAN, Q.C.
THC/vjh
Enclosure

DATE: June 28, 1990
TO: Fire Chief
FROM: Assistant City Clerk
RE: FIREWORKS BYLAW

At the Council meeting of June 25, 1990, consideration was given to Fireworks Bylaw 3018/90.

At said meeting, the Fireworks Bylaw received first and second readings, however unanimous consent was not received to consider the third and final reading of same.

This office will bring forward said bylaw to the July 9, 1990, Council meeting for consideration of third reading.

Trust you will find this satisfactory.

K. Kloss
Assistant City Clerk

KK/ds

DATE: June 28, 1990
TO: City Council
FROM: Assistant City Clerk
RE: FIREWORKS BYLAW 3018/90

As Council will recall, first and second readings were given to the Fireworks Bylaw 3018/90 at the Council meeting of June 25, 1990.

Unanimous consent was not received to consider third reading of this bylaw at said meeting, and as such we are again presenting the Fireworks Bylaw to Council.

K. Kloss
Assistant City Clerk

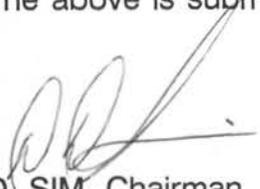
KK/ds

DATE: June 7, 1990
TO: City Council
FROM: Red Deer Parking Commission
RE: PARKING RESTRICTIONS IN THE HOSPITAL AREA

At the May 30, 1990 meeting of the Red Deer Parking Commission, consideration was given to a report from the Parking Administrator dated April 10, 1990. Following consideration of the report attached hereto, a resolution as noted hereunder was introduced and passed, and it is recommended to City Council for approval.

"THAT the Red Deer Parking Commission, having considered report from the Parking Administrator dated April 10, 1990 re: Parking Restrictions in the area south of the Hospital, hereby direct that the two-hour signs be removed from the sign posts on 34, 35 and 36 Streets between 51 and 52 Avenues, as well as 51 and 52 Avenues south of 37 Street, and that parking be monitored for one month."

The above is submitted for your consideration.


D. SIM, Chairman
Red Deer Parking Commission

CGA/jt

Att.

DATE: April 10, 1990

TO: Mr. R. Strader
Bylaws & Inspections Manager

FROM: Mr. D. Kutinsky
Parking Administrator

RE: PARKING RESTRICTIONS IN THE AREA SOUTH
OF THE HOSPITAL

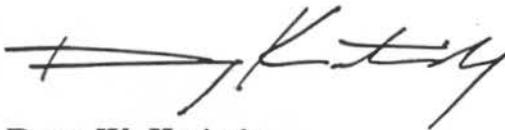
At the March 21, 1990, Parking Commission Meeting following a discussion of concerns from residents in the area, The Parking Commission directed "that no change be made at this time, but that warning tickets be issued to resident vehicles which violate the time restriction in the area south of the hospital from 38 Street to 34 Street between 51 and 52 Avenues and that said tickets be monitored in thirty days time".

The review of the parking tickets issued for overtime parking south of the hospital established that:

1. On average 12 tickets were issued daily, of which seven (7) tickets were for employee vehicles, and five (5) tickets were for area residents.
2. All of the tickets issued south of 37 Street were issued to area residents.

Due to the fact that the only parking tickets being issued south of 37 Street are for area residents, it is recommended that the two-hour signs be removed from the sign posts on 36, 35 and 34 Street between 51 and 52 Avenues as well as 51 and 52 Avenues south of 37 Street, and that the parking be monitored for one month. If no further parking problems occur, it is recommended that the sign posts will be removed.

Yours truly,



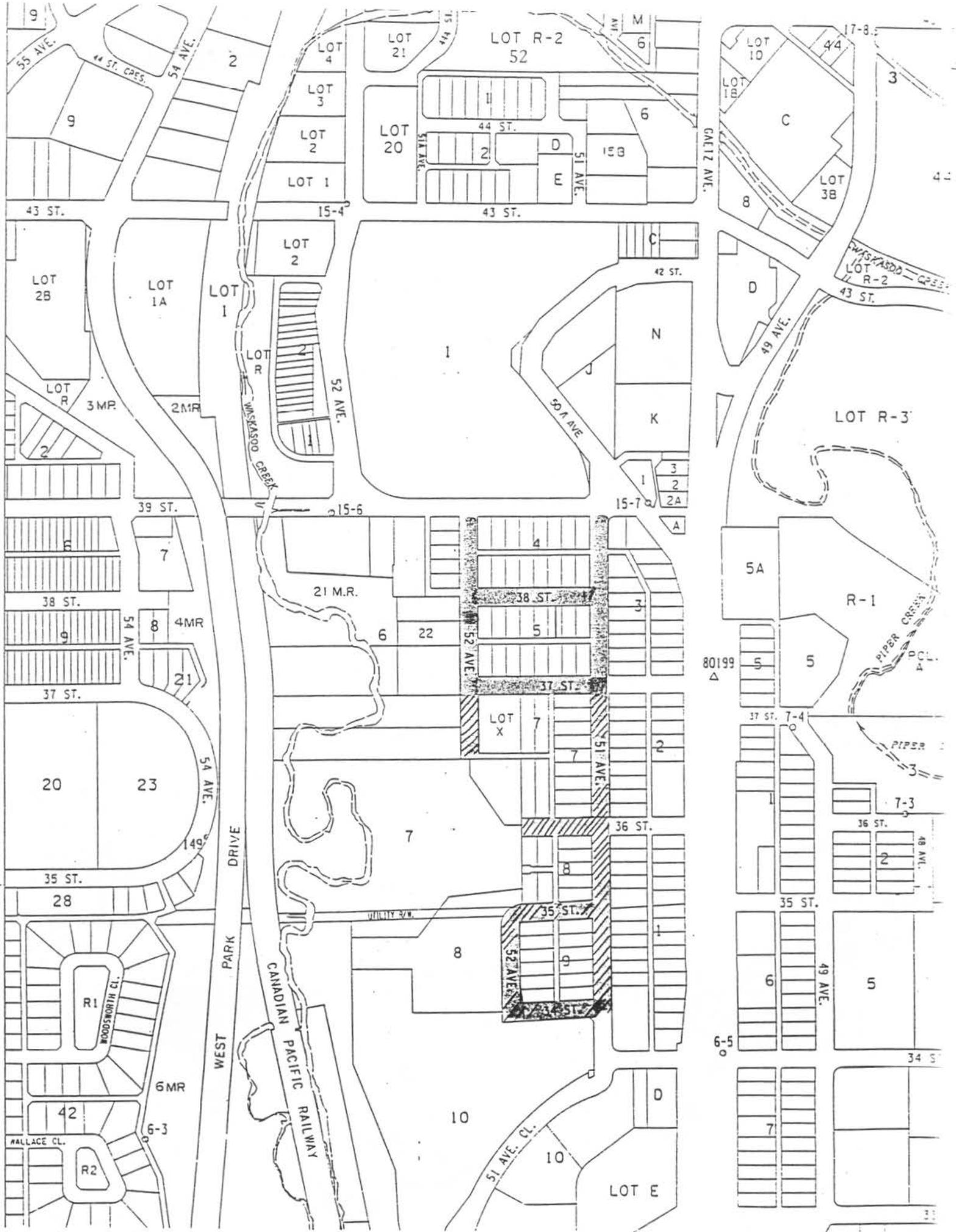
Doug W. Kutinsky
Parking Administrator

DWK\ch

Commissioner's Comments

We would concur with the recommendation.

"R.J. MCGHEE"
Mayor



DATE: June 27, 1990
TO: Red Deer Parking Commission
FROM: Assistant City Clerk
RE: PARKING RESTRICTIONS IN THE HOSPITAL AREA

I would advise that at the Council meeting of June 25, 1990, consideration was given to your report dated June 7, 1990 concerning the above topic and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered report from the Red Deer Parking Commission dated June 7, 1990 re: Parking Restrictions in the Hospital Area, hereby concurs with the recommendations as outlined in said report from the Parking Commission and as presented to Council June 25, 1990."

The decision of Council in this instance is submitted for your information and appropriate action. I trust you will now be proceeding through the administration to have the necessary signs removed as outlined above and continue to monitor the situation, following which a report will be brought back to Council for its information.



K. KLOSS
Assistant City Clerk

KK/jt

c.c. Bylaws & Inspections Manager
Parking Administrator

NO. 7

056-001E

DATE: June 11, 1990
TO: City Clerk
FROM: Engineering Department Manager
RE: DEVELOPMENT AGREEMENT FOR MELCOR DEVELOPMENTS LTD.
DEER PARK (MELCOR) PHASE 5A

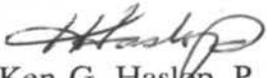
This proposed development is located in the Deer Park Subdivision, and consists of 47 single family lots on 4.605 ha of land.

The off-site, recreation, oversize, boundary, area, and various administrative charges for this development are \$332,026.43.

The total estimated cost for utility and road construction is \$779,000. Performance Assurance in the form of a Bond or Letter of Credit in the amount of \$462,262.68 will be required for these municipal improvements, and for the unpaid portions of the off-site levy charges and City work.

Attached are Part Four - Summary of Costs and Part Ten - Schedule G, Security Requirements for this Development Agreement itemizing the various costs.

Authorization of Council for the Administration to execute this Agreement is respectfully requested.


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

SS/emg
Att.

c.c. Reid Crowther & Partners Ltd.

Commissioner's Comments

We would recommend that Council approve the agreement and authorize the Mayor and City Clerk to execute said agreement on behalf of the City.

"R.J. MCGHEE"
Mayor

PART FOUR - SUMMARY OF COSTS

4.1 DEVELOPER'S COSTS

4.1.1 The Developer shall pay in full to the City on or before the execution date of this Agreement, unless otherwise provided herein, the following sums arrived at by calculations attached in the applicable Schedules and made part hereof:

Item	Charges	Total Cost	Payments to be Made on Execution of Agreement	Deferred Payments
a.	Off-site	\$119,222.22	\$ 29,805.56	\$ 89,416.67
b.	Recreation	\$ 27,543.13	\$ 27,543.13	0
c.	Boundary Improvement	0	0	0
d.	Area Improvement	\$ 73,511.07	\$ 73,511.07	0
e.	E. L. & P.	\$ 76,500.00	\$ 38,250.00	\$ 38,250.00
f.	Administration	\$ 6,424.60	\$ 6,424.60	0
g.	Survey Network	\$ 1,147.25	\$ 1,147.25	0
h.	City Connection(s)	\$ 26,705.00	\$ 13,352.50	\$ 13,352.50
i.	Money in lieu of Reserve Dedication	0	0	0
j.	Interest on Deferred Off-site Levy at 100%	<u>0</u>	<u>0</u>	<u>\$ 9,299.33</u>
TOTAL PAYMENTS BY DEVELOPER		<u>\$331,053.27</u>	<u>\$190,034.11</u>	<u>\$150,318.50</u>

4.1.2 In the case where City facilities are not constructed prior to the date of signing of the Development Agreement, the Developer may elect to pay 50% of the costs referred to in Items 4.1 e and 4.1 h on or before the date of execution of this Agreement and the remaining 50% upon completion of the work (with the exception of the streetlight work which may not be completed). The completion date(s) will be established by the City.

4.1.3 If the Net Area of the Development is greater than 2.0 ha, the Developer may elect to pay to the City 25% of the cost referred to in Item 4.1.1 a on or before the execution of this Agreement and the remaining 75% before the expiry of 1 year from the date of execution of this Agreement. Where this payment option is applied, the Developer agrees to pay interest (at a rate determined by the City's Director of Financial Services) on the outstanding balance.

4.1.4 DEVELOPER'S PAYMENT SCHEDULE

a.	Amount payable upon Agreement execution	\$ 190,034.11
b.	Balance payable upon completion of City Power (reference Clause 4.1.2)	\$ 38,250.00
c.	Balance payable upon completion of City Connection (reference Clause 4.1.2)	\$ 13,352.50
d.	Balance payable one year from Agreement execution (reference Clause 4.1.3)	\$ 89,416.67
e.	Interest costs related to Clause 4.1.3 payable one year from Agreement execution	\$ 9,299.33

4.1.5 The Developer shall provide to the City an Irrevocable Letter of Credit in a form satisfactory to the City and in the full amount of the unpaid balance under Clause 4.1.4 b, c, d, and e. Said Letter of Credit shall be effective for a period of one year and shall automatically renew for additional, successive, one year periods until the City authorizes its lapse in writing. The City may draw on the Letter of Credit should the Developer default in making payments stipulated under Clause 4.1.4. The Letter of Credit may be reduced as payments are made but must, at all times, cover the full unpaid balance previously referred to.

4.1.6 The outstanding costs referred to in Clause 4.1.4 are subject to, and the Developer agrees to pay, a 1½% per month interest penalty if not paid to the City within 30 days of the date they become due.

4.1.7 Where, as a result of a delay by the Developer, the City is required to construct services at a time other than the time for which work was originally scheduled, and such work is done, or expected to be done, under frozen ground conditions, or the delay is longer than three months, then the City, with prior notice to and approval of the Developer, shall be entitled to charge, and the Developer agrees to pay to the City, on demand, any increased costs incurred or estimated to be incurred by the City, to complete such construction.

When dealing with the City E. L. & P. Department, the increased cost will be based on an estimate basis only. If the Developer does not approve the cost increase, the City will not be obliged to proceed with construction until this matter is resolved to the satisfaction of both parties.

4.1.8 The City and the Developer agree that once the legal subdivision plan has been released for registration in the Land Titles Office, there will be no refund of monies paid to the City by the Developer, should the Developer fail to proceed with the approved Development, and such funds retained by the City shall be deemed to be liquidated damages, and not as penalty or forfeiture.

4.2 SUMMARY OF CITY COSTS

4.2.1	a.	Trunk Utilities (Schedule E)	\$	0
	b.	Oversize Utilities (Schedule E)	\$	0
	c.	Oversize Roadways (Schedule E)	\$	0
		TOTAL PAYABLE BY THE CITY	\$	0

4.2.2 The City shall pay to the Developer 50% of the costs referred to in Clause 4.2.1 upon the execution date of this Agreement. The remaining 50% of the costs shall be paid upon issuance by the City of the applicable Construction Completion Certificate.

4.2.3

CITY'S PAYMENT SCHEDULE

Amount payable upon Agreement execution \$ 0

Balance payable upon issuance of
Construction Completion Certificate(s) \$ 0

SCHEDULE G
SECURITY REQUIREMENTS

1.0 **SECURITY REQUIREMENTS FOR MUNICIPAL IMPROVEMENTS
CONSTRUCTED BY DEVELOPER**

Estimated Cost of Construction Pursuant to Clause 2.12 e.:

	<u>ESTIMATED COST</u>
Water	\$ 117,000.00
Sanitary	\$ 120,000.00
Storm	\$ 157,000.00
Services	\$ 44,000.00
Streets, Lanes, and Sidewalks	\$ 323,000.00
Landscaping	\$ 15,000.00
Other (Specify) - Duct Crossings	\$ 3,000.00
TOTAL	<u>\$ 779,000.00</u>

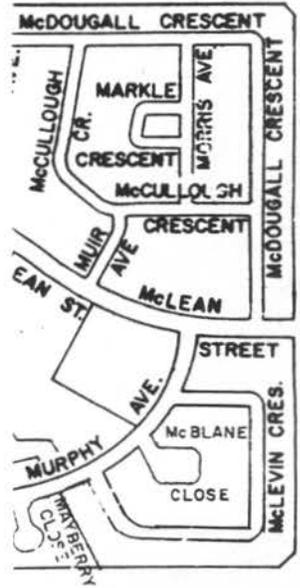
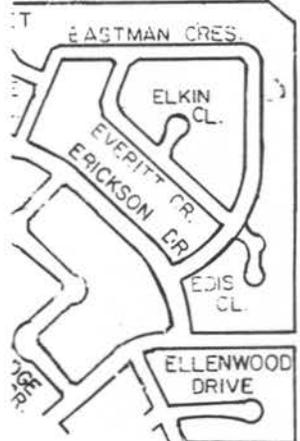
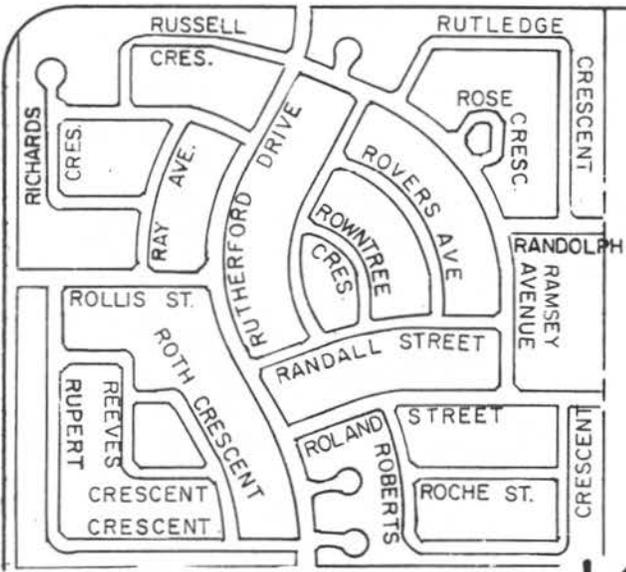
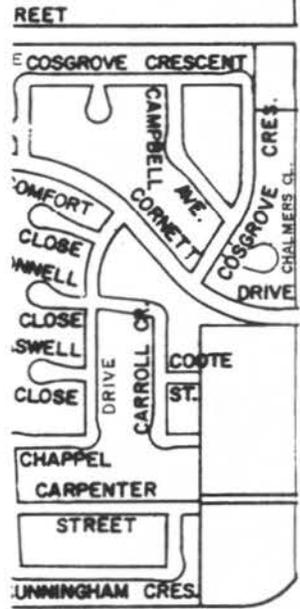
Security Requirements Pursuant to Clauses 5.1.1 and 5.1.2:

40% of Total Cost noted above (minimum \$30,000)	<u>\$ 311,600.00</u>
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2.0 **SECURITY REQUIREMENTS FOR UNPAID DEVELOPMENT COSTS**

Unpaid portion of Lighting and Power Charge	\$ 38,250.00
Unpaid portion of City Connection Charge	\$ 13,352.50
Unpaid portion of Off-site Levy (including interest)	\$ 98,716.00
Total Security Requirement Pursuant to Clause 4.1.6	<u>\$ 150,318.50</u>

3.0 **TOTAL SECURITY REQUIRED** \$ 461,918.50



14

DATE: June 26, 1990
TO: Engineering Department Manager
FROM: Assistant City Clerk
RE: DEVELOPMENT AGREEMENT FOR MELCOR DEVELOPMENTS LTD.
DEER PARK (MELCOR) PHASE 5A

I would advise that at the Council meeting of June 25, 1990, consideration was given to your report dated June 11, 1990 concerning the above topic and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered report from the Engineering Department Manager dated June 11, 1990 re: Development Agreement for Melcor Developments Ltd., Deer Park (Melcor) Phase 5A, hereby approves said Development Agreement and authorizes the Mayor and City Clerk to execute said Agreement on behalf of the City and as presented to Council June 25, 1990."

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

Trusting you will find this satisfactory.



K. KLOSS
Assistant City Clerk

KK/jt

c.c. Director of Financial Services
Director of Community Services
City Assessor

DATE: June 19, 1990
TO: City Clerk
FROM: Public Works Manager
RE: Gravel Lane Maintenance

In the spring of each year, the Public Works Department grades every constructed lane in the City and adds gravel on an as required basis. During the summer months, we receive numerous requests for service for additional grading, particularly on the lanes with greater traffic volumes. These requests are reviewed by our field crews. For the most part, the requests are valid, and additional grading is done in response. Again in the fall all constructed lanes are graded.

In addition to constructed lanes, there are a number of locations, particularly in older areas of the City, where the lanes exist but have never been properly constructed to engineering standards.

According to Council policy, these lanes are not to be gravelled or otherwise improved. In the past, it has been Public Works Department practice to grade these once in the spring, but not to place any gravel as per Council policy.

With the very wet weather we have experienced, we are already getting requests from residents adjacent to unconstructed lanes for additional grading. We will be very hard pressed this year, because of the wet conditions, to complete our maintenance of constructed lanes within our established budget, but we are committed to do our utmost to stay within budget.

We anticipate that the Engineering Front Counter and even the Aldermen themselves may be getting inquiries, and trust this information will assist them in discussing specific situations with citizens.



Gordon Stewart, P. Eng.
Public Works Manager

GAS/sh

c.c. Director of Engineering Services

Commissioner's Comments

This is submitted for Council's information.

"R.J. MCGHEE"
Mayor

DATE: June 26, 1990
TO: Public Works Manager
FROM: Assistant City Clerk
RE: GRAVEL LANE MAINTENANCE

I would advise that your report dated June 19, 1990 concerning the above topic was presented to Council for information and it was agreed that same be filed.

I would like to take this opportunity to thank you for keeping Council informed on such matters.

Trusting you will find this satisfactory.

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

K. KLOSS
Assistant City Clerk

KK/jt

c.c. Director of Engineering Services

NO. 9

DATE: June 13, 1990
TO: City Clerk
FROM: Bylaws and Inspections Manager
RE: CAT CONTROL

FILE NO.

Could you arrange to have the following matter placed before City Council for their consideration?

During the 1990 budget deliberations, Council approved the sum of \$8000 to be spent on cat control. On March 5, 1990, Council approved the procedure to be followed for cat control, and requested a report be prepared in six (6) months.

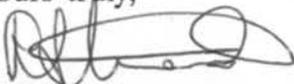
The bills for the first full month of cat control have been submitted and are as follows:

Hours Spent By Animal Control Services		
Regular Time	89.5 hours	\$1820
Overtime	37.5 hours	\$1132
Euthanization		<u>\$ 190</u>
		\$3142
Purchasing Traps 10 @ \$75		<u>\$ 750</u>
		\$3892
Balance (\$8000 - \$3892)		\$4108

It appears that, if the volume of complaints holds to the first month's level, the majority of funds will be spent by the end of June. In the first month there were 96 complaints received, 51 traps were placed, and 46 cats were impounded. Twenty-four of these cats were trapped, 21 were brought in and seven (7) were picked up by Animal Control Services staff, for a total of 52. Twenty were euthanized, one injured cat died, nine (9) were claimed, four (4) were sold and, as of June 1, 1990, 18 were still being held.

We will have similar statistics available verbally as of June 21, 1990 for Council's information.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

Commissioner's Comments

Because of the strong response from the public regarding the new bylaw, it was felt that the attached information should be brought forward at this time. It would appear that in the near future, Council may be requested to supply additional funds.

RS/vs

"R.J. MCGHEE"
Mayor



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6195

City Clerk's Department 342-8132

June 28, 1990

Mr. and Mrs. H. Murphy
 #36 Broughton Crescent
 RED DEER, Alberta
 T4R 1L8

Dear Mr. and Mrs. Murphy:

Thank you for your letter of June 13, 1990 outlining your concerns with regard to the newly implemented Cat Bylaw.

Over the past several years, City Council has received numerous requests to put into place a bylaw for the control of cats and, as a result of these requests, the current Cat Bylaw was established. This bylaw is similar to our Dog Control Bylaw in that it puts the onus on the owner of the animal to ensure that he/she is in control of said animal at all times.

City Council reviewed this bylaw extensively to ensure the way in which cats were trapped was done in a humane manner. In regard to this point, it is an animal control officer who comes out to deliver and set a trap, with said trap to be placed in an area shaded from the hot sun. As well, traps will not be released by Animal Services to any complainant when weather conditions are colder than 0 degrees Celsius. To date, we have received no complaints of inhumane treatment of cats as a result of the new Cat Bylaw.

At the Council meeting of June 25, 1990, the Bylaws & Inspections Manager for the City reported to Council that in the first full month of cat control, 96 complaints were received, 51 traps were placed, and 46 cats were impounded. Twenty-four of these cats were trapped, 21 were brought in, and 7 were picked up by Animal Control Services, for a total of 52. Of these 52 cats, 9 were claimed and 4 were sold, which would appear that the rest had no owners and were strays. City Council realizes that the majority of pet owners are responsible pet owners and, as such, this bylaw is set to control cats which are considered strays or cats which have been allowed by the owner to run at large and cause a nuisance to other residents' properties.

....2



*a delight
to discover!*

Mr. and Mrs. H. Murphy
June 28, 1990
Page 2

The Cat Bylaw does protect the cat from abuse in that it is the responsibility of the complainant to ensure that once a cat is trapped on his/her property that said cat should not be abused by anyone on his/her property or anyone coming on to his/her property. Also, any person seeing a cat in a trap being abused is encouraged to telephone and report the abuse to Animal Services. Any person caught teasing, enticing, poking an object or throwing any item into a cat trap shall be guilty of an offence and liable to a fine of not less than \$500. In addition, if the complainant is caught abusing the cat he is guilty of an offence and liable to a fine of not less than \$1,000 and will be banned from receiving a cat trap in the future.

I trust I have answered some of your questions in regard to the Cat Control Bylaw. It is a difficult situation in that there are many people not only for the Cat Bylaw but also against the Cat Bylaw, and Council must attempt to provide a solution that will at least be workable to all concerned. I have attached a copy of the Cat Control Bylaw as well as the guidelines for same for your information.

Please note that all members of City Council have received a copy of your letter.

Again, thank you for expressing your concerns to the City. If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,



K. KLOSS
Assistant City Clerk

KK/jt

Enc.

c.c. Bylaws & Inspections Manager
Mayor McGhee

June 13, 1990

FROM: Mr. and Mrs. H. Murphy
#36 Broughton Crescent
Red Deer, AB.
T4R 1L8



TO: The Members of the Red Deer City Council:

I write to you today with extreme concern and disapproval of the newly implemented Cat Bylaw. Be it known that even if I were not a cat owner I would be first and foremost an animal lover and my opinion would be no different.

My husband and myself moved from Edmonton to Red Deer in 1988 along with our two cats. Renting a townhouse we lived in a close with many other cats and dogs and in the year and a half we spent there had no complaints about our animals. We consider ourselves very responsible cat owners. As an example, we put to sleep one of our male cats 6 months after arrival here as medication would not keep him from "spraying" despite his being neutered. We were concerned for our neighbors property as well as our own. As any animal lover would attest - this is not an easy thing to do.

We became actively involved with your S.P.C.A and within the next year came to own another cat and a dog. All of our animals were previously abused or neglected. Our oldest cat was rescued by myself as a next door neighbors pet who was put into a clothes dryer while in operation. Our newest adoptee was a stray feline who was severely malnourished to the point of emaciation. Our dog was convalesced by the S.P.C.A. after being inhumanely restrained about her feet resulting in severe ulcerations on her paws. Last but certainly not least is our little treasure Max. Brought to our door by some little girls in the neighborhood, only 4 months old he was also severely emaciated with a broken leg. Our vet said his leg had been broken for over 3 weeks his injury typical of a cat being caught in a car fan, common for cold kitties crawling under cars to keep warm. We paid \$150.00 in vet bills before we made any attempt to find an owner - we never did.

So here we are 3 cats and one dog later. All of our animals are vaccinated yearly. Our dog is tagged. Our cats wear I.D. with name and phone number. All are spayed or neutered. Our cats are outside only when we are home and in the house when we go to bed.

We bought our own home in Bower in May 1989, in another close facing a park. Perfect for ourselves and our animals as they have a place to play free of traffic. Until the implementation of this bylaw we had no complaints about our animals, even though we had been told by a neighbor that our next door neighbor "had a paranoia of cats and was scared to death of them". That said next door neighbor was and still is our first complaint as of May 1990.

So, now the City of Red Deer decides the onus is on me - I say wrong. I say the onus is on City Council members to "regulate and restrain" your own misconceptions of the real problems at hand and to get back to work on Bylaw 3009-90.

Yes, I do take acceptance in the fact there is a problem with nuisance pussycats in almost every city. And it is a largely accepted fact that most if not all of those problems are due to overpopulation of the breed. And anyway you care to look at it the finger always points to the irresponsible cat owner. DON'T PENALIZE THE RESPONSIBLE CAT OWNER.

To restrain my cats from "running at large" I have to put them on a leash, easier done if they'd been trained as kittens to do so, but I consider the feat cruel at their age.

This bylaw is so protective of the complainant that the responsible cat owner hasn't a leg to stand on. It boils down to our word against theirs with their word winning as it has the whole hearted support of the City. ie. We can be issued an offense ticket if an officer "has reasonable grounds to believe that a person has committed a breach of any provision of this bylaw." It specifically states "an owner of a cat". What about the complainant? What if we have reason to believe they've baited a trap, harmed a cat?

Honestly, you must realize just how many people don't like cats and I can attest to the fact there are many who hate them. A 500.00 - 1000.00 dollar fine barely covers the abuse animal owners must suffer if their kitty is harmed while in a trap.

The heavy dose of reality here is that at least 5 months of the year there is no "hot sun" from which to shade a cat trap. And I doubt very much that a complainant will cancel his personal plans to stay at home and check the cat trap hourly. PROTECT US WON'T YOU?

This is not a bylaw. It's a dictatorship. Animal owners have rights too. If you want to make money on bylaws than license cats, I'd be happy to pay the fee. Have the laws supporting mandatory neutering/spaying, or even regulate the freedom of pets after a certain hour (but be realistic) as in after 10p.m. And as for these cat traps - PHOOEY!!! When Edmonton proposed a Cat Bylaw several years ago cat traps were initially thought to be the answer. That battle was fought long and hard and thank-God came to a vitto because City Council had the intelligence to see the very real problems that woul ensue with their operation - namely that of animal abuse. Howling cats, spraying cats those are a problem NOT the harmless neighborhood kitty on its daily territorial stroll.

Shame on you, For although a City you are still predominately a farming community and I would think by now that animals are just a commen part of your life, I fail to see where a little kitty poo-poo (majestically covered up) is a serious threat to society. We all know there are more serious environmental threats than that. Such a pretty little City of which to enjoy and own a pet - this bylaw will only deter people from adopting out of fear of fines and a bad community rapport.

I may have been wordy in describing our own personal scenario with our pets and our situation however I do not apologize. You need to be aware that the majority of pet owners are just like us, it is the minority that ruin it for all of us and them that need to be delt with NOT the responsible pet owner.

I look forward to a reply from you, as this is not just a letter of simple protest, I intend on fighting this bylaw until it can protect all involved - especially the cat.

Sincerely,

Mrs. Karen L. Murphy
 #36 Broughton Crescent
 Red Deer, AB
 T4R 1L8

DATE: June 28, 1990
TO: Bylaws & Inspections Manager
FROM: Assistant City Clerk
RE: CAT CONTROL

At the Council meeting of June 25, 1990, your report dated June 13, 1990 concerning the above topic was presented to Council for information.

I would like to take this opportunity to thank you for providing this report to Council as it has provided us with some valuable information when responding to calls relative to cat control.

Trusting you will find this satisfactory.



K. KLOSS
Assistant City Clerk

KK/jt

c.c. Director of Financial Services



**RED DEER
REGIONAL PLANNING COMMISSION**

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

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

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

June 5, 1990

Mr. C. Sevcik,
City Clerk
City of Red Deer
Box 5008
Red Deer, Alta.
T4N 3T4

Dear Sir:

Re: Proposed Land Use Amendment
By-law 2672/R-90

We are enclosing herewith a plan indicating the proposed school and recreation site in the City's Deer Park subdivision.

The plan of subdivision to create a 5.01 hectare subdivision is now being considered by the City and Red Deer Regional Planning Commission.

We are recommending that City Council proceed with the proposed land use amendment.

Yours truly,

D. Rouhi, MCIP
SENIOR PLANNER
DR/cc

Commissioner's Comments

c.c. - Bill Lees, Land Department

We would recommend Council give first reading to this bylaw following which same will be advertised for a Public Hearing.

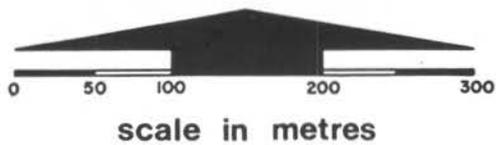
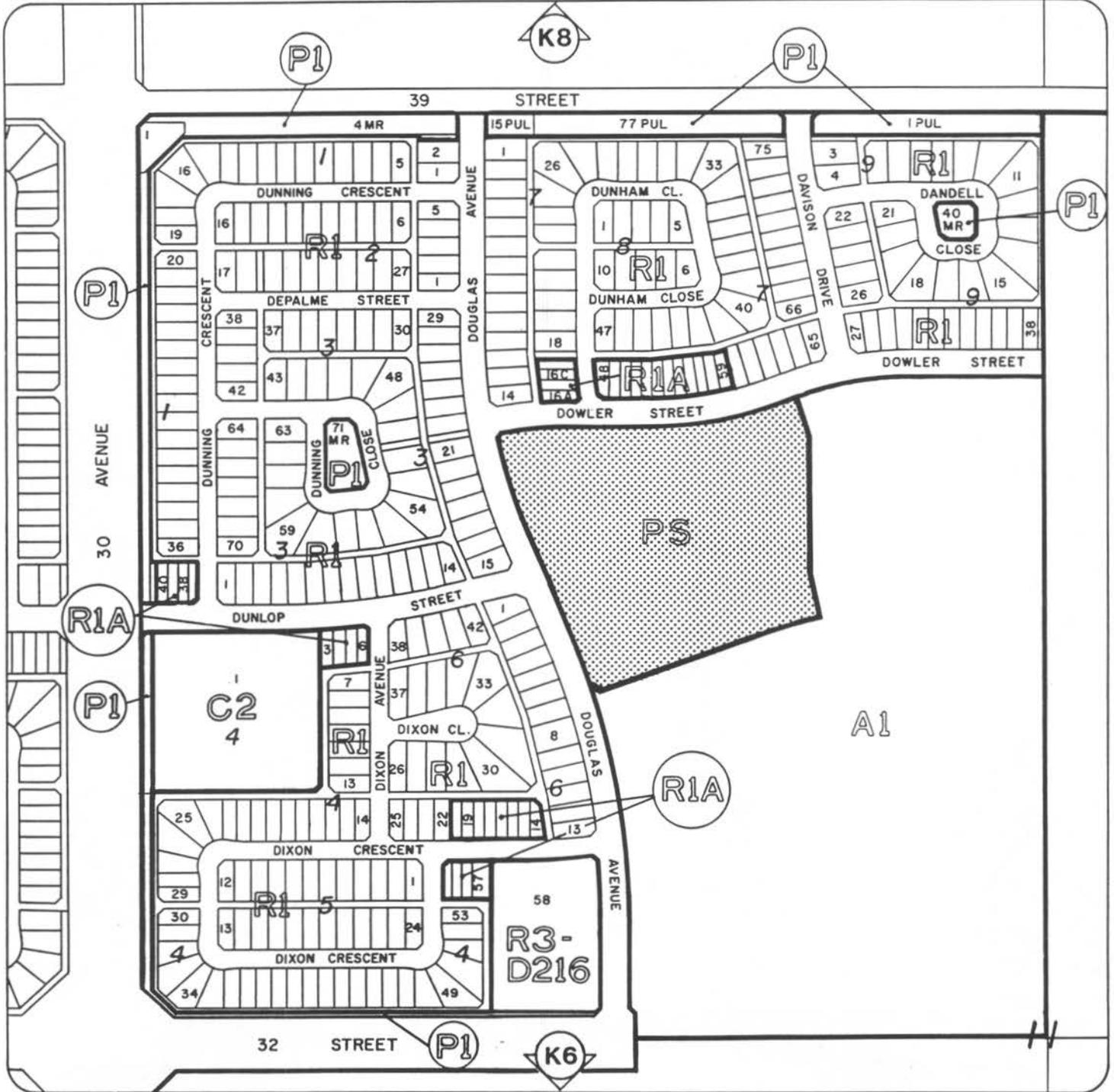
"R.J. MCGHEE"
Mayor

MUNICIPALITIES WITHIN COMMISSION AREA

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

City of Red Deer --- Land Use Bylaw
Land Use Districts

K7



Revisions :

MAP NO. 13/90
 (BYLAW No. 2672/R-90)

Change from A1 to PS .

NO. 11

CS-2.808

DATE: June 14, 1990

TO: CITY COUNCIL

FROM: CRAIG CURTIS
Director of Community Services

RE: ACTION PLAN: PREMIER'S COUNCIL ON
THE STATUS OF PERSONS WITH DISABILITIES

1. The Premier's Council on the Status of Persons With Disabilities released its proposed Action Plan at the end of March. This plan addresses government policy in nine major areas that have an impact on persons with disabilities. It was prepared following fairly extensive consultation with consumers, professionals, advocates and government officials.

2. The Action Plan was referred to The City of Red Deer for comment in early April. Recommendations were considered by the F.C.S.S. Board at its meeting on June 5, 1990, when the following resolution was adopted:

"THAT the Red Deer & District Family & Community Support Services Board recommend to Council of The City of Red Deer that correspondence be sent to the Premier recommending the action proposed by the Premier's Council and encourage the Provincial Cabinet to carefully review the Action Plan with respect to following up on its own report prepared by the Hon. Roy Brassard and his committee."

3. I have reviewed the executive summary of the Action Plan, together with the F.C.S.S. Board's recommendations, and my comments are as follows:

- The Action Plan quite closely follows the recommendations in the Brassard Committee Report entitled, "Claiming My Future", which promotes the integration of the mentally handicapped into the community. The City has recommended that a Community Study Group, including representatives of Alberta Family & Social Services, be established to review the community implications of this report.
- I support the general thrust of the Action Plan, which concerns itself primarily with provincial government departments. However, the full impact of a number of the recommendations cannot be determined without a more comprehensive review. I am, therefore, unable to recommend that City Council endorse the plan at this time.

City Council
Page 2
June 14, 1990
CS-2.808

4. RECOMMENDATIONS

I recommend that City Council support the general intent of the Premier's Council Action Plan and request the government to provide municipalities with a detailed review of the impact which the recommendations may have upon the Province and individual municipalities.



CRAIG CURTIS

CC:dmg

- c. Rick Assinger, Social Planning Manager
Colleen Palichuk, F.C.S.S. Board Chairman

DATE: June 7, 1990

TO: MAYOR MCGHEE & COUNCIL

FROM: COLLEEN PALICHUK, Chairman
Red Deer & District F.C.S.S. Board

RE: ACTION PLAN
Premier's Council on the Status of Persons with Disabilities

The Family and Community Support Services Board has briefly reviewed the Action Plan that was prepared by the Premier's Council on the Status of Persons with Disabilities. This Action Plan sets out an agenda for the Provincial Government for dealing with issues concerning persons with disabilities. It is very similar, in its thrust, to the Brassard Report which dealt more specifically with mentally handicapped persons.

The Premier's Council was established by Premier Don Getty following the Rick Hansen tour after a request was made by Rick Hansen himself. The Premier's Council is an ongoing organization. It will follow up on its recommendations and try to ensure that there will be an appropriate response.

The time frame established for the completion of the Action Plan is fairly ambitious. However, the objectives are compatible with those in the Brassard Report and we feel Council will be comfortable in endorsing these.

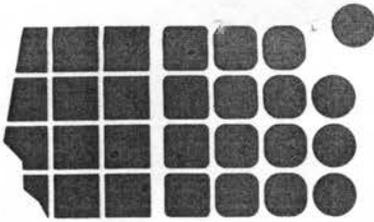
It is the recommendation of the F.C.S.S. Board that City Council send a letter to Premier Don Getty commending the action proposed by the Premier's Council on the Status of Persons with Disabilities and encourage the Provincial Cabinet to adopt the Action Plan as government policy.



COLLEEN PALICHUK

/kl

c.c. Craig Curtis, Community Services Director



THE PREMIER'S COUNCIL
ON THE STATUS OF PERSONS WITH DISABILITIES
Alberta

Gary McPherson
Chairperson

Eric Boyd
Executive Director

Rick Hansen
Honourary Chairperson

March 30th, 1990

Robert McGhee
Mayor
City of Red Deer
4914 - 48 Avenue
P.O. Box 5008
Red Deer, AB
T4N 3T4

Dear Mr. McGhee:

I am pleased to enclose a copy of the Premier's Council Action Plan which was released publicly at a press conference held today.

The Action Plan addresses government policy in nine major areas that have an impact on the status of persons with disabilities. It has been prepared following extensive consultation with consumers, professionals, advocates and government officials, both elected and appointed.

Over the coming months, we will be pleased to work with you and members of your organization to assist you in fully understanding the content and implications of the Action Plan. As with the Vision paper, it will be important for us to build a strong consensus of support for the implementation of the Action Plan.

Where your board formally supports the Action Plan in general, or specific recommendations contained therein, we would ask a letter to that effect be forwarded to the Council with a copy sent to Premier Don Getty.

Should you wish additional copies of the Action Plan for circulation to your board, please contact us at your convenience.

Sincerely,

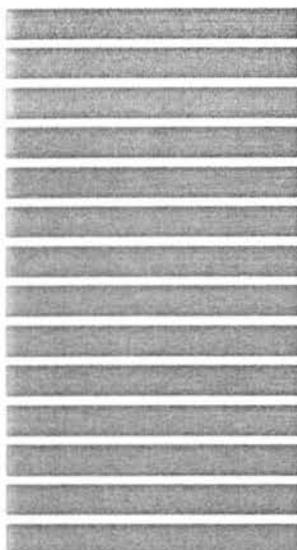
Gary McPherson
Chairperson

GWM/wgb
Enc.

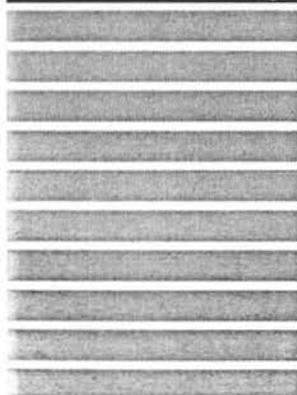


EXECUTIVE SUMMARY

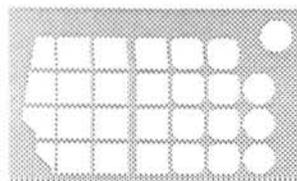
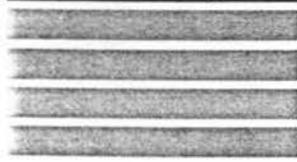
This Action Plan is published as a document of the Premier's Council on the Status of Persons With Disabilities. It addresses government policy in nine major areas that have an impact on the status of persons with disabilities, in keeping with the Council's mandate to advise government through policy review. It has been prepared following extensive consultation with consumers, professionals, advocates, and government officials, both elected and appointed, including review of 125 written and oral submissions.



Training



Employment



The premises underlying the recommendations are that citizenship is the right of persons with disabilities and that having a disability should not deny anyone access to the same services, rights and responsibilities as others. The recommendations attempt to ensure that policies are consistent with the principles of the Council articulated in "Towards a New Vision of Abilities in Alberta".

Each section of the Action Plan begins with a description of the issues and how they affect persons with disabilities. Where appropriate, specific programs have been described briefly. This is followed by a section that highlights, in point form, why change is needed. Recommended Action includes the specific government department to which the recommendation is directed and the proposed time frame for accomplishing the change.

This includes vocational training designed to achieve employment as well as non-vocational training to improve life skills, personal adjustment and quality of life. The recommendations focus on reorganizing and restructuring vocational services within Alberta Career Development and Employment to maximize the impact of the Vocational Rehabilitation of Disabled Persons (VRDP) Act, and direct the transfer of responsibility for vocational services to persons with mental disabilities from Alberta Family and Social Services to Alberta Career Development. There is a heavy emphasis on training for employment and removing the barriers to accessing training, so that persons with disabilities will be prepared to participate equitably in the job market.

Employment is an important key to independence and has not been sufficiently emphasized for persons with disabilities. In order to improve labour force participation (which is currently only 50% for persons with disabilities) and reduce unemployment (currently about 20%), it is recommended that policies be developed and implemented on provincial employment equity and provision of supports needed to access and maintain employment. Other recommendations focus on improved opportunities for advancement, research and development in the use of technical aids for employment, and demonstration of a leadership role by government in supporting and promoting employment for persons with disabilities.

EXECUTIVE SUMMARY

Education

Fragmented and uncoordinated services, funding issues, and inadequate teacher preparation and support are among the reasons why school jurisdictions may not be able to meet the needs of some students with disabilities. Integration/segregation and parental choice regarding placement are unresolved issues within education. Recommendations emphasize integration as the first option, and therefore focus on increased accessibility of schools, improvements in the assessment and appeals processes and support for teachers. Provincial standards for special education programs and student evaluation are recommended, as are better methods of accountability for special education funds.

Recreation

The key issues are integration/segregation and accessibility of facilities and events in the areas of culture, recreation and sports. Alberta Recreation and Parks is directed to develop minimum standards for barrier free design and access to publicly funded parks and recreation facilities; standards that could also be adopted by municipalities. Similarly, Alberta Culture and Multiculturalism is directed to develop standards that include the needs of people with sensory disabilities for access to cultural events. It is also recommended that governments step up their upgrading/retrofitting programs.

Transportation

A provincial policy on barrier free mobility, including the development of barrier free standards for transportation and pedestrian environments, will pave the way for the province to promote accessibility within municipalities. Alberta Transportation is directed to examine several options to meet the transportation needs of Albertans, including accessible public transportation, adapted private vehicles and parallel transit systems.

Housing

Shelter needs have been separated from support needs in the Action Plan. Shelter issues include the range of options available (e.g., apartments, co-operatives, group homes, room and board), location of appropriate housing, and access to amenities and services or programs. Recommendations focus on improved accessibility, changes in rent subsidies, and increased availability of transitional housing.

Accessibility

Because the Alberta Building Code is open for revision in 1990, there is a heavy emphasis on supporting the recommendations of the Barrier Free Design Committee, improving the status of this committee, and recognizing the efforts of designers and developers with a Premier's Barrier Free Design Award. Alberta Labour is directed to improve enforcement of barrier free design requirements through education and certification of inspectors, and through public and professional education. Tax credits are proposed for businesses that accommodate persons with disabilities through improvements in accessibility within their place of business.

EXECUTIVE SUMMARY

Personal Supports

These are defined as technical aids (e.g., wheelchairs, braille readers, hearing aids) and human services (e.g., personal care attendant, job coach, homemaker) to assist individuals at home and in the community. Although the province spends hundreds of millions of dollars providing personal supports each year, the multitude of programs with differing eligibility criteria creates confusion, frustration and gaps in service.

The Action Plan calls for consolidation of existing programs into a single unit that would serve individuals regardless of age or the purpose for which assistance is required. This would involve bringing together programs from Alberta Health, Alberta Family and Social Services, and Alberta Career Development. A ministerial task force is recommended to provide direction in the design and implementation of the unit. In the interim, recommendations are made for improvements to existing programs, particularly expansion of Coordinated Home Care and Aids to Daily Living.

Alberta Health is directed to articulate a philosophy and action within mental health services to improve the balance between institutional and community resources.

Financial Supports

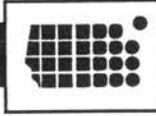
Income support in the form of Assured Income for the Severely Handicapped (AISH) has fallen behind in recent years to the point where it no longer meets the needs of some individuals nor follows the original plan to provide a level of support that was on a par with that provided to seniors. The recommendations call for a return to the original intent of the program to provide an improved level of support with the addition of transitional medical benefits for those who become able to work but do not have access to equivalent medical benefits.

Collaboration between Alberta Family and Social Services and Alberta Career Development and Employment is recommended to ensure that individuals have access to training when appropriate. In the past AISH recipients have been denied access to some training programs.

Information

In addition to these nine key areas, the Action Plan also recommends the development of an Alberta Information Network in collaboration with Disability Information Services of Canada (DISC). Easy access to current information about programs, services and funding has been identified as an issue for people with disabilities for over a decade and the existence of the DISC network now makes such a network feasible.

Copies of the report are available in print or audiocassette from the Premier's Council on the Status of Persons With Disabilities office, by calling (403) 422-1095 or toll free 1-800-272-8841.



The Challenge of Implementation

COUNCIL UPDATE

By Eric Boyd
EXECUTIVE DIRECTOR

The release of the Premier's Council Action Plan raises the question of where do we go from here. Will the Action Plan form the basis for meaningful change which will dramatically improve the status of persons with disabilities, or will it simply become another report destined to gather dust on some back shelf? If the former is to happen, what strategies will need to be employed from this point on?

First of all, the Council is very aware that the Action Plan has been delivered to our government in an environment of fiscal restraint, **and the likelihood of large sums of new dollars being allocated to its implementation is highly unlikely.** Therefore, it will be necessary to convince government to reassess current priorities and reallocate existing resources. It is clear that such a decision will have to be made at the Cabinet level. In the coming weeks, a major priority for our Council will be to communicate this message to Premier Getty and individual Cabinet Ministers, and to seek a Cabinet commitment to implementation of the Action Plan in principle. In light of Cabinet's endorsement of the Vision Paper, we are optimistic that such support will be forthcoming.

Successful implementation will also require strong support from disabled Albertans, and their representative organizations. The development of the Action Plan, we believe, was in keeping with our prin-

ciple of "consumers as consultants". The recommendations strive to address solutions to the many concerns we heard as we travelled throughout the Province. It will be important that all stakeholders see the document as a blueprint for change, and support it in that context. There will be adequate opportunity to fine tune the detailed recommendations during the implementation process. We will strive to meet with organizations over the coming months to clarify any concerns regarding specific recommendations. We would urge boards and management to review the document and communicate their support to MLAs and the Premier.

In the meantime, we are encouraged by the positive response and cooperation we have received from individual government departments to date. Many initiatives are already underway with the Ministries of Health, Social Services, Transportation, Parks and Recreation, Culture, Career Development and Employment, and Labour. I will review and report on the progress of these initiatives in the next issue of Status Report.

Unlike many reports which tend to get produced with the best of intentions, I believe the Action Plan's potential for successful implementation is greatly improved by the ongoing presence of the Premier's Council, and we see its implementation as a key component of our remaining mandate. Clearly, our greatest challenge lies ahead!

"...we are encouraged by the positive response and cooperation from individual departments..."

Commissioner's Comments

We would recommend Council approve the Action Plan in principle subject to the recommendation of the Director of Community Services. A copy of the Executive Summary of the 73 page Action Plan is attached. If any member of Council wishes to review the entire document, it is available from the City Clerk.

"R.J. MCGHEE"
Mayor

DATE: April 10, 1990
TO: Director of Community Services
FROM: Mayor R. J. McGhee
RE: PREMIER'S COUNCIL ACTION PLAN

Please find attached a letter with enclosure, dated March 30, 1990 from Gary McPherson, Chairperson, The Premier's Council on the Status of Persons with Disabilities.

We would request that the Action Plan be reviewed by the Family & Community Support Services Board and that any recommendations be forwarded to City Council prior to submission to the Premier.

Thank you.



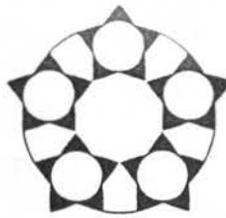
R. J. McGHEE
Mayor

/dh

c.c. R. Assinger
C. Sevcik

Att.

National
Access Awareness
Week
Integrating
Disabled Persons



La Semaine
nationale
pour l'intégration
des personnes
handicapées

INDEPENDENCE, THAT'S LIVING

Did you know about...

ADVANCES - 1990

June 14 & 15, HILTON HOTEL
EDMONTON, ALBERTA

AS PART OF NATIONAL ACCESS AWARENESS WEEK, ADVANCES 1990 IS A PROVINCIAL EMPLOYMENT CONFERENCE DESIGNED TO BRING PEOPLE WITH DISABILITIES AND EMPLOYERS TOGETHER.

AGENDA AND REGISTRATION INFORMATION FOR DELEGATES TO ADVANCES 1990...

PARTICIPANTS IN THE CONFERENCE WILL BE PEOPLE WITH DISABILITIES, EMPLOYERS AND AGENCY OR GOVERNMENT REPRESENTATIVES. EMPLOYERS WILL BE ATTENDING SESSIONS IN THE EMPLOYER STREAM OF THE CONFERENCE. PEOPLE WITH DISABILITIES WILL BE ATTENDING SESSIONS IN THE EMPLOYEE STREAM. AGENCY OR GOVERNMENT REPRESENTATIVES WILL ATTEND SESSIONS OF THEIR CHOICE IN EITHER STREAM. JOINT SESSIONS (FREE), LUNCHES (\$10 EACH) AND COFFEE BREAKS WILL BRING ALL DELEGATES TOGETHER.

COST IS \$25 PER SESSION FOR EMPLOYERS, AGENCY AND GOVERNMENT REPRESENTATIVES.

PERSONS WITH DISABILITIES ATTEND SESSIONS FREE OF CHARGE.

CHECK (✓) THE SESSIONS YOU WISH TO ATTEND ON EACH DAY.

THURSDAY, JUNE 14

A.M.

9 A.M. - INTRODUCTION TO DISABILITY - ISSUES, MYTHS, REALITIES _____ (FREE)

Employer stream

10 A.M. - UNTAPPING HUMAN RESOURCES _____

10 A.M. - WORKSITE MODIFICATIONS / JOB ACCOMODATIONS _____

Employee stream

10 A.M. - HOW TO USE EMPLOYMENT EQUITY TO LOOK FOR A JOB _____

10 A.M. - HOW TO ACCESS FINANCIAL SUPPORT FOR TRAINING AND JOBS _____

**12 NOON - LUNCH WITH KEYNOTE SPEAKER - _____ (ADDITIONAL \$10)

P.M.

Employer stream

1:30 P.M. - ACCESSING FINANCIAL SUPPORT FOR TRAINING AND JOBS _____

1:30 P.M. - WORK BASED TRAINING - THE MISSING LINK _____

Employee stream

1:30 P.M. - SERVICE EXPECTATIONS / PERSPECTIVES ON AGENCY SERVICES _____

1:30 P.M. - JOB AND CAREER CHOICES _____



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6195

City Clerk's Department 342-8132

June 27, 1990

The Premier's Council on the
Status of Persons with Disabilities
250 Garneau Professional Centre
11044 - 82 Avenue
EDMONTON, Alberta
T6G 0T2

Attention: Gary McPherson
Chairperson

Dear Sir:

Thank you for a copy of the Premier's Council Action Plan which you forwarded to Mayor McGhee on March 30, 1990.

I would advise that said Plan was considered by Red Deer City Council at its meeting of June 25, 1990 and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered report from the Director of Community Services dated June 14, 1990 re: Action Plan: Premier's Council on the Status of Persons with Disabilities, hereby agrees as follows:

1. That said Action Plan be approved in principle;
2. That the provincial government be requested to provide municipalities with a detailed review of the impact which the recommendations may have upon the province and individual municipalities;

and as presented to Council June 25, 1990."

....2



*a delight
to discover!*

Mr. Gary McPherson
Premier's Council on the
Status of Persons with Disabilities
June 27, 1990
Page 2

As outlined in the foregoing motion, although Council approved said Action Plan in principle, there are still questions as to the impact same would have upon the Province and individual municipalities. With regard to this, I would ask the Premier's Council to provide a detailed review to The City of Red Deer on this impact at your earliest convenience, so as we may again consider the Action Plan.

Trusting you will find this satisfactory. If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,

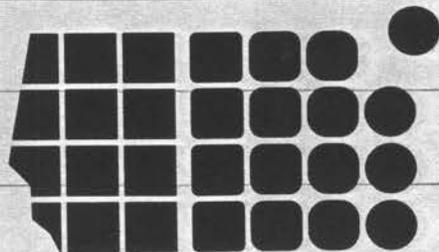
A handwritten signature in black ink, appearing to read 'K. Kloss', written in a cursive style.

K. KLOSS
Assistant City Clerk

KK/jt

c.c. Director of Community Services
Social Planning Manager
F.C.S.S. Board

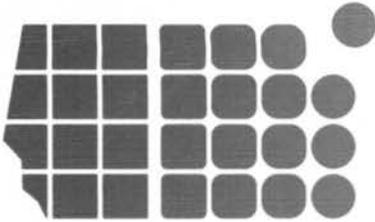
ACTION PLAN



THE PREMIER'S COUNCIL
ON THE STATUS OF PERSONS WITH DISABILITIES
Alberta

*Re. June 25/90
Regular Council
mtg*

after P.64



THE PREMIER'S COUNCIL
ON THE STATUS OF PERSONS WITH DISABILITIES
Alberta

Copied to:
Council
Dr of Community Services
Social Planning Mgr.
City Commissioners
90/07/31
Gary McPherson
Chairman
Eric Boyd
Executive Director
Rick Hansen
Honourary Chairman

July 20th, 1990

Kelly Kloss
Assistant City Clerk
City of Red Deer
P.O. Box 5008
Red Deer, Alberta
T4N 3T4

Dear Kelly:

In response to your letter of June 27th and our subsequent telephone conversation, I am extremely pleased that the City of Red Deer has approved the Action Plan in principle.

However, as I indicated to you on the phone, it is next to impossible at this time to provide a detailed review of the impact which the recommendations have upon the province and individual municipalities. If and when this information becomes available, we will ensure it is distributed to all interested parties.

If you would like me to address City of Red Deer politicians and administrators regarding the Action Plan and perceived implications, I would be more than happy to do so.

Sincerely,

Gary McPherson
Chairperson

GWM/wgb





THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6195

City Clerk's Department 342-8132

June 27, 1990

The Premier's Council on the
Status of Persons with Disabilities
250 Garneau Professional Centre
11044 - 82 Avenue
EDMONTON, Alberta
T6G 0T2

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Chairperson

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....2



*a delight
to discover!*

Mr. Gary McPherson
Premier's Council on the
Status of Persons with Disabilities
June 27, 1990
Page 2

As outlined in the foregoing motion, although Council approved said Action Plan in principle, there are still questions as to the impact same would have upon the Province and individual municipalities. With regard to this, I would ask the Premier's Council to provide a detailed review to The City of Red Deer on this impact at your earliest convenience, so as we may again consider the Action Plan.

Trusting you will find this satisfactory. If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,

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K. KLOSS
Assistant City Clerk

KK/jt

c.c. Director of Community Services
Social Planning Manager
F.C.S.S. Board

NO. 11

CS-2.808

DATE: June 14, 1990

TO: CITY COUNCIL

FROM: CRAIG CURTIS
Director of Community Services

RE: ACTION PLAN: PREMIER'S COUNCIL ON
THE STATUS OF PERSONS WITH DISABILITIES

1. The Premier's Council on the Status of Persons With Disabilities released its proposed Action Plan at the end of March. This plan addresses government policy in nine major areas that have an impact on persons with disabilities. It was prepared following fairly extensive consultation with consumers, professionals, advocates and government officials.
2. The Action Plan was referred to The City of Red Deer for comment in early April. Recommendations were considered by the F.C.S.S. Board at its meeting on June 5, 1990, when the following resolution was adopted:

"THAT the Red Deer & District Family & Community Support Services Board recommend to Council of The City of Red Deer that correspondence be sent to the Premier recommending the action proposed by the Premier's Council and encourage the Provincial Cabinet to carefully review the Action Plan with respect to following up on its own report prepared by the Hon. Roy Brassard and his committee."
3. I have reviewed the executive summary of the Action Plan, together with the F.C.S.S. Board's recommendations, and my comments are as follows:
 - The Action Plan quite closely follows the recommendations in the Brassard Committee Report entitled, "Claiming My Future", which promotes the integration of the mentally handicapped into the community. The City has recommended that a Community Study Group, including representatives of Alberta Family & Social Services, be established to review the community implications of this report.
 - I support the general thrust of the Action Plan, which concerns itself primarily with provincial government departments. However, the full impact of a number of the recommendations cannot be determined without a more comprehensive review. I am, therefore, unable to recommend that City Council endorse the plan at this time.

City Council
Page 2
June 14, 1990
CS-2.808

4. RECOMMENDATIONS

I recommend that City Council support the general intent of the Premier's Council Action Plan and request the government to provide municipalities with a detailed review of the impact which the recommendations may have upon the Province and individual municipalities.



CRAIG CURTIS

CC:dmg

- c. Rick Assinger, Social Planning Manager
Colleen Palichuk, F.C.S.S. Board Chairman

DATE: June 7, 1990

TO: MAYOR MCGHEE & COUNCIL

FROM: COLLEEN PALICHUK, Chairman
Red Deer & District F.C.S.S. Board

RE: ACTION PLAN
Premier's Council on the Status of Persons with Disabilities

The Family and Community Support Services Board has briefly reviewed the Action Plan that was prepared by the Premier's Council on the Status of Persons with Disabilities. This Action Plan sets out an agenda for the Provincial Government for dealing with issues concerning persons with disabilities. It is very similar, in its thrust, to the Brassard Report which dealt more specifically with mentally handicapped persons.

The Premier's Council was established by Premier Don Getty following the Rick Hansen tour after a request was made by Rick Hansen himself. The Premier's Council is an ongoing organization. It will follow up on its recommendations and try to ensure that there will be an appropriate response.

The time frame established for the completion of the Action Plan is fairly ambitious. However, the objectives are compatible with those in the Brassard Report and we feel Council will be comfortable in endorsing these.

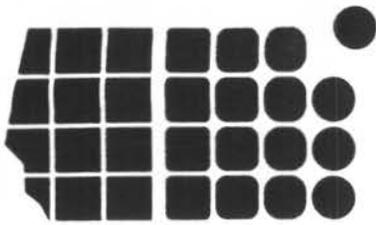
It is the recommendation of the F.C.S.S. Board that City Council send a letter to Premier Don Getty commending the action proposed by the Premier's Council on the Status of Persons with Disabilities and encourage the Provincial Cabinet to adopt the Action Plan as government policy.



COLLEEN PALICHUK

/kl

c.c. Craig Curtis, Community Services Director



March 30th, 1990

Robert McGhee
Mayor
City of Red Deer
4914 - 48 Avenue
P.O. Box 5008
Red Deer, AB
T4N 3T4

Dear Mr. McGhee:

I am pleased to enclose a copy of the Premier's Council Action Plan which was released publicly at a press conference held today.

The Action Plan addresses government policy in nine major areas that have an impact on the status of persons with disabilities. It has been prepared following extensive consultation with consumers, professionals, advocates and government officials, both elected and appointed.

Over the coming months, we will be pleased to work with you and members of your organization to assist you in fully understanding the content and implications of the Action Plan. As with the Vision paper, it will be important for us to build a strong consensus of support for the implementation of the Action Plan.

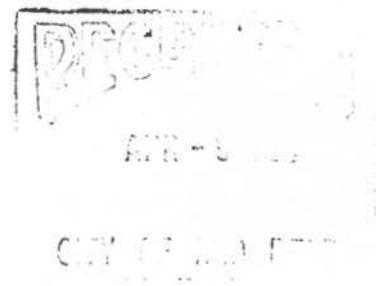
Where your board formally supports the Action Plan in general, or specific recommendations contained therein, we would ask a letter to that effect be forwarded to the Council with a copy sent to Premier Don Getty.

Should you wish additional copies of the Action Plan for circulation to your board, please contact us at your convenience.

Sincerely,

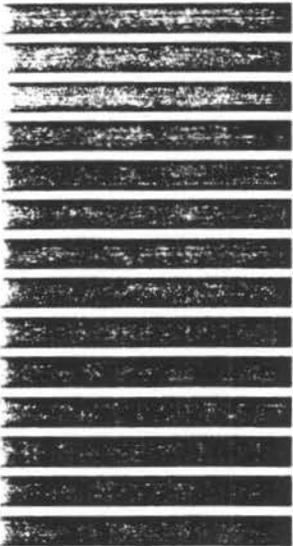
Gary McPherson
Chairperson

GWM/wgb
Enc.

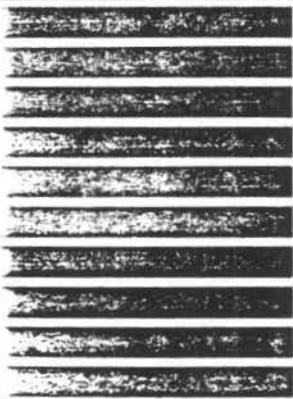


EXECUTIVE SUMMARY

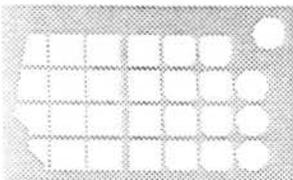
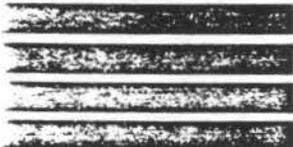
This Action Plan is published as a document of the Premier's Council on the Status of Persons With Disabilities. It addresses government policy in nine major areas that have an impact on the status of persons with disabilities, in keeping with the Council's mandate to advise government through policy review. It has been prepared following extensive consultation with consumers, professionals, advocates, and government officials, both elected and appointed, including review of 125 written and oral submissions.



Training



Employment



The premises underlying the recommendations are that citizenship is the right of persons with disabilities and that having a disability should not deny anyone access to the same services, rights and responsibilities as others. The recommendations attempt to ensure that policies are consistent with the principles of the Council articulated in "Towards a New Vision of Abilities in Alberta".

Each section of the Action Plan begins with a description of the issues and how they affect persons with disabilities. Where appropriate, specific programs have been described briefly. This is followed by a section that highlights, in point form, why change is needed. Recommended Action includes the specific government department to which the recommendation is directed and the proposed time frame for accomplishing the change.

This includes vocational training designed to achieve employment as well as non-vocational training to improve life skills, personal adjustment and quality of life. The recommendations focus on reorganizing and restructuring vocational services within Alberta Career Development and Employment to maximize the impact of the Vocational Rehabilitation of Disabled Persons (VRDP) Act, and direct the transfer of responsibility for vocational services to persons with mental disabilities from Alberta Family and Social Services to Alberta Career Development. There is a heavy emphasis on training for employment and removing the barriers to accessing training, so that persons with disabilities will be prepared to participate equitably in the job market.

Employment is an important key to independence and has not been sufficiently emphasized for persons with disabilities. In order to improve labour force participation (which is currently only 50% for persons with disabilities) and reduce unemployment (currently about 20%), it is recommended that policies be developed and implemented on provincial employment equity and provision of supports needed to access and maintain employment. Other recommendations focus on improved opportunities for advancement, research and development in the use of technical aids for employment, and demonstration of a leadership role by government in supporting and promoting employment for persons with disabilities.

EXECUTIVE SUMMARY

Education

Fragmented and uncoordinated services, funding issues, and inadequate teacher preparation and support are among the reasons why school jurisdictions may not be able to meet the needs of some students with disabilities. Integration/segregation and parental choice regarding placement are unresolved issues within education. Recommendations emphasize integration as the first option, and therefore focus on increased accessibility of schools, improvements in the assessment and appeals processes and support for teachers. Provincial standards for special education programs and student evaluation are recommended, as are better methods of accountability for special education funds.

Recreation

The key issues are integration/segregation and accessibility of facilities and events in the areas of culture, recreation and sports. Alberta Recreation and Parks is directed to develop minimum standards for barrier free design and access to publicly funded parks and recreation facilities; standards that could also be adopted by municipalities. Similarly, Alberta Culture and Multiculturalism is directed to develop standards that include the needs of people with sensory disabilities for access to cultural events. It is also recommended that governments step up their upgrading/retrofitting programs.

Transportation

A provincial policy on barrier free mobility, including the development of barrier free standards for transportation and pedestrian environments, will pave the way for the province to promote accessibility within municipalities. Alberta Transportation is directed to examine several options to meet the transportation needs of Albertans, including accessible public transportation, adapted private vehicles and parallel transit systems.

Housing

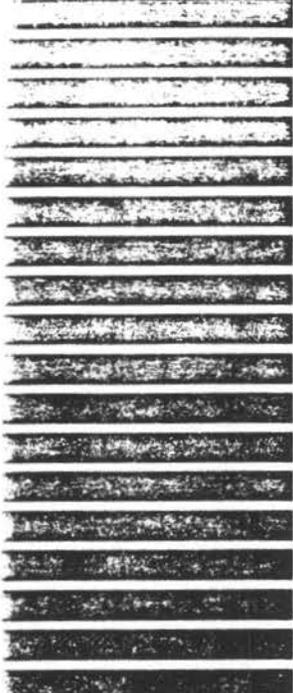
Shelter needs have been separated from support needs in the Action Plan. Shelter issues include the range of options available (e.g., apartments, co-operatives, group homes, room and board), location of appropriate housing, and access to amenities and services or programs. Recommendations focus on improved accessibility, changes in rent subsidies, and increased availability of transitional housing.

Accessibility

Because the Alberta Building Code is open for revision in 1990, there is a heavy emphasis on supporting the recommendations of the Barrier Free Design Committee, improving the status of this committee, and recognizing the efforts of designers and developers with a Premier's Barrier Free Design Award. Alberta Labour is directed to improve enforcement of barrier free design requirements through education and certification of inspectors, and through public and professional education. Tax credits are proposed for businesses that accommodate persons with disabilities through improvements in accessibility within their place of business.

EXECUTIVE SUMMARY

Personal Supports

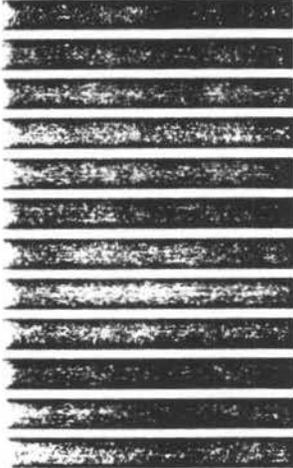


These are defined as technical aids (e.g., wheelchairs, braille readers, hearing aids) and human services (e.g., personal care attendant, job coach, homemaker) to assist individuals at home and in the community. Although the province spends hundreds of millions of dollars providing personal supports each year, the multitude of programs with differing eligibility criteria creates confusion, frustration and gaps in service.

The Action Plan calls for consolidation of existing programs into a single unit that would serve individuals regardless of age or the purpose for which assistance is required. This would involve bringing together programs from Alberta Health, Alberta Family and Social Services, and Alberta Career Development. A ministerial task force is recommended to provide direction in the design and implementation of the unit. In the interim, recommendations are made for improvements to existing programs, particularly expansion of Coordinated Home Care and Aids to Daily Living.

Alberta Health is directed to articulate a philosophy and action within mental health services to improve the balance between institutional and community resources.

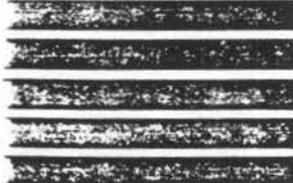
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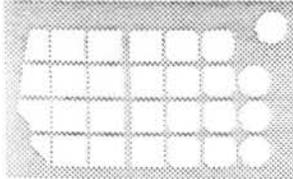
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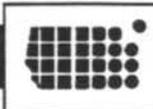
Information



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The Challenge of Implementation

COUNCIL UPDATE

By Eric Boyd
EXECUTIVE DIRECTOR

The release of the Premier's Council Action Plan raises the question of where do we go from here. Will the Action Plan form the basis for meaningful change which will dramatically improve the status of persons with disabilities, or will it simply become another report destined to gather dust on some back shelf? If the former is to happen, what strategies will need to be employed from this point on?

First of all, the Council is very aware that the Action Plan has been delivered to our government in an environment of fiscal restraint, and the likelihood of large sums of new dollars being allocated to its implementation is highly unlikely. Therefore, it will be necessary to convince government to reassess current priorities and reallocate existing resources. It is clear that such a decision will have to be made at the Cabinet level. In the coming weeks, a major priority for our Council will be to communicate this message to Premier Getty and individual Cabinet Ministers, and to seek a Cabinet commitment to implementation of the Action Plan in principle. In light of Cabinet's endorsement of the Vision Paper, we are optimistic that such support will be forthcoming.

Successful implementation will also require strong support from disabled Albertans, and their representative organizations. The development of the Action Plan, we believe, was in keeping with our prin-

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Unlike many reports which tend to get produced with the best of intentions, I believe the Action Plan's potential for successful implementation is greatly improved by the ongoing presence of the Premier's Council, and we see its implementation as a key component of our remaining mandate. Clearly, our greatest challenge lies ahead!

"...we are encouraged by the positive response and cooperation from individual departments..."

Commissioner's Comments

We would recommend Council approve the Action Plan in principle subject to the recommendation of the Director of Community Services. A copy of the Executive Summary of the 73 page Action Plan is attached. If any member of Council wishes to review the entire document, it is available from the City Clerk.

"R.J. MCGHEE"
Mayor

NO. 12

SP-2.802

DATE: June 6, 1990

TO: MAYOR MCGHEE AND COUNCIL

FROM: COLLEEN PALICHUK, Chairman
Red Deer & District F.C.S.S. Board

RE: MANAGEMENT AGREEMENT
LEASE AGREEMENT
Community Services Centre

The attached Management Agreement between the Family Service Bureau and The City of Red Deer was prepared by the City Solicitor with input from the Social Planning Department. It was reviewed by the F.C.S.S. Board at its last meeting on June 5, 1990.

The Management Agreement authorizes the Family Service Bureau to act on behalf of The City of Red Deer with respect to a number of detailed administrative matters regarding the Community Services Centre established in the Old Provincial Building. The F.C.S.S. Board recommends that Council approve the attached Management Agreement as it is consistent with the proposal for the development of the Community Services Centre.

The Lease Agreement attached is a more standard tenant's agreement between each of the tenants to be housed in the facility and The City of Red Deer. The agreement is a standard agreement slightly modified to suit this unique arrangement. The F.C.S.S. Board recommends that Council approve this Lease Agreement as submitted.

Thank you for your attention to these matters.



for: COLLEEN PALICHUK

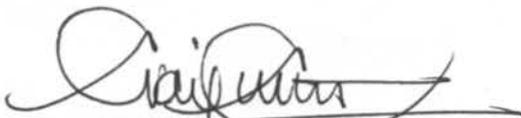
/kl

c.c. A. Wilcock, Director of Financial Services
C. Curtis, Director of Community Services

DATE: June 19, 1990
TO: CITY COUNCIL
FROM: CRAIG CURTIS
Director of Community Services
RE: COMMUNITY SERVICES CENTRE:
MANAGEMENT AGREEMENT, TENANT LEASE AGREEMENT

1. As City Council is aware, the City has leased the Old Provincial Building from the provincial government and converted it into a Community Services Centre. The City Solicitor has now prepared:
 - a management agreement between the City and the Family Service Bureau for the operation of the centre;
 - a standard lease agreement between the City and tenants housed in the facility.
2. Both these agreements were considered by the F.C.S.S. Board at its meeting on June 5, 1990. The board is recommending that City Council approve the agreements as submitted.
3. **RECOMMENDATION**

I support the comments of the F.C.S.S. Board and recommend that City Council approve the management and tenant lease agreements for the Community Services Centre.


CRAIG CURTIS

CC:dmg

- c. Rick Assinger, Social Planning Manager
Colleen Palichuk, F.C.S.S. Board Chairman

THIS MANAGEMENT AGREEMENT made this _____ day of _____, A.D., 1990.

BETWEEN:

THE CITY OF RED DEER
(herein called "the City")

OF THE FIRST PART

-and-

RED DEER FAMILY SERVICE BUREAU
(herein called "the Manager")

OF THE SECOND PART

WHEREAS the City is entitled to the use and occupation of the following lands, together with the buildings situated thereon and known as the Old Provincial Building (herein called "the said building"), which is legally described as:

Lots Thirty-Eight (38) and Thirty-Nine (39)
Block Seventeen (17)
Plan H
Excepting thereout all mines and minerals,

AND WHEREAS the said lands are to be managed by the Manager on behalf of the City as a community services centre for non-profit community organizations;

NOW THEREFORE WITNESSETH THAT in consideration of the mutual covenants and conditions herein contained the parties covenant and agree together as follows:

1. The Manager shall manage and operate the said building as a community services centre for non-profit community organizations for and on behalf of the City, and without limiting the generality of the foregoing, such management services shall include the following:
 - a) the screening of all prospective tenants to ensure that they fall within the description of a "non-profit community organization", and advising the City whether such organizations are recommended as a tenant;

- b) to ensure that all required lease agreements are entered into between the tenant and the City;
 - c) to collect all rentals;
 - d) to remit to the City any revenue received in excess of operating expenses;
 - e) to prepare and submit financial report to the City detailing all expenditures and revenues, such report to be submitted not less than quarterly or more frequently if requested by the Director of Financial Services for the City;
 - f) to monitor the caretaking service for the building and ensure that the building is adequately maintained; and
 - g) to ensure the security of the building.
2. The Manager shall repay to the City the sum of One Hundred Twenty-Eight Thousand Three Hundred Dollars (\$128,300.00) advanced by the City in respect to the renovations of the building. Such funds shall be paid by equal annual payment of Seventeen Thousand Three Hundred Fifty-Two Dollars Thirty-Two Cents (\$17,352.32) commencing on June 1st, 1991 and continuing on June 1st, of each and every year thereafter until paid in full.
 3. The Manager shall ensure that a Facility Advisory Board is established consisting of a representative of each permanent tenant in the building and a representative from the Social Planning Department of the City. The Advisory Board will meet at least six (6) times each year.
 4. The Facility Advisory Board shall make rules for the operation of the building and establish the budgets and rentals necessary to ensure its successful operation, such budgets to include payments to the Manager for services provided under this Agreement. The proposed budgets shall be submitted each year to the Social Planning Department for review and approval.

5. The Manager shall ensure that all of the covenants and conditions of any lease agreement entered into between the City and a tenant are observed, performed and complied with by the tenant, and in the event of default by a tenant, the Manager shall, subject to the prior approval of the Social Planning Department representative of the City, take all necessary steps to terminate or cancel any lease agreement, and recover any rental which may be in arrears.

6. Notwithstanding anything contained herein, this agreement may be terminated by the City at any time without prior notice to the Manager.

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

THE CITY OF RED DEER

Per: _____

Per: _____

RED DEER FAMILY SERVICE BUREAU

Per: _____

Per: _____

DATED: 1990

BETWEEN:

THE CITY OF RED DEER

(herein called "the City")

OF THE FIRST PART

-and-

RED DEER FAMILY SERVICE BUREAU

(herein called "the Manager")

OF THE SECOND PART

=====

MANAGEMENT AGREEMENT

=====

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

File No. 16,693 THC

THIS LEASE made this _____ day of _____, A.D. 19__.

BETWEEN:

THE CITY OF RED DEER
(herein called "The Lessor")

OF THE FIRST PART

- and -

(herein called "The Lessee")

OF THE SECOND PART

A. WHEREAS the Lessor is entitled to the use and occupation of the lands and building known as the Old Provincial Building (herein called "the building") which is located on land legally described as:

LOTS THIRTY-EIGHT (38) AND THIRTY-NINE (39)
BLOCK SEVENTEEN (17)
PLAN (H)

EXCEPTING THEREOUT ALL MINES AND MINERALS;

B. AND WHEREAS the building is to be managed by the Red Deer Family Service Bureau on behalf of the Lessor as a community services centre for non-profit community organizations;

C. AND WHEREAS the Lessee desires to lease a portion of the building for the term and upon the terms and conditions herein contained;

WITNESSETH that in consideration of the mutual covenants and agreements herein contained, the parties agree as follows:

ARTICLE 1

PREMISES

1.1 The Lessor hereby demises and leases unto the Lessee all that portion of the building as outlined on Schedule "A" annexed hereto (herein called "the premises".)

ARTICLE 2

TERM

2.1 To have and to hold the premises from _____, 19__
to _____, 19__, unless sooner terminated in accordance with
the provisions of this lease.

ARTICLE 3

RENT

3.1 Yielding and paying therefore unto the Lessor rent in the amount of
\$ _____ per month for the period until December 31, _____.

3.2 The rent payable during the second and third year of this agreement shall
be determined by mutual agreement, and if the parties are unable to agree, shall be
determined by the Municipal Council of The City of Red Deer having regard to the
budget for the operation of the building as a community services centre, submitted by
the Family Service Bureau on behalf of the tenants of the building.

3.3 The rent shall be paid on the 1st day of each month during the term of
this agreement to the Family Service Bureau at 4935 - 51 Street, Red Deer, Alberta, T4N
2A8 or such other place as the Lessor may from time to time in writing designate.

ARTICLE 4

REPAIRS AND MAINTENANCE

4.1 The Lessee shall examine the premises before taking initial possession
and such taking of possession shall be conclusive evidence that at the time thereof the
premises were in good order and satisfactory condition, and that all promises,
representations and undertakings by or binding upon the Lessor with respect to any
alteration, remodelling or decorating of, or installation of fixtures in the premises have
been fully satisfied and performed by the Lessor.

4.2 The Lessee covenants to keep the premises in a good and tidy condition, and in a state of good repair at all times and to immediately give notice to the Lessor or its representative of any damage to the premises of which it is aware and the Lessor will have the right at any reasonable time to enter and view the state of repair of the premises.

4.3 Any damage to the premises and to fixtures, appurtenances and equipment therein (ordinary wear and tear excepted), due to the carelessness, omission, or neglect of the Lessee, its employees, servants or its visitors shall be promptly repaired at the expense of the Lessee upon receipt of a demand in writing from the Lessor and such repairs shall be carried out to the satisfaction of the Lessor. If the Lessee fails to make such repairs the same may be made by the Lessor at the expense of the Lessee and shall be paid by the Lessee within twenty (20) days after receipt by the Lessee of a statement for such repairs.

4.4 The Lessee's covenant to repair shall include the obligation at the Lessee's expense:

- (a) To operate, maintain, and keep in good order, condition and repair, the premises and all fixtures located herein; and
- (b) To comply with any reasonable application, regulation or recommendation of the Canadian Underwriters Association or of any other body or Association having similar functions or of any liability or fire insurance company by which the Lessor and/or Lessee may be insured.

4.4 At the termination of the said lease, the Lessee will yield up the premises in good and substantial repair, damage from fire, storm and tempest and reasonable wear and tear only excepted.

4.5 The Lessee shall provide all janitorial maintenance service required for the premises unless exempted by the Advisory Board established pursuant to clause 20.1.

ARTICLE 5

PUBLIC LIABILITY AND PROPERTY DAMAGE INSURANCE

5.1 The Lessee shall put in place and maintain during the term of this lease fire insurance on the contents of the premises together with the Lessee's legal liability insurance respecting the premises in an amount and form satisfactory to the Lessor, which insurance shall name the Lessor as a co-insured.

5.2 The Lessor shall maintain insurance against loss or damage by fire and extended perils and the premiums shall be paid by the Lessor.

ARTICLE 6

FIRE

6.1 If the building or the premises are, at any time during the term hereof, damaged or destroyed by fire, lightning, tempest, acts of God or the Queen's enemies or of the Lessor, its servants, agents or workmen or any additional perils from time to time defined and covered in any standard fire insurance extended coverage contract from time to time in use during the term, and, as a result, the premises are rendered unfit for the Lessee's use, this lease shall thereupon terminate.

ARTICLE 7

ALTERATIONS

7.1 Should the Lessee desire to effect any alterations or renovations to the premises, such alterations or renovations shall be effected solely at the cost of the Lessee. The Lessee further covenants that it will not carry out any alterations without the prior written consent of the Lessor, that any such alterations shall be carried out only by persons or tradesmen approved by the Lessor, and that any alterations,

additions or improvements shall be and remain at the option of the Lessor, the property of the Lessor at the expiration or prior termination of this lease; provided that the Lessee shall have the right to remove the furniture and office equipment installed and placed by it before or during the said term and that the Lessee shall make good all damages to the premises caused by such removal and shall restore all equipment to the original normal method of operation.

ARTICLE 8

BUSINESS TAXES AND UTILITIES

8.1 The Lessee covenants with the Lessor to pay all business taxes charged in respect of the premises by reason of any business being carried thereon.

8.2 The Lessor covenants and agrees to pay all charges for public utilities supplied to the premises including steam, water, gas, electricity, garbage removal and for machines, apparatus, meters or other things leased in respect thereof, and for all work or service performed by a Corporation or commission in connection with such public utility and all other rates and charges which shall be assessed or chargeable upon the premises.

8.3 Notwithstanding the foregoing, the Leasee shall pay the cost of any telephone service incurred by it.

ARTICLE 9

PROPERTY TAXES

9.1 The Lessor shall pay the property taxes and local improvement assessments levied against the building.

ARTICLE 10

ORDINANCES

10.1 The Lessee shall not suffer, permit or commit any waste or nuisance. The Lessee agrees to observe and fulfill the lawful conditions and requirements of all statutes, orders in council, by-laws, rules and regulations, municipal, parliamentary or otherwise, now or hereinafter enacted relating to the condition, maintenance, occupation, or use of the premises and shall indemnify and save harmless the Lessor from any costs, charges or damages to which the Lessor may be put by reason of breach of such by-law, rule or regulation.

10.2 The Lessee shall observe all rules, regulations and policies established by the Advisory Board as herein defined for the use of common areas on the said lands.

ARTICLE 11

ASSIGNMENT

11.1 The Lessee shall not assign this lease or sub-let the premises.

ARTICLE 12

USE OF PREMISES

12.1 The Lessee shall not do, or permit to be done, any act which may void the policy of the insurance upon the building, and if by reason of any act done or permitted to be done by the Lessee, the premiums payable for any such policy shall be increased, the Lessee shall pay to the Lessor as additional rent the amount of any such increases forthwith upon demand.

ARTICLE 13

DEFAULT AND TERMINATION

13.1 If the term hereby granted shall be at any time seized or taken in execution or in attachment, by any creditor of the Lessee, or if the Lessee shall make any

assignment for the benefit of any Act that may be in force for bankrupt or insolvent debtors, or if the Lessee shall for any reason cease to carry on business or activities, the then current rent shall immediately become due and payable and the term hereby granted shall, at the option of the Lessor, become forfeited and void. Provided always, and it is expressly agreed, that if the rent hereby reserved, or any part thereof, shall be unpaid for 15 days after any of the days on which the same ought to have been paid (although no formal demand shall have been made therefore) or in the case of the breach or non-performance of any of the covenants or agreements herein contained on the part of Lessee, then in either of such cases, it shall be lawful for the Lessor, its administrators, successors and assigns at any time thereafter to re-enter the premises, and to repossess the premises, anything herein contained to the contrary notwithstanding.

13.2 Either party may terminate this lease at the end of any calendar month by giving three month's prior notice in writing thereof to the other party.

ARTICLE 14

INDEMNIFICATION

14.1 The Lessee agrees to indemnify and save harmless the Lessor from any and all liability, damage, expense, cause of action, suits, claims or judgments arising from injury to any persons or property upon the premises provided that notwithstanding anything set out herein, the Lessee shall not be liable for damage, expense, cause of action, suits, claims or judgments arising from injury to persons or property as a result of the negligence of the Lessor, its agents, servants or contractors.

ARTICLE 15

OVERHOLDING

15.1 In the event that the Lessee remains in possession of the premises after the expiry of the term herein granted, with or without the consent of the Lessor, or

without any further written agreement, the Lessee shall be deemed to be a tenant at will only, subject in all other respects to the terms of this lease, (except that the rent payable for each month shall be the amount specified in Article 3.1 for the previous 12 month term plus 15 percent of that amount.)

ARTICLE 16

QUIET ENJOYMENT

16.1 The Lessor covenants with the Lessee that upon the Lessee paying the rent hereby reserved and performing and observing the Lessee's covenants and agreements herein contained, the Lessee shall and may peaceably possess, occupy and enjoy the premises for the term hereof.

ARTICLE 17

LESSOR'S REPAIRS

17.1 The Lessor covenants to keep in good repair and condition the foundations, outer walls and roof of the building, all common areas therein and all pipes, plumbing, electrical, air-conditioning and heating systems of the building and all installations of a structural nature. In the event that any such repairs shall be required to be made by the Lessor by reason of negligence of the Lessee, its agents, employees, invitees or licensees, the Lessor shall be entitled to recover the cost thereof from the Lessee and if the Lessee shall fail to pay the same on demand, the Lessor may recover the amount so due by all remedies available to it for the recovery of rent in arrears.

ARTICLE 18

NOTICES

18.1 All notices hereunder shall be sufficiently given if mailed by registered mail addressed to the Lessee at the premises and to the Lessor by directing same to that person or office at which the rent reserved herein is from time to time payable and any

such notice shall be deemed to have been received ninety-six (96) hours after it has been so mailed. In the event of a postal strike, lock-out or other event that prevents delivery of registered mail, all notices shall be sufficiently given if taken to the Lessee at the premises and to the Lessor through the Family Service Bureau.

ARTICLE 19

TIME

19.1 Time shall be the essence of this agreement and this agreement shall enure to the benefit of and be binding upon and enforceable by the parties hereto and their respective administrators and successors.

ARTICLE 20

20.1 The Lessee acknowledges that the premises form part of the building operated by the Lessor as the Community Services Centre for the Red Deer area and that for the operation and maintenance of such facility, there has been established an Advisory Board. The Lessee shall be entitled to appoint one representative to participate as a voting member of the Advisory Board in order that he will have a voice in the policies established for the use of such Centre.

IN WITNESS WHEREOF the parties hereto have hereunto executed these presents all as of the day and the year first above written.

THE CITY OF RED DEER

LESSEE

Per: _____
Mayor

Per: _____

Per: _____
City Clerk

Per: _____

Commissioner's Comments

We would concur with the recommendation of the F.C.S.S. Board.

"R.J. MCGHEE"
Mayor

DATE: June 27, 1990
TO: Red Deer and District F.C.S.S. Board
FROM: Assistant City Clerk
RE: MANAGEMENT AGREEMENT - LEASE AGREEMENT
COMMUNITY SERVICES CENTRE

I would advise that at the Council meeting of June 25, 1990 your report dated June 6, 1990 concerning the above topic was considered and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered report from the Family and Community Support Services Board dated June 6, 1990 re: Management Agreement/Lease Agreement - Community Services Centre, hereby approves said Agreements and authorizes the Mayor and City Clerk to execute said agreements on behalf of the City and as recommended to Council June 25, 1990."

The decision of Council in this instance is submitted for your information and appropriate action. I assume you will be forwarding the necessary agreements to this office in due course for signing.

Trusting you will find this satisfactory.



K. KLOSS
Assistant City Clerk

KK/jt

c.c. Director of Financial Services
Director of Community Services
Social Planning Manager

NO. 13

DATE: June 7, 1990
 TO: CITY CLERK
 FROM: TRANSIT MANAGER
 RE: URBAN TRANSIT BUS TENDER

The following report is submitted for Council's information regarding the tendering process recently completed for the purchase of seven transit buses.

Bid requests were distributed to a total of 10 bus manufacturers including the three Canadian firms and 7 firms based in the United States, through the Purchasing Department. Bids were received from all Canadian firms and one American firm.

Prices quoted from each firm are as follows:

- | | | |
|----|-------------------------|---------------------|
| 1. | Motor Coach Industries | \$190,946. per bus. |
| 2. | Ontario Bus Industries | \$192,097. per bus. |
| 3. | New Flyer Industries | \$204,500. per bus. |
| 4. | Neoplan USA Corporation | \$176,230. per bus. |

NOTE: The bid received from Neoplan USA Corporation was quoted in American funds. Appropriate exchange rates would apply.

The Transit Department would recommend that the tender to supply seven transit buses be awarded to the low bidder, Motor Coach Industries. It is further recommended that the order be placed as soon as possible in order to ensure an early 1991 delivery date. Payment for the order would not be due until delivery. Therefore, any expenditures would not occur until the 1991 budget year. An application for cost-sharing has been submitted to the Province as bus purchases do qualify as a cost-sharing program.

The financial aspects of the bus purchase is as follows:

TOTAL COST (\$190,946 x 7 buses)	=	\$1,336,622.00
PROVINCIAL SHARE OF 75%	=	\$1,002,466.50
CITY SHARE OF 25%	=	\$ 334,155.50

Appropriate funds for the City portion will be placed into the Transit Department's 1991 budget.



GRANT BEATTIE
TRANSIT MANAGER

GB/vjy

cc: Director of Eng. Services
Purchasing Agent

Commissioner's Comments

We would concur with the recommendations of the Transit Manager. For Council's information, we have attached a copy of Council's previous resolution relative to the acquisition of Transit buses.

"R.J. MCGHEE"
Mayor

DATE: March 13, 1990
TO: City Clerk
FROM: Transit Manager
RE: TRANSIT BUS ACQUISITION

The 1990 equipment fund budget for the Transit Department had made provision for the acquisition for five transit buses to replace older model units currently within the Transit fleet.

In late 1989, tender documents were distributed to the three Canadian bus manufacturers and were received by the City in early February 1990. Of the three manufacturers that were given tender requests, two submitted bids. Of the two bids submitted, only one; Motor Coach Industries; was able to meet the delivery date requirement of September 1990. The others could not supply the buses required until the third quarter of 1991.

Upon opening the bids, it was noted that the per unit price had significantly increased over 1989 prices, and was \$30,527 more than the per unit 1990 Budget figure. As a result, the expenditure would increase by \$152,365 over the 1990 Budget.

In addition to the bus replacement program, the Transit Department will also be required to increase the current fleet size from 27 buses to 32 buses by September 1, 1991, in order to accommodate the proposed routing and schedule changes presented to Council on March 5, 1990.

Due to several factors, the increasing age of the bus fleet and the substructure metal deterioration being experienced throughout the fleet, the Department designed a bus replacement/refurbishment program in October 1989. A brief description of the program is outlined below:

1989	Refurbish 2 buses/replace 5 buses
1990	Refurbish 4 buses/replace 5 buses
1991	Refurbish 4 buses/replace 3 buses
1992	Refurbish 4 buses/replace 0 buses

Under this program, the Department would rebuild 14 of the buses in the current 27 bus fleet and replace 13 buses currently within the fleet.

City Clerk
March 13, 1990
Page 2

As the 1989 Transit Study was not completed at the time this program was established, the requirements for fleet enhancements were not addressed.

In order to accommodate fleet acquisition requirements for both replacement and enhancement, several options have been identified for the 1990-91 period and are attached as Appendix I. A description of each option is as follows:

OPTION I

This option sees the Transit Department continuing with the original replacement plan of purchases; 5 buses in 1990 and 3 buses in 1991. In the area of fleet enhancement, the option indicates an increase of 2 buses to the proposed 5 bus order in 1990 and an increase of 3 buses to the proposed 3 bus order scheduled for 1991. Bus refurbishment would remain at 14 as originally proposed in the refurbishment plan.

OPTION II

This option would see the original bus replacement order reduced from 5 buses to 4 buses for delivery in 1990. In addition, an order would be placed after a new tender request is distributed in 1990, but with a delivery date in mid 1991. This order would be for 7 buses; 2 for bus replacement and 5 for fleet enhancement. The refurbishment plan would increase from 14 buses to 16 buses over the next three years.

OPTION III

This option would see the original bus replacement order reduced from 5 to 3 buses for delivery in 1990. In addition, an order would be placed for 8 buses for 1991 delivery, after a new tender request is distributed. The refurbishment plan would increase from 14 buses to 16 buses over the next 3 years.

It is important to note that if the proposed system changes were to be implemented in July of 1991, the Transit fleet must increase from 27 to 32 buses. It is also important to note that bus delivery from 2 of the 3 manufacturers is not possible until 1991, if orders are placed early in 1990. It is my opinion that a more competitive bid may be realized if all bus manufacturers were bidding on 1991 delivery dates.

In conclusion, I would respectfully recommend Option II as described. In brief, the option would see the following:

1. Reduce current bus order from 5 to 4 buses.

City Clerk
 March 13, 1990
 Page 3

2. Issue bid request for 7 buses for mid 1991 delivery.
3. Increase rebuild program by 2 buses from 14 to 16 buses.

The cost implications of the recommended option are as follows:

1990

4 bus purchase	\$ 213,927 (City)
	<u>\$ 641,781 (Province)</u>

Total	\$ 855,708
-------	------------

1991

7 bus purchase	\$ 389,347 (City)
	<u>\$1,168,041 (Province)</u>

Total	\$1,557,388
-------	-------------

2 bus rebuild	\$ 17,500 (City)
	<u>\$ 52,500 (Province)</u>

Total	\$ 70,000
-------	-----------

As noted in the cost implication, Alberta Transportation and Utilities has announced that bus refurbishment will now be cost shareable upon appropriate applications. Although certain guidelines have been established by the Province for eligibility criteria, it would appear the majority of the work required in the substructure areas that are subjected to metal deterioration will be cost shareable.

One of the more significant criteria will be vehicle age, in that buses over 15 years old will not be eligible for rebuilding. All of the buses being recommended for replacement are in excess of 15 years old and would not have been cost shareable under the refurbishment program.


 Grant Beattie
 Transit Manager

GB/emg
 Att.

A P P E N D I X I

PURCHASE OPTIONS

OPTION I

- 1990 - Order and receive 5 Replacement Buses
- Order 2 Enhancement Buses for 1991 delivery
- 1991 - Order and receive 3 Replacement Buses
- Order and receive 3 Enhancement Buses

OPTION II

- 1990 - Order and receive 4 Replacement Buses
- Order 2 Replacement Buses for Sept. 1991 delivery
- Order 5 Enhancement Buses for May, 1991 delivery
- 1991 - Rebuild 2 Existing Buses

OPTION III

- 1990 - Order and receive 3 Replacement Buses
- Order 3 Replacement Buses for 1991 delivery
- Order 5 Enhancement Buses for 1991 delivery
- 1991 - Rebuild 2 Existing Buses

DATE: March 13, 1990
TO: City Clerk
FROM: Director of Engineering Services
RE: TRANSIT BUS ACQUISITIONS

The Transit Manager has submitted, for Council's consideration and direction, a report outlining the results of the 1990 bus tender, the implications of implementing the Transit Study recently presented to Council, and presenting several ultimate courses of action.

In summarizing Mr. Beattie's report and recommendations, the recommendation is:

1990 Recommendation

Purchase four buses instead of the five originally intended.

Rationale

In the 1990 Budget, it was proposed that five buses be purchased at an estimated cost of \$178,400 per unit. The actual tender price was \$208,927. Purchasing only 4 buses keeps us within the approved budget of \$892,000.

1991 Recommendation

Purchase seven buses and rebuild two buses. Tender for these buses as soon as possible.

Rationale

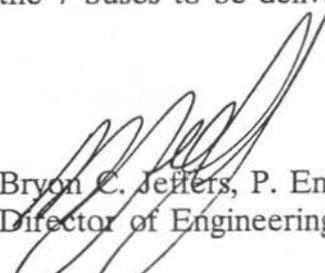
In the 1990 Major Capital Budget we had indicated to Council that we projected a purchase of 5 buses in 1991. This was our best estimate at that time. Since then it is our intention to try refurbishing two more buses than originally considered and possibly reduce our new purchases to 3 for 1991. This is the reason the Transit Manager refers to a purchase of 3 buses as our projection for 1991. What is now being recommended is that we purchase seven new buses and refurbish two more than we had originally intended.

We would like to place the order for the 1991 buses now for two reasons:

City Clerk
March 13, 1990
Page 2

1. In the last tender, for the 1990 bus purchase, we only had one eligible tender; as only one firm, MCI, could deliver by the specified date. By tendering earlier we would hope to get more firms bidding and, therefore, more competition.
2. By tendering now and giving the firm a commitment for 1991, we may get a better price, and would ensure delivery on time.

We would respectfully request Council's concurrence to award the tender for 1990 to MCI for the acquisition of 4 buses. We would further request approval to go to tender now for the 7 buses to be delivered in 1991.



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

BCJ/emg

c.c. Transit Manager

Commissioners' Comments

We have reviewed this situation with the Dir. of Engineering Services to ascertain whether or not we could defer the acquisition of any buses until 1991 if this would lead to more competitive prices and a lower cost for our replacement program. For Council's information, the difference in price is not that significant, the price from the supplier specifying 1991 delivery being \$205,615, approximately \$3,300 cheaper. Regretably, however, the condition of the current fleet is such that we have no option but to replace some buses now. We would, therefore, concur with the Dir. of Engineering Services that we proceed with ordering 4 buses as outlined in Option 11 and proceed as outlined to call for tenders in 1990 for delivery of 7 buses in 1991, but prior to award of tender a further report be brought back to Council reviewing the implementation date of the revised system recently considered by Council, in light of the financial implications. Further we would recommend that consideration be given to tendering on a wider basis than just Canada in an attempt to reduce costs.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

DATE: March 20, 1990
TO: Transit Manager
FROM: City Clerk
RE: TRANSIT BUS ACQUISITION

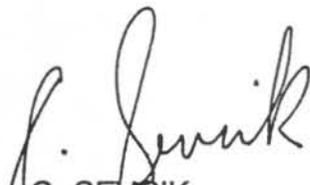
Your report of March 13, 1990 pertaining to the above matter was considered at the Council meeting of March 19, 1990. At the above noted meeting Council passed the following motion.

"RESOLVED that Council of The City of Red Deer, having considered report from the Transit Manager dated March 13, 1990 re: Transit Bus acquisition, hereby agrees that the City proceed with ordering four (4) buses as outlined in Option 2 of the above-noted report and proceed to call for tenders in 1990 for the delivery of seven (7) buses in 1991, but prior to award of tender, a further report be brought back to Council reviewing the implementation date of the revised system recently considered, in light of the financial implications.

Council further agrees that the City tender on a wider basis than just Canada in an attempt to reduce costs, and as recommended to Council March 19, 1990."

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

Trusting you will find this satisfactory.



C. SEVCIK
City Clerk

CS/jt

c.c. City Commissioner
Director of Engineering Services
Director of Financial Services

DATE: June 26, 1990
TO: Transit Manager
FROM: Assistant City Clerk
RE: URBAN TRANSIT BUS TENDER

I would advise that at the Council meeting of June 25, 1990, your report dated June 7, 1990 concerning the above topic was presented to Council and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered report from the Transit Manager dated June 7, 1990 re: Urban Transit Bus Tender, hereby agrees that the tender to supply seven transit buses be awarded to Motor Coach Industries, and as recommended to Council June 25, 1990."

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

Trusting you will find this satisfactory.



K. KLOSS
Assistant City Clerk

KK/jt

c.c. Director of Engineering Services
Director of Financial Services
Grants Manager
Purchasing Agent

WRITTEN ENQUIRIESNO. 1

DATE: June 12, 1990
TO: City Council
FROM: City Clerk
RE: ALDERMAN MCGREGOR - WRITTEN INQUIRY

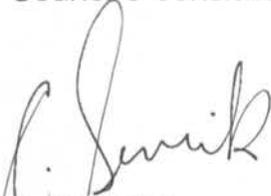
The following written inquiry was submitted by Alderman McGregor at the Council meeting of June 11, 1990.

"As a result of a citizen complaint I investigated a drainage problem in West Park, and in particular, Whiteside Crescent, where a number of families are being subjected to considerable flooding due to backup of water runoff.

This item was apparently included in our budget document as an addback in the amount of \$38,000 and was deleted without discussion.

As the problem is creating considerable hardship to families in a Low Rental Housing Development, may I request the Director of Engineering Services bring this matter back to Council at an early date for review and possible reconsideration."

Council's consideration of this matter is respectfully requested.



G. SEVCIK
City Clerk

CS/jt

c.c. Director of Engineering Services

DATE: June 19, 1990
TO: City Clerk
FROM: Public Works Manager
RE: Whiteside Crescent - Written Inquiry

In response to a letter from Mrs. Ida Moore on July 25, 1988, Council passed a resolution instructing that \$37,152.85 be included in the 1989 budget to correct drainage problems on Whiteside Crescent. During the 1989 budget deliberations, an addback item of \$37,200.00 relating to this was discussed and the decision made that no funds were available for this work. A letter dated February 9, 1989 was sent to Mrs. Moore informing her of this fact.

During the preparation of the 1990 operating budget, the Public Works Department again included this item in the list of addbacks for an estimated cost of \$38,600.00. This item was on the addback list presented to Council, but due to funding restraints was not recommended by the Commissioners.

The proposed solution is the replacement of the curb and gutter and sidewalk to the limits shown on the attached sketch and the overlaying of the asphalt in this area. As well, a storm sewer lead would be extended and a catchbasin installed. The problem is a combination of differential settlement in the roadway and poor drainage.

The Public Works Department supports this construction this year if funds are available to finance it.



Gordon Stewart, P. Eng.
Public Works Manager

GAS/sh

Commissioner's Comments

We recommend Council support the request as a 1990 overexpenditure.

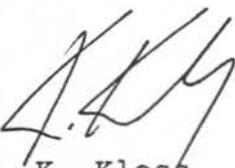
"R.J. MCGHEE"
Mayor

DATE: June 27, 1990
TO: Dir. of Engineering Services
FROM: Assistant City Clerk
RE: WHITESIDE CRESCENT/WRITTEN ENQUIRY/ALDERMAN MCGREGOR

I would advise that at the Council meeting of June 25, 1990, consideration was given to the written enquiry submitted by Alderman McGregor relative to the above noted topic and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered Written Inquiry submitted by Alderman McGregor at the Council meeting of June 11, 1990 re: Drainage Problems/Whiteside Crescent, hereby agrees to proceed to correct the drainage problems on Whiteside Crescent as soon as possible, and that said costs be charged as an overexpenditure to the 1990 budget, and as presented to Council June 25, 1990."

The decision of Council in this instance is submitted for your information and appropriate action. Trusting you will proceed with this work at your earliest convenience.



K. Kloss
Assistant City Clerk

KK/ds

c.c. Dir. of Financial Services
Public Works Manager
E.L. & P. Manager



NO. 1

"going going

Going for the Games!"

1995 RED DEER CANADA GAMES BID COMMITTEE

Phone (403) 340-1995

P.O. Box 1995

Red Deer, Alberta

T4N 5E6

June 13, 1990

LEN LUDERS
ChairmanLARRY PIMM
Vice-ChairmanKEITH CARSCADDEN
RON CHIKMOROFF
FLO FRANK
MARILYN HALEY
LOWELL HODGSON
COLLEEN KELLY
WENDY MARTINDALE
DON MOORE
ROBERT SCHNELL
ALAN SCOTTCity Council
The City of Red Deer
City Hall
RED DEER, Alberta

Dear Sirs:

Re: 1995 Canada Winter Games Bid

An outline of bidding procedures received by your Bid Committee provides as follows:

"It is also very important to note that the host society is responsible for any capital or operating cost overruns, should they occur. Because of this, the Site Evaluation Committee will wish to see evidence of a sound deficit management plan. Failure to provide such evidence could render a bid ineligible."

In order to comply with the bidding procedures, we are writing this letter to request that City Council adopt a Resolution undertaking to assume responsibility for any deficits incurred in either the operating or capital budgets.

In support of this request, and to assist you in dealing with this matter, we enclose the following:

- (1) our Preliminary Budget with supplementary information attached;
- (2) report respecting fund raising strategy from Friends of Games Steering Committee;
- (3) proposed Capital Development Budget (to follow).

We would also make the following observations:

1. Our Preliminary Operating Budget is based on the best estimates we are able to make at this time. It is to be clearly understood that, at this point, the budget can only be tentative and will undoubtedly be subject to some change before 1995. Should our budget requirements increase, additional revenue will be raised by the Friends of the Games.

Together in '95!

THE CITY OF RED DEER
CLERK'S DEPARTMENT

RECEIVED	
TIME	4:15
DATE	June 13/90
BY	AP

City Council
June 13, 1990
Page 2

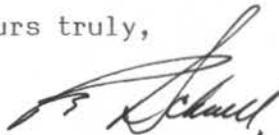
2. The preparation of the Capital Budget is based on the premise that there will be no more than \$6,000,000.00 available for facilities and that there can be no deficit on the Facility Budget.

3. It is your Bid Committee's commitment not only to generate an operating surplus, but to leave an ongoing legacy of at least \$1,000,000.00 to our community following the games (see Friends of Games report). Accordingly, we assure you that we will at all times be completely responsible and accountable for funds expended and that we will not incur costs which cannot be paid from revenues associated with the Games.

4. While we anticipate and expect an operating surplus, should a deficit occur, the legacy fund raised by the Friends of the Games would be used firstly to pay for such deficit.

We would be most grateful if you would place this item on the agenda for the June 25th Council Meeting. Members of the Bid Committee are prepared to be in attendance on June 25th for the purpose of answering any questions associated with this request.

Yours truly,



Robert E. Schnell
Administration and Finance

RES/meg
Enclosures

1 9 9 5 C A N A D A G A M E S

OPERATING BUDGET

REVENUE:

Government of Canada	\$2,530,000.00	
Province of Alberta	780,000.00	
Friends of Games:		
(a) Operational Funds	1,560,000.00	
(b) Legacy Funds	1,000,000.00	
Ticket Sales	250,000.00	
Merchandise and souvenirs (NET)	50,000.00	
Recoveries	<u>50,000.00</u>	
Total		<u>\$6,220,000.00</u>

EXPENSES:

Services (Schedule "A")	\$1,429,872.00	
Ceremonies & Protocol (Schedule "B")	320,000.00	
Sports (Schedule "C")	757,000.00	
Administration (Schedule "D")	1,871,000.00	
Marketing & Public Relations (Schedule "E")	475,000.00	
Complementary Programs (Schedule "F")	215,000.00	
Legacy	1,000,000.00	
Contingency	<u>100,000.00</u>	
Total Expenses		\$6,167,872.00
* Surplus		<u>52,128.00</u>
Total		<u>\$6,220,000.00</u>

SCHEDULE "A"

SERVICES

FOOD SERVICE:

1500 Athletes and Officials for 14 days:

21,000 breakfasts @ \$5	\$105,000.00
21,000 lunches @ \$5	105,000.00
21,000 dinners @ \$8	168,000.00
21,000 snacks @ \$2	42,000.00

1000 Volunteers for 14 days:

14,000 lunches @ \$5	\$ 70,000.00
coffee, hot chocolate etc.	

Contingency	\$ 10,000.00
-------------	--------------

\$ 500,000.00

COMMUNICATION:

AGT Package - all inclusive	\$ 10,000.00
Two way radios, etc.	1,500.00

11,500.00

Other required communications

188,500.00

\$ 200,000.00

TRANSPORTATION:

*Buses to and from Airports:

3000 athletes and officials @ \$15	\$ 45,000.00
80 cars for VIP transportation (rental rates \$280 per week)	44,800.00

Buses to transport athletes and officials to and from venues:

15 @ \$660 per day \$ 92,000.00

City Buses:

10 @ \$450.00 per day 63,000.00

Contingency 20,000.00

*Airport transportation may be responsibility
of Sport Canada

\$264,800.00

ATHLETES VILLIAGE:

Rent, equipment and furnishings etc. 300,000.00

BILINGUAL SERVICES: 50,000.00

MEDICAL:

Medical Package (~~xxxxxxxxxx~~) \$ 39,012.00

Transportation 1,000.00

Lunches for volunteers (90 x 14 x \$5) 6,300.00

Contingency 5,000.00

51,312.00

SECURITY:

Largely volunteers, with RCMP looking after
VIP security. However, full complement of
commissionaires would be required:

60 Commissionaires @ \$64 per day \$ 53,760.00

Contingency 10,000.00

63,760.00

TOTAL

\$1,429,872.00

SCHEDULE "B"

CEREMONIES & PROTOCOL

Ceremonies:

- Signing	\$ 10,000.00	
- Opening	105,000.00	
- Welcoming	15,000.00	
- Closing	<u>105,000.00</u>	
		\$235,000.00

Receptions:

- Host Municipality	\$ 4,000.00	
- Host Province	4,000.00	
- Federal Government	4,000.00	
- Next Host Municipality	4,000.00	
- Alberta Night	3,000.00	
- Canada Night	3,000.00	
- Red Deer Night	<u>3,000.00</u>	
		25,000.00

Travel & Receptions:

- Charlottetowne	\$ 10,000.00	
- Kamloops	9,000.00	
- Committee Expenses	<u>2,500.00</u>	
		21,500.00

Medal Presentations:

- Medals, Flags, Decorations, Apparel, etc., training	\$ <u>38,500.00</u>	
		<u>38,500.00</u>

\$320,000.00

SCHEDULE "C"

SPORTS

Sports Equipment and Supplies (Attachment #1)	\$282,000.00
Officials	45,000.00
Technical	20,000.00
Results	60,000.00
Sport Advisory	10,000.00
Sport Facility Rentals	<u>300,000.00</u>
Total	\$757,000.00

ATTACHMENT # 1

CANADA GAMES: SPORT BUDGET

<u>SPORT</u>	<u>EQUIPMENT / SUPPLIES</u>	
Alpine Skiing	10000	(timing/poles/com.)
Badminton	3000	(nets/birds/official stand)
Biathlon	36000	(targets/timing/com.)
Boxing	11000	(ring/timing/gloves)
Cross Country	10000	(timing/com.)
Curling	3000	(measuring equip.)
Fencing	3000	(pistes-Facility budget)
Figure Skating	5000	(rentals-score equip)
Freestyle Skiing	3000	(com./scoring/fencing)
Gymnastics - Artistic	84000	(apparatus)
- Rhythmic	15000	(rhythmic floor)
Hockey	12000	(pucks/com./organist/net)
Judo	3000	(flags/paddles/)
Ringette	3000	(rings/supplies)
Shooting	8000	(targets/ammuniton)
Speed Skating	28000	(timing/computer/bibs)
Squash	3000	(balls/supplies)
Synchronized Swimming	3000	(scoring/supplies)
Table Tennis	21000	(tables/net/balls)
Weightlifting	18000	(weights/supplies)
	<u>TOTAL</u>	<u>\$282000.00</u>

* Other Canada Games budgets appear to be in the range of \$500000 to \$600000. The above is very conservative.

SCHEDULE "D"

ADMINISTRATION

*Office Rent	\$ 120,000.00
Furniture and Equipment	75,000.00
Printing and copying	150,000.00
Office Supplies and postage	100,000.00
Volunteer Recognition	100,000.00
Clothing and Uniforms	200,000.00
Travel	50,000.00
Insurance	125,000.00
**Salaries and Benefits	870,000.00
***Mission Staff	<u>81,000.00</u>
Total	\$1,871,000.00

* Based on 4,000 square feet of office space for 3 years, at rental rates of \$10.00 per square foot.

** See attachment.

*** Host Community is responsible for payment of per diem for half of the Mission Staff. (72 persons for 15 days at \$75.00 per day).

Salaries and Benefits - Proposed Budget

The proposed budget is based on the following personnel being hired for the specified time periods. It should be noted that these are estimates made on the basis of Alberta Games experiences, information received from previous Canada Games financial statements, the knowledge of our community and its history of volunteerism. There will undoubtedly be some changes to this proposal, but it will serve as a proposal and guideline to follow which is the intention.

Games Manager:

Time Period - January 1, 1992 - June 30, 1995
 Estimated salary: \$60,000.00 per year
 (\$60,000.00 x 3.5 yrs.) \$ 210,000.00

Executive Assistant:

Time Period - September 1, 1992 - June 30, 1995
 Estimated salary: \$28,000.00 per year
 (\$28,000.00 x 2.83 yrs.) \$ 79,240.00

Administrative Assistant:

Friends of the Games/Marketing

Time Period - January 1, 1993 - April 30, 1995
 Estimated salary: \$33,000.00 per year
 (\$33,000.00 x 2.3 yrs.) \$ 75,900.00

Sports

Time Period - May 1, 1993 - April 30, 1995
 Estimated salary: \$30,000.00 per year
 (\$30,000.00 x 2 yrs. x 2 people) \$ 120,000.00

Administration

Time Period - January 1, 1993 - May 31, 1995
 Estimated salary: \$30,000.00 per year
 (\$30,000 x 2.42 yrs.) \$ 72,600.00

Purchasing/Warehouse

Time Period - September 1, 1993 - March 31, 1995
 Estimated salary: \$25,000.00 per year
 (\$25,000.00 x 1.58 yrs.) \$ 39,500.00

Accountant

Time Period - April 1, 1993 - March 31, 1995
 Estimated salary: \$28,000.00 per year
 (\$28,000.00 x 2 yrs.) \$ 56,000.00

Ceremonies and Protocol

Time Period - September 1, 1994 - March 31, 1995
 Estimated salary: \$30,000.00 per year
 (\$30,000.00 x 1.08 yrs.) \$ 47,400.00

Clerical Staff:

Time Period
 1 clerical person for 2.5 yrs. = \$50,000.00
 1 clerical person for 2 yrs. = \$40,000.00
 2 clerical people for 6 months = \$20,000.00
 Estimated salary: \$ 110,000.00

Additional short-term employees (assistants, clerical personnel) and contract work \$ 11,960.00

TOTAL: \$ 870,000.00
 =====

(Estimates include salary and benefits, and are in 1990 dollars)

SCHEDULE "E"

MARKETING AND PUBLIC RELATIONS

Advertising (Purchased space)	\$150,000.00
Events and Promotions	50,000.00
Public Relations and Hospitality	25,000.00
Souvenirs, Promo items, Special Program	75,000.00
Printed Promo General Banners, Posters, Brouchures	30,000.00
Video-fundraising, Commercials	10,000.00
Maps, City Info Special for Games....Event List	10,000.00
Fireworks (part of shared cost)	50,000.00
Media/Communication Needs	50,000.00
Other	<u>25,000.00</u>
 TOTAL	 \$475,000.00

Schedule F

Complementary Activities

Festival '95	\$ 100,000
Entertainment, Family Activities	
Sports Demonstrations to Complement	
Medal Presentations	
Education Program	25,000
Fitness Education, School Activities	
Public Awareness, Winter Sports Exhibits	
Theatre Sports	15,000
Performing Arts	30,000
Theatre Production, Musical Showcase	
Western Showcase, Entertainment for	
Receptions	
Literary Arts	5,000
Children's Storytimes, Author Readings	
Visual Arts	10,000
Ice Sculptures, Craft Show	
Exhibitions, Winter Fashion Show	
Film and Video Festival	
Special Events	30,000
Cabane a Sucre, Nature Festival	
Coffee Houses, Multicultural Showcase	
	<hr/>
	\$ 215,000

CITY OF RED DEER BID PROPOSAL FOR 1995 CANADA WINTER GAMES

FRIENDS OF THE GAMES: FUND RAISING STRATEGY

1.0 BACKGROUND: In May 1990 a Friends of the Games Steering Committee was assembled in support of the City of Red Deer's bid for the 1995 Canada Winter Games. The Steering Committee undertook two primary tasks:

- i) to prepare a preliminary fund- raising strategy for the Games in support of the City of Red Deer bid;
- ii) to recruit a campaign team in the form of a Friends of the Games Board to finalize and implement the fund-raising strategy, should Red Deer be successful in securing the Games.

The following material outlines the approach the Steering Committee has recommended to the Red Deer Winter Games Bid Committee.

2.0 FUND RAISING GOAL: The Red Deer Canada Winter Games Bid Committee has set a direction which emphasizes "fiscal sustainability". The intent is to host the Games by upgrading and augmenting existing facilities within the community and the region rather than building an array of new facilities which will be onerous to maintain and operate. This strategy will avoid a rate of growth in operational costs, which could potentially sap needed resources from developmental programs or cause user fees to limit the broadest use in the community.

The Fund Raising Goal Steering Committee endorses this approach and has set its fund-raising goals accordingly. They are as follows:

- i) to meet the host community's required commitment to Games operational costs - \$1.56 Million
(32% of estimated operational budget) ✖

- 2 -

- | | | |
|-----|--|---------------|
| ii) | to raise sufficient additional funds to establish an endowment for the further development of recreation and sport in Red Deer | \$1.0 Million |
|-----|--|---------------|

Total	\$2.56 Million
	=====

In keeping with the 1995 Canada Winter Games Bid Committee's objective of financial responsibility and sound planning, it is proposed that Friends of the Games set an objective to raise \$1 m to invest, with the interest on an annual basis to be used to assist the further upgrading of recreational facilities in the City of Red Deer and the development of athletes in Red Deer and Central Alberta. The priorities on the allocation of the interest would be determined by a "Games Development Committee" established after the completion of the 1995 Canada Winter Games.

- 3.0 ORGANIZATIONAL STRUCTURE: The Steering Committee recommends the establishment of a Friends of the Games Board, consisting of eight members. All of these are intended to be high profile individuals with a solid record of community involvement, representing a cross section of the business community, public agencies and major institutions. At least four will form a core group to head the two major fund-raising campaigns outlined below. These will be recruited from individuals who are willing to commit sufficient time to address a four-year campaign program requiring almost daily involvement. Members will also be recruited wherever possible to provide legal and accounting skills.

The Steering Committee has agreed to recruit the Friends of the Games Board, and preliminary discussions have been held with some potential members. It is envisaged the Board will hire at least one full-time staff person.

- 4.0 CAMPAIGN STRUCTURE: The Steering Committee recommends a campaign strategy, structured as follows:

- 1) CORPORATE PARTNERS CAMPAIGN
 - This campaign will target major corporate contributors, with a provincial or national profile and the potential to make major in-kind or cash contributions, (i.e. in excess of \$100,000).
- 2) COMMUNITY PARTNERS CAMPAIGN
 - This campaign will have a dual focus, including:
 - (a) larger businesses in the city and surrounding region;
 - (b) service clubs and associations.

These contributors will have the potential to contribute smaller amounts than the major "Corporate Partners" and may wish to make them on a pledge basis over the 1991-1994 period. Contributions will range from \$5,000 - \$100,000.

- 3) COMMUNITY FRIENDS CAMPAIGN
 - This campaign will be developed in cooperation with the Marketing Committee of the Winter Games to provide a vehicle for the community at large to become directly involved. The campaign would have a strong public relations component and would very likely be targeted on building the recommended legacy fund. It might, for example, include a "childrens' campaign".

5.0 RECOGNITION PROGRAM: The recognition program will be designed to:

- i) reflect the size of contribution by category;
- ii) provide public exposure for contributors during the Games.
- iii) provide some form of lasting recognition in the community.

A "benefits package" will be developed for each category of contribution, for use in fund-raising activities.

**1995 WINTER GAMES
SPORT EVENT VENUES & CAPITAL DEVELOPMENT COSTS**

SPORT: Cross Country Skiing
VENUE: Riverbend Recreation Area
BUDGET: \$175,000

SPORT: Biathlon
VENUE: Riverbend Recreation Area
BUDGET: \$56,000

SPORT: Boxing
VENUE: Lindsay Thurber Comprehensive High School
BUDGET: \$53,500

SPORT: Judo
VENUE: Lindsay Thurber Comprehensive High School
BUDGET: \$79,000

SPORT: Table Tennis
VENUE: Westerner Exposition Park - Parkland Pavillion
BUDGET: \$37,000

SPORT: Freestyle Skiing
VENUE: Canyon Ski Area
BUDGET: \$100,000

SPORT: Alpine Skiing
VENUE: Mount Allan - Nakiska Ski Resort
BUDGET: \$50,000

SPORT: Synchronized Swimming
VENUE: Rotary Recreation Park - Recreation Centre Olympic Pool
BUDGET: \$458,500

SPORT: Curling
VENUE: Red Deer Curling Club
BUDGET: \$92,000

SPORT: Squash
VENUE: YMCA
BUDGET: \$800,000

SPORT: Artistic Gymnastics
VENUE: Red Deer Gymnastics Centre
BUDGET: \$1,000,000

SPORT: Rhythmic Sportive Gymnastics
VENUE: Red Deer Gymnastics Centre
BUDGET: As above

SPORT: Speed Skating
VENUE: Rotary Recreation Park - Speed Skating Oval
BUDGET: \$102,000

SPORT: Hockey
VENUE: The Centrium
 Red Deer Arena
 Kinex
 Kinsmen Community Arenas
BUDGET: \$2,110,000

SPORT: Figure Skating
VENUE: The Red Deer Arena
 Centrium
 The Western Altaplex
BUDGET: \$19,000

SPORT: Ringette
VENUE: Kinsmen Community Arenas
BUDGET: \$139,000

SPORT: Shooting
VENUE: To be Decided
BUDGET: T.B.A

SPORT: Weightlifting
VENUE: Camille J. LeRouge School
BUDGET: \$34,000

SPORT: Fencing
VENUE: Camille J. LeRouge High School
BUDGET: \$43,000

SPORT: Badminton
VENUE: Red Deer College
BUDGET: \$5,000

SUB TOTAL = \$5,353,000

**1995 WINTER GAMES
SUPPORT VENUES & OPERATIONAL COSTS**

FUNCTION: Mission Centre & Officials Accomodation
VENUE: Red Deer College
BUDGET: \$320,000

FUNCTION: Athletes Village
VENUE: C.F.B. Penhold
BUDGET: \$200,000

FUNCTION: Media Centre, Results Centre & Accomodation
VENUE: Red Deer Lodge
BUDGET: NIL

FUNCTION: Presentations and Awards
VENUE: Presentation Plaza
BUDGET: NIL

FUNCTION: Officials
VENUE: Black Knight Inn
BUDGET: NIL

FUNCTION: Complimentary Facilities
VENUE: Great West Inn
BUDGET: NIL

FUNCTION: V.I.P.'s
VENUE: Capri Centre
BUDGET: NIL

SUB TOTAL = \$770,000

GRAND TOTAL =\$6,123,000

DATE: June 18, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: CRAIG CURTIS
Director of Community Services

RE: 1995 CANADA WINTER GAMES BID:
PROPOSED BUDGET

1. The bidding procedures for the 1995 Canada Winter Games note that a Host Society is responsible for any capital or operating cost overruns. Consequently, the Site Evaluation Committee require a comprehensive budget submission, including a "deficit management plan".

The Bid Committee has now prepared a detailed operating and capital plan, which is submitted for City Council's consideration. In order to comply with bidding procedures, City Council is requested to adopt a resolution "undertaking to assume responsibility for any deficits incurred in either the operating or capital budgets".

2. The financial implications of bidding for the Canada Winter Games were considered by City Council at its meeting on December 11, 1989, when the following resolution was adopted:

"RESOLVED that Council of The City of Red Deer having considered correspondence dated December 1, 1989, from the Red Deer Bid Committee re: Formal Bid, 1995 Canada Winter Games, hereby agrees as follows:

1. to reaffirm its strong support for submitting a bid for the 1995 Canada Winter Games;
2. to approve a \$2 million commitment toward the capital costs associated with staging the Games, subject to a detailed review and approval of the capital plan by the Recreation, Parks & Culture Board and City Council; and

Charlie Sevcik
 Page 2
 June 18, 1990
 1995 Canada Winter Games Bid

3. to approve up to \$75,000 for the preparation of the bid, subject to detailed consideration in conjunction with the 1990 budget in January."
3. The City's capital commitment was again reviewed by City Council at its meeting on January 16, 1990, when the following resolution was adopted:

"RESOLVED that Council of The City of Red Deer agree to the proposed capital funding of \$2 million, and the \$75,000 for the preparation of a bid, for the 1995 Canada Winter Games as recommended by the City Commissioners in the budget introduction."

At this time, it was agreed that the capital funding would be financed as follows:

1989	AMPLE Grant Surplus	\$ 223,000
1990	AMPLE Grant	391,029
1991	AMPLE Grant	462,000
1992	AMPLE Grant	462,000
1993	AMPLE Grant	<u>461,971</u>
		<u>\$ 2,000,000</u>

4. The Bid Committee's preliminary capital plan was considered by City Council at its meeting on April 30, 1990, when the following resolution was adopted:

"RESOLVED that Council of The City of Red Deer hereby approves the preliminary capital plan for inclusion in the City's bid for the 1995 Canada Winter Games, and as presented to Council April 30, 1990."

5. I have reviewed the proposed operating budget and the revised capital plan with the Recreation & Culture Manager, who is a member of the Bid Committee. We are fully satisfied that the budget is realistic, and we support the document as presented. It is understood that once the Games are awarded to Red Deer, the budget will be further refined on an ongoing basis.

.../3

Charlie Sevcik
Page 3
June 18, 1990
1995 Canada Winter Games Bid

6. RECOMMENDATIONS

I support the proposed operating and capital budgets for the 1995 Canada Winter Games and recommend that City Council:

- approve the proposed operating and capital budgets for inclusion in the City's bid;
- undertake to assume responsibility for any deficits incurred in either the operating or capital budgets.



CRAIG CURTIS

CC:dmg

- c. Lowell Hodgson, Recreation & Culture Manager
Len Luders, Red Deer Bid Committee Chairman
Robert E. Schnell, Red Deer Bid Committee

FILE NO.: R-33815

DATE: JUNE 15, 1990
TO: CHARLIE SEVCIK
City Clerk
FROM: LOWELL R. HODGSON
Recreation & Culture Manager
RE: 1995 CANADA GAMES BID - CAPITAL AND OPERATIONAL BUDGETS

I have, of course, been actively involved with this Bid Committee, and so I have been involved in the entire process of the Bid, including the development of capital and operational budgets. It is very difficult to determine exact costs at this point in time; however, we need to submit something to the Provincial and Federal governments to indicate our commitment and show our planning.

I would recommend that Council endorse these budgets; however, it is understood that more detailed and accurate budgets will be submitted once the Bid has been awarded us.



LOWELL R. HODGSON

/cjm

FILE:

CDAGAMES

DATE: June 18, 1990
TO: CITY CLERK
FROM: DIRECTOR OF FINANCIAL SERVICES
RE: 1995 RED DEER CANADA GAMES BID COMMITTEE

It is my understanding the Committee is asking Council to pass a resolution agreeing to assume responsibility for any deficits incurred in either the operating or capital budgets.

There does not appear to be a problem with the request subject to City Council receiving Operating and Capital budgets for approval when the games are awarded to Red Deer.



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

AW/mrk

Commissioner's Comments

We would concur with the recommendation of the Dir. of Community Services.

"R.J. MCGHEE"
Mayor



"going going Going for the Games!"

**1995 RED DEER CANADA GAMES
BID COMMITTEE**

Phone (403) 340-1995

P.O. Box 1995

Red Deer, Alberta

T4N 5E6

June 14/90

To: City Clerk:

Attached is the Capital Budget information which should accompany the operating budget material & letter delivered to your office on June 13.

F. S. Schell

**THE CITY OF RED DEER
CLERK'S DEPARTMENT**

RECEIVED	
TIME	3:30
DATE	June 14/90
BY	ds

Together in '95!

DATE June 14, 1990

TO:

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

FROM: CITY CLERK

RE: 1995 RED DEER CANADA GAMES
BID COMMITTEE

Please submit comments on the attached to this office by JUNE 18,
1990 for the Council Agenda of JUNE 25, 1990.


C. SEVCIK
City Clerk



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6195

City Clerk's Department 342-8132

June 14, 1990

1995 RED DEER CANADA GAMES BID COMMITTEE
P. O. Box 1995
Red Deer, Alberta
T4N 5E6

Attention: Robert E. Schnell
Administration & Finance

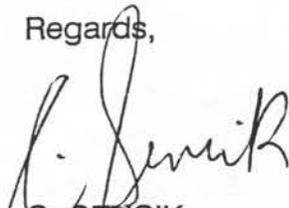
Dear Mr. Schnell:

I acknowledge receipt of your letter of June 13, 1990 outlining the projected operating and capital budgets for the 1995 Canada Winter Games, and requesting The City of Red Deer's undertaking to assume responsibility for any deficits that may occur in accordance with the Bid Committee procedures.

This item has been placed on the Council Agenda for JUNE 25, 1990. In the event that Council wishes to ask questions regarding any aspect of the Bid, we would request that you or a member of your Committee be present. Council meetings begin at 4:30 p.m., recess for supper at 6:00, and reconvene at 7:00 p.m. Would you please telephone our office on Friday, June 22, and we will advise you of the approximate time that Council will be discussing this matter.

The Council Chambers are located on the second floor of City Hall. Please come into City Hall on the parkside entrance and proceed up to the second floor.

Regards,


C. SEVCIK
CITY CLERK
CS/sp



*a delight
to discover!*



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-8195

City Clerk's Department 342-8132

June 28, 1990

1995 Red Deer Canada Games Bid Committee
P.O. Box 1995
RED DEER, Alberta
T4N 5E6

Attention: Robert Schnell,
Administration and Finance

Dear Sir:

At The City of Red Deer Council meeting on June 25, 1990, consideration was given to your letter dated June 13, 1990 concerning the 1995 Canada Winter Games Bid and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the 1995 Red Deer Canada Games Bid Committee dated June 13, 1990 re: 1995 Canada Winter Games Bid, hereby agrees as follows:

1. That the proposed operating and capital budgets for the 1995 Red Deer Canada Games be approved as submitted to Council on June 25, 1990;
2. That The City of Red Deer undertakes to assume responsibility for any deficit occurred in either the operating or capital budgets relative to the 1995 Red Deer Canada Games;

and as recommended to Council June 25, 1990."

The decision of Council in this instance is submitted for your information and appropriate action. I would ask that you thank Mr. Luders for attending the Council meeting and speaking to Council relative to this matter.

....2



*a delight
to discover!*

Mr. R. Schnell
1995 Canada Winter Games Bid Committee
June 28, 1990
Page 2

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

I would like to take this opportunity to wish you all the best in Going For The Games.

Sincerely,

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

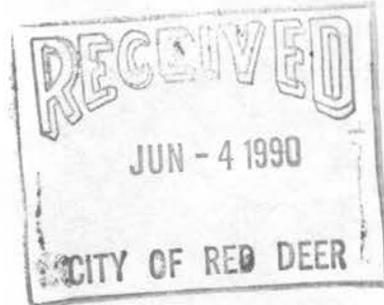
K. KLOSS
Assistant City Clerk

KK/jt

c.c. Director of Financial Services
Director of Community Services
Recreation & Culture Manager
Len Luders, Red Deer Bid Committee Chairman

NO. 27

116



MAY 30, 1990

RR #2, RED DEER, ALBERTA
T4N 5E2

MAYOR AND COUNCIL
CITY OF RED DEER,
BOX 5008, RED DEER, ALBERTA
T4N 3T4

I AM A MEMBER OF THE CHURCH IN SOCIETY COMMITTEE OF SUNNYBROOK UNITED CHURCH. AT OUR LAST MEETING WE DISCUSSED SEVERAL CONCERNS.

- 1) WE WOULD LIKE YOU TO SET UP AN AREA FOR COMPOSTING GRASS CLIPPINGS. AND IN THE FALL TREE LEAVES COULD BE ADDED. THIS SEEMS LIKE SUCH A SIMPLE AND EASY WAY TO GET STARTED AT SHOWING OUR CARE FOR THE ENVIRONMENT. WHY IS IT NOT BEING DONE?
- 2) IS IT NECESSARY TO HAVE A 'BIG' PARTY AFTER CHRISTMAS TO BURN THE CHRISTMAS TREES? COULD WE NOT HAVE A SMALLER PILE OF TREES FOR THE PARTY AND CHIP THE MAJORITY OF THEM?. THESE CHIPS COULD BE USED INSTEAD OF BUYING NEW OR ARTIFICIAL ITEMS.

OUR PLANET IS IN TROUBLE BECAUSE OF INDIVIDUAL AND CORPORATE ACTIONS. AS INDIVIDUALS, WE ARE LOOKING CAREFULLY AT OUR OWN ACTIONS AND MAKING MODIFICATIONS. WE ARE CONTINUALLY FRUSTRATED BY THE SLOWNESS OF THE CORPORATE STRUCTURES. ONE RECENT EXAMPLE IS YOUR DECISION NOT TO PURCHASE RE-CYCLED PAPER AND ENVELOPES. DO YOU NOT PUT ANY VALUE ON OUR PLANET?

YOURS TRULY

Alice L. Williamson

ALICE WILLIAMSON
FOR THE CHURCH IN SOCIETY COMMITTEE
SUNNYBROOK UNITED CHURCH

CS-2.807

DATE: June 14, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: CRAIG CURTIS
Director of Community Services

RE: SUNNYBROOK UNITED CHURCH: ENVIRONMENTAL CONCERNS
Your memo dated June 14, 1990 refers.

1. The Church in Society Committee of the Sunnybrook United Church has written to the City regarding the need for a community compost area to be established, and for Christmas trees to be recycled as chips.
2. I have discussed this matter with the Parks and Recreation & Culture Managers, and our comments are as follows:
 - The Parks Department is recycling all organic materials it generates, and is actively encouraging backyard composting programs. A city-wide composting operation would generate large volumes of material, and would require ongoing management. Consequently, this is being considered as a future phase of the City's overall recycling program.
 - The recycling of Christmas trees as chips is not as simple as it may sound. The process of chipping requires a large high-speed chipping machine and can be fairly costly. In addition, the chips from green trees are very acidic and have limited use. It is, therefore, our intent at this stage to monitor the results of pilot programs in other communities.

.../2

Charlie Sevcik
Page 2
June 14, 1990
CS-2.807

3. RECOMMENDATIONS

I support the comments of the Parks Manager and recommend that City Council:

- not consider a public composting program at this time, but request the Parks Department to continue to encourage and promote backyard composting;
- not support the recycling of Christmas trees as chips at this time, but request the Parks Department to continue to monitor the pilot programs being implemented in other communities.



CRAIG CURTIS

CC:dmg

- c. Don Batchelor, Parks Manager
Lowell Hodgson, Recreation & Culture Manager

DATE: June 14, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: DON BATCHELOR
Parks Manager

RE: SUNNYBROOK UNITED CHURCH/ENVIRONMENTAL CONCERNS
Your memo dated June 4, 1990 refers.

In response to the inquiry by the Sunnybrook United Church concerning composting and the annual Christmas tree burn, I wish to provide Council with the following information:

1. COMPOSTING

The Parks Department is already acting on two fronts in promoting composting and assisting the public with information:

- We currently have an internal program which gathers all organic material generated by City forces and recycle this material in six-month programs to create useful compost for our own use in amending our flower beds, shrub beds, tree planting programs and any other soil amending as required.

This has reduced the Parks Department land fill needs by 40 - 50 truck loads per year, while providing us with a useful organic material.

- Since the largest source of organic material originates from private residences, it follows logically that this is the place for composting. It costs nothing, is easily maintained and when sufficiently broken down, is readily available for return to the soil where it came from.

The homeowner has good quality control, knows exactly what material has gone into the compost pile and may use it whenever it is convenient.

We have given considerable thought to a community compost pile, but have opted for promoting backyard programs for reasons stated above.

A community program has some of the following important considerations:

- convenient and large enough location(s);
- sufficient extra funding for labour and equipment;
- quality control to ensure no contamination of foreign material or chemicals occurs;

-
- consideration of uses and marketing of the composted material;
 - environmental consideration for fossil fuel consumption in transporting the material to and from the gathering site(s).

To assist homeowners and property managers, the Parks Department provides the following public information programs for home composting:

- information seminars at Kerry Wood Nature Centre in March and August on backyard composting;
- Spring Community Services Tabloid back yard composting outline (see attached), 1500 circulation;
- horticulture adviser on staff at City Hall, Mondays and Tuesdays, April to September, providing assistance and information brochures on backyard composting.
- newspaper articles.

At present, the Parks Department recycles all organic materials it generates (annual flower tops, pruned tree branches, leaves, grass clippings, etc.) and creates an ample supply of composted material for City purposes.

A city-wide composting operation would generate such volume of material that perhaps only a commercial operator could successfully handle and market the recycled compost. It is my understanding that the City's recycling program may, at a future phase of implementation, consider a collection of organic materials for the purpose of composting, but the program as presently scheduled could not undertake this responsibility.

2. CHRISTMAS TREE RECYCLING

While a few municipalities are running pilot programs of chipping and recycling Christmas trees, the initial results are still doubtful and require further testing.

One of the major drawbacks is still cost, the process of chipping requires a large high-speed chipping machine.

The City of Edmonton must contract a specialized chipper for their experiment because conventional pruning chippers clog and jam due to the high sap content of spruce, pine and fir trees.

The chips from green trees cannot be used by themselves for mulching since they are very acidic and have very limited uses.

Initial cost of processing is not determined at present, but the figure of \$.80 to \$1.50 per tree has shown up in the few programs in place. These costs may vary depending on the type of gathering system and source of funding. At this time, I cannot support a chipping operation for Christmas trees, as the Parks Department generates a sufficient quantity of wood chips from its pruning operations to meet existing needs.

RECOMMENDATIONS:

1. That City Council not consider a public composting program at this time, but consider it as a possibility in future implementation stages of the City Recycling Program.
2. That the City Administration continue to encourage, promote and assist in the establishment of "backyard composting" programs.
3. That City Council not support the recycling of gathered Christmas trees at this time, but continue to monitor the programs implemented on an experimental basis in other municipalities.


DON BATCHELOR

Att.

DB/ad

c. Pete Wasylyshyn, Parks Planner

HORTICULTURE ADVICE

— 342-8222

Gardeners requiring information and advice may phone Linda Feddes starting April 23, 1990, and every MONDAY and TUESDAY 'til September. Linda will be available from 8 a.m. to 12:30 p.m., and 1:00 to 4:30 p.m. Your enquiries have ranged from when, what and how to plant, insect and disease problems, and identification and control of weeds.

COMPOSTING

Composting is a method of speeding up the decomposition of organic materials. The ingredients are made into a heap of at least 1 cubic metre. Heat given off by micro-organisms inside the heap is trapped there by the insulation provided by the outer few centimetres. Inside temperature rises and so does the rate of decomposition. Composting is most rapid when the heap is made with the 'right' ingredients and turned frequently.

Composting is most useful in three situations:

- Recycling wastes from gardens and parks;
- Making soil conditioner for gardens;
- Preparing sawdust and bark for use in potting mixes.

A compost heap can be thought of as an enormous number of micro-organisms having a fantastic time consuming a mountain of food. If they are provided with the right conditions, they will do the rest.

- Plenty of organic matter for energy;
- Enough nutrient elements, especially nitrogen;
- Oxygen — those micro-organisms that are best at decomposing plant materials need plenty of oxygen;
- A source of cations, especially calcium, to stabilize the compost.
- Moisture should be a minimum of 40% and a maximum of 80%;
- Moisture content should resemble a squeezed sponge, it feels damp but is not soggy;
- To maintain high oxygen content, the heap should be "fluffed" up;
- With ample oxygen and water, decomposition is very rapid;
- Turning the pile every 3 to 4 weeks maintains a low bulk density;
- Never trample a heap or run machines over it.

DATE: June 13, 1990
TO: City Clerk
FROM: Director of Engineering Services
RE: SUNNYBROOK UNITED CHURCH - ENVIRONMENTAL CONCERNS

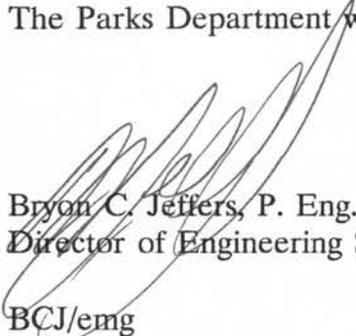
The Engineering Services Division has reviewed the correspondence from Mrs. Williamson representing the Sunnybrook United Church.

The first item addressed was the issue of a central composting site where citizens could deliver their grass clippings and leaves. Certainly, The City of Red Deer could establish a site for such a purpose. The technology regarding composting is not a complex one and City staff could operate such a site. The volume of material that could be delivered to the site would probably preclude manual processing. Heavy equipment, e.g. front-end loaders, would be required. We would also require a considerable area of land to operate from, perhaps at the present Landfill Site.

Another composting route worthy of exploration is that of individual backyard composting. While this is not the route for everyone, those truly concerned about the environment and having the resources, could quite easily implement a backyard composting process. This would accomplish much the same objectives, but probably at considerably less cost.

The Parks Department will address this present composting operation. Attached is an article describing a successful backyard composting operation in the United States, and also an article on full-scale yard waste operations.

The Parks Department will, we presume, address the issue of christmas tree chipping.



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

BCJ/emg

c.c. Director of Community Services
c.c. Director of Financial Services
c.c. Fire Chief
c.c. Parks Manager

A backyard composting success story

by Cheryl Waters
and Candy S. Cox

Cheryl Waters is the project manager of the Backyard Composting Program for the King County, Washington Solid Waste Division. Candy S. Cox is vice president of C²S² Group. C²S² consults nationwide on recycling and composting strategies, and program design and implementation. C²S² is also the distribution center for wooden and plastic compost and worm bins.

King County, Washington is modifying an old saying — "Money Does Grow on Trees" — to convince thousands of its residents that sometimes old sayings ring true. While citizens across the country pay dearly for yard waste collection and processing services, and pay again for soil enhancers, King County is helping residents compost in their own backyards, and saving itself thousands of dollars in avoided collection, processing and disposal costs. "Think Of It As Health Food For Your Yard," say local newspaper ads, and King County residents are responding by the hundreds.

A first

King County's highly successful backyard composting program is the first of its kind in the nation. Over 16,000 compost bins will have been distributed to local residents over a 10-month period (June 1989 to March 1990). At an affordable price of \$8.75, residents are clamoring to receive their county-subsidized bins in order to start composting.

The most basic and cost-effective method of processing yard waste is to compost the material at or near the generation source. In King County an estimated 17 percent of the total annual waste stream consists of yard waste. The county's goal is to divert 90 percent of this yard waste from the disposal system by 2000. By minimizing the volume of yard waste entering the solid waste stream, collection, processing and marketing efforts and costs are avoided.

As stated in the 1989 *Proposed Comprehensive Solid Waste Management Plan*, the county's first step is to provide yard waste composting and collection opportunities to all residents. Although the county is working to establish curbside collection of yard waste where feasible, given curbside collection's high costs, the county is aggressively promoting backyard composting.

In addition, the plan states that all

county residents without curbside yard waste collection service be provided with a convenient centralized location to bring their yard waste at a low cost. This waste can then be transferred to a yard waste processing facility. King County does not have plans to build a yard waste facility at this time, choosing instead to let the private sector fill this role.

Tangible, not theoretical

Although only a small percentage of waste is diverted from the waste stream through backyard composting, it is a key element in achieving the county's goal of reducing or recycling 65 percent of the total waste stream. The long-term effects of hands-on waste reduction by residents leads to increased awareness and participation in other waste reduction and recycling techniques and programs. When one significant step is taken toward waste reduction or recycling in the household, as it is through backyard composting, subsequent steps begin to follow. Residents begin to change behaviors and attitudes. Backyard composting, presented in conjunction with information on solid waste volumes, begins to be viewed by the participant in terms of the number of garbage cans filled or not filled each week. Volume of waste takes on a new meaning. Recycling and waste reduction have suddenly become tangible rather than theoretical.

Taking it to the people

As a critical element of the solid waste management plan, King County initiated the Backyard Composting Program in 1989. The county selected C²S² Group to develop and implement the program and to distribute bins in conjunction with the county. Teamed with Elgin Syferd and Seattle Tilth, C²S² was able to provide a program that included promotion and public awareness, direct mail of program information, bin selection and manufacture, and bin delivery.

Although only the eleventh largest

county in land area, King County is by far the most populous of Washington's 39 counties. King County holds 31 percent of the total state population of 4.5 million. The highest population density occurs in the western, urbanized areas of the county, which includes the state's largest city, Seattle. Incorporated cities and towns, including the City of Seattle, compose 59 percent of the total county population, with the remaining 41 percent in unincorporated King County.

The program is available to all county residents. However, in order to allow the municipalities time to determine the level of county support they needed for their own residential yard waste programs, the initial efforts of the backyard composting project have been focused on four high density residential areas in unincorporated King County.

Promotion and public awareness

The promotion and education campaign to support the program was designed to meet three overall objectives:

- to motivate a minimum of 16,000 residents to sign up for the program
- to assist participants in developing, maintaining and using their backyard composting system
- to generate public awareness of the county's backyard composting program, as well as other recycling and solid waste management issues and programs.

The primary promotional and educational strategies have included ongoing media and demonstration events. The program kick-off event, which received both local newspaper and television coverage, featured King County Executive Tim Hill and the Council member whose district received the first bin. Media releases were then distributed in each of the target areas. Additional news releases are distributed on a regular basis announcing composting events and demonstrations, and highlighting program

successes and benchmarks. Ongoing media relations activities have helped maintain program awareness and have generated positive recognition for home composters.

The county has sponsored demonstration events in each of the target areas. Knowledgeable composters have been available at nurseries and garden and home improvement stores to answer questions and to sell bins. Smaller, permanent demonstration displays that provide program and sign-up information are located at several garden and home improvement stores in each of the four target areas.

Direct mail sign-up

With the job of distributing 16,000 compost bins, King County decided on a direct mail sign-up system as the best method to assure an orderly process of sign-up and delivery. Rather than a countywide mailing, brochures were mailed to residents within the target areas. To participate in the program, residents simply return the tear-off sign-up card and a check for \$8.75. The compost bin is delivered to their home within a few weeks.

How to compost

An instructional brochure is included with each compost bin. The brochure contains easy-to-follow assembly instructions, as

well as composting information. It is organized around the three stages of composting: getting started, making compost and using compost. The brochure also contains the phone number for the King county recycling and composting information line. Residents may call for assistance with composting questions or to exchange composting ideas. The county recognizes that having someone to talk to about composting adds a personal touch to the program, thus increasing its value to the resident.

Bin selection

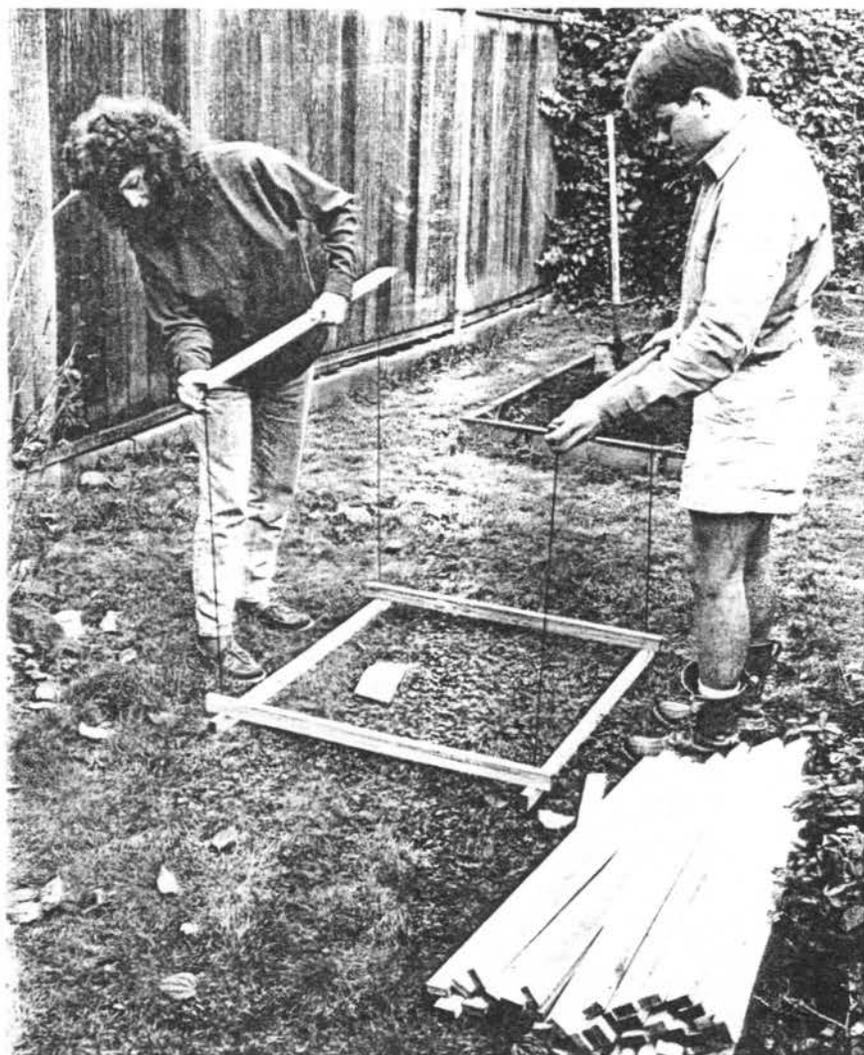
Several bin designs were considered during program development. The factors that the county considered in selecting a bin included:

- safety
- size
- durability
- cost
- ease and convenience of assembly and use
- bin material
- aesthetic value.

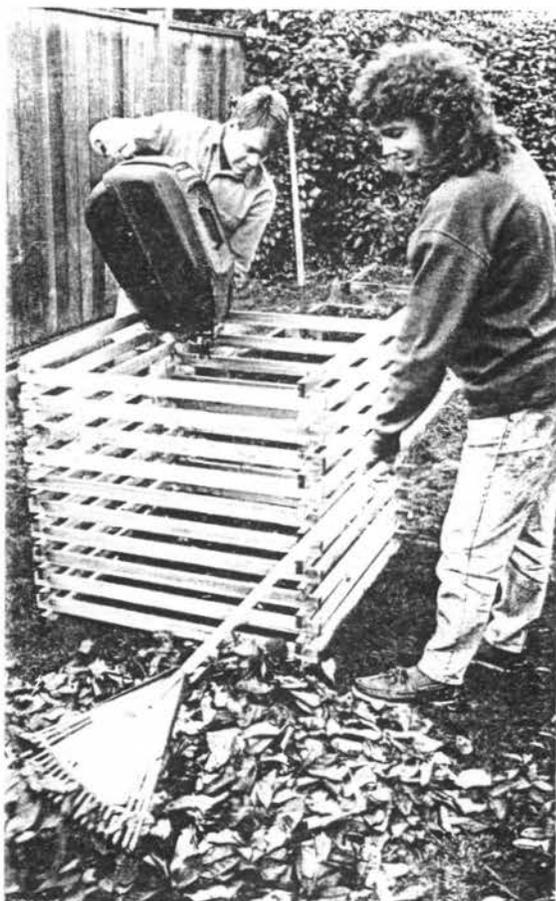
The chosen bin is made of 100 percent fall-down, western cedar, a by-product of lumber and milling in the Pacific Northwest. Normally discarded as a waste material, this fall-down cedar is being recycled into compost bins. The bin design selected by the county is a four-sided unit

Five reasons why backyard composting is high priority in an overall yard waste program

- Backyard composting saves money for county and municipal governments. If yard waste enters the waste stream, there is less waste to process or landfill.
- Backyard composting reinforces the fact that citizens need to take responsibility for the waste they generate even if it requires them to change their behavior.
- Backyard composting provides a free garden enhancer for use by citizens.
- Backyard composting is highly compatible with all other solid waste handling activities since waste is eliminated before it enters the waste stream.
- Backyard composting does not require a collection system.



The easy-to-assemble composting bins used in the King County project are constructed of alternating cedar slats with four metal connector rods. Residents participating in the project receive information from the county on how to compost their yard wastes.



constructed of 40 alternating cedar slats and four metal connector rods. The bin is delivered to each resident bundled as a kit and includes four extra slats. One connector rod is thinner than the others to aid in opening the bin when necessary to move the bin or gain access to the material during composting.

An average of 100 bins are manufactured daily. Each bin costs the county \$16.50, which includes manufacture and bundling into kits for delivery. A resident may order up to three bins, but in order to cover the true costs of manufacture and delivery, the second and third bins are \$26.00 each. The county is evaluating the effectiveness of the selected bin throughout the duration of the program. Any changes or improvements will be made as necessary. So far the bin has been performing well and residents are happy with it.

Delivery

The distribution system for the compost

bins has been a key element to the success of the program. Several options were considered, including mail or United Parcel Service delivery of the bins, as well as establishing locations for residents to purchase the bins. The most efficient and cost-effective method identified by King County and C²S² was to purchase two trucks and hire a staff to deliver the bins directly to residents. The average delivery time (from sign-up to delivery) has been three to four weeks, with approximately 100 bins delivered daily. Again, by adding the personal touch with home bin delivery, the county has increased the program's value to residents.

Budget

King County considered the option of providing compost bins to residents at no charge. It was decided, however, that residents should be required to pay a portion of the cost of the bin to increase the likelihood of the bin being used. If residents are willing to pay even a small price

for a bin, they will be more likely to set it up and continue to use it.

A total of \$400,000 was budgeted for this program. The sale of the bins to residents, at a cost of \$8.75 each, has yielded an additional \$140,000, which has been allocated to cover additional program costs.

Program evaluation

A comprehensive evaluation component has been built into the program. A statistical analysis of program components has been very useful. King County has monitored the effectiveness of the selected compost bin and program promotions.

In order to assess program effectiveness, a survey was administered to a random group of 100 program participants after 50 percent — or 8,000 — of the bins had been distributed. Ninety-six percent of the residents surveyed said they were pleased with the program. In addition, the survey showed that more than one-third

Continued on page 80.

Wastes Management Association, according to an EPA official who helped write the regulations. He says the EPA had originally proposed a specific air emissions standard for mercury. Because the control of mercury emissions appears to be rather difficult, the association recommended the separation program as an alternative.

Since the concept of household battery separation is relatively new to the U.S., the EPA hopes to receive a wide range of comments and innovative suggestions on this. The EPA official particularly encourages input from the handful of local and regional programs that already collect household batteries.

Incineration industry officials all express enthusiasm for the idea of keeping batteries out of the burners, but there is no consensus on how this might be achieved. Successful separation of these often-tiny batteries out of mixed waste seems unlikely; Ogden's Phillips compares that to "trying to find a penny on a beach." Asking retailers to accept used batteries or offering battery collection in curbside recycling collection programs appear to be the most promising alternatives.

Huntsville had already planned to include household battery collection in its citywide curbside program that starts up this spring, Schoening notes. Once a month, residents will be asked to put their used batteries in a ziplock plastic bag and place them with the other materials (the city will have weekly collection for most items).

The big question for Huntsville and other municipalities is what to do with household batteries once they are collected. Processing is currently so limited that any additional large volumes of batteries would almost certainly have to be landfilled or warehoused. Hershkowitz advocates stockpiling surplus batteries until the U.S. develops better battery recycling technology. Japan has made advances in this area, he adds.

Wheelabrator's Scanlon supports a deposit system for batteries similar to that commonly used for beverage containers. He would also like to see pressure placed on manufacturers to produce batteries in such a way that materials could be reclaimed more easily. This pressure may need to be in the form of legislation, he says.

No one expects the proposed rule to be adopted as drafted, given these varied and heated comments. As Don Clay, assistant administrator of EPA's Office of Solid Waste and Emergency Response,

notes, "There is room for change" in the draft requirements. Clay admits that "the draft rule was prepared pretty fast."

Despite the criticism heaped on the EPA, its recycling proposal is a watershed event — a powerful signal that the federal government is finally ready to step out of the shadow of the states and chart its own course on recycling. This course won't make everyone happy, but it could provide abundant new opportunities for the recycling community. **RR**

Backyard composting

(continued from page 20)

of the participants had not previously composted before receiving a bin from the county. Encouraged by the high number of new composters, the county plans to increase bin distribution next year from 16,000 to 30,000.

Residents have been pleased with the quality and aesthetics of the bin. Fifty-five percent of those surveyed stated that the bin is better than what they were previously using, although 13 percent said that the three-foot-square bin could be larger.

One of the most positive aspects of the program, as viewed by the residents, is the composting information line. Having ready access to composting information and assistance has provided a personal touch to the program. The composting information line averages 500 calls monthly and this number continues to increase as the program receives more media attention and gains visibility.

The Backyard Composting Program has been overwhelmingly successful in its first year of operation. Residents are responding by composting a high percentage of their yard waste. Seventy percent of those surveyed indicated that they were composting approximately 75 percent of the yard waste they generated. For 1990, the county and C²S² will increase the number of bins distributed and focus on incorporated areas of King County in its promotion efforts. **RR**

For further information on the King County Backyard Composting Program, contact Candy Cox, Vice President, C²S², 1818 Westlake Avenue N., Seattle, WA 98109; (206) 284-9964.

Tire recycling

(continued from page 45)

ships chipped tires to Europe which are used as TDF. Metropolitan has recently increased its processing of passenger tires to 10,000 passenger car tires per day, at a cost of between \$0.40 and \$0.70 per tire. Metropolitan is shipping all of its tire chips to one cement manufacturer in Greece, and is in the business of tire chipping only because of its relationship as the primary American supplier for the company. If this production level should continue for a year, for example, Metropolitan would become the single largest processor of tires in New Jersey, having chipped some 2.5 million tires.

Domino Salvage, located in Pennsylvania, accepts tires from South Jersey. These tires are chipped for use as TDF. The average tipping fee presently being charged by TDF businesses for each passenger car tire ranges from \$0.50-\$1.00; for truck tires, \$2.50-\$3.50 each.

Burning tires in New Jersey in a resource recovery facility or for energy recovery creates some very serious problems. With regard to energy recovery, emissions from tire incineration may pose operational problems for the emission control equipment. In a resource recovery facility, the grates on which refuse is suspended and exposed to the heating source are inclined. In a mass burn facility, where refuse is not pre-shredded, a tire could hit these grates rolling, and pass through the combustion chamber too quickly to be incinerated. Even when tires are incinerated properly in the facility, the steel belts remain intact and can jam the ash conveyor belt. In addition, if a number of tires passed through the combustion chamber at the same time, their high Btu value would result in damaging amounts of heat being generated. For these reasons, disposal of tires in resource recovery facilities is not encouraged.

Sludge composting

The use of tire chips as a bulking agent in municipal sludge composting constitutes a very limited market. There are presently six municipalities in New Jersey with operating municipal sludge composting facilities; two additional municipalities plan to open facilities in the future. The Department of Environmental Protection Division of Water Resources reports that

Continued on page 82.

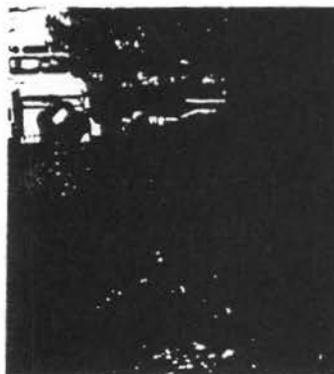
COLLECTING/COMPOSTING YARDWASTE



TAKING A BITE OUT OF YARD WASTE

Analysis of 12 full-range collection programs yields valuable data on methods, material variation, equipment, costs and results.

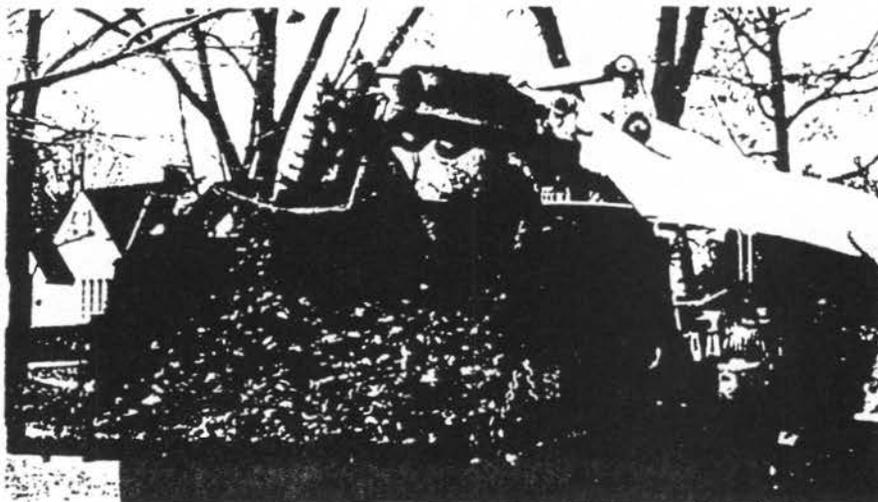
Jim Glenn



AS STATES and communities explore approaches to diverting solid waste from landfills and incinerators, one material that has come under increasing scrutiny is yard waste. The reason for this interest is obvious. Yard waste ranks right behind paper as the second largest component in the nation's solid waste stream. If you want to move away from disposal toward utilization, yard waste is a logical material to start with.

Unfortunately, while yard debris is a big target, the material is not as easily managed as one might expect. The problems with yard debris begin even with classifying it. Yard waste is not homogeneous, but rather made up of grass, leaves and woody material. Additionally, the composition varies probably more than any other material in the stream. In some locations, yard waste is a mere 10 to 15% of the solid waste stream, while in other areas yard waste accounts for upwards of 40% of the municipal solid waste. Beyond even these wide variations, the composition changes widely from community to community and from season to season.

Despite these problems of quantification, a material that makes up even only 10% of a community's solid waste stream is an inviting target in this age of landfill diversion. It is such an invit-



Accounting for 10 to 40 percent of the nation's solid waste stream, yard waste is an inviting target in this age of landfill diversion.

ing target that to date four states—Florida, Illinois, Minnesota and Wisconsin—and numerous counties and municipalities have passed legislation that will ban the disposal of all types of yard waste at landfills and incinerators. It's likely that many more will follow suit.

A recent *BioCycle* survey counted at least 651 yard waste composting sites throughout the U.S. But the vast majority of those facilities deal predominantly with leaves; only a handful deal to any great extent with either grass or woody material. Indeed there is a dearth of information about collecting, processing and utilizing yard waste other than leaves.

In July, *BioCycle* undertook a survey of communities throughout the U.S. that are separately collecting a full range of yard waste. The intent of the survey was not to fully analyze the entire yard waste collection and processing program, but to generate baseline information on only the collection of yard waste. Interestingly, there has been article after article about curbside collection of recyclables and the collection of leaves, but little work has appeared on collecting the full range of yard waste. Perhaps the reasons for this lack of information is that so few communities collect yard waste, other than leaves, separately. That appears

Front end loader equipped with a special attachment assists with loose yard waste collection.

certain to change in the near future as communities tackle the challenge of yard waste.

COLLECTION METHODS

Presently, there are two principal methods that communities utilize to collect yard debris separately throughout the year. Either the material is collected in some form of container (a bag, box or can) set out by the homeowners or it's collected loose with the aid of front end loader equipped with a special pincher attachment commonly referred to as a "Claw."

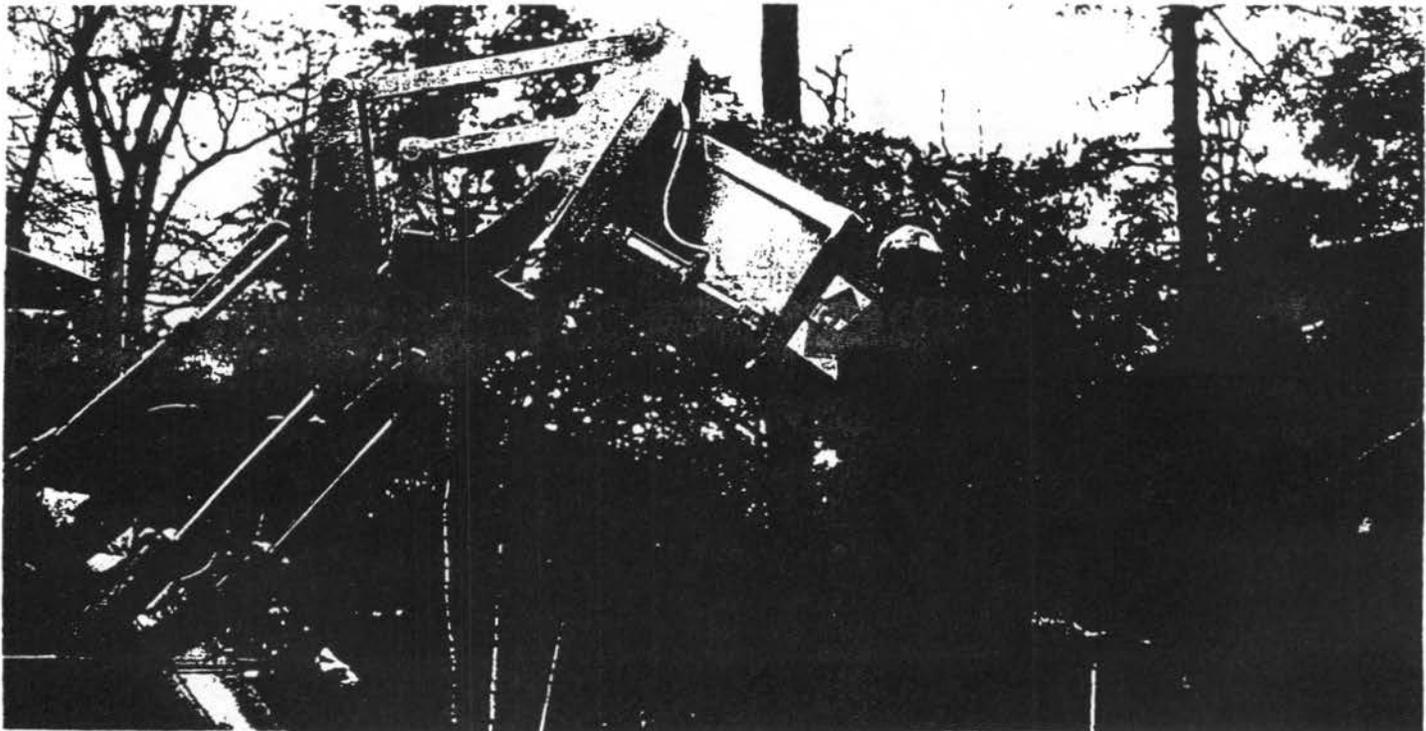
Of the two methods, the loose collection has the longest record of use, with several programs studied, including Columbia, SC and Sacramento, CA, providing the separate collection since the 1950's or before. With loose collec-

tion, homeowners transport any yard debris to the street in front of the home and place it in a pile. The collection team consists of a front end loader, with attachment, and at a minimum, one regular garbage packer truck. In a few programs, two or three packers are used in conjunction with a loader, so that the loader is constantly filling trucks as they shuttle back and forth to the disposal area. To clean the streets after the bulk of the material is loaded most programs utilize a street sweeper.

Separate collection of yard debris throughout the entire growing season with containers is a relatively new endeavor, the oldest program found in the survey, Gladstone, OR, began separate collection in 1984. Collection is really straightforward, with the yard debris

Table 1: Collection Characteristics

Community	Frequency	Same Day As Trash	Collection Season	Participation
Barrington, IL	Weekly	No	9 Mo	Voluntary
Columbia, SC	Weekly	No	12 Mo	Voluntary
Davis, CA	Weekly	Yes	12 Mo	Voluntary
Gladstone, OR	Weekly	Yes	12 Mo	Voluntary
Huntington Woods, MI	Weekly	No	6 Mo	Voluntary
Islip, NY	Weekly	Yes	12 Mo	Mandatory
Modesto, CA	Monthly	No	12 Mo	Voluntary
N. St. Paul, MN	Weekly	No	9 Mo	Mandatory
Oregon City, OR	Weekly	Yes	12 Mo	Voluntary
Sacramento, CA	Weekly	No	12 Mo	Voluntary
Urbana, IL	Weekly	No	9 Mo	Voluntary
Woodland, CA	Weekly	No	12 Mo	Voluntary



placed at the curb in either bags or plastic containers. In most programs, a separate packer truck is routed to collect the material. However, in Islip, NY, trash collectors, private and municipal, return to their routes after collecting material to remove the yard debris.

Several types of containers are used. In some programs, including Barrington, IL and Huntington Woods, MI, containers are distributed to householders. Those two programs use 90 and 30 gallon containers respectively. At a pilot program in Montgomery County, MD, 60 gallon containers are being tried.

Several programs, including Urbana, IL and North St. Paul, MN utilize biodegradable plastic bags for the collection. In these programs, the bags are sold in local retail stores at a price that includes the cost of collecting and composting the yard waste.

While the two methods described above provide the collector with a uniform container to handle, it comes at the cost of either establishing the distribution network or the expense of providing the containers. Some programs surveyed, including Islip, NY and Gladstone and Oregon City, OR, allow residents to place the yard debris in any container available and take the responsibility of removing the material either while doing the collection or at the processing site.

Collecting yard debris can be problematic because of the tremendous variation in volume throughout the year. In many areas, the fall leaf season produces the largest amount of material. To deal with the sheer volume collected then, communities use a variety of methods. For instance, Sacramento, CA and Barrington, IL increase the number of crews on the streets while Columbia, SC adds six leaf vacuums. In Huntington Woods, MI, the city not only adds three leaf vacuums in the fall, but also runs a separate brush chipping program throughout the year.

PROGRAM STRUCTURE

Institutionally, year round yard waste collection programs are being developed in much the same way as curbside recycling programs. While most municipalities surveyed have taken on the responsibility of developing separate collection, the actual work is more often as not done by a private firm under contract. In most cases, yard waste collection has been developed as part of the larger solid waste collection contract, with the work performed by the community's regular collector. However, in several programs where a community is serviced by several haulers, such as North St. Paul, MN and Urbana, IL, separate contracts were de-

veloped with a single hauler to provide the yard waste collection.

A different approach was taken in Islip, NY, where 16 private haulers and a municipal authority all collect garbage. According to Elizabeth Gallagher, Commissioner of Environmental Conservation, each hauler, including the authority, is responsible for providing a separate collection for yard debris. In addition to Islip providing a partial municipal collection, three other municipalities surveyed, Columbia, SC, and Modesto and Sacramento, CA, operate programs with municipal crews.

While most year-round programs are municipally-sponsored, at least one company, Able Sanitation of Grandville, MI, has developed its own yard waste collection system without municipal support. In May 1989, Able began to require all 17,000 of its customers to purchase and use special biodegradable plastic bags for collection of yard waste. Brian Vander Ark, Able's Recycling Coordinator, estimates that at least 5,000 customers are regularly using the bags.

Although Able mandates that its customers participate in the separate collection, of the programs surveyed only Islip has mandated separate collection. The remaining municipalities all rely on voluntary cooperation of residents. A look at the estimated participation figures shown on Table 2, reveals that even with voluntary cooperation, participation is remarkably high. Of the ten programs that could estimate participation, four claimed rates above 90% and three others had rates of 70% or more. The two programs whose participation don't reach 50%, North St. Paul, MN and Urbana, IL were established in communities where several private haulers collect the garbage, allowing residents easy access to an alternative collection method.

COLLECTION SEASON AND MATERIAL VARIATION

In designing a yard waste collection program, perhaps the most fundamental factor is the length of the growing season. In the more temperate states like California, Oregon, South Carolina, Georgia, Florida, Texas and Arizona, the collection season may last all 12 months of the year. However, as you move north and the growing season shortens, the collection season can be correspondingly shortened. This correlation of growing season with collection season is evident in the survey results, as programs in Columbia, SC, Davis, Modesto, Sacramento and Woodland, CA and Gladstone and Oregon City, OR all collect yard waste year round. The four programs in the upper midwest have collection seasons ranging from 6 to 9 months, curtailing collections over the winter months. Islip, NY claims to collect yard waste on a year round basis, but whether much material is actually generated over the winter is questionable.

Another important consideration in the growing season is the variation in amount and type of material collected. Programs experience the heaviest flow of material during leaf fall, with the second biggest season being the spring when people begin to garden after the winter months. In many areas, during the summer months, when temperatures get hot and moisture is scarce, the yard waste flow generally falls below that of these peak periods.

In northern parts of the country, winter is not prime yard waste season, but in more moderate climates that may not be true. In Sacramento, CA, from November through April, yard waste collection averages more than 6,000 tons monthly. During the remainder of the year, they average less than 5,000 tons per month.

Table 2: General Program Characteristics

Community	Population	Households Served	Start-Up Date	Materials Collected	Participation
Barrington, IL	10,000	3,200	6/88	G, L, B	96%
Columbia, SC	100,000	29,000	1950s	G, L	95%
Davis, CA	44,000	10,000	1972	G, L, B	70-80%
Gladstone, OR	9,600	3,800	1984	G, L, B	95%
Huntington Woods, MI	6,900	2,500	5/89	G, L, B	50%
Islip, NY	306,000	78,000	9/88	G, L, B	N/A
Modesto, CA	137,000	35-40,000	1/89	B	N/A
N. St. Paul, MN	12,500	3,500	4/89	G, L	30-40%
Oregon City, OR	14,500	5,800	1986	G, L, B	95%
Sacramento, CA	339,000	100,000	1950s	G, L, B	85-90%
Urbana, IL	38,000	7,500	Fall 88	G, L, B	30-35%
Woodland, CA	35,000	10,000	1979	G, L, B	85%

G = Grass L = Leaves B = Brush



In many communities yard debris is the largest single component of the municipal solid waste stream.

Another important consideration in developing a yard debris program is the type of material that will actually be collected. While some rule of thumb estimates suggest that as much as 75% of yard waste is grass, with leaves in the 20 to 25% range and brush between 5 and 10%, those numbers can be misleading. For instance, in Urbana's program, Jim Darling, the Public Works Director, estimates that 50% of the yard waste collected is brush, with 35% leaves and only 15% grass. Leaves only account for 6 to 7% of the yard waste collected in Davis' program.

COLLECTION FREQUENCY

Of the programs surveyed, all that collect a full range of yard waste collect the material on a weekly basis. Only Modesto, CA, which recently converted from collecting all yard waste to collecting brush only, has a monthly schedule. While weekly collection appears to be the direction most programs are headed, in a pilot program, San Jose, CA is investigating both weekly and monthly collection. Although the sections of town receiving weekly collection are out performing the monthly areas, Neal Van Keuren, who heads the effort, would like to explore the possibilities in collecting yard waste every two weeks.

In collecting recyclables at the curb, common wisdom tells us that having the collection on the same day as the regular trash collection helps to increase participation. However, the results of the survey suggest that this is not the case with yard waste collection. In fact the majority of programs don't collect on trash collection day.

This contradiction may be explained by the fact that yard waste is generated differently than most trash, with the material usually collected from the yard at one point in time, not periodically throughout the week.

PROGRAM OPERATIONS—CREWS AND EQUIPMENT

As explained previously, the equipment used to collect yard waste in a year round program, with the exception of the "Claw" or pincher, is generally standard trash collection equipment. This fact alone makes the entry into yard waste collection relatively easy for communities or private haulers. Because standard trash collection is utilized, with containerized collections crew size generally parallels that which has been traditionally been used in the area with trash collection. From Table 3, it's apparent that most con-

tainerized collection is accomplished using either one or two people to a crew, with only Islip having larger crew sizes.

With a loose collection program, a crew must have at least two workers, with one person operating the front end loader and the other driving the packer truck. All of the loose collection programs surveyed used a two person crew, except for Columbia, SC. In Columbia's case, a minimum of 5 people make up a crew, the standard front end loader and packer truck operators, along with two laborers used to sweep the street and consolidate piles, and an extra packer truck operator.

PROGRAM OPERATIONS—ROUTE SIZING

From the information *BioCycle* was able to obtain, generalizing about the relative efficiency of the collection is difficult. Only one of the ongoing full scale programs was able to provide information on the number of stops a crew made on individual collection days. In Columbia, SC crews regularly pick up material from 50 to 75% of the homes on each route (yard waste routes in Columbia average 1550 homes each) and in Barrington, it's estimated that 80% of each route's approximately 800 homes set out weekly. According to Tim Magill, the set out rate for the Woodland, CA program is between 70 and 75 percent weekly. Additionally, in San Jose, CA where a loose collection is used, the set out rate is averaging between 500 and 650 per week for four collection days.

The total route size of the programs surveyed varies greatly. For loose collection the range is from Sacramento's 1000 households per route to Davis' 2500 household per route. Containerized collections exhibit an equally wide range of route sizes, from Islip's 700 to

Table 3: Yard Waste Separation Results

Community	Total MSW (Tons)	Yard Waste Collected (Tons)	Percentage Separated
Barrington, IL	N/A	N/A	
Columbia, SC	87,000	35,000	40%
Davis, CA	42,000	6,000	14%
Gladstone, OR	N/A	4,800	—
Huntington Woods, MI	5,000	1,000 ¹	20%
Islip, NY	390,000	75-80,000 ¹	19-20%
Modesto, CA	120,000	6,000 ^{1,2}	5%
N. St. Paul, MN	N/A	N/A	—
Oregon City, OR	N/A	7,200	—
Sacramento, CA	250,000	66,000	26%
Urbana, IL	40,000	2,000	5%
Woodland, CA	N/A	12,000	—

1 = Estimated Annual Tonnage

2 = Brush Only

Table 4: Program Operations

Community	Crew		Equipment		Container/Loose		Route
	Type	Size	Type	#	#	Size	
Barrington, IL	Contract	2	Packer	4	90 Gallon	4	800
Columbia, SC	Municipal	5	Claw ²	5 ³	Loose	20	1550
Davis, CA	Contract	2	Claw	1	Loose	4	2500
Gladstone, OR	Contract	1-2	Packer	1 ⁴	Misc	5	N/A
Huntington Woods, MI	Contract	2	Packer	1-2 ⁵	30 Gallon	1-2	1250-2500
Islip, NY	Municipal/Contract	3	Packer	100	Misc	100	700-800
Modesto, CA	Municipal	2	Claw	6	Loose	60	600-700
N. St. Paul, MN	Contract	2	Packer	1	Biodegradable Plastic Bags	5	1500
Oregon City, OR	Contract	1-2	Packer	1 ⁴	Misc	4	N/A
Sacramento, CA	Municipal	2	Claw	21-24	Loose	105	1000
Urbana, IL	Contract	2	Packer	1 ⁶	Biodegradable Plastic Bags	5	1500
Woodland, CA	Contract	2	Claw	2	Loose	10	1000

1 = Increased to 5 units in the fall

2 = All claw equipment also uses a packer to transport material

3 = Also uses 6 leaf vacuums in fall

4 = 2 trucks used during the peak season April-September

5 = Also uses a chipper crew for brush and 3 leaf vacuums in the fall

6 = Also uses a pick up during peak seasons

800 households to North St. Paul's 3500 households per route.

PROGRAM COSTS

Information on the cost of the programs surveyed was sketchy, with most of the data available relating to household costs. In North St. Paul, MN, residents pay \$.30 per bag (with the county contributing another \$.20 per bag). The Urbana, IL program costs residents \$.50 per bag and \$2.50 for every bundle of brush while the Able Sanitation program in WI costs its customers \$1.00 per bag.

Three programs estimate costs on a household basis. The Barrington, IL program costs residents \$1.25 per household per month for collection only. In Davis, CA, the entire program,

including composting leaves, costs residents \$3.97 per household per month. The costs for the Woodland, CA program is also on a per household basis, but in this instance the fee changes based on the size of lot, with the lowest cost being \$3.39 per month for lots less than 5,000 square feet in size and the most expensive fee being \$7.00 per month for lots over 10,000 square feet.

In terms of municipal costs, Urbana pays its contractor \$8.25 per compacted cubic yard for the collection and the Public Works Department estimates that it costs approximately \$3.00 per cubic yard to process and compost the yard waste. Sacramento, CA puts its costs of yard waste collection at \$80 per ton.

COLLECTION POTENTIAL AND RESULTS

Yard debris is probably the least studied of all major components in the municipal waste stream, but in many communities it makes up the largest single component in that stream. Take the case of Columbia, SC. According to Jim Bonner, Columbia's Sanitation Supervisor, his crews collect approximately 35,000 tons of yard debris from the city's 29,000 households annually. All other residential and commercial collection accounts for only 52,000 tons annually. In other words, of Columbia's 87,000 tons of municipal solid waste, at a minimum, a staggering 40% is yard waste.

In addition to Columbia, Sacramento's solid waste stream is approximately 40% yard waste, but in Sacramento's case, the program only captures about 26% of the yard waste

through the separate collection. While none of the other programs surveyed reach these levels, the results they are achieving are still impressive. Islip estimates that it is capturing close to 20% of its 390,000 tons of municipal solid waste through its yard waste program. Huntington Woods has a similar estimate. Davis, CA yard waste collection is approximately 14% of all its municipal solid waste. Even in Urbana, IL, where the separate collection only accounts for 5% of the municipal solid waste, the county yard waste composting site is capturing 10 to 12%, because private haulers that are not involved in the separate collection are removing yard debris on their own to save money on their landfill tipping fees. Finally, Modesto, CA, is separating 5% of its municipal solid waste stream and it is collecting only brush.

These numbers speak for themselves, the diversion possibilities associated with yard waste are great, but collecting yard waste separately does not make that potential a reality. Of the programs surveyed, three (Columbia, SC, Davis, CA, and Sacramento, CA) compost only a portion, primarily leaves, of the material collected.

Separate collection of all yard waste throughout the year is an issue that is just emerging. As state legislation requiring diversion of all yard waste from landfills and incinerators kicks in and other states follow suit, communities with full programs and others like Lincoln, NB, Montgomery County, MD and San Jose, CA that are doing pilot programs will be providing valuable information to all those that follow. ■



DATE; June 6, 1990
TO; City Clerk
FROM; Fire Chief
RE; SUNNYBROOK UNITED CHURCH - ENVIRONMENTAL CONCERNS

It would be my recommendation that Ms. Williamson be advised that the City is presently considering the establishment of an Environmental Advisory Board, and that her concerns would be directed to that Board when it is in place.



R. Oscroft,
FIRE CHIEF

RO/cb

Commissioner's Comments

We would concur with the recommendation of the Parks Manager.

"R.J. MCGHEE"
Mayor

- TO:
- DIRECTOR OF COMMUNITY SERVICES
 - DIRECTOR OF ENGINEERING SERVICES *90/06/4*
 - DIRECTOR OF FINANCIAL SERVICES
 - BYLAWS & INSPECTIONS MANAGER
 - CITY ASSESSOR
 - COMPUTER SERVICES MANAGER
 - ECONOMIC DEVELOPMENT MANAGER
 - E.L. & P. MANAGER
 - ENGINEERING DEPARTMENT MANAGER
 - FIRE CHIEF
 - PARKS MANAGER
 - PERSONNEL MANAGER
 - PUBLIC WORKS MANAGER
 - R.C.M.P. INSPECTOR
 - RECREATION & CULTURE MANAGER
 - SOCIAL PLANNING MANAGER
 - TRANSIT MANAGER
 - TREASURY SERVICES MANAGER
 - URBAN PLANNING SECTION MANAGER
 -

FROM: CITY CLERK

RE: SUNNYBROOK UNITED CHURCH / ENVIRONMENTAL CONCERNS

Please submit comments on the attached to this office by June
18 for the Council Agenda of June 25, 1990.

C. Sevcik
C. SEVCIK
City Clerk



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6195

City Clerk's Department 342-8132

June 4, 1990

Mrs. Alice Williamson
Church in Society Committee
Sunnybrook United Church
c/o R.R. #2
RED DEER, Alberta
T4N 5E2

Dear Ms. Williamson:

RE: SUNNYBROOK UNITED CHURCH / ENVIRONMENTAL CONCERNS

Thank you for your letter in regard to the above, and we would advise that this matter will be presented to Red Deer City Council at its meeting on June 25, 1990.

Please call this office on Friday prior to the said meeting to determine a suitable time, in the event you wish to be present.

Trust you will find this satisfactory.

Sincerely,

C. SEVCIK
City Clerk

/jt



*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 342-8132

June 27, 1990

Alice Williamson
R.R. #2
RED DEER, Alberta
T4N 5E2

Dear Ms. Williamson:

RE: SUNNYBROOK UNITED CHURCH - ENVIRONMENTAL CONCERNS

At the Council meeting of June 25, 1990, consideration was given to your letter dated May 30, 1990 concerning the above topic and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Sunnybrook United Church dated May 30, 1990 re: Environmental Concerns, hereby agrees as follows:

1. That City Council not consider a public composting program at this time, but consider it as a possibility in future implementation stages of the City Recycling Program;
2. That the City Administration continue to encourage, promote and assist in the establishment of "backyard composting" programs;
3. That City Council not support the recycling of gathered Christmas trees at this time, but continue to monitor the programs implemented on an experimental basis in other municipalities;

and as recommended to Council June 25, 1990."

....2



*a delight
to discover!*

Ms. Alice Williamson
June 27, 1990
Page 2

The decision of Council in this instance is submitted for your information. I would like to take the opportunity to thank you on behalf of Council firstly for your interests and concerns in this matter and secondly for attending the Council meeting to voice same to members.

If you have any further questions with regard to composting or the recycling of trees, please do not hesitate to contact our Parks Manager, Mr. Don Batchelor, at 342-8159.

Trusting you will find this satisfactory.

Sincerely,

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

K. KLOSS
Assistant City Clerk

KK/jt

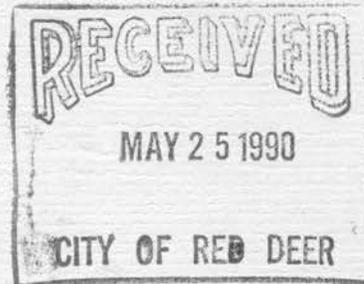
c.c. Director of Community Services
Parks Manager
Recreation & Culture Manager
Director of Financial Services
Director of Engineering Services

PIPER · CREEK · FOUNDATION

4277 - 46A AVENUE, RED DEER, ALBERTA T4N 6T6 PHONE 343-1077

May 3, 1990

The Mayor and Aldermen
City of Red Deer
P O Box 5008
Red Deer, Alberta
T4N 3T4



Your Worship and Members of City Council:

REFERENCE: APPLICATION FOR NEW LODGE

The purpose of this letter is to give you an update on our application for a fourth lodge and to provide you with additional information on the ongoing need for lodges in our city.

Our application for a fourth lodge is currently being considered by Alberta Mortgage & Housing Corporation. They expect to respond within six months and if the application is approved, it will be given consideration in the next provincial budget and work on the new lodge could commence as early as next year.

Our Piper Creek Lodge is also scheduled for rejuvenation and has been given top priority in Central Alberta as the next one to be rebuilt. Work could commence on this lodge as early as this fall, but it is also a possibility that both projects will go forward together.

From the standpoint of the Piper Creek Foundation, we would prefer to see the new lodge built first. We could then transfer our residents from the Piper Creek Lodge into the new lodge and then the rejuvenation of the old lodge could be undertaken with a minimum of delay and disturbance to our residents. On the other hand we do not want to delay the rejuvenation of the Piper Creek Lodge unduly while we wait for the new lodge to be approved and funded.

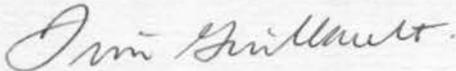
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The Mayor and Aldermen
Page 2

When our request was made to City Council for support of our application for a fourth lodge, there was concern expressed about the cost of operating our lodges and the suggestion was made that perhaps the extra money needed to operate a fourth lodge would be better used in helping expand the Home Care and Meals on Wheels services to seniors in the community. The attached paper attempts to answer these and other concerns and to show that there is an ongoing need for lodges in Red Deer.

Yours truly,

PIPER CREEK FOUNDATION



Tim Guilbault

Encl.



PIPER · CREEK · FOUNDATION

4277 - 46A AVENUE, RED DEER, ALBERTA T4N 6T6 PHONE 343-1077

THE ONGOING NEED FOR LODGES

The present Lodge program was initiated in 1959 following the successful completion and opening of our Piper Creek Lodge, then known as the Twilight Lodge. The program has grown until today when there are 140 Lodges operating under 58 Foundations throughout the province. Alberta Mortgage & Housing owns most of these Lodges and also builds new Lodges where and when needed as funds permit.

Red deer with a population of 56,000 people has three Lodges that house 183 seniors. It needs a fourth one. Stettler by comparison has a population of about 4000 people and this year will have two Lodges that can accomodate 104 seniors. Lacombe with 5000 people has a Lodge that houses 91 seniors and Lethbridge with 60,000 people is about to receive its sixth Lodge. It already has accomodations for 355 seniors in its lodges.

In the past Red Deer received a new Lodge about once every 15 or 20 years - 1956, 1975, 1989. Prior to our last Lodge being opened last year we had a list of 133 seniors who said they were waiting to enter the new Lodge. We filled the Parkvale Lodge within 3 weeks of its being opened and were still left with a list of 70 or so waiting to move into a Lodge. Of those on our list some have died, others have passed over us and gone to nursing homes, and a few have moved elsewhere. Many other seniors have applied to move into our Lodges and our current waiting list has more than doubled to 150 people. In a year or so when our fourth Lodge is built, we will again be able to fill it in a very short time.

The cost of keeping a senior in an institution for one day is as follows:

In the Acute Care Hospital	\$442.00
In the Auxiliary Hospital	140.00
In a Nursing Home	67.00
In a Lodge	26.00

.. / 2

ADMINISTRATORS FOR

PARKVALE LODGE, 4277 - 46A Avenue, Red Deer, Alberta, T4N 6T6 343-0688

PINES LODGE, 52 Piper Dr., Red Deer, Alta., T4P 1H8 343-0656

PIPER CREEK LODGE, 4820 - 33 St., Red Deer, Alta., T4N 0N5 343-1066

Page 2

Ongoing need for Lodges

These figures are from the Red Deer Regional Hospital and from our own budget for this year. They show that it is more than twice as expensive to keep a senior in a Nursing Home rather than in a Lodge. And with the help our residents receive from Home Care plus the nourishing meals three times a day and social activities etc.. they are able often to remain in the Lodge much longer than they would be able to manage in their own homes. This considerably shortens the time that they will spend in a Nursing Home or the Auxiliary Hospital and so saves the taxpayer money.

The Lodge program comes under housing and Lodges are treated as the homes of seniors for Home Care and Homemaker services. Some would argue that seniors should stay in their own homes as long as possible and be cared for by Home Care Services. This is a commendable goal and efforts are being made to implement it where possible but it is not suitable for all seniors. The following is an excerpt from a letter written to Diane Mirosh by the Secretary Treasurer of the Alberta Senior Citizens Homes Association and I quote.

"We have seen that the Coordinated Home Care Programs has had considerable effect on the Lodge program; in some cases Foundation Boards report increased pressure for Lodge space inasmuch as Home Care provides additional care in Lodges thereby removing the need for certain of our Residents to be moved to Nursing Homes. In a few cases there seemed to be some diminishing of the need for Lodges. Other Programs e.g. Meals on Wheels, Senior Apartments, Senior Home Improvements, etc. also are considered part of the reason.

At this point we wish to make other observations re Home Care; we know of some that envisioned a time when everyone will remain at home forever, or until they might eventually go to an Active Treatment Hospital or Auxiliary Hospital;. Such a view is totally preposterous. Lodges (and Nursing Homes as well) will continue to be necessary and even more vital as the age of our population increases. Home Care, Meals on Wheels, etc are wonderful, but only provide a short visit to a Home each Day; we would cite the words of Norman Cousins, editor of Saturday Review, who declared that the most costly disease in America in the future will not be cancer, or disease of the Coronaries, but BOREDOM - many find Home a prison, the same four walls every day are often a most difficult challenge. Many find it hard to believe that a great many move into Lodges because they want to - there are other choices, but they really want to be in the Lodge. The following is a poster that is on my wall and I believe it is worth noting in this matter:

Page 3
The Ongoing need for Lodges

The BRAVE can stand firm when danger threatens,
The STRONG can endure the torment of pain,
The VALIANT can stand the darkness of fear;
but NONE can combat the despair of LONELINESS.

In conclusion I would state that while we should do everything possible to enable seniors to remain comfortable in their own homes, we must never lose sight of the fact that Lodges play an increasingly important role in the continuum of care for our aging population. Also the need for additional Lodges in Red Deer will only increase as our population increases and ages.

Respectfully submitted,



Verne L. Reeves



**RED DEER
REGIONAL PLANNING COMMISSION**

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

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

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

June 4, 1990

Mr. C. Sevcik,
City Clerk
City of Red Deer
Box 5008
Red Deer, Alta.

Dear Sir:

Re: Piper Creek Foundation - Fourth Lodge

The Piper Creek Foundation is requesting City Council to support their application to Alberta Mortgage & Housing Corporation for the development of a fourth lodge in the City of Red Deer.

They have quoted a number of figures comparing Red Deer's situation with other urban centres to show the need for their request. They mentioned that the cost of care in a Lodge is much lower than in Nursing Homes or Hospitals. Also, seniors are generally better off if they are in a Lodge where they can socialize with others rather than alone in their homes, even if they are taken care of by Home Care Services. They also have a waiting list of about 150 names.

We are not in a position to offer any opinion regarding the above without a study. We feel the objective should be to maximize the benefits out of limited resources available to the municipality whether in the way of more lodges or expanded Home Care Services.

As they have not indicated any location to build a lodge, we cannot comment on the suitability of the site, land use by-law requirements, etc.

Yours truly,

D. Rouhi, MCIP
SENIOR PLANNER
SR/cc

c.c. - Director of Community Services
- Director of Financial Services

MUNICIPALITIES WITHIN COMMISSION AREA

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

DATE: June 4, 1990

TO: MAYOR McGHEE & COUNCIL

FROM: RICK ASSINGER
Social Planning Manager

RE: PIPER CREEK FOUNDATION - FOURTH LODGE

At the time that the Piper Creek Foundation gave notice to Council that they will be making application for a fourth lodge, I had responded with some comments reminding Council that lodge-care for seniors is part of a series of services to seniors ranging from assistance to remain in their own homes to more serious institutional care such as nursing homes. To the extent that the more preventive, home-based services are in good supply, the more costly residential and institutional care will be needed less.

We have seen periods when the home-based services including Homecare, Homemaking, Outreach, Home Maintenance, and Meals on Wheels require more support to meet the need in the community. When this happens, there is bound to be increased pressure to expand residential and institutional programs such as the lodge program and nursing homes.

One of the goals of the Family and Community Support Services program is to keep seniors in their own homes as long as possible. Most seniors, if given the option, prefer to remain in their own homes. It is important, therefore, to adequately fund the home-based services so as to reduce the pressures for expansion of the other programs.

We do not oppose the development of lodges when they are required. Lodges are a necessary part of the continuum of services to seniors. The arguments made for a fourth lodge for Red Deer by the Piper Creek Foundation and its administrator are reasonable arguments. What we don't have is more substantial information on reasons why seniors are applying for lodge care at this time.

As I had indicated, I do not oppose the development of a fourth lodge. I do feel, however, that Council should consider the need for a fourth lodge in the broader context of the other services for seniors that are required in the community.


RICK ASSINGER

RA/kl

c.c. Verne Reeves, Administrator
Piper Creek Lodge Foundation

CS-2.799

DATE: June 5, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: LOWELL R. HODGSON
A/Director of Community Services

RE: PIPER CREEK FOUNDATION: FOURTH LODGE

I draw your attention to a memo on this issue from the Community Services Director, dated February 23, 1990. In that memo, Mr. Curtis said:

"With the increasing number of seniors in the community, the demand for lodge facilities will rise significantly in the future. I, therefore, recommend that City Council support the request."

I would echo this support; however, I would add in support of the Social Planning Manager, the caution that we maintain a proper balance in the continuum of services to seniors.



LOWELL R. HODGSON

LRH:dmg

c. Rick Assinger, Social Planning Manager

FILE:
PIPERCRK

DATE: May 30, 1990
TO: CITY CLERK
FROM: DIRECTOR OF FINANCIAL SERVICES
RE: PIPER CREEK FOUNDATION - FOURTH LODGE

There are basically five levels of care for seniors that are outlined in the correspondence

1. Home care and/or Meals on Wheels to seniors living in their own homes
2. In a Lodge
3. In a Nursing Home
4. In the Auxiliary Hospital
5. In the Acute Care Hospital

The City of Red Deer has direct financial participation in the operating costs for the first two levels. The other levels are funded by higher levels of government.

For 1990 the cost to the City of Red Deer for the first two levels is:

<u>DESCRIPTION</u>	<u>1990 COST</u>
1. Living in own home	\$130,000 (approx.)
2. In a Lodge	\$455,000

The cost to the City for each senior in the lodge is \$2,486 per year.

It is certainly cheaper for The City and society for the seniors to live in their own homes as long as is reasonable considering the long term health of the senior. This level of care should certainly be promoted.

...../2

City Clerk
Page 2
May 30, 1990

The letter from the Administrator for the Piper Creek Foundation provides information on how many seniors are on the waiting list for the Lodge. It does not, however, indicate whether any screening is done to confirm the need for the senior to enter a lodge. This should certainly be part of the process rather than just adding names to a list. I believe this was the concern of Council and I don't think this has been properly addressed in the response.

The Foundation Administrator should be asked to comment on the screening process that is followed to confirm the senior's need to enter a Lodge before an applicant's name is put on the waiting list.



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

AW/mrk

c.c. Director of Community Services

Commissioner's Comments

This is presented for Council's information. Alderman Guilbault may wish to elaborate verbally at the Council meeting.

"R.J. MCGHEE"
Mayor

TO:

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

FROM: CITY CLERK

RE: PIPER CREEK FOUNDATION - FOURTH LODGE

Please submit comments on the attached to this office by June

4 for the Council Agenda of June 11, 1990

C. Sevcik
 C. SEVCIK
 City Clerk

DATE 90/05/25

TO:

- DIRECTOR OF COMMUNITY SERVICES
- DIRECTOR OF ENGINEERING SERVICES
- DIRECTOR OF FINANCIAL SERVICES
- BYLAWS & INSPECTIONS MANAGER
- CITY ASSESSOR
- COMPUTER SERVICES MANAGER
- ECONOMIC DEVELOPMENT MANAGER
- E.L. & P. MANAGER
- ENGINEERING DEPARTMENT MANAGER
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- R.C.M.P. INSPECTOR
- RECREATION & CULTURE MANAGER
- SOCIAL PLANNING MANAGER
- TRANSIT MANAGER
- TREASURY SERVICES MANAGER
- URBAN PLANNING SECTION MANAGER
-

FROM: CITY CLERK

RE: Piper Creek Foundation - Fourth
Hodge

Please submit comments on the attached to this office by June
4 for the Council Agenda of June 11.

ACKNOWLEDGE

C. SEVCIK
City Clerk



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6198

City Clerk's Department 342-8132

May 25, 1990

Piper Creek Foundation
4277 - 46A Avenue
RED DEER, Alberta
T4N 6T6

Attention: Verne L. Reeves
Executive Director

Dear Sir:

RE: PIPER CREEK FOUNDATION - FOURTH LODGE

Thank you for your letter in regard to the above, and we would advise that this matter will be presented to Red Deer City Council at its meeting on June 11, 1990.

Please call this office on Friday prior to the said meeting to determine a suitable time, in the event you wish to be present.

Trust you will find this satisfactory.

Sincerely,

C. SEVCIK
City Clerk

/jt



*a delight
to discover!*

Office of the Mayor



March 8, 1990

Piper Creek Foundation
4277 - 46 A Avenue
RED DEER, Alberta
T4N 6T6

Attention: Mr. Vern Reeves
Executive Director

Dear Sir:

RE: FOURTH LODGE APPLICATION - CITY OF RED DEER

I would advise that Council of the City of Red Deer at its meeting held on March 5, 1990 considered your letter wherein you advised that the Alberta Mortgage and Housing Corporation have asked for a copy of a resolution from the Council of The City of Red Deer supporting the application for a fourth lodge in Red Deer.

At the above noted meeting, Council passed the following motion supporting the application in this instance.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Piper Creek Foundation requesting Council to support an application for a fourth senior citizens' lodge in Red Deer, hereby agrees that the City send a letter of support as requested."

The decision of Council in this instance is submitted for your information and I trust that you will convey Council's decision to Alberta Mortgage and Housing Corporation as requested.

....2

vern Reeves
Piper Creek Foundation
March 8, 1990
Page 2

Trusting you will find this satisfactory.

Yours truly,

A handwritten signature in black ink, appearing to read "R. J. McGhee". The signature is written in a cursive style with a large, stylized "M".

R. J. McGHEE
Mayor

CS/jt

c.c. Director of Financial Services
Director of Community Services
Social Planning Manager
City Clerk

Commissioner's Comments

The Piper Creek Foundation is requesting approval from City Council to proceed with an application to the Provincial Government for a 4th Lodge. The Social Planning Manager has expressed some reservations with respect to this application and we agree with the nature of his concerns. It is usually economically more effective and psychologically more satisfying for the seniors to remain in their own home if at all possible with some support rather than enter a lodge.

It might be interesting to review the circumstances of the 130 people on the waiting list to see to what extent this is the case. For example, the cost of housing one person in a lodge is approximately \$45.00 per day which would cover substantial in home assistance if this were appropriate.

Council will further recall that concern has been expressed in the past to the Provincial Government over the establishment of rates for our Seniors' Lodges. The City is required to fund a portion of the deficit but has no control over the rates charged which are established by the Province. Although these rates have been increased in recent years, they are still capped at 60% of the maximum pensionable benefits (approximately \$16.50 per day) and do not cater for those people who can well afford to pay the true cost. It may well be that from the perspective of society as a whole, as opposed to whether the City or the Province pays, an expansion of our in home care is more appropriate than an expansion of the Lodges. We would, therefore, recommend that Council seek further justification for a new Lodge in this context prior to approving the application and assuming any greater deficit burden.

"M.C. DAY"
City Commissioner



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 348-6195

City Clerk's Department 342-8132

June 28, 1990

Piper Creek Foundation
4277 - 46 A Avenue
RED DEER, Alberta
T4N 6T6

Attention: Tim Guilbault

Dear Sir:

RE: APPLICATION FOR NEW LODGE

At The City of Red Deer Council meeting of June 25, 1990, your letter dated May 3, 1990 concerning the above topic was presented to Council for information.

I would like to take this opportunity to thank the Foundation for providing the additional information to Council for its review.

Wishing you all the best in your future endeavours.

Sincerely,

K. KLOSS
Assistant City Clerk

KK/jt

c.c. Senior Planner
Director of Community Services
Director of Financial Services
Social Planning Manager



*a delight
to discover!*



NO. 4

METIS ASSOCIATION OF ALBERTA

Framework Action Centre

#111, 12520 St. Albert Trail

Edmonton, AB T5L 4H4

PHONE: 451-2870

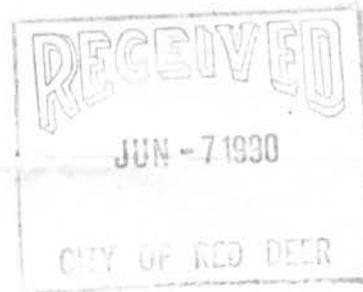
FAX: 451-2476

1-800-252-7553

Louis Riel
A great Metis Leader
He fought and died for a Just
Society.

June 1, 1990

Mayor, Robert McShee
Box 5008
Red Deer, Alberta
T4N 3T4



Dear Mayor McShee:

The Metis and Indian Associations of Alberta are in the process of negotiating a closer working relationship between the two Associations and the Edmonton City Council. Both Associations' initiative in this joint proposal, has gained the support, in principle, from Mayor Reimer's office in our combined resolve.

It was suggested by City Council in 1989 that a community-based Representative Committee be established with its primary focus placed on the concerns of and for Indian and Metis People in Edmonton.

As well, other issues or concerns will be identified as being more relevant to the Provincial and Federal governments within their respective mandates.

The Committee, when it is operational, will meet the following objectives:

- increase the participation of residents of Indian and Metis ancestry in City programs;



.../2

-2-

- increase the availability of City programs and services to residents of Indian and Metis ancestry;
- respond to certain unique requirements of residents of Indian and Metis ancestry.

We feel it is important to keep Municipal Councils informed that this process is taking place, and we look forward to exchanging information and ideas with you.

Sincerely,



Joe Blyan
Zone 4 Vice-President
Chairman, Local Government/
Municipal Affairs
Framework Agreement
Sub-Committee

EP/rm

cc: Larry Desmeules
President,
Metis Association of Alberta

Commissioner's Comments

Submitted for Council's information only.

"R.J. MCGHEE"
Mayor

**THE CITY OF RED DEER**

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6195

June 26, 1990

Metis Association of Alberta
Framework Action Centre
#111, 12520 St. Albert Trail
EDMONTON, Alberta
T4L 4H4

Attention: Joe Blyan

Dear Sir:

I would advise that at The City of Red Deer Council meeting of June 25, 1990, your letter dated June 1, 1990 regarding the Metis and Indian Associations of Alberta, was presented to Council for information.

I would like to take this opportunity, on behalf of Council, to thank you for keeping the City informed of such matters.

Best wishes on your future endeavours.

Sincerely,

A handwritten signature in black ink, appearing to be 'K. Kloss'.

K. KLOSS
Assistant City Clerk

KK/jt

*a delight
to discover!*

Normandean Cultural and Natural History Society

Box 800
Red Deer, Alberta T4N 5H2
(403) 343-6844

May 7, 1990

Mayor McGhee and Members of Council
The City of Red Deer
City Hall
RED DEER, Alberta

Your Worship and Members of Council:

RE: GAETZ LAKES SANCTUARY: ENVIRONMENTAL RESERVE DESIGNATION

The Gaetz Lakes Sanctuary recently passed the motion quoted below:

"THAT the Gaetz Lakes Sanctuary Committee recommend to the Normandean Cultural and Natural History Society that proceedings be initiated to designate Lot 1, Block 1, Plan 792-1758, as Environmental Reserve by Plan of Survey."

A copy of a plan of the Sanctuary with the area to be designated is attached.

The Land and Tax Department estimate the cost of the procedure to be \$2,500.

At their April 25, 1990, meeting, the Normandean Board considered the recommendation on the above from the Gaetz Lakes Sanctuary Committee and passed a motion approving the recommendation.

The recommendation of the Gaetz Lakes Sanctuary Committee and the endorsement of the Normandean Society are being forwarded to Council for consideration and for funding.

Yours truly,



Morris Flewelling
Director of Museums

/er
Attachment

cc: R. Bjorge, Chairman, Gaetz Lakes Sanctuary Committee
R.G. Klassen, Associate Planner
L. Hodgson, Manager, Recreation and Culture
J. Robertson, Chief Park Naturalist

- assuming the responsibilities formerly held by the Red Deer Museums Management Board

147

Road Plan 812 0879

47 ST.

area for designation.

N.E. 1/4
SEC. 21
38-27-4

812 1416

LOT 3ER

842 1725

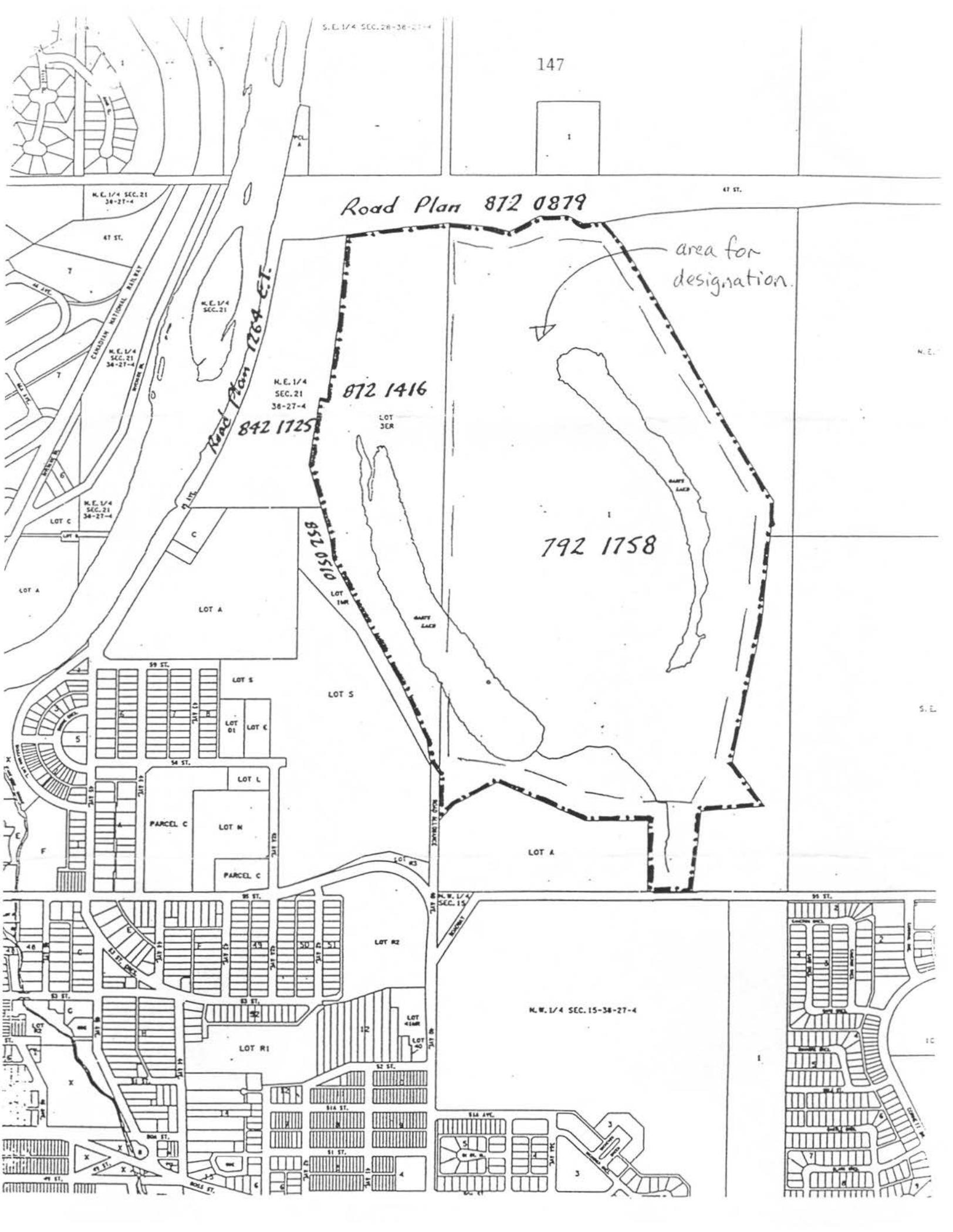
792 1758

852 0510

LOT S

LOT A

N.W. 1/4 SEC. 15-38-27-4



CS-2.812

DATE: June 15, 1990

TO: CITY COUNCIL

FROM: CRAIG CURTIS
Director of Community Services

RE: GAETZ LAKES SANCTUARY;
ENVIRONMENTAL RESERVE DESIGNATION

1. The Gaetz Lakes Sanctuary is a designated Federal Bird Sanctuary, and is also protected through a legal agreement between the City and the Province. In both cases, however, the legal description of the property is unclear, as there have been a number of boundary changes over the years. Consequently, during the planning of Waskasoo Park, it was agreed that the Sanctuary, itself, would be consolidated as one Environmental Reserve lot. This commitment was made to a number of environmental groups, as any disposal of the land or revision of boundaries would require formal advertisement and public hearings.
2. The Gaetz Lakes Sanctuary Committee has recently determined that the eastern portion of the sanctuary was never designated as Environmental Reserve, and was not consolidated with the balance of the area. The committee is, therefore, proposing that this matter now be pursued at an estimated cost of \$2,500. This proposal is also supported by the Normandeau Cultural & Natural History Society and the Red Deer River Naturalists.
3. I strongly support the recommendation of the Gaetz Lakes Sanctuary Committee. This consolidation and designation merely follows up a proposal which was previously agreed to by all parties, when 67 Street was constructed. The \$2,500 cost could be funded through the Waskasoo Park Operating Surplus, which stands at approximately \$1,700,000.

.../2

City Council
Page 2
June 15, 1990
CS-2.812

4. RECOMMENDATION

I support the comments of the Gaetz Lakes Sanctuary Committee and the Normandeau Cultural & Natural History Society, and recommend that City Council authorize an expenditure of \$2,500 from the Waskasoo Park Operating Surplus, for the consolidation of the Gaetz Lakes Sanctuary as a single, Environmental Reserve lot.



CRAIG CURTIS

CC:dmg

- c. Lowell Hodgson, Recreation & Culture Manager
Don Batchelor, Parks Manager
Morris Flewwelling, Museums Director
Ron Bjorge, Gaetz Lakes Sanctuary Committee Chairman
Jim Robertson, Chief Park Naturalist



May 17, 1990

Mr. C. Sevcik,
City Clerk
City of Red Deer
Box 5008
Red Deer, Alta.
T4N 3T4

Dear Sir:

Re: Gaetz Lakes Sanctuary - Lot 1, Block 1, Plan 792 1758
Proposed Designation to Environmental Reserve

Recently, the Gaetz Lakes Sanctuary Committee passed a resolution recommending the city take action to designate the eastern portion of the sanctuary as Environmental Reserve.

It should be noted that the west portion of the sanctuary already has environmental designation (Lot 3ER). We are in complete agreement with the Committee's resolution and recommend that City Council authorize the designation of the east portion of the sanctuary as Environmental Reserve through Land Titles Office.

Yours truly,

D. Rouhi, MCIP
SENIOR PLANNER
DR/cc

- c.c. - Director of Community Services
- Director of Engineering Services
- Director of Financial Services
- City Assessor

DATE: May 17, 1990
TO: City Clerk
FROM: City Assessor
RE: GAETZ LAKES SANCTUARY - ENVIRONMENTAL RESERVE
LOT 1, BLOCK 1, PLAN 792-1758

In discussion with the Northern Alberta Land Titles Office, it has been indicated that to have the existing title for Lot 1, Block 1, Plan 792-1758 designated as Environmental Reserve, a plan outlining the boundaries and Environmental Reserve be submitted by a legal land surveyor.

The estimate of \$2,500 covers the cost of retracing the boundaries in the field and preparing plan and processing through to Land Titles.

Submitted for City Council's information.



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

WFL/AK/ngl

c.c. G. Klassen, Associate Planner
C. Curtis, Director of Community Services

DATE: May 18, 1990
TO: CITY CLERK
FROM: DIRECTOR OF FINANCIAL SERVICES
RE: GAETZ LAKE SANCTUARY - ENVIRONMENTAL RESERVE
DESIGNATION

The Community Services Division should comment on what the present status of the Sanctuary is and whether the proposal would significantly improve the present situation.

There are no budget funds for the \$2,500 proposed cost. If Council decides to proceed, the \$2,500 would have to be approved as an overexpenditure. Alternatively, consideration could be given to whether this is a valid change to the Waskasoo Park funds.



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

AW/ljk

Commissioner's Comments

We cannot support the attached request. While we fully support the motivation of the Normandeau Cultural and Natural History Society and their objectives, we believe it is an unnecessary expenditure of funds because Council has clearly endorsed their objectives. If Council does agree with this recommendation the cost to establish the boundaries as outlined on the attached plan, estimated to be \$2,500.00, be charged to the Waskasoo Park Operating Surplus.

"R.J. MCGHEE"
Mayor

DATE May 8, 1990

TO:

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

FROM: CITY CLERK

RE: GAETZ LAKES SANCTUARY - ENVIRONMENTAL RESERVE

DESIGNATION

Please submit comments on the attached to this office by May

21 for the Council Agenda of May 28, 1990.


C. SEVCIK
City Clerk



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6195

City Clerk's Department 342-8132

May 8, 1990

Normandeau Cultural & Natural History Society
Box 800
RED DEER, Alberta
T4N 5H2

Attention: Morris Flewwelling
Director of Museums

Dear Sir:

RE: GAETZ LAKES SANCTUARY -
ENVIRONMENTAL RESERVE DESIGNATION

Thank you for your letter in regard to the above, and we would advise that this matter will be presented to Red Deer City Council at its meeting on May 28, 1990.

Please call this office on Friday prior to the said meeting to determine a suitable time, in the event you wish to be present.

Trust you will find this satisfactory.

Sincerely,

C. SEVCIK
City Clerk

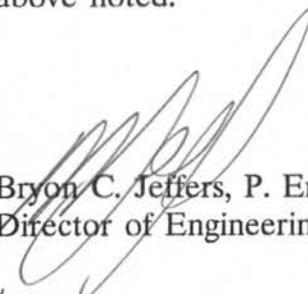
/jt



*a delight
to discover!*

DATE: May 14, 1990
TO: City Clerk
FROM: Director of Engineering Services
RE: GAETZ LAKES SANCTUARY
ENVIRONMENTAL RESERVE RESIGNATION

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



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

/emg

CHAPMAN RIEBEEK SIMPSON CHAPMAN WANLESS

Barristers & Solicitors

THOMAS H. CHAPMAN, Q.C.*
NICK P. W. RIEBEEK*
DONALD J. SIMPSON
T. KENT CHAPMAN
GARY W. WANLESS*
GERI M. CHRISTMAN **

208 Professional Building
4808 Ross Street
Red Deer, Alberta T4N 1X5
TELEPHONE (403) 346-6603
TELECOPIER (403) 340-1280

* Denotes Professional Corporation

** Denotes Student-At-Law

Your file:

Our file: General 05/90 THC

May 8, 1990

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

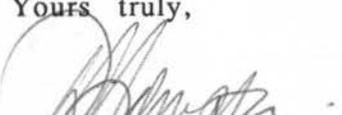
ATTENTION: Charles Sevcik
City Clerk

Dear Sir:

RE: Gaetz Lakes Sanctuary - Environmental Reserve Designation

I acknowledge receipt of your correspondence dated May 8, 1990, and would advise that I have no changes or comments with respect to the above noted.

Yours truly,



DONALD J. SIMPSON
DJS/vjh

DATE: May 17, 1990
TO: CHARLIE SEVCIK
City Clerk
FROM: LOWELL R. HODGSON
A/Director of Community Services
RE: GAETZ LAKES SANCTUARY - ENVIRONMENTAL RESERVE

The Gaetz Lakes Sanctuary Committee has been concerned for some time that a major portion of the Sanctuary is not designated or registered as reserve in accordance with The Province of Alberta Planning Act. Designation of the entire area of the Sanctuary as an Environmental Reserve would substantially increase the protection and preservation of the Sanctuary as a wildlife area which would prohibit all non-compatible uses and improvements.

The Normandeau Cultural and Natural History Society agreed with this concern of the Sanctuary Committee and on April 25, 1990 passed the following resolution:

"That proceedings be initiated to designate Lot 1, Block 1, Plan 792-1758 as Environmental Reserve by Plan/Survey".

I have discussed this resolution with the Parks Manager and the Director of Museums and they concur with the resolution and request that City Council consider the following:

RECOMMENDATION:

"THAT City Council approve the expenditure of \$2,500 from the Waskasoo Operating Surplus for the purpose of completing a plan of survey to designate Lot 1, Block 1, Plan 792-1758 (Gaetz Lakes Sanctuary) as Environmental Reserve.


LOWELL R. HODGSON

DB/ad



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-8195

City Clerk's Department 342-8132

June 27, 1990

Normandeau Cultural & Natural
History Society
Box 800
RED DEER, Alberta
T4N 5H2

Attention: Morris Flewwelling
Director of Museums

Dear Mr. Flewwelling:

RE: GAETZ LAKES SANCTUARY - ENVIRONMENTAL RESERVE DESIGNATION

At The City of Red Deer Council meeting held on June 25, 1990, consideration was given to your letter dated May 7, 1990 concerning the above topic and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Normandeau Cultural and Natural History Society dated May 7, 1990 re: Gaetz Lakes Sanctuary: Environmental Reserve Designation, hereby authorizes an expenditure of \$2,500 from the Waskasoo Park Operating Surplus, for the consolidation of the Gaetz Lakes Sanctuary as a single, environmental reserve lot."

The decision of Council in this instance is submitted for your information and appropriate action. I assume you will be now in contact with our Land and Tax Department to begin the necessary steps in designating the lands in question to environmental reserve.

....2



*a delight
to discover!*

Morris Flewwelling
Normandeau Cultural and Natural History Society
June 27, 1990
Page 2

Trusting you will find this satisfactory. If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,

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

K. KLOSS
Assistant City Clerk

KK/jt

c.c. City Assessor
Recreation & Culture Manager
Director of Community Services
Parks Manager
Director of Engineering Services
Director of Financial Services
Senior Planner
Ron Bjorge, Gaetz Lakes Sanctuary Committee Chairman

NO. 6

June 1, 1990

Re: Rod McWilliam
78 Flagstaff Close
1/1/802-2768

THE CITY OF RED DEER
CLERK'S DEPARTMENT

RECEIVED	
TIME	11:45
DATE	June 4/90
BY	AP

Members of City Council

Please accept this letter as a request to City Council for a "License to Occupy" 8' onto city easement for the purpose of an existing retaining wall as shown on the attached plan. My property is located at 78 Flagstaff Close and the retaining wall extends onto city right of way.

Due to the fact that it appeared this area would not be used in future, and due to approval from adjacent property owners, I went ahead and built the retaining wall without realizing that I also required a license to occupy from the city of Red Deer. The retaining wall is constructed out of green treated wood and is aesthetically pleasing to the eye. I constructed the retaining wall for the purpose of holding the grade due to the severity of the slope beyond the retaining wall. Also, I wanted to create a yard appearance for my children to play without fear that my children would fall down the slope.

I respectfully request approval from City Council for a License to Occupy.

Thank you for your consideration in this matter

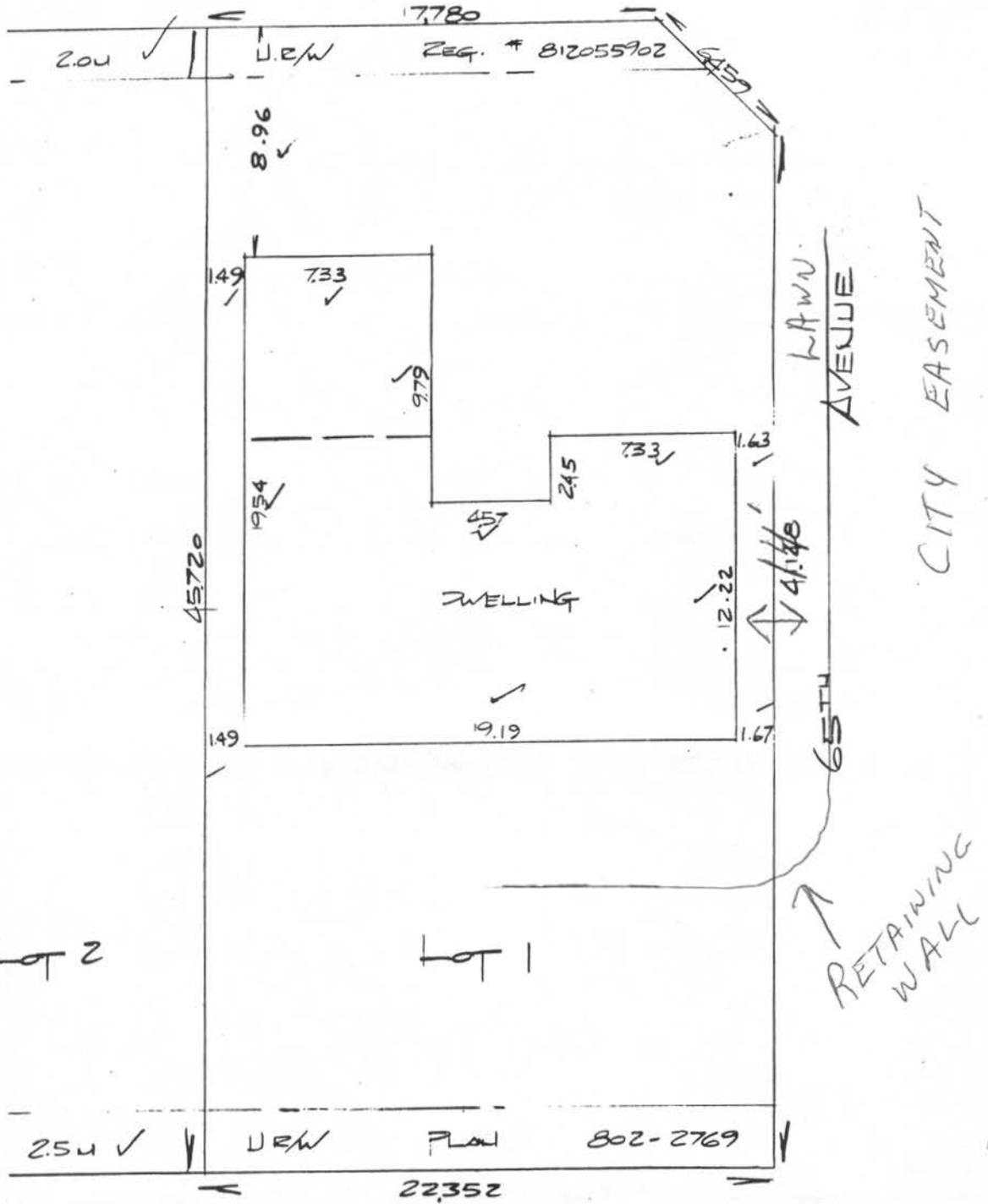
Yours truly,



Rod McWilliam

154

FLAG STAFF CLOSE



LOT A PLAN 1726 T.R.

R1



BETA SURVEYS LIMITED

Phone: 342-6203

Client File:

Our File: 157B

DATE: June 15, 1990

TO: CHARLIE SEVCIK
City Clerk

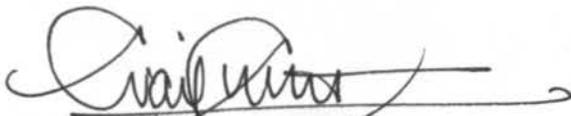
FROM: CRAIG CURTIS
Director of Community Services

RE: ROD McWILLIAM - LICENSE TO OCCUPY/
RETAINING WALL - 78 FLAGSTAFF CLOSE
Your memo dated June 4, 1990 refers.

1. Rod McWilliam is requesting a license to occupy a portion of Municipal Reserve adjacent to his residence at 78 Flagstaff Close, to accommodate the encroachment of an existing retaining wall. This Municipal Reserve was created to accommodate a future pedestrian trail linkage between this area and Great Chief Park/Bower Ponds. As this site is Municipal Reserve, no encroachment could be permitted and the area would have to be formally disposed of at market value.
2. It is understood that some residents in this area are opposed to the development of the trail. However, this requires further discussion, and the Parks Manager has recommended that the matter be tabled until July 23, 1990, to allow the administration to discuss the issue with the residents and facilitate consideration by the Recreation, Parks & Culture Board.

3. RECOMMENDATION

I support the comments of the Parks Manager, and recommend that the application for license to occupy be tabled until July 23, 1990, to allow the administration the opportunity to discuss the proposed trail with adjacent residents and facilitate consideration of the issue by the Recreation, Parks & Culture Board.



CRAIG CURTIS

CC:dmg

- c. Don Batchelor, Parks Manager
Lowell Hodgson, Recreation & Culture Manager
Jack Engel, Recreation, Parks & Culture Board Chairman

DATE: June 15, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: DON BATCHELOR
Parks Manager

RE: ROD McWILLIAM - LICENSE TO OCCUPY/
RETAINING WALL/78 FLAGSTAFF CLOSE
Your memo dated June 4, 1990 refers.

Rod McWilliam has submitted a request to obtain a license to occupy a portion of right-of-way, or easement, adjacent to his residence at 78 Flagstaff Close (Attachment I). In reviewing the respective subdivision plan, the area in question is not right-of-way, but is, in fact, Municipal Reserve (Attachment II).

This 6m-wide Reserve parcel was created as part of the adjacent Fairways development for the purpose of providing a walkway linkage for residents from Flagstaff Close and the Fairways development, to Bower Ponds/Great Chief Park. Some local residents have indicated that they may prefer that this walkway not be developed for reasons of privacy and perceived better security. No official letter or petition has been received to date.

Although it has always been the intention of Community Services to provide a pedestrian trail system through Lot 3 M.R. (Attachment II), it may be in the best interest of all concerned to table Mr. McWilliam's request until a clearer understanding of the desirability of this path with Flagstaff Close and Fairways residents is determined. The encroachment of the existing retaining wall beyond Mr. McWilliam's property line has existed for several years, and a deferral at this time would not affect the development timeline for the pathway or M.R., as this is not scheduled until 1991.

For the reasons outlined above, I suggest Council defer this item to their meeting of July 23, 1990, to allow sufficient time to discuss the pedestrian path proposal with local residents.

RECOMMENDATION

That City Council table this issue to the July 23, 1990 meeting.

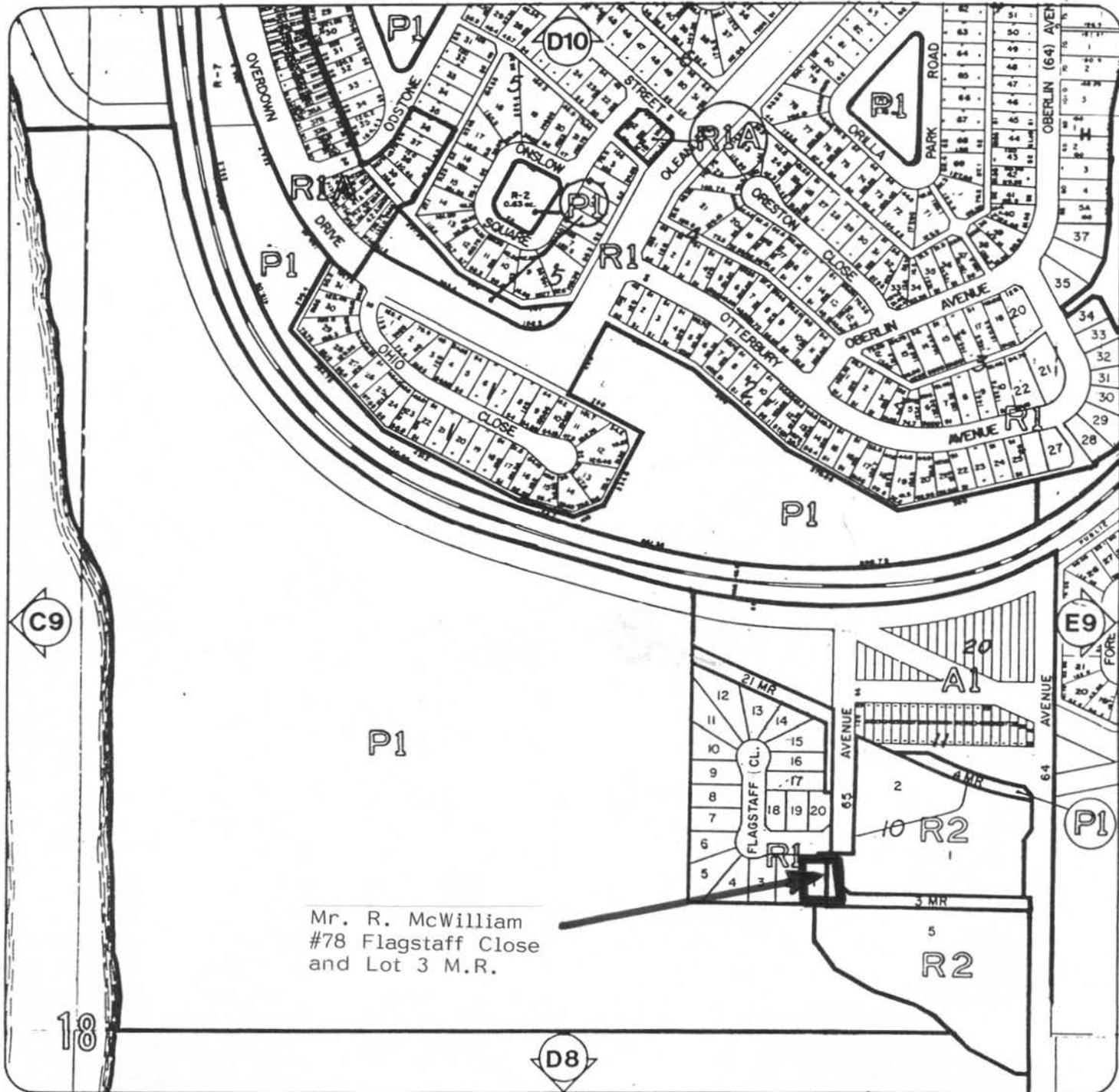

DON BATCHELOR
DB:dmg
Att.

Charlie Sevcik
Page 2
June 15, 1990
Rod McWilliam

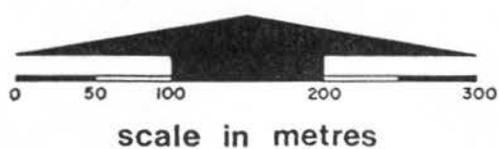
- c. Craig Curtis, Director of Community Services
Al Knight, City Assessor
Djamshid Rouhi, Sr. Planner, R.D.R.P.C.
Ken Haslop, Engineering Department Manager

City of Red Deer --- Land Use Bylaw Land Use Districts

D9



Mr. R. McWilliam
#78 Flagstaff Close
and Lot 3 M.R.



Revisions :

2588/L-80 (18/8/80)
2672/FF-81 (18/1/82)
2672/I-83 (2/8/83)
2672/U-86 (15/12/86)
2672/Q-87 (24/08/87)
2672/S-88 (01/05/89)
2672/K-89 (29/05/89)

2672/N-89 (08/08/89)



159

MR. R. McWILLIAM

FLAGSTAFF CLOSE

PLAN
802-2768

PLAN
802-2768

17

16

21

FARRELL AVENUE

MUNICIPAL RESERVE

EXISTING RETAINING WALL
ENCROACHING ± 2 METRES
ONTO MUNICIPAL RESERVE

FAIRWAYS

LOT 2 (0.538 ha.)

10

LOT 1 (1.163 ha.)

10

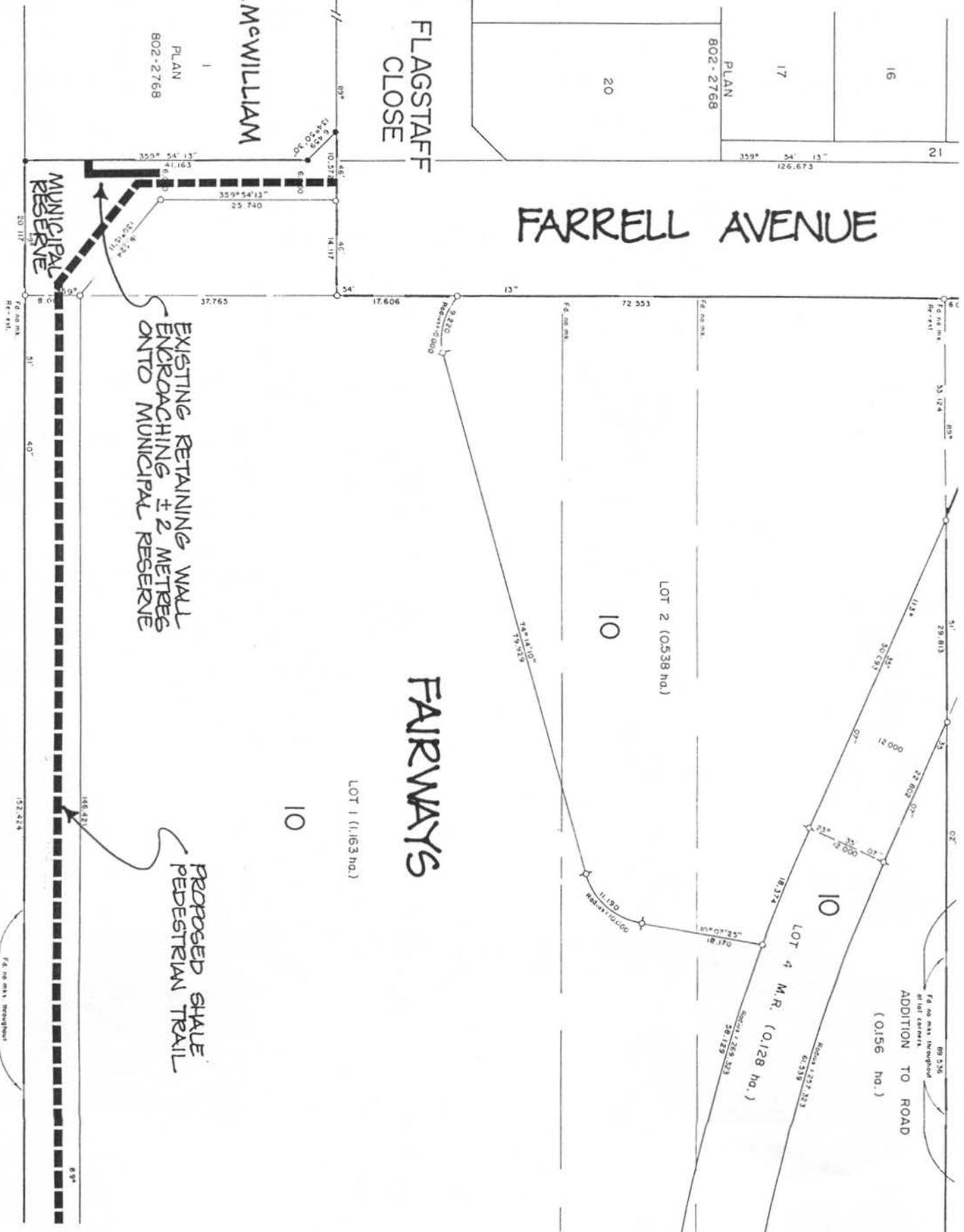
LOT 4 M.R. (0.128 ha.)

10

ADDITION TO ROAD
(0.156 ha.)

7.6 m max. throughout
at all corners.

7.6 m max. throughout
at all corners.



7.6 m max. throughout
at all corners.

5.9°



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

June 15, 1990

Mr. C. Sevcik,
City Clerk
City of Red Deer
Box 5008
Red Deer, Alta.
T4N 3T4

Dear Sir:

Re: Rod McWilliam - License to Occupy
Retaining Wall - 78 Flagstaff Close

Mr. Rod McWilliam is requesting the City to grant him a license to occupy 2.43 m (8 ft.) of city easement for maintaining an existing retaining wall, because of excessive slope.

The area in question is not a city easement, but it is registered as Municipal Reserve. Under Sections 115-117 of the Planning Act, Municipal Reserve cannot be sold or leased without removing the M.R. designation through public hearing.

The purpose of creating M.R. in this location (see the attached map) is to provide a walkway between Flagstaff Close and Great Chief Park.

The north-south portion of reserve is 6 m wide and the east-west portion is 8 m. If 2.43 m is leased out, that portion of walkway stays at 3.56m (11.68 ft.).

I understand a petition is forthcoming from the people in the area requesting that the walkway not be developed.

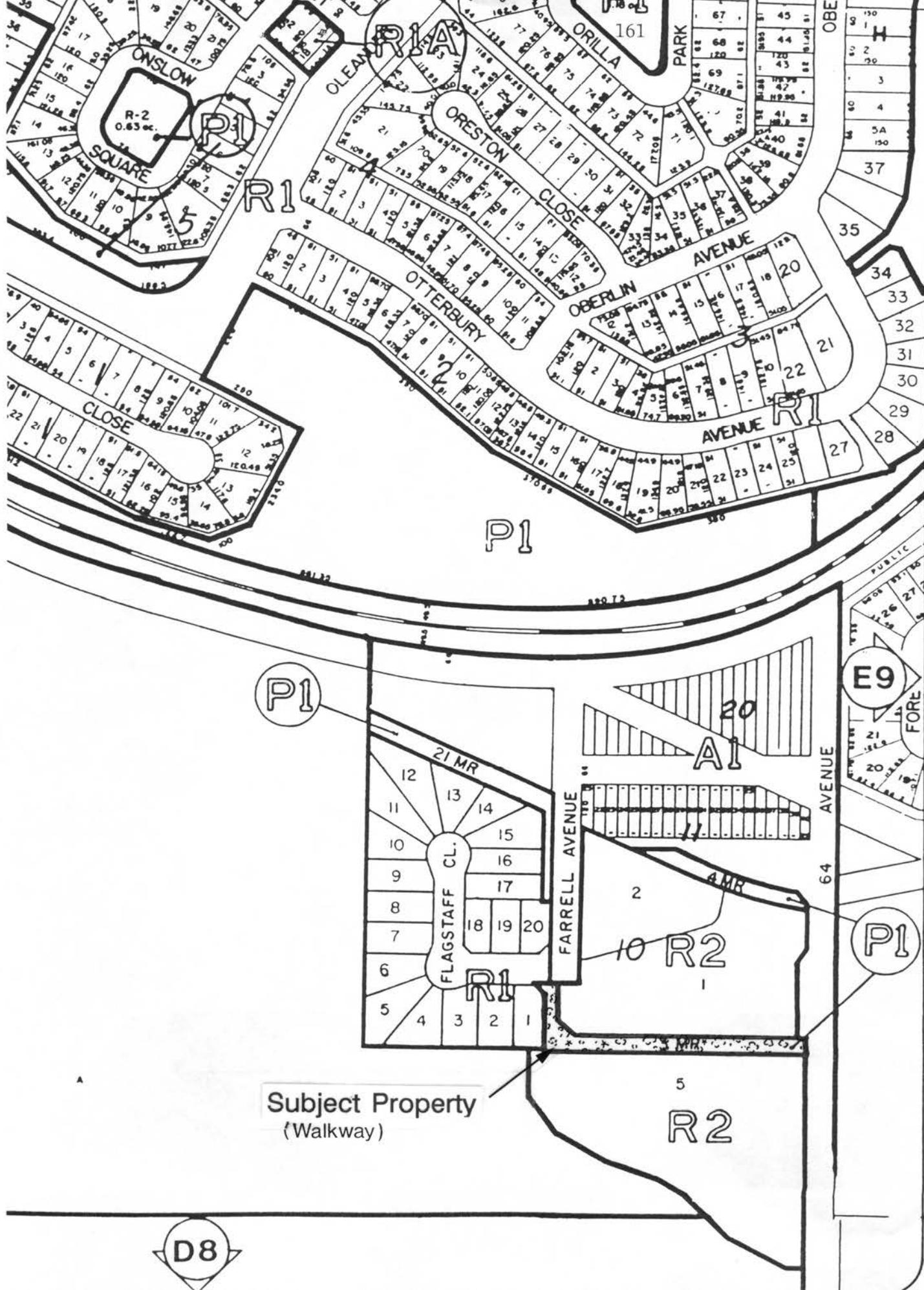
We are recommending this matter be tabled pending receipt of the petition from the area residents.

Yours truly,

D. Rouhi, MCIP
SENIOR PLANNER
DR/cc

c.c. - Director of Community Services
- Director of Engineering Services
- Bylaw & Inspection Manager
- City Assessor

MUNICIPALITIES WITHIN COMMISSION AREA



ONSLOW SQUARE
R-2
0.63 ac.

ORESTON

R1

OTTERBURY

CLOSE

AVENUE

OBERLIN

AVENUE

P1

P1

21 MR
12
11
10
9
8
7
6
5
4
3
2
1
FLAGSTAFF CL.
R1

FARRELL AVENUE

A1

4 MR

10 R2

R2

E9

P1

D8

Subject Property
(Walkway)

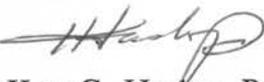
DATE: June 18, 1990
TO: City Clerk
FROM: Engineering Department Manager
RE: ROD MCWILLIAM - 78 FLAGSTAFF CLOSE
LICENSE TO OCCUPY

The land in question is a 6.0 m wide City owned parcel designated as municipal reserve.

There is an existing sanitary force main in the reserve strip, providing sanitary service to the Fountains development at the base of the escarpment.

The developer (Canavest), on top of the escarpment immediately to the east of the municipal reserve strip, has the responsibility to construct stairway/walkway and landscaping within this 6.0 reserve strip. We understand from the Parks Department that a concrete retaining walk on property line is also required to accommodate the pedestrian facility.

In view of the above, we would recommend the removal of the existing encroachment to permit the Parks Department to construct their facility.



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

KGH/emg

c.c. Director of Community Services
c.c. By-laws and Inspections Manager
c.c. City Assessor
c.c. E. L. & P. Manager
c.c. Fire Chief
c.c. Urban Planning Sections Manager

DATE: June 7, 1990

FILE NO.

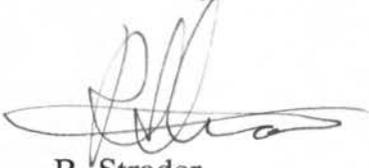
TO: City Clerk

FROM: Bylaws and Inspections Manager

RE: ROD MCWILLIAM - LICENSE TO OCCUPY/RETAINING WALL
78 FLAGSTAFF CLOSE

In response to your memo of June 4, 1990, we wish to advise that we have no objections to the proposed license.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

DATE: June 8, 1990

TO: C. Sevcik
City Clerk

FROM: Daryle Scheelar
E. L. & P. Dept.

RE: Rod McWilliam - License to Occupy
Retaining Wall - 78 Flagstaff Close

E. L. & P. have no objections to this proposal.

If you have further questions or comments, please advise.



Daryle Scheelar,
Distribution Engineer

/jjd

DATE; June 6, 1990
TO; City Clerk
FROM; Fire Chief
RE; ROD McWILLIAMS
LICENSE TO OCCUPY 78 FLAGSTAFF CLOSE

We have no concerns regarding this application for a license to occupy.



R. Oscroft,
FIRE CHIEF

RO/cb

Commissioner's Comments

We would concur with the comments of the Dir. of Community Services.

"R.J. MCGHEE"
Mayor

DATE: June 27, 1990
TO: Parks Manager
FROM: Assistant City Clerk
RE: ROD MCWILLIAM - LICENSE TO OCCUPY/RETAINING WALL/78
FLAGSTAFF CLOSE

I would advise that at the Council meeting of June 25, 1990, consideration was given to the above topic and at which meeting, the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Rod McWilliam dated June 1, 1990 re: License to Occupy Request/Retaining Wall/78 Flagstaff Close, hereby agrees that said request be tabled to the July 23, 1990 Council meeting to allow the administration the opportunity to discuss the proposed trail with adjacent residents and facilitate consideration of the issue by the Recreation, Parks & Culture Board, and as recommended to Council June 25, 1990."

The decision of Council in this instance is submitted for your information and appropriate action. I assume you will now be in contact with residents of Flagstaff Close and the Fairways as well as the Recreation, Parks & Culture Board, to determine the need for a pedestrian trail in the vicinity of these lands.

As outlined in the above resolution, this matter will be brought back to Council on July 23, 1990.

Trusting you will find this satisfactory.



K. Kloss
Assistant City Clerk

KK/ds

c.c. Dir. of Community Services
Recreation & Culture Manager
Recreation, Parks & Culture Board
City Assessor
Sr. Planner
Dir. of Engineering Services
Bylaws & Inspections Manager



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6195

City Clerk's Department 342-8132

June 27, 1990

Mr. Rod McWilliam
78 Flagstaff Close
Red Deer, Alberta

Dear Sir:

At the Red Deer City Council Meeting of June 25, 1990, your letter dated June 1, 1990, concerning a license to occupy request for a retaining wall at 78 Flagstaff Close was given consideration. As a result of some question as to whether a proposed trail adjacent to the Flagstaff residence would be needed, the following motion was passed agreeing to table same to the July 23, 1990, Council meeting.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Rod McWilliam dated June 1, 1990 re: License to Occupy Request/Retaining Wall/78 Flagstaff Close, hereby agrees that said request be tabled to the July 23, 1990 Council meeting to allow the administration the opportunity to discuss the proposed trail with adjacent residents and facilitate consideration of the issue by the Recreation, Parks & Culture Board, and as recommended to Council June 25, 1990."

The decision of Council in this instance is submitted for your information. If you have any additional information you would like to bring to Council's attention relative to this matter, I would ask that we receive same by no later than July 11 so we can include the information on the Council agenda of July 23.

If you wish to appear at the July 23 Council meeting, please contact this office on Friday, July 20 to determine a time that would be convenient for you to attend.

Trusting you will find this satisfactory. If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,

K. Kloss
Assistant City Clerk
c.c. Dir. of Community Services
Parks Manager

Recreation & Culture Mgr.
Sr. Planner



*a delight
to discover!*

NO. 7



June 7, 1990

Mayor and Members of Council
The City of Red Deer
P.O. Box 5008
Red Deer, Alberta
T4N 3T4

Dear Mayor McGhee and Members of Council:

A bed and breakfast is a private residence that is used to accommodate guests overnight, with breakfast provided. The combination of attentive personal service and warm hospitality which bed and breakfast hosts provide, makes this a desirable part of a vacation experience. The bed and breakfast industry is well established in Europe and in Maritime Canada.

The lack of bed and breakfast accommodation in Red Deer was identified as a concern in the city's tourism action plan, developed by the Tourist and Convention Board and adopted by Council in December 1988. Visitors regularly inquire at our tourist information centre about bed and breakfast accommodation in the city, and tourism trends indicate that interest in this style of accommodation will grow.

In order to address this concern, the Tourist Board, in cooperation with the Hospitality and Tourism Department at Red Deer College and the David Thompson Country Tourist Council, recently conducted a seminar for potential bed and breakfast operators. The seminar was attended by a number of people from Red Deer and other communities in central Alberta who are interested in pursuing this family business opportunity.

2/...

Mayor and Members of Council
Page 2
June 7, 1990

It has come to our attention that Red Deer's zoning bylaw does not allow for this use. On behalf of these Red Deer residents interested in operating a bed and breakfast, and visitors to our city who prefer this type of accommodation, the Tourist Board asks that Council amend the bylaw. We would strongly recommend that bed and breakfast operations be permitted as a discretionary use in R-1 and R-2 zones.

We would be happy to provide any further details on bed and breakfast operations which Council may need in order to consider this request.

Sincerely,

Wendy Macdula

per

Afzal Rajan
Chairman

RED DEER TOURIST AND CONVENTION BOARD

WM/mm

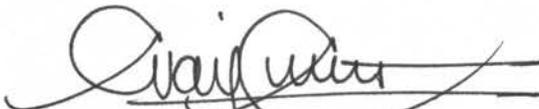
DATE: June 18, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: CRAIG CURTIS
Director of Community Services

RE: RED DEER TOURIST & CONVENTION BOARD:
BED & BREAKFAST OPERATORS
Your memo dated June 7, 1990 refers.

1. The City's Tourism Action Plan identified the lack of bed and breakfast accommodation in Red Deer as a major concern. The Red Deer Tourist & Convention Board is, consequently, proposing that the City's Land Use By-Law be amended to permit bed and breakfast operations as a discretionary use in the R1- and R2-RESIDENTIAL use zones.
2. I have discussed this proposal with the Recreation & Culture, Parks and Social Planning Managers, and the Museums Director. We strongly support the need for bed and breakfast operations to be permitted within the city. It is, therefore, recommended that City Council request the Red Deer Regional Planning Commission to investigate this matter, and prepare a suitable amendment to the Land Use By-Law.



CRAIG CURTIS

CC:dmg

- c. Don Batchelor, Parks Manager
Lowell Hodgson, Recreation & Culture Manager
Rick Assinger, Social Planning Manager
Morris Flewwelling, Museums Director
Djamshid Rouhi, Sr. Planner, R.D.R.P.C.
Wendy Martindale, Manager, Red Deer Tourist & Convention Board



June 15, 1990

Mr. C. Sevcik,
City Clerk
City of Red Deer
Box 5008
Red Deer, Alta.
T4N 3T4

Dear Sir:

Re: Red Deer Tourist & Convention Board
Bed and Breakfast Operators

The Chairman of the Red Deer Tourist and Convention Board is requesting City Council to amend the Land Use Bylaw to permit the operation of Bed and Breakfast accommodation in the R1 and R2 residential districts, as a discretionary use.

Land Use Bylaw

In the City of Red Deer Land Use Bylaw 2672/80, there are four residential districts known as R1, R2, R3 and R4.

R1 - Low Density Residential

This district is known as single family area, and are located mainly in the newer residential areas further away from the City Centre. In this district, single family is allowed as a permitted use. Other uses, such as special residential (churches, kindergarten, schools, group homes, day care) and home occupations, are discretionary uses.

R2 General Residential District

These are medium density residential districts and they are normally located in older residential neighbourhoods. In the past there were a number of R2 districts in the City. Some of these have been either designated to R1 or R1A (duplex), based on the request of the area residents.

In the R2 district, all the uses allowed in R1 under permitted and discretionary uses are allowed, plus lodging, boarding houses and basement suites.

/2

C. Sevcik, City Clerk
 Re: Bed and Breakfast

Pg. 2

R3 Multiple Family District

These districts provide for all types of multiple family units. They are regarded as high density districts. They are located mainly on the fringe of the City Centre and to a limited extent could be found in other parts of the City, including new residential areas.

R4 Relocatable Dwelling Units

These districts are known as Mobile Home Parks for rental, or mobile home subdivisions for home ownership.

The introduction of Bed and Breakfast in the single family areas may interfere with the amenity of the area which is enjoyed by the residents. The following points require careful consideration before any action is taken in this regard.

- Definition of Bed and Breakfast use.
- Parking standard to correspond with the number of rooms used for Bed and Breakfast purposes. This includes space for motor homes, trailers, cars to park off the street.
- Signage - should the house be allowed to display signs in the front window or front yard? If yes, its size, etc.
- The approval process - should the neighbours be notified as soon as the application is received? Should the neighbours be allowed to make presentation to M.P.C. before any decision is made? Should the M.P.C. decision be subject to annual review and cancellation at any time?
- Occupancy - should the maximum number of rooms allocated for this use, or the number of unrelated guests, be regulated?

Our purpose in proposing these questions is to maintain the single family character of the area and prevent any action which may unduly interfere with the amenities of the neighbourhood, or, materially interfere with or affect the use, enjoyment, or value of neighbouring properties.

There are some merits to the introduction of Bed and Breakfast places in the City of Red Deer. However, we feel this matter requires careful consideration before any changes are contemplated in the Land Use Bylaw.

We would recommend the Red Deer Tourist and Convention Board, in consultation with the City Administration, Chamber of Commerce, etc., prepare a detailed report addressing all areas of concern and report back to City Council for further consideration of this matter.

Yours truly,



D. Rouhi, MCIP
 SENIOR PLANNER
 DR/cc

- c.c. - Director of Community Services
 - Director of Engineering Services
 - Bylaw & Inspection Manager
 - City Assessor
 - Economic Development Manager
 - Fire Chief

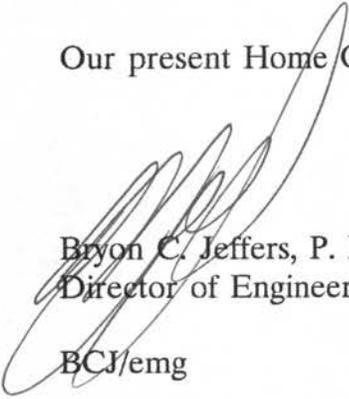
DATE: June 13, 1990
TO: City Clerk
FROM: Director of Engineering Services
RE: **RED DEER TOURIST AND CONVENTION BOARD
BED AND BREAKFAST OPERATORS**

Engineering Services has reviewed the request from the Red Deer Tourist and Convention Board.

We can appreciate the background to the request. Bed and Breakfast arrangements do exist in other cities.

We would have some concern of the size of such a business. One or two suites may not present a problem within a neighbourhood. If a larger number of suites were developed, then there could be traffic, parking, and noise concerns arising from neighbours.

Our present Home Occupation By-law would not, as we understand it, allow such a use.



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

BCJ/emg

c.c. Director of Community Services
c.c. Director of Financial Services
c.c. By-laws and Inspections Manager
c.c. City Assessor
c.c. Economic Development Manager
c.c. Fire Chief
c.c. Urban Planning Section Manager

DATE: June 13, 1990
TO: City Clerk
FROM: Bylaws and Inspections Manager
RE: **BED & BREAKFAST OPERATORS**

FILE NO.

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

The proposed use could affect adjacent properties because of increased traffic, signage and other conflicts between usual residential activities and a quasi-commercial use. Input should, therefore, be accepted from adjacent property owners.

Discretionary use approvals are advertised on a weekly basis and can be appealed to the Development Appeal Board. We have had complaints that people have missed these published approvals; however, in general, the system has worked reasonably well.

We trust this is the information required.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

DATE: June 8, 1990
TO: City Clerk
FROM: Economic Development Manager
RE: **RED DEER TOURIST AND CONVENTION BOARD -
BED AND BREAKFAST OPERATORS**

I would support the Red Deer Tourist and Convention Board's request for an addition to the zoning bylaw, which would permit the establishment of bed and breakfast operations as discretionary uses in R-1 and R-2 zones.

The bed and breakfast concept is one of the fastest growing tourist accommodation sectors in existence. Originating in Europe, bed and breakfasts have gained a significant market segment in the Maritime provinces of Canada and the New England states. From there, the concept is spreading westwards throughout North America. Not only does it offer an economical alternative to full service hotel and motel accommodation, but it provides the tourist with an opportunity to visit with some very interesting families.

Care will have to be taken to ensure that bed and breakfasts are of the highest standard, but I am confident that the Tourist Board will offer the necessary training to ensure quality operators.



Alan V. Scott
MANAGER ECONOMIC DEVELOPMENT

AVS/mm

DATE: June 15, 1990
TO: City Clerk
FROM: City Assessor
RE: RED DEER TOURIST & CONVENTION BOARD -
BED AND BREAKFAST OPERATIONS

The Land, Tax and Assessment Department has no serious apprehensions with regard to the concept of the bed and breakfast operations as proposed; however, the hotel/motel and eating establishments may have some apprehensions and desire to make some comments in this regard, because it may affect their industry.



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

AK/ngl

Commissioner's Comments

The request from the Tourist & Convention Board is to establish the concept of allowing "Bed & Breakfast" in R1 and R2 zones as a discretionary use. If Council supports such a concept in principle then we would recommend the administration bring back a detailed report for Council's consideration.

"R.J. MCGHEE"
Mayor



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6195

City Clerk's Department 342-8132

June 7, 1990

Red Deer Tourist and Convention Board
P.O. Box 5008
RED DEER, Alberta
T4N 3T4

Attention: Afzal Rajan
Chairman

Dear Sir:

RE: BED AND BREAKFAST OPERATORS

Thank you for your letter in regard to the above, and we would advise that this matter will be presented to Red Deer City Council at its meeting on June 25, 1990.

Please call this office on Friday prior to the said meeting to determine a suitable time, in the event you wish to be present.

Trust you will find this satisfactory.

Sincerely,

C. SEVCIK
City Clerk

/jt



*a delight
to discover!*

DATE June 7, 1990

TO: DIRECTOR OF COMMUNITY SERVICES
 DIRECTOR OF ENGINEERING SERVICES
 DIRECTOR OF FINANCIAL SERVICES
 BYLAWS & INSPECTIONS MANAGER
 CITY ASSESSOR
 COMPUTER SERVICES MANAGER
 ECONOMIC DEVELOPMENT MANAGER
 E.L. & P. MANAGER
 ENGINEERING DEPARTMENT MANAGER
 FIRE CHIEF
 PARKS MANAGER
 PERSONNEL MANAGER
 PUBLIC WORKS MANAGER
 R.C.M.P. INSPECTOR
 RECREATION & CULTURE MANAGER
 SOCIAL PLANNING MANAGER
 TRANSIT MANAGER
 TREASURY SERVICES MANAGER
 URBAN PLANNING SECTION MANAGER

FROM: CITY CLERK

RE: RED DEER TOURIST & CONVENTION BOARD -
BED AND BREAKFAST OPERATORS

Please submit comments on the attached to this office by June
18 for the Council Agenda of June 25, 1990.

L. Sevcik
L. SEVCIK
City Clerk



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6195

City Clerk's Department 342-8132

June 26, 1990

Red Deer Tourist and Convention Board
P.O. Box 5008
RED DEER, Alberta
T4N 3T4

Attention: Afzal Rajan, Chairman

Dear Sir:

I would advise that at The City of Red Deer Council meeting held on June 25, 1990, your letter dated June 7, 1990 concerning bed and breakfast operations was considered, with the following motion being passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Red Deer Tourist and Convention Board dated June 7, 1990 re: Bed and Breakfast Operations, hereby approves the concept of bed and breakfast in principle and hereby directs the City administration, in consultation with other interested parties, to prepare a detailed report addressing all areas of concern relative to bed and breakfast and report back to City Council for further consideration, and as presented to Council June 25, 1990."

The decision of Council in this instance is submitted for your information. As outlined in the above motion, this matter has been referred to City administration to prepare a detailed report addressing all areas of concern relative to bed and breakfasts, and to report back to Council. Mr. Djamshid Rouhi of the Red Deer Regional Planning Commission will be co-ordinating this report, and as such, if the Board has any further information to add to its current submission, please contact him at 343-3394.

...2



*a delight
to discover!*

Mr. Afzal Rajan, Chairman
Red Deer Tourist and Convention Board
June 26, 1990
Page 2

This office will advise you as to when this matter will again be placed before City Council. If you have any questions, please do not hesitate to contact the undersigned.

Trusting you will find this satisfactory.

Sincerely,

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

K. KLOSS
Assistant City Clerk

KK/jt

c.c. Tourist and Convention Board Manager
Senior Planner

DATE: June 26, 1990
TO: D. Rouhi, Senior Planner
FROM: Assistant City Clerk
RE: RED DEER TOURIST AND CONVENTION BOARD -
BED AND BREAKFAST OPERATIONS

I would advise that at the Council meeting of June 25, 1990, consideration was given to the letter from the Tourist and Convention Board dated June 7, 1990 concerning the operations of bed and breakfast and at which meeting the following resolution was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Red Deer Tourist and Convention Board dated June 7, 1990 re: Bed and Breakfast Operations, hereby approves the concept of bed and breakfast in principle and hereby directs the City administration, in consultation with other interested parties, to prepare a detailed report addressing all areas of concern relative to bed and breakfast and report back to City Council for further consideration, and as presented to Council June 25, 1990."

The decision of Council in this instance is submitted for your information and appropriate action. I would ask that you co-ordinate said report as outlined in the above motion. It is anticipated that this report will encompass comments from various City administration as well as could include concerns by other interested parties such as the Chamber of Commerce.

Trusting you will find this satisfactory. I look forward to your report in due course.



K. KLOSS
Assistant City Clerk
KK/jt

c.c. Tourist & Convention Board Manager
Director of Community Services
Director of Engineering Services
Director of Financial Services
Bylaws & Inspections Managers

City Assessor
Economic Development Manager
Fire Chief
Parks Manager



INDUSTRIES LTD.
#603, 4911 - 51st STREET
RED DEER, ALBERTA T4N 6V4
PHONE (403) 343-6363
FAX (403) 347-5810

NO. 8

June 13, 1990

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

Attention: Mayor R. McGhee

Dear Sir:

RE: LOT 58, BLOCK 4, PLAN 892-1779
3.24 ACRE MULTI-FAMILY SITE
#20 DOUGLAS AVENUE, RED DEER

THE CITY OF RED DEER
CLERK'S DEPARTMENT

RECEIVED	
TIME	12:
DATE	June 13/90
BY	or

Red-Cal Industries Ltd. currently holds an option on the above noted lands for the development of a 100 unit project.

Our initial proposal presented to council in September of 1989 was rejected. However, on March 19, 1990 council passed a resolution approving the granting of an option to us which is set to expire on June 19, 1990.

Since the option was granted we have revisited our original proposal and made some minor modifications. There will still be 100 units, however, they will be comprised of 46 one bedroom and 54 two bedroom. Initially we had contemplated 60 two bedroom, 34 one bedroom and 6 bachelor units. This revised proposal leaves our building sizes unchanged and still falls within the land use by-law for the site.

While we have been working on final costing on this project we are still several weeks away from determining the ultimate viability of it. Negotiations are underway with two long term lending institutions but market conditions are currently anything but stable. Since this project would have a large component of work occurring in 1991, we are also trying to determine the impact of G.S.T. on that portion of the work.

Now, with the negative comments out of the way, we feel that this project will be the best use of the site, and that market conditions in late 1991 will show a need for the additional units. Having developed in excess of 500 units in Red Deer in the last 10 years our firm has made a major commitment to the multi-family sector. This project has the potential to rank among our best.

For these reasons we would ask you to present to council, for their consideration an extension on our option from June 19, 1990 to September 19, 1990 on the same terms and conditions as agreed previously.

Yours truly,


John Hunter
RED-CAL INDUSTRIES LTD.



**RED DEER
REGIONAL PLANNING COMMISSION**

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

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

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

June 15, 1990

Mr. C. Sevcik,
City Clerk
City of Red Deer
Box 5008
Red Deer, Alta.
T4N 3T4

Dear Sir:

Re: Red-Cal Industries Ltd.,
Lot 58, Block 4, Plan 892 1779
3.24 Douglas Avenue, Red Deer

Red-Cal Industries requesting the City Council to change the composition of his proposed 100 unit apartment for Deer Park.

	<u>Bachelor</u>	<u>1-bedroom</u>	<u>2-bedroom</u>	<u>Total</u>
Original Proposal	6	34	60	100
New Proposal	-	46	54	100

We have no objection to the proposed changes, subject to:

- it complies with the provision of the Land Use By-law
- the new plan be submitted to City Council for approval.

They also request the option date be extended from June 19, 1990 to September 19, 1990 to allow them time to assess the impact of the proposed G.S.T. on the building industry.

We have no objection to the time extension.

Yours truly,

D. Rouhi, MCIP
SENIOR PLANNER
DR/cc

- c.c. - City Assessor
- c.c. - Director of Community Services
- Director of Engineering Services
- Bylaw & Inspection Manager

MUNICIPALITIES WITHIN COMMISSION AREA

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

DATE: June 16, 1990
TO: City Clerk
FROM: City Assessor
RE: LOT 58, BLOCK 4, PLAN 892-1779
3.24 ACRE MULTI-FAMILY SITE
#20 DOUGLAS AVENUE, RED DEER

The subject site, Zoned R-3, has been offered to the residential housing market for development to its highest and best use, an apartment development consisting of approximately 100 units. The City has had correspondence with one other firm that expressed an interest in developing this site at a lower density; therefore not to its highest and best use. We have had no other interest, to my knowledge, expressed in the site to date.

The land value that has been arrived at for the site seems to be stable, and we do not anticipate an increase in prices of the site within the extended option time, September 19, 1990.

The Land and Tax Department has no objection to the extension of the option of the above-noted site to September 19, 1990, and respectfully recommends to Council that said option be extended subject to a further \$1,000.00 deposit being paid, and the initial \$1,000.00 deposit being forfeited.



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

AK/ngl

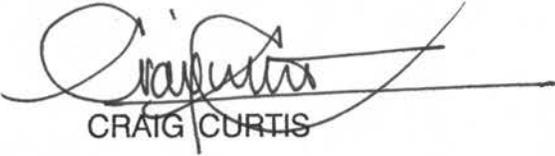
DATE: June 14, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: CRAIG CURTIS
Director of Community Services

RE: RED CAL - 20 DOUGLAS AVENUE:
EXTENSION OPTION
Your memo dated June 13, 1990 refers.

I have discussed this matter with the Parks and Recreation & Culture Managers. We have no objections to the extension of the option, as requested.



CRAIG CURTIS

CC:dmg

- c. Don Batchelor, Parks Manager
Lowell Hodgson, Recreation & Culture Manager

DATE: June 15, 1990

FILE NO.

TO: City Clerk

FROM: Bylaws and Inspections Manager

RE: RED CAL/20 DOUGLAS AVENUE/OPTION EXTENSION

In response to your memo of June 13, 1990, we wish to advise that we have no objections to the proposed extension on the option agreement.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

Commissioner's Comments

We would agree with the request that the option be extended to September 19, 1990 and with no further penalty.

"R.J. MCGHEE"
Mayor



INDUSTRIES LTD.
 #603, 4911 - 51st STREET
 RED DEER, ALBERTA T4N 6V4
 PHONE (403) 343-6363
 FAX (403) 347-5810

June 13, 1990

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

Attention: Mayor R. McGhee

Dear Sir:

RE: LOT 58, BLOCK 4, PLAN 892-1779
 3.24 ACRE MULTI-FAMILY SITE
 #20 DOUGLAS AVENUE, RED DEER

THE CITY OF RED DEER
 CLERK'S DEPARTMENT

RECEIVED	
TIME	12:
DATE	June 13/90
BY	<i>or</i>

Red-Cal Industries Ltd. currently holds an option on the above noted lands for the development of a 100 unit project.

Our initial proposal presented to council in September of 1989 was rejected. However, on March 19, 1990 council passed a resolution approving the granting of an option to us which is set to expire on June 19, 1990.

Since the option was granted we have revisited our original proposal and made some minor modifications. There will still be 100 units, however, they will be comprised of 46 one bedroom and 54 two bedroom. Initially we had contemplated 60 two bedroom, 34 one bedroom and 6 bachelor units. This revised proposal leaves our building sizes unchanged and still falls within the land use by-law for the site.

While we have been working on final costing on this project we are still several weeks away from determining the ultimate viability of it. Negotiations are underway with two long term lending institutions but market conditions are currently anything but stable. Since this project would have a large component of work occurring in 1991, we are also trying to determine the impact of G.S.T. on that portion of the work.

Now, with the negative comments out of the way, we feel that this project will be the best use of the site, and that market conditions in late 1991 will show a need for the additional units. Having developed in excess of 500 units in Red Deer in the last 10 years our firm has made a major committment to the multi-family sector. This project has the potential to rank among our best.

For these reasons we would ask you to present to council, for their consideration an extension on our option from June 19, 1990 to September 19, 1990 on the same terms and conditions as agreed previously.

Yours truly,

John Hunter
 RED-CAL INDUSTRIES LTD.



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-8195

City Clerk's Department 342-8132

June 13, 1990

Red-Cal Industries Ltd.
#603, 4911 - 51 Street
Red Deer, Alberta
T4N 6V4

Attention: John Hunter

Dear Sir:

RE: 20 DOUGLAS AVE./OPTION EXTENSION

Thank you for your letter in regard to the above, and we would advise that this matter will be presented to Red Deer City Council at its meeting on June 25, 1990.

Please call this office on Friday prior to the said meeting to determine a suitable time, in the event you wish to be present.

Trust you will find this satisfactory.

Sincerely,

C. Sevcik
City Clerk

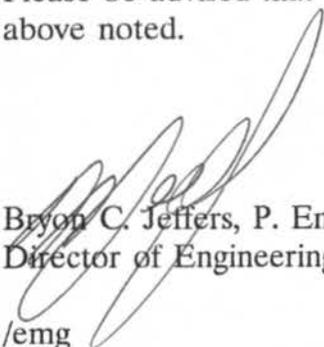
/ds



*a delight
to discover!*

DATE: June 15, 1990
TO: City Clerk
FROM: Director of Engineering Services
RE: RED CAL INDUSTRIES LTD. - OPTION EXTENSION
20 DOULGAS AVENUE - LOT 58, BLOCK 4, PLAN 892-1779

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


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

/emg

**THE CITY OF RED DEER**

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6195

City Clerk's Department 342-8132

June 28, 1990

Red-Cal Industries Ltd.
603, 4911 - 51 Street
RED DEER, Alberta
T4N 6V4

Attention: John Hunter

Dear Sir:

RE: LOT 58, BLOCK 4, PLAN 892-1779 - 20 DOUGLAS AVENUE, MULTI-FAMILY SITE

At the Council meeting of June 25, 1990, your letter dated June 13, 1990 concerning the above topic was presented to Council and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Red-Cal Industries Ltd. dated June 13, 1990 re: Extension of Option/20 Douglas Avenue - Multi-Family Site, hereby approves the extension of the option of the above-noted site to September 19, 1990 and that no penalties to the extension of this option be applicable, and as presented to Council June 25, 1990."

The decision of Council in this instance is submitted for your information. I would ask that you now contact the Land and Tax Department so the necessary documents relative to said extension can be prepared and signed.

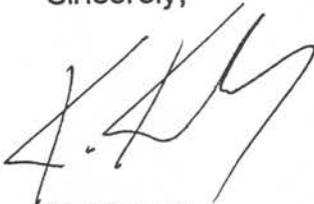
....2

*a delight
to discover!*

Mr. John Hunter
Red-Cal Industries Ltd.
June 28, 1990
Page 2

Trusting you will find this satisfactory. If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,

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

K. KLOSS
Assistant City Clerk

KK/jt

c.c. City Assessor
Director of Community Services
Director of Engineering Services
Bylaws & Inspections Manager
Senior Planner

NO. 9

June 5, 1990

Mayor R. McGhee
City Council

Dear Mayor McGhee:

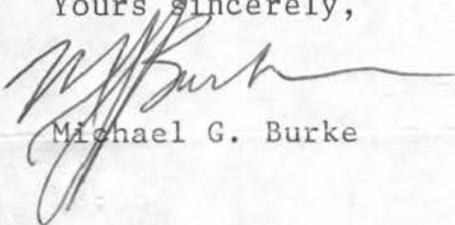
On November 12, 1989 while driving my pickup truck on 57 ave and wells street, I was in a collision with a fire hydrant. In February, I received a bill, copy enclosed marked as #1. Please read this as well as my letter to the City Clerk marked #2, the bill returned to me marked #3 and #4, my letter indicating my further concerns and the amount that I have paid for this accident.

Sir, as stated in letter #4, I attend a local high school and do not have a job. All my money has been spent in paying the amount that I have paid to the City of Red Deer.

Since March 24, 1990, I have received two bills from the City indicating the difference between the amount plus interest.

I am asking that do to these points mentioned, the money that I have paid and the very large amount of this bill that you would consider writting off the balance of \$198.69.

Yours sincerely,



Michael G. Burke



Red Deer Alberta
February 26, 1990.

The City Clerk,
The City of Red Deer,
Red Deer, Alberta.

RE: Invoice No. PW10922 (copy attached)

Dear sir,
As A result of a telephone conversation with Mr. Bil Higgins of your public Works department, I would request a breakdown of the costs (labor, vehicle, equipment hours and expense) incurred by this department that are included in this invoice.

Although a vehicle driven by my son, Michael, did indeed come in contact with the hydrant mentioned and we are certainly not trying to negate his responsibility, we do feel the amount billed is excessive. My son, after reporting this accident to the R.C.M.P., took me to the site of this accident. The hydrant at thattime, indicated no damage. The condition of the street and the ice and snow in that particular intersection was very evident that afternoon, therefore increasing the possibility of accidents such as this.

It is our contention that the city may be billing at a flat rate to the people who report (own up to) these accidents to cover the costs of those that do ^{not} get reported to the police and/or this cost could be a portion of that that would bethe regular maintainence of this equipment. It is also felt that due to the fact this invoice was addressed and mailed to ADANAC INSURANCE SERVICES LTD, that this amount billed to an insurance company would be some percentage higher than it would have been if the individual policy holder was paying, as will be the case in this instance.

We kindly ask that you give this your consideration. Also would it be possible to make payments on this bill monthly. Michael Burke is attending a local High School.

Sincerely yours,



Patrick J. Burke
3405 43 Ave,
Red Deer, Ab.

cc F.E. Murphy QC

#3



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6195

March 6, 1990

Mr. Patrick J. Burke
3405 - 43 Avenue
Red Deer, Alberta
T4N 3B2

Dear Sir:

Re: Invoice Number PW10922 - Damaged Hydrant November 12, 1989
at 57 Avenue and Wells Street

In response to your telephone call February 23, 1990, and your subsequent letter of February 26, 1990, please be advised as follows:-

1) Cost Breakdown -

Labour, Equipment & Materials -

Hydrant Serviceman	6 hrs. @ \$19.60	\$ 117.60
Labourer	6 hrs. @ \$19.60	\$ 117.60
Backhoe Operator	5 hrs. @ \$19.60	\$ 98.00
Welder & Truck		\$ 199.70
Unit 148 (1/2 Ton)	3 hrs. @ \$ 5.00	\$ 15.00
Serviceman Truck (21)	6 hrs. @ \$ 5.00	\$ 30.00
Backhoe (Unit 55-40)	3 hrs. @ \$27.50	\$ 82.50
Flashing Barricades		\$ 12.00
2 Extension Gaskets		\$ N/C
1 Cap Gasket		\$ N/C
1 #55 Intersection Flange @ \$97.20		\$ 97.20
Landscaping - Estimate from Parks - work to be done in the spring		\$ 278.10

Total \$1047.70

Plus 10% Administration \$ 104.77

Total Cost \$1152.47

343 882

Mr. Patrick Burke
March 6, 1990
Page Two

2) The City of Red Deer does not bill at a flat rate to cover the cost of people who fail to report property damage. These people run the risk of being charged by the R.C.M.P. with hit and run.

3) The City of Red Deer does not bill higher to insurance companies than it does to individuals.

We have reviewed the invoice, and the charges are correct.

Please make arrangements with the Treasury Department for method of payment.

Yours truly,



W. E. Higgins
Water & Wastewater Superintendent

WEH/sh

c.c. Public Works Manager
Accounts Receivable

#4

Red Deer, Alberta,
March 24, 1990.

The City Treasurer,
The City Of Red Deer,
Red Deer, Alberta.

RE: INVOICE # 10922

Included in this is a Bank of Montreal Money Order #666483 dated March 24, 1990 in the amount of \$959.60.

This amount is compiled in the following manner:

Labor hours	17 @ \$19.60/ hr.	= \$333.20
Truck hours	9 @ 5.00/ hr.	= 45.00
Backhoe hours	3 @ 27.50/ hr.	= 82.50
Welder		199.70
Flashing barricades		12.00
Intersection flange		97.20
		<u>\$769.60</u>
Landscaping		140.00
Administration		50.00
Total		<u>\$959.60</u>

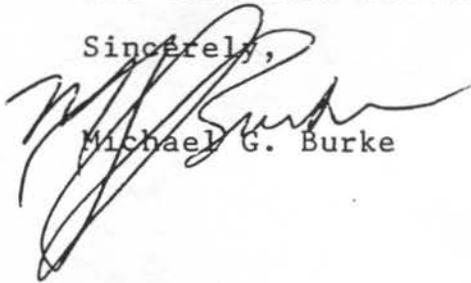
Upon reviewing the invoice in a meeting with local lawyer Mr. Frank E. Murphy, and with his advise to obtain estimates of hours to complete the construction (digging etc.) and estimates to complete the landscaping including material, the decision is to pay the above items that total \$769.60 with some provision in regards to the replacement of the Intersection flange. Due to the very slight impact this hydrant sustained we very seriously question the need to replace anything. The welder should have been able to repair any damage without a replacement of this magnitude.

Secondly-Estimates received to do the landscaping range from \$100.00 to \$140.00. The maximum of these is included in this payment.

Thirdly - We also question an administration cost valued at 10% of the total bill. Are we to believe that a bill of \$10,000.00 would have an administration cost of \$1000.00. Afterall when a hydrant serviceman, a laborer, and a backhoe operator are billed at the same hourly rate and I'm sure that they are not paid the same rate and especially a rate of \$19.60/hour we certainly assume that this billing is at a loaded rate that should include administration cost.

As stated in a previous letter, I attend a local High School, I do not have a job, and I have in the last week sold my truck to pay this bill. The money received from the sale of this truck and that that was in my savings is in this money order.

Sincerely,



Michael G. Burke

DATE: June 19, 1990
TO: City Clerk
FROM: Public Works Manager
RE: MICHAEL BURKE - INVOICE PW10922

We have reviewed the June 5, 1990 letter from Mr. Burke as well as the previous correspondence relating to this incident.

Mr. Burke's original concern was that he was in fact overcharged because the hydrant was not damaged and he was charged some sort of flat rate. As per his request, we provided him with a breakdown of the parts and labour required.

Since this incident took place in the winter, and landscape repairs could not be completed at that time, the Parks Department provided an estimate of the cost of the work, and Mr. Burke was charged that amount.

We would recommend Mr. Burke pay the amount of the invoice.



Gordon Stewart, P. Eng.
Public Works Manager

GAS/fm

c.c. Director of Engineering Services
Director of Finance

FILE:

BURKE.INV

DATE: June 18, 1990
 TO: CITY CLERK
 FROM: DIRECTOR OF FINANCIAL SERVICES
 RE: MICHAEL BURKE - INVOICE PW 10922

The amount currently owed by Mr. Burke is shown on the attached statement as \$201.67. This amount was calculated as follows:

Invoice No. 10922	\$1,152.47
<u>Less: Payment</u>	<u>959.60</u>
	192.87
Interest on balance owing	<u>8.80</u>
Balance now due	<u>\$ 201.67</u>

The Public Works Department would have to comment on the work required to repair the fire hydrant.

The 10% administration charge is to recover the cost of overhead. The costs other than overhead represents the cost of the men working on site and the material used. In addition to these costs are the supervisory, accounting and billing costs incurred.

The labourer's rates represent the actual hourly rate paid to the employee plus the cost of employee benefits which represent over 30% of the employees hourly rate.

I do not recommend a reduction in the invoice cost.



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

AW/mrk



THE CITY OF RED DEER

TEL. 342-8224 P.O. BOX 5008, 4914 - 48 AVENUE, RED DEER, ALBERTA T4N 3T4

THE CITY OF RED DEER

STATEMENT

DATE

31/05/90

ACCOUNT NO.

BU 1004

PAGE 1

TERMS

NET 30 DAYS FROM INVOICE DATE
PENALTY 1½% PER MONTH CHARGED
ON ALL OVERDUE ACCOUNTS.
ANNUAL INTEREST RATE - 18%.
UNLESS OTHERWISE ADVISED.

REMITTANCE STUB

DATE

31/05/90

ACCOUNT NO.

BU 1004

PAGE 1

AMOUNT PAID

MAKE CHEQUES PAYABLE TO
"THE CITY OF RED DEER"

MICHAEL BURKE
3405-43 AVENUE
RED DEER ALBERTA

T4N 3B2

PLEASE PRESENT ENTIRE STATEMENT IF RECEIPT REQUIRED

PLEASE ITEMS BEING PAID

DAY/MO/YR	REFERENCE - DETAIL	AMOUNT	REF. NO.	AMOUNT	
31/03/90	SERVICE CHARGE FORWARD	5.82	S/C	5.82	✓
31/05/90	SERVICE CHARGE CALCULATED	2.98	S/C	2.98	
12/02/90	INVOICE PW10922	192.87	PW10922	192.87	
SERVICE CHARGE		8.80	BALANCE DUE TO STATEMENT DATE		
			201.67	TOTAL	201.67
CURRENT	30-60 DAYS	60-90 DAYS	OVER 90 DAYS	PLEASE RETURN THIS PORTION WITH YOUR PAYMENT	
			192.87		

ANY PAYMENTS RECEIVED OR CHARGES MADE AFTER STATEMENT DATE ARE NOT INCLUDED.

Commissioner's Comments

We would support the administration and recommend that no reduction in the repair costs be given.

"R.J. MCGHEE"
Mayor

FORM NO. 3176-9919 REV. 88/11

**THE CITY OF RED DEER**

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6195

City Clerk's Department 342-8132

June 11, 1990

Mr. Michael G. Burke
3405 - 43 Avenue
RED DEER, Alberta
T4N 3B2

Dear Sir:

RE: INVOICE NUMBER PW 10922 - DAMAGED HYDRANT NOVEMBER 12, 1989
AT 57 AVENUE AND WELLS STREET

Thank you for your letter in regard to the above, and we would advise that this matter will be presented to Red Deer City Council at its meeting on June 25, 1990

Please call this office on Friday prior to the said meeting to determine a suitable time, in the event you wish to be present.

Trust you will find this satisfactory.

Sincerely,

C. SEVCIK
City Clerk

/jt



*a delight
to discover!*

- TO:
- DIRECTOR OF COMMUNITY SERVICES
 - DIRECTOR OF ENGINEERING SERVICES
 - DIRECTOR OF FINANCIAL SERVICES
 - BYLAWS & INSPECTIONS MANAGER
 - CITY ASSESSOR
 - COMPUTER SERVICES MANAGER
 - ECONOMIC DEVELOPMENT MANAGER
 - E.L. & P. MANAGER
 - ENGINEERING DEPARTMENT MANAGER
 - FIRE CHIEF
 - PARKS MANAGER
 - PERSONNEL MANAGER
 - PUBLIC WORKS MANAGER
 - R.C.M.P. INSPECTOR
 - RECREATION & CULTURE MANAGER
 - SOCIAL PLANNING MANAGER
 - TRANSIT MANAGER
 - TREASURY SERVICES MANAGER
 - URBAN PLANNING SECTION MANAGER
 -

FROM: CITY CLERK

RE: MICHAEL BURKE - INVOICE PW 10922

Please submit comments on the attached to this office by June
18 for the Council Agenda of June 25, 1990.

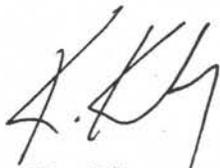
C. Sevcik
C. SEVCIK
City Clerk

DATE: June 27, 1990
TO: City Commissioner
FROM: Assistant City Clerk
RE: RIVERSIDE OFFICE PLAZA/59 STREET AND 49 AVENUE
INTERSECTION - EASTBOUND ACCESS TO 49 AVENUE

As you will recall the above noted item was put on the June 25, 1990, Council Agenda in error, however Council did at said meeting agree to withdraw the matter from consideration.

This item will now be held in abeyance pending further direction from your office.

Trusting you will find this satisfactory.



K. Kloss
Assistant City Clerk

KK/ds



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6195

City Clerk's Department 342-8132

June 27, 1990

Mr. Michael Burke
3405 - 43 Ave.
Red Deer, Alberta

Dear Sir:

At the City of Red Deer Council meeting on June 25, 1990, consideration was given to your letter dated June 5, 1990, relative to Invoice PW10922 for a damaged hydrant and at which meeting, the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Michael Burke dated June 5, 1990 re: Damaged Hydrant/Invoice PW10922, hereby agrees that no reduction be given relative to said invoice cost, and as recommended to Council June 25, 1990."

The decision of Council in this instance is submitted for your information. If you have any questions, please do not hesitate to contact the undersigned.

You may wish to make arrangements with the Treasury Department for a method of payment, i.e. monthly payments, should this be more convenient.

Sincerely,

K. Kloss
Assistant City Clerk

KK/ds

c.c. Dir. of Financial Services
Dir. of Engineering Services
Public Works Manager
Accounts Receivable Clerk



*a delight
to discover!*

NO. 10



April 20, 1990

City of Red Deer
Box 5008
Red Deer, Alberta
T4N 3T4

ATTENTION: CITY COMMISSIONER

Dear Sir:

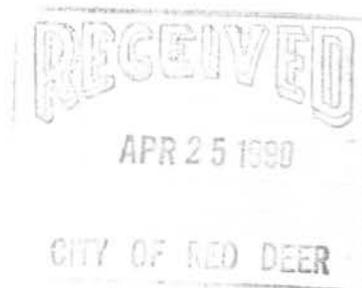
As a business operating out of the Riverside Office Plaza (4919 - 59 Street), I wish to express our concern about the lack of access to northbound 49th Avenue from 59th Street.

While the problem has existed for some time, it has worsened with the City's decision to close the public parking lot on the north side of 59th Street to casual (metered) parking. As a result of the closure, there are now nine metered parking spaces on the south side of 59th Street to serve not only our building but also two other office buildings located on the north side of 59th Street. The businesses in the area, and particularly the Alberta Treasury Branch generate a considerable amount of customer traffic, most of which is being routed through offstreet parking lots.

The current situation is that traffic enters 59th Street eastbound and is highly unlikely to find a parking space available. Even if they are fortunate enough to find one, when they leave they are faced with two choices:

- make an illegal U-Turn in the middle of the block
- exit through the private parking lot behind Riverside Office Plaza

In the latter case, aside from the problems associated with through traffic in an area not designed for it, exit from the parking lot involves entering or crossing the traffic flow on southbound 50th Avenue at an uncontrolled intersection.





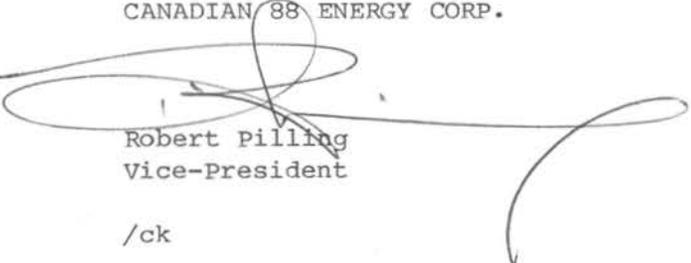
- 2 -

While I appreciate that there may be some concern about the effect on traffic flow on northbound 49th Avenue if the present closure was opened, it appears that it would be less hazardous than the current situation where through traffic exiting the Riverside Plaza parking lot is both entering and crossing southbound 50th Avenue. If 59th Street were opened into 49th Avenue, access would be limited to left turns into the traffic flow on 49th Avenue.

The present situation is both an inconvenience and a hazard to tenants and customers of the Riverside Office Plaza and in fact to vehicle traffic in general on southbound 50th Avenue. I would urge that the previous decision to close the intersection referred to be reviewed based on the current situation.

Yours truly,

CANADIAN 88 ENERGY CORP.



Robert Pilling
Vice-President

/ck

cc Jack Donald
Parkland Properties Ltd.

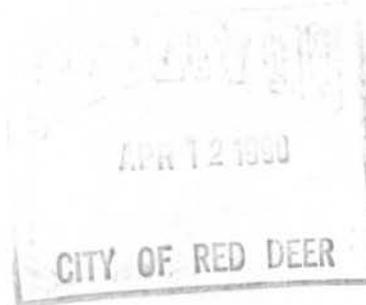


PARKLAND PROPERTIES LTD.

R.R. # 4 , RED DEER, ALBERTA T4N 5E4
PHONE 343-1515 or 346-6180

April 11, 1990

Mr. H.M.C. Day
City Commissioner
City of Red Deer
Box 5008
Red Deer, Alberta
T4N 3T4



Dear Mike,

Further to our recent conversation, I would like to request that the City examine the intersection of 49 Avenue and 59 Street, with a view of giving access east bound from 59 Street to 49 Avenue.

I am aware that there may be problems, but, on balance the solution is better than the present situation. When the "one-way access" point was installed we agreed to "try it for a while" against the expressed wishes of our tenants in Riverside Office Plaza. We now have one major tenant (Alberta Treasury Branches) who does not wish to renew their lease because of difficult access problems. A number of the other business firms in this small area have also expressed their dissatisfaction over having to travel four blocks out of their way to proceed north bound on 49 Avenue. To access 49 Avenue also involves crossing Gaetz Avenue, entering 60 Street at an intersection with limited visibility, and making a left turn onto 49 Avenue against and through west bound traffic on 60 Street.

Obviously our tenant is desirous of moving, because their banking customers are not happy. Other tenants and neighbors want improved access as well.

Can the City of Red Deer help?

Yours truly,

A handwritten signature in black ink, appearing to read 'J.C. Donald', written over a horizontal line.

Jack C. Donald
PRESIDENT

c to: Dennis Corrie, C K G Y , Box 5339, Red Deer, Alberta T4N 6W1
Clive Mathew, Mathew Craig Davies, 5913 Gaetz Avenue, Red Deer, Alberta.
Al Bray, Superintendent, Treasury Branches, 12 floor, 9925 - 109 Street,
Edmonton, Alberta T5J 9Z9

JCD/pmh

DATE: June 18, 1990

TO: City Clerk

FROM: Engineering Department Manager

RE: 59 STREET AND 49 AVENUE INTERSECTION
RE-ESTABLISH EASTBOUND ACCESS TO 49 AVENUE

The City has been requested by Canadian 88 Energy Corporation; tenants of the Riverside Office Plaza and Parkland Properties Ltd., owner of the Riverside Office Plaza; to re-open 59 Street eastbound access to 49 Avenue.

Attached is a letter addressed to the City Commissioner dated April 5, 1990, outlining the reasons why the intersection was constructed as it is today. While the Engineering Department still endorses the existing situation, we have reviewed the design parameters to determine if another alternative exists considering intersection spacing, sight distance, and motorist safety.

The concerns foremost, in our opinion, are:

1. Tendency for eastbound motorists to try to proceed straight across 3 lanes of northbound traffic on 49 Avenue to gain access to the 49 Avenue right turn ramp to Riverside Light Industrial Area.
2. The limited sight distance available for the eastbound to northbound motorist due to the intersection's close proximity to the north end of the 49 Avenue River Bridge.
3. The potential for traffic signal installation at a location too close to the 60 Street and 49 Avenue traffic signal.

During the design review, we prepared the attached alternative which may work toward satisfying the current request. It involves some drainage work as well as curb and gutter revisions. The ball-park cost would be in the order of \$32,000. By changing the intersection angle and installing a left turn only sign, concern number 1 is partially addressed. Numbers 2 and 3 are still potential problems.

City Clerk
Page 2
June 18, 1990

In summary, the Engineering Department is of the opinion that the intersection meets the expectations of the general public and that additional tax dollars should not be spent on the road network at this intersection. If there is a problem with trucks or other vehicles entering 59 Street in error and not being able to turn around, perhaps signage would alleviate the problem.

The adjacent businesses may be required to fund the modifications or Council may wish to consider the project as part of the 1991 Capital Program, if Council feels that changes are desirable.



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

KGH/emg
Att.

c.c. Jack Donald
c.c. Robert Pilling

DATE: April 5, 1990
TO: City Commissioner
FROM: Engineering Department Manager
RE: 59 STREET AND 49 AVENUE INTERSECTION

Further to your request for information regarding the intersection of 59 Street and 49 Avenue, a brief history is provided below.

As part of the 1977 Transportation Study completed for the City by L.G. Grimble & Associates, the operation of 59 Street between 49 Avenue and Gaetz Avenue and the intersection of 59 Street and 49 Avenue was investigated.

The study concluded that "there is a sight distance problem for vehicles waiting on 59 Street to see approaching (northbound) traffic on the bridge. The vehicles are almost forced to enter the roadway before they are sufficiently clear of the bridge abutments to see down the road. This clearly presents a dangerous traffic hazard."

A second problem relates to the potential of eastbound vehicles from 59 Street crossing 3 northbound lanes of fast moving traffic on 49 Avenue, to get to 60 Street and Riverside Light Industrial Park.

Both problems were amplified by the increased traffic northbound on 49 Avenue in 1982, resulting from the widening of the 49 Avenue bridge and the general growth of the City.

Three alternates were recommended by the study:

1. Convert 59 Street to one-way westbound.
2. Install traffic signals on 49 Avenue.
3. Close 59 Street to through traffic.

The consultant recommended alternate "3"; however, the Engineering Department further reviewed the traffic movements and in a report to City Council in June of 1978, recommended that the best solution to the sight distance problem was to prohibit the entrance of eastbound vehicles to 49 Avenue from 59 Street, but allow vehicles exiting from 49 Avenue to 59 Street.

City Commissioner
Page 2
April 5, 1990

Council approved the recommendations and approximately 65 ft of 59 Street, west of 49 Avenue, was converted to a one-way west with minor revisions to the intersection configuration to discourage left turns.

In view of the above, we would recommend no change to the existing roadway configuration.



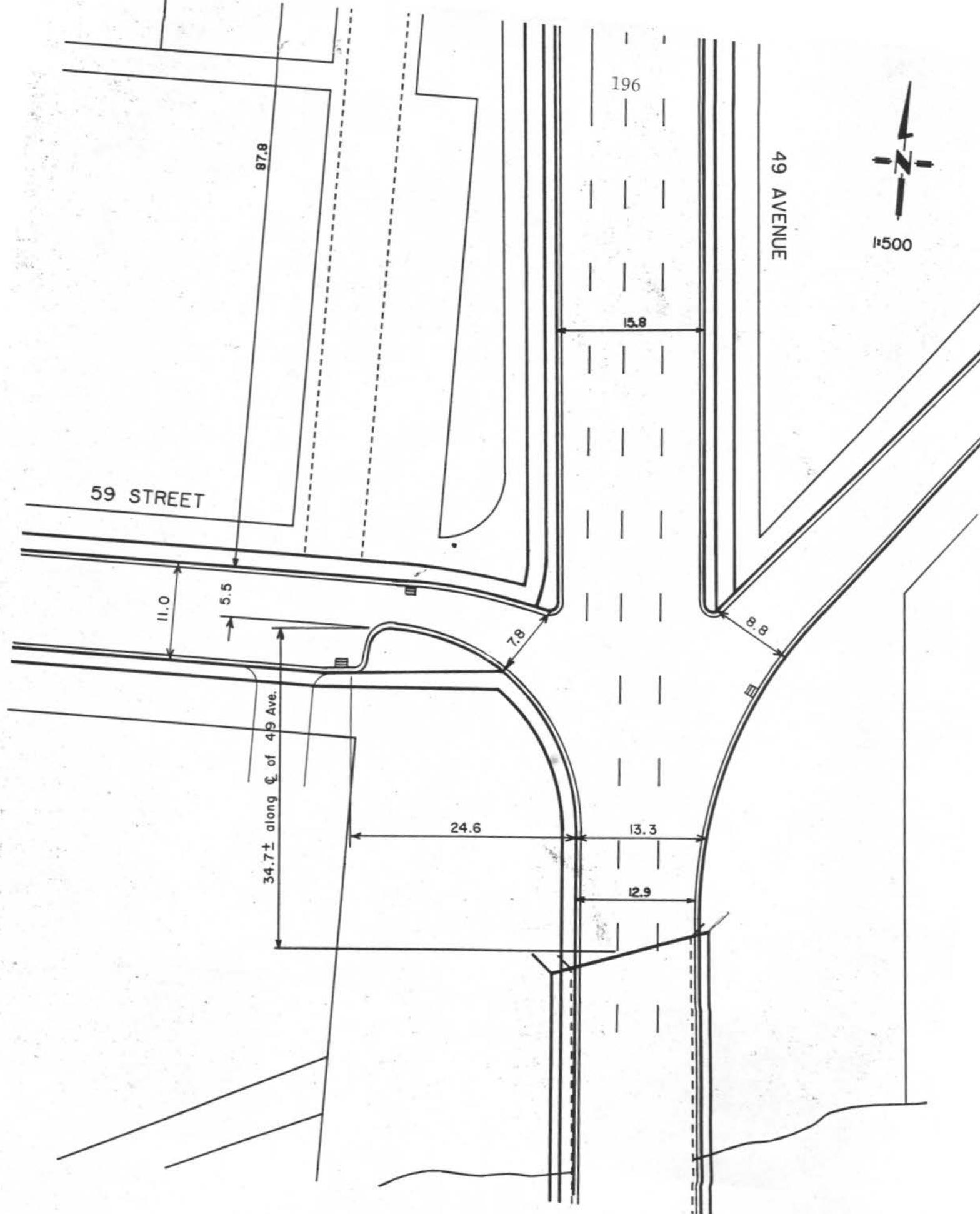
Ken G. Haslop, P. Eng.
Engineering Department Manager

BW/sl
Att.

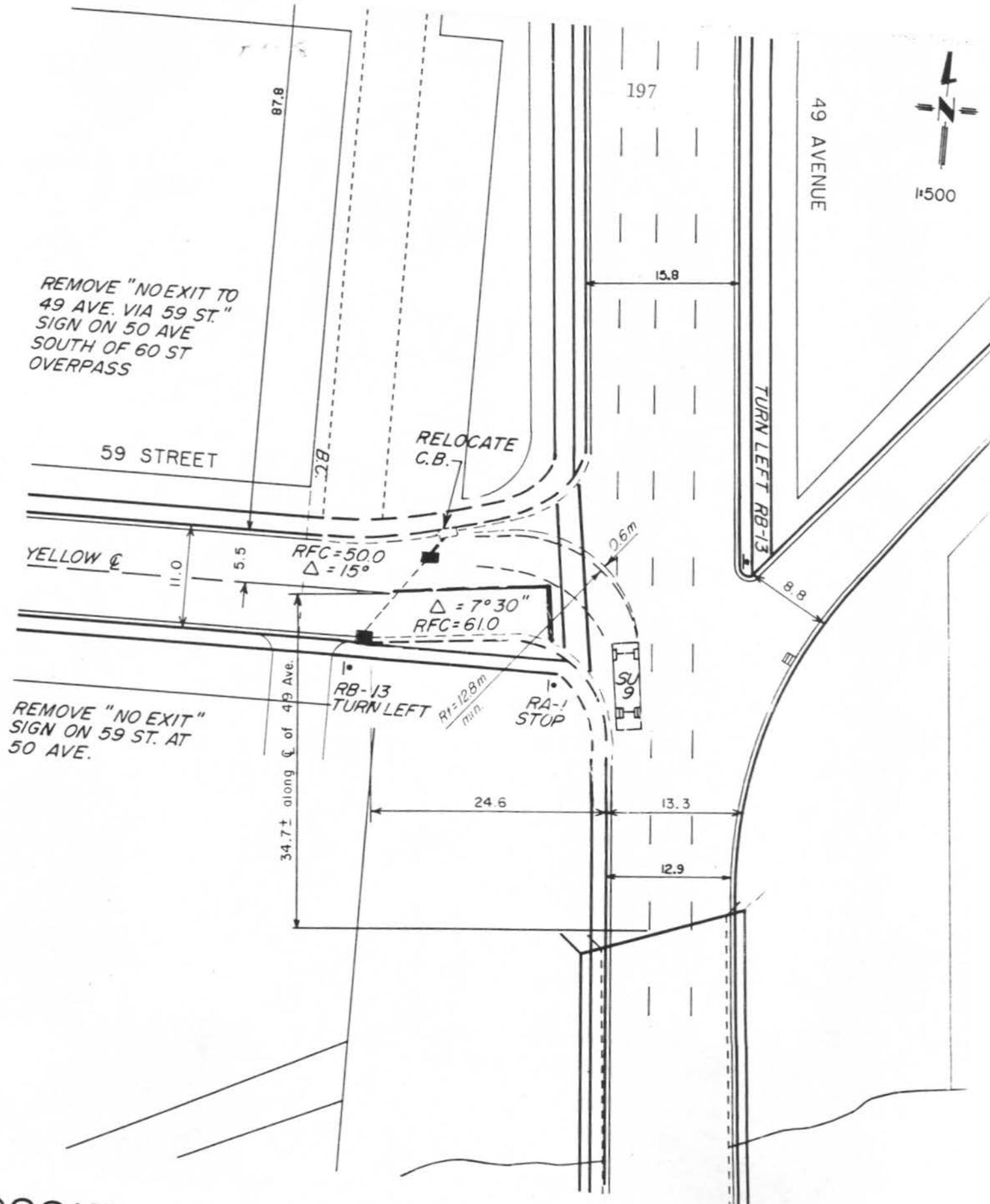
Commissioner's Comments

We would support the recommendation of the Engineering Department that no change take place at the intersection. As noted perhaps signing could be improved and it would be our suggestion that this be undertaken if warranted.

"R.J. MCGHEE"
Mayor



EXISTING PLAN



REMOVE "NOEXIT TO 49 AVE. VIA 59 ST." SIGN ON 50 AVE SOUTH OF 60 ST OVERPASS

59 STREET

RELOCATE C.B.

49 AVENUE

TURN LEFT RB-13

YELLOW C

RFC=50.0
 $\Delta = 15^\circ$

$\Delta = 7^\circ 30''$
RFC=61.0

RB-13
TURN LEFT

RA-1
STOP

REMOVE "NO EXIT" SIGN ON 59 ST. AT 50 AVE.

34.7± along C of 49 Ave.

Rr=128m
min.

24.6

13.3

12.9

8.8

15.8

87.8

197

POSSIBLE REVISIONS TO CORNER OF 49 AVENUE AND 59 STREET

198

NO. 11

GELMON CORPORATION



1500 FIRST ALBERTA PLACE
777 - 8 AVENUE S.W.
CALGARY, ALBERTA T2P 3R5
PH: (403) 266-2430
FAX: (403) 266-5813

#550 Southland Plaza, 10201 Southport Rd. S.W.
Calgary, Alberta T2W 4K9
(403) 238-1737
Fax (403) 238-1737

June 8, 1990

Mr. Mike Day
City Commissioner
City of Red Deer

FAX NO.
(403)346-6195

Dear Mr. Day:

Re: Proposed Downtown Shopping Centre Development

As per our telephone discussion, I wish to make a formal request to approach City Council in an in-camera meeting to discuss the proposed shopping centre project and the downtown railway relocation lands. As you are aware, we are in the midst of assembling downtown lands at this time and look forward to briefing yourself as well as City Council on our progress.

In the event that you are able to accommodate our request, please notify me as to the time of the meeting.

Yours very truly,

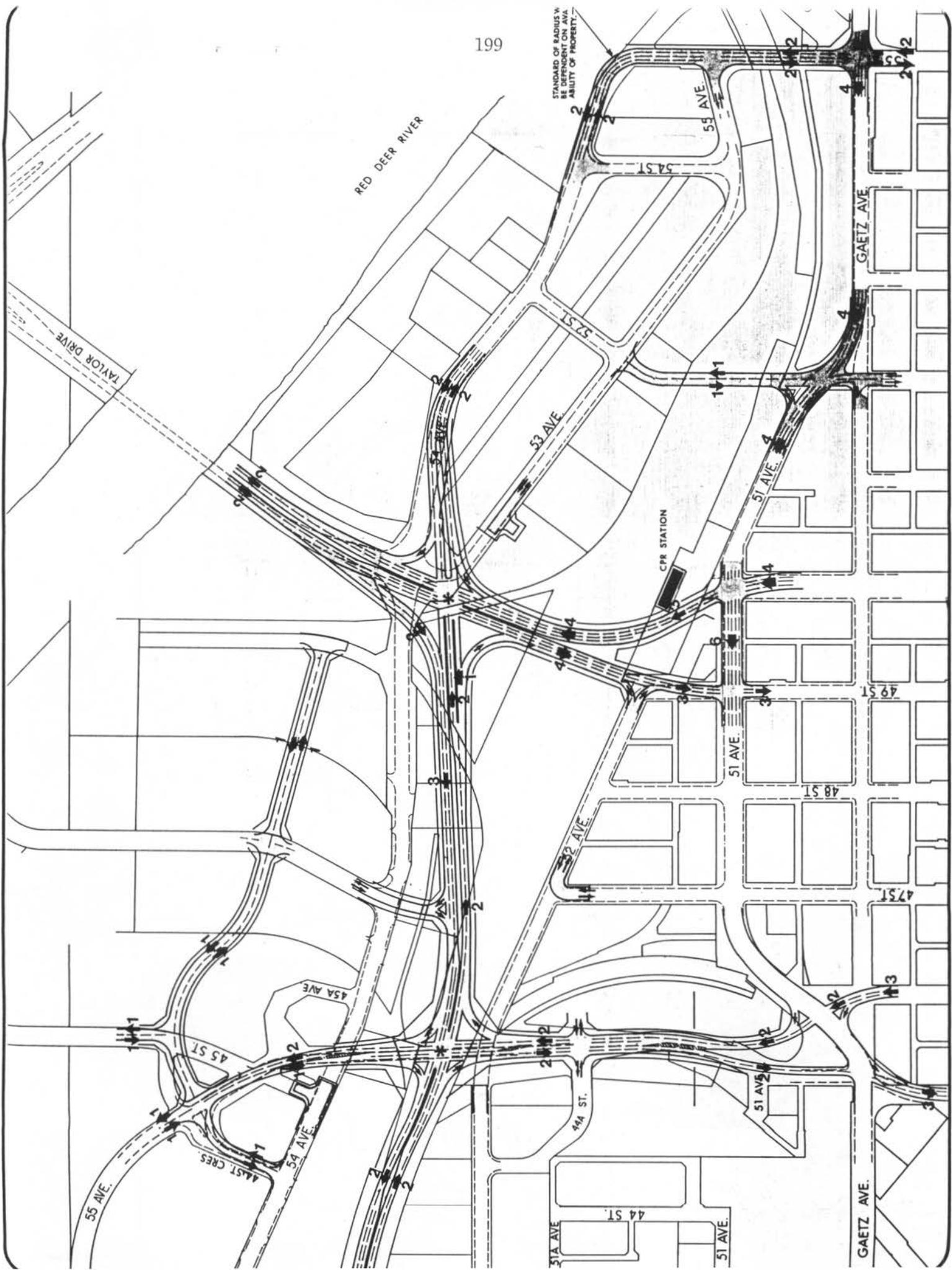
GELMON CORPORATION

Per: Alvin D. Gelmon

MJG/sa
gclet.jun

RED DEER RIVER

STANDARD OF RADIUS V.
BE DEPENDENT ON AVA.
ABILITY OF PROPERTY.



TAYLOR DRIVE

55 AVE

54 ST

53 ST

53 AVE

CPR STATION

51 AVE

GAETZ AVE

45A AVE

45 ST

55 AVE

44 ST

54 AVE

44 ST

44A ST

44 ST

51 AVE

51 AVE

48 ST

49 ST

47 ST

GAETZ AVE

DATE: June 26, 1990
TO: City Solicitor
FROM: Assistant City Clerk
RE: GELMON CORPORATION -
PROPOSED DOWNTOWN SHOPPING CENTRE DEVELOPMENT

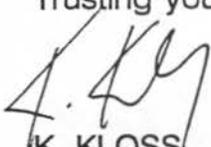
I would advise that at the Council meeting of June 25, 1990, consideration was given to correspondence from Gelmon Corporation concerning the above topic and at which meeting the following motions were passed.

"RESOLVED that Council of The City of Red Deer hereby agrees to improve in principle that The City of Red Deer grant an option to Gelmon Corporation to December 31, 1990, to purchase that portion of City lands and lands to be acquired by the City, shown cross-hatched on Schedule "A" attached, at a price and under terms to be negotiated by the City administration and approved by Council, and as presented to Council June 25, 1990."

"RESOLVED that Council of The City of Red Deer hereby agrees to approve in principle that The City of Red Deer grant an option to Gelmon Corporation to December 31, 1990 to purchase that portion of City lands and lands to be acquired by the City, shown cross-hatched on Schedule "B" attached, in conjunction with the option granted to Gelmon Corporation on June 25, 1990, on lands to the north of Ross Street, at a price and under terms to be negotiated by the City administration and approved by Council."

The decision of Council in this instance is submitted for your information. I would ask that you, along with the administration, pursue negotiations relative to this matter and report back to Council in due course.

Trusting you will find this satisfactory.


K. KLOSS

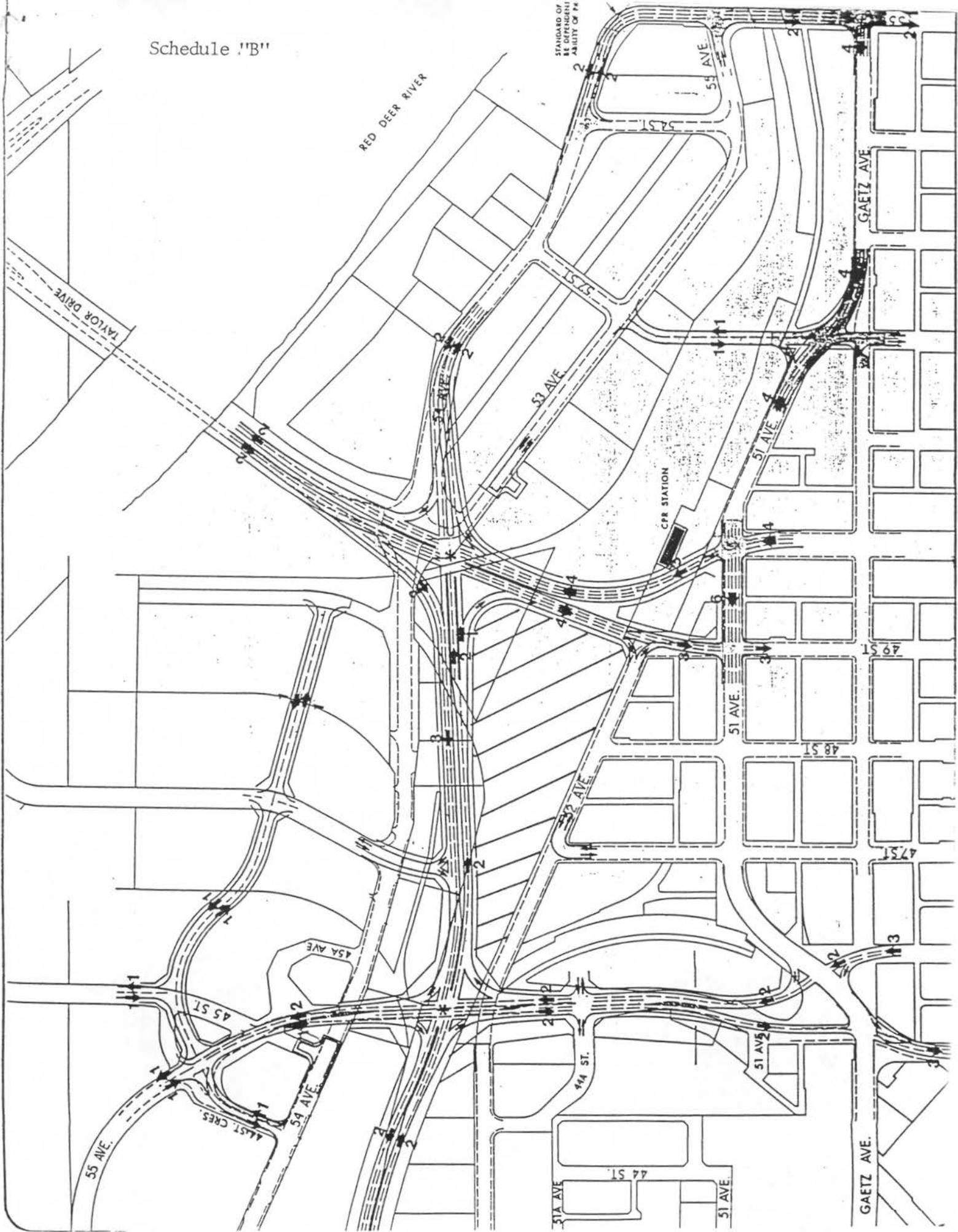
Assistant City Clerk

KK/jt

c.c. City Commissioners
Economic Development Manager
Director of Financial Services

Director of Engineering Services
Director of Community Services
City Assessor

Schedule 'B'





THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6198

June 26, 1990

Gelmon Corporation
1500 First Alberta Place
777 - 8 Avenue S.W.
CALGARY, Alberta
T2P 3R5

Attention: Mr. Alvin D. Gelmon

Dear Mr. Gelmon:

RE: PROPOSED DOWNTOWN SHOPPING CENTRE DEVELOPMENT

At The City of Red Deer Council meeting of June 25, 1990, your letter dated June 8, 1990 concerning the above topic was considered in addition to your verbal presentation, following which the motions as set out hereunder were passed.

"RESOLVED that Council of The City of Red Deer hereby agrees to approve in principle that The City of Red Deer grant an option to Gelmon Corporation to December 31, 1990, to purchase that portion of City lands and lands to be acquired by the City, shown cross-hatched on Schedule "A" attached, at a price and under terms to be negotiated by the City administration and approved by Council, and as presented to Council June 25, 1990."

"RESOLVED that Council of The City of Red Deer hereby agrees to approve in principle that The City of Red Deer grant an option to Gelmon Corporation to December 31, 1990 to purchase that portion of City lands and lands to be acquired by the City, shown cross-hatched on Schedule "B" attached, in conjunction with the option granted to Gelmon Corporation on June 25, 1990, on lands to the north of Ross Street, at a price and under terms to be negotiated by the City administration and approved by Council."

....2



*a delight
to discover!*

Mr. Alvin Gelmon
Gelmon Corporation
June 26, 1990
Page 2

The decision of Council in this instance is submitted for your information. If you have any questions or require additional information, please do not hesitate to contact the undersigned.

Best wishes to you and your company with this proposed development.

Sincerely,

A handwritten signature in black ink, appearing to be 'K. Kloss', written over a faint grid or lines.

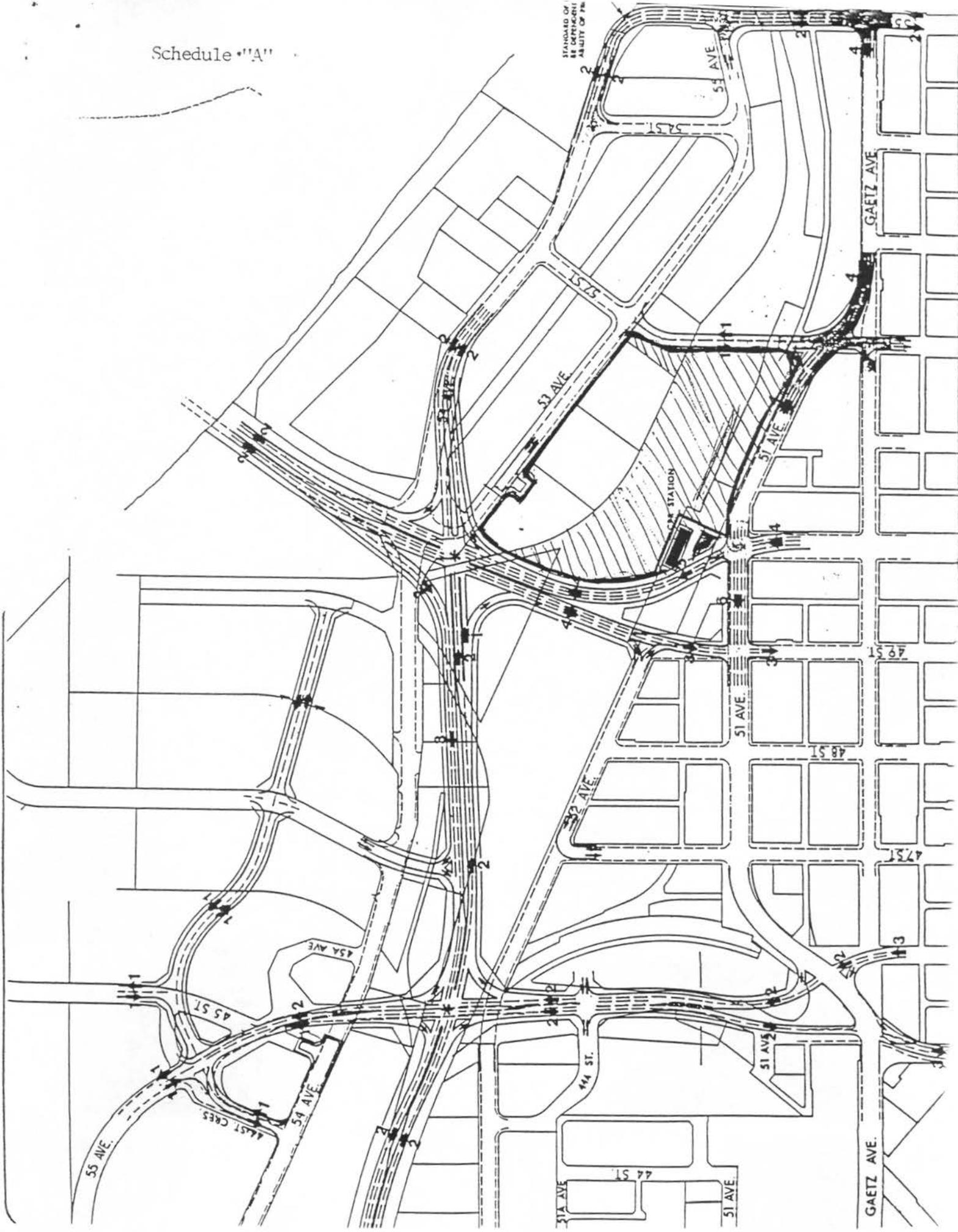
K. KLOSS
Assistant City Clerk

KK/jt

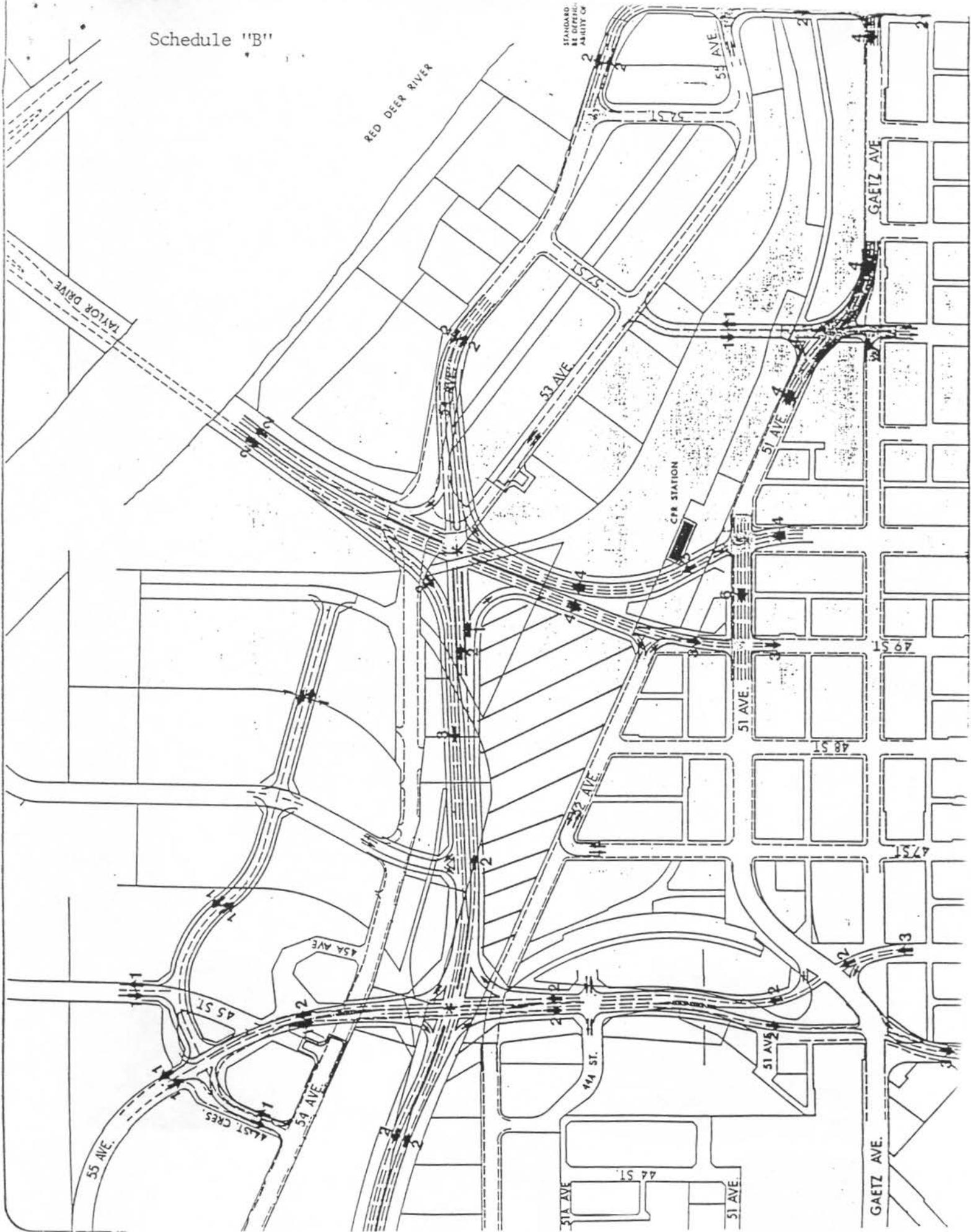
c.c. City Commissioners
Economic Development Manager
City Solicitor
Director of Financial Services
Director of Engineering Services
Director of Community Services
City Assessor

Schedule "A"

STANDARD OF
BE DEPENDING
ABILITY OF THE



Schedule "B"



BYLAW NO. 2672/Q-90

Being a Bylaw to amend Bylaw No. 2672/80, the Land Use Bylaw of The City of Red Deer.

COUNCIL OF THE CITY OF RED DEER IN THE PROVINCE OF ALBERTA ENACTS AS FOLLOWS:

1. By deleting Section 5.2.5(2)(h)(ii)(iii), in its entirety and by substituting therefore the following:

Section 5.2.5(2)(h)

- (ii) Subject to Section 4.6(1) (2672/Y-89)
where the vehicles entrance doors to the garage face the side boundary of the site which is not a common boundary with a street, the building shall be not less than 6 m from the side boundary which the entrance doors face. If there is an easement, the building at its closest point shall be the width of the easement plus 0.5 m from the lane;
- (iii) Subject to Section 4.6(1) (2672/Y-89)
where the vehicle entrance doors to the garage face the side boundary of the site which is a common boundary with a street, the building shall be not less than 6 m from the nearest edge of the sidewalk abutting such side boundary and where there is no sidewalk not less than 2.4 m from such side boundary of the site. If there is an easement, the building at its closest point shall be the width of the easement plus 0.5 m from the lane;

2. By deleting Section 5.2.6.1 (1)(b)(i)(ii)(iii), in its entirety and by substituting therefore the following:

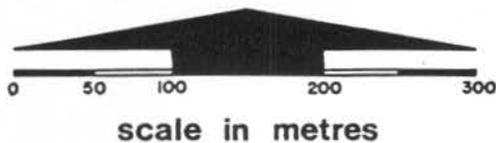
Section 5.2.6.1(1)(b)

- (i) where the vehicle entrance of the carport faces a lane such entrance shall be either 6 m or 0.9 m from the lane except those where an easement has been placed along the rear property line. Under such circumstances the entrance at its closest point shall be either 6 m or the width of the easement plus 0.5 m from the lane;
- (ii) where the vehicle entrance of the carport faces the side boundary of the site which is not a common boundary with a street, such entrance wall shall not be less than 6 m from such side boundary. If there is an easement, the building at its closest point shall be the width of the easement plus 0.5 m from the lane;
- (iii) where the vehicle entrance of the carport faces the side boundary of the site which is a common boundary with a street, such entrance wall shall be not less than 6 m from the nearest edge of the sidewalk abutting such side boundary and where there is no sidewalk not less than 2.4 m from such side boundary of the site. If there is an easement, the building at its closest point shall be the width of the easement plus 0.5 m from the lane;

City of Red Deer --- Land Use Bylaw

Land Use Districts

K7



Revisions :

MAP NO. 13/90
(BYLAW No. 2672/R-90)

Change from A1 to PS .

BY-LAW #3018/90

Being a by-law to reduce the risk of fires, injuries and control the use of fireworks within the City of Red Deer.

WHEREAS the City, pursuant to Section 158 of the Municipal Government Act, R.S.A., 1980, may pass by-laws for the preservation of life and property and the protection of persons from injury or destruction by explosion or fire:

NOW THEREFORE, THE MUNICIPAL COUNCIL OF THE CITY OF RED DEER, IN THE PROVINCE OF ALBERTA, DULY ASSEMBLED, ENACTS AS FOLLOWS:

1. Short title

This by-law shall be known as the "Fireworks By-law".

2. Definitions

a) "Authority having jurisdiction" shall mean:

- i) The "Fire Chief", being the Chief, of the Fire Department of the City;
- ii) Any person designated by the Fire Chief as a Fire Marshal or Fire Inspector.
- iii) Such other employees of the Fire Department of the City as the Fire Chief deem necessary and may appoint to carry out the functions of this by-law.

b) "City" means the Municipal Corporation of the City of Red Deer, in the Province of Alberta, and where the context requires means all lands situated within the corporation boundaries of the said City.

d) "Fireworks" includes fireworks, fireworks compositions, and manufactured fireworks, as defined in the Explosives Regulation of Canada, C.R.C., Chapter 599.

e) "Division 1, Class 7 Fireworks" comprises fireworks composition defined in the Explosives Regulation of Canada, C.R.C., Chapter 599.

f) "Division 2, Class 7 Fireworks" comprises manufactured fireworks and the five subdivisions thereto as defined and listed in the Explosives Regulation of Canada, C.R.C., Chapter 599.

h) "Permit" means a permit to purchase, have in possession, store and/or detonate fireworks and as approved pursuant to the Explosives Act of Canada and the authority having jurisdiction, as described in Schedule "A" attached hereto.

PERMITS

3.1 The authority having jurisdiction may approve a permit to purchase, possess, store or detonate fireworks:

- a) for public display; and
- b) other recreational purpose

where, in the opinion of the authority having jurisdiction, there is no risk to other persons or properties, or a nuisance created to the public.

- 3.2 The holder of a permit, as a term and condition of the issue of such permit, shall keep the City fully indemnified and saved harmless from any loss or damage that may arise from the storage, handling or detonation of fireworks.
4. A person to whom a permit has been approved under Section 3 shall at all times keep a competent adult person in charge, or shall barricade or otherwise secure the area to limit the entry of unauthorized persons whenever fireworks are on site, or within a building, structure or place.
5. Any person who possesses, stores, transports or detonates fireworks shall, upon demand, pay to the City any and all costs incurred when fireworks cause damage.
6. No person shall be in possession of, store or detonate fireworks within the City unless such person is the holder of a valid permit.

OFFENCE AND PENALTY

7. A Peace Officer, By-law Enforcement Officer, or member of the Canadian Corps of Commissionaires are hereby authorized to enforce the provisions of this by-law and to issue a violation ticket in the form provided for in part 2 of the Provincial Offences Procedure Act to any person whom they reasonably believe has contravened the provisions of this by-law.
- 8.(1) Any person who contravenes any of the provisions of this By-law is guilty of an offence and is liable upon conviction to a penalty of \$210.00.
- 8.(2) Any person who being guilty of a first breach of this By-law contravenes any of the provisions of this By-law a second time with the same breach is guilty of an offence and is liable upon conviction to a penalty of \$510.00.
- 9.(1) Where payment of the penalty specified in a violation ticket issued for contravention of any section of this By-law is received within 7 days of the date of service of the violation ticket by a Clerk of the Provincial Court of Alberta at the Court House in Red Deer, Alberta, the penalty specified shall be reduced by \$10.00 and such reduced payment shall be accepted in lieu of prosecution.
- 9.(2) Where payment of the penalty specified in a violation ticket issued for contravention of any section of this By-law is received within 8 to 15 days from the date of service of the violation ticket by a Clerk of the Provincial Court of Alberta at the Court House in Red Deer, Alberta, the penalty specified in Section 7 shall be reduced by \$5.00 and such reduced payment shall be accepted in lieu of prosecution.
- 9.(3) If payment in full of the penalty specified in a violation ticket is made at any time after the expiry of 15 days from the date of service of the violation ticket and up to and including the 7 days prior to the return date specified in the violation ticket, a Clerk of the Provincial Court of Alberta at the Court House in Red Deer, Alberta shall accept such payment in lieu of prosecution.
- 9.(4) If the person upon whom such violation ticket is served fails to pay the penalty specified therein within the times hereinbefore limited, the provision

of this section for acceptance of payment in lieu of prosecution shall not apply.

9.(5) Where any person who has made payment pursuant to the provisions of this part is prosecuted for the offence in respect of which such payment has been made, such payment shall be refunded.

10. Should a person not pay the penalty provided for contravention of any section of this By-law and a prosecution has been entered against him, he shall be liable on summary conviction to pay a minimum fine equal to the penalty stated in the said violation ticket, plus court costs and, in default of payment of the penalty and costs imposed by the court, to imprisonment for a period not exceeding 60 days."

11. This By-law shall come into full force and effect on the date of its passage on third reading.

READ A FIRST TIME IN OPEN COUNCIL this _____ day of _____, A.D. 1990.

READ A SECOND TIME IN OPEN COUNCIL this _____ day of _____, A.D. 1990.

READ A THIRD TIME IN OPEN COUNCIL this _____ day of _____, A.D. 1990.

MAYOR

CITY CLERK

SCHEDULE 'A'
THE CITY OF RED DEER
FIREWORKS BYLAW NO.3018/90

Date issued: _____

Office of :

Fire Marshal		Box 5008
Telephone:	346-2776	Red Deer, Alberta
After Hours:	347-3373	T4N 3T4

Permission is hereby granted to: _____

Telephone No.: _____ Address: _____

Explosives Act of Canada Licence or Permit No.: _____

Location: _____

From: _____ To: _____
(Time and Date) (Time and Date)

Description of Permit: _____

Special Precautions: _____

The undersigned applicant covenants and agrees with the City of Red Deer that it is a term and condition of this permit that:

1. A person to whom a permit has been approved under section 3, shall at all times keep a competent adult person in charge, or shall barricade or otherwise secure the area to limit the entry of unauthorized persons whenever fireworks are on site, or within a building structure or place.
2. A person who possesses, stores, transports or detonates fireworks shall, upon demand, pay to the City any and all costs incurred when fireworks cause damage.
3. The holder of a permit shall keep the City fully indemnified and saved harmless from any loss or damage, including personal injury, death and property damage, that may arise from the storage, handling or detonation of fireworks and shall make payment of such loss or damage to the City on demand.

SIGNATURE OF APPLICANT: _____

REPRESENTATIVE OF: _____

AUTHORITY HAVING JURISDICTION: _____

BYLAW NO. 2672/Q-90

Being a Bylaw to amend Bylaw No. 2672/80, the Land Use Bylaw of The City of Red Deer.

COUNCIL OF THE CITY OF RED DEER IN THE PROVINCE OF ALBERTA ENACTS AS FOLLOWS:

1. By deleting Section 5.2.5(2)(h)(ii)(iii), in its entirety and by substituting therefore the following:

Section 5.2.5(2)(h)

- (ii) Subject to Section 4.6(1) (2672/Y-89)
where the vehicles entrance doors to the garage face the side boundary of the site which is not a common boundary with a street, the building shall be not less than 6 m from the side boundary which the entrance doors face. If there is an easement, the building at its closest point shall be the width of the easement plus 0.5 m from the lane;
- (iii) Subject to Section 4.6(1) (2672/Y-89)
where the vehicle entrance doors to the garage face the side boundary of the site which is a common boundary with a street, the building shall be not less than 6 m from the nearest edge of the sidewalk abutting such side boundary and where there is no sidewalk not less than 2.4 m from such side boundary of the site. If there is an easement, the building at its closest point shall be the width of the easement plus 0.5 m from the lane;

2. By deleting Section 5.2.6.1 (1)(b)(i)(ii)(iii), in its entirety and by substituting therefore the following:

Section 5.2.6.1(1)(b)

- (i) where the vehicle entrance of the carport faces a lane such entrance shall be either 6 m or 0.9 m from the lane except those where an easement has been placed along the rear property line. Under such circumstances the entrance at its closest point shall be either 6 m or the width of the easement plus 0.5 m from the lane;
- (ii) where the vehicle entrance of the carport faces the side boundary of the site which is not a common boundary with a street, such entrance wall shall not be less than 6 m from such side boundary. If there is an easement, the building at its closest point shall be the width of the easement plus 0.5 m from the lane;
- (iii) where the vehicle entrance of the carport faces the side boundary of the site which is a common boundary with a street, such entrance wall shall be not less than 6 m from the nearest edge of the sidewalk abutting such side boundary and where there is no sidewalk not less than 2.4 m from such side boundary of the site. If there is an easement, the building at its closest point shall be the width of the easement plus 0.5 m from the lane;

3. Section 4.10.1 related to parking requirements for public or private senior high school is deleted in its entirety and by substituting therefore the following:

Uses

Parking Spaces

Public or private senior high schools

0.3 space for each student

4. This Bylaw shall come into force upon the final passing hereof.

READ A FIRST TIME IN OPEN COUNCIL this 25 day of June A.D. 1990

READ A SECOND TIME IN OPEN COUNCIL this day of A.D. 1990

READ A THIRD TIME AND FINALLY PASSED IN OPEN COUNCIL this day of
A.D. 1990

MAYOR

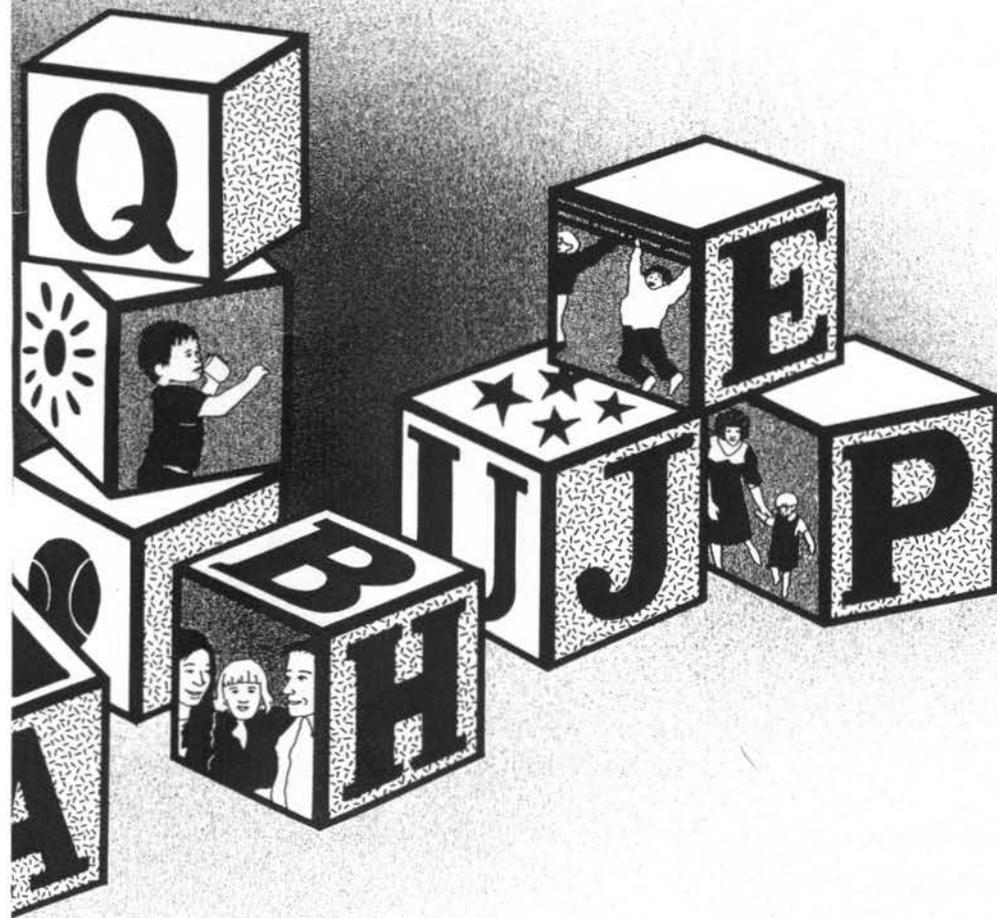
CITY CLERK

Reg. Council Meeting
June 25, 1990
after P. 28 of
Agenda

Meeting the need...

A fairer, better system for Albertans

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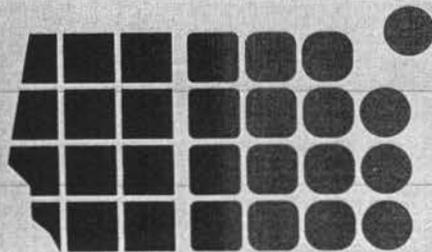
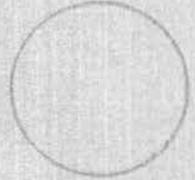
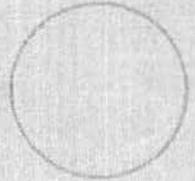
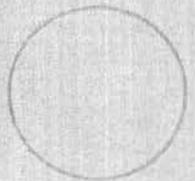
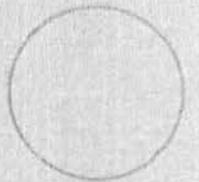
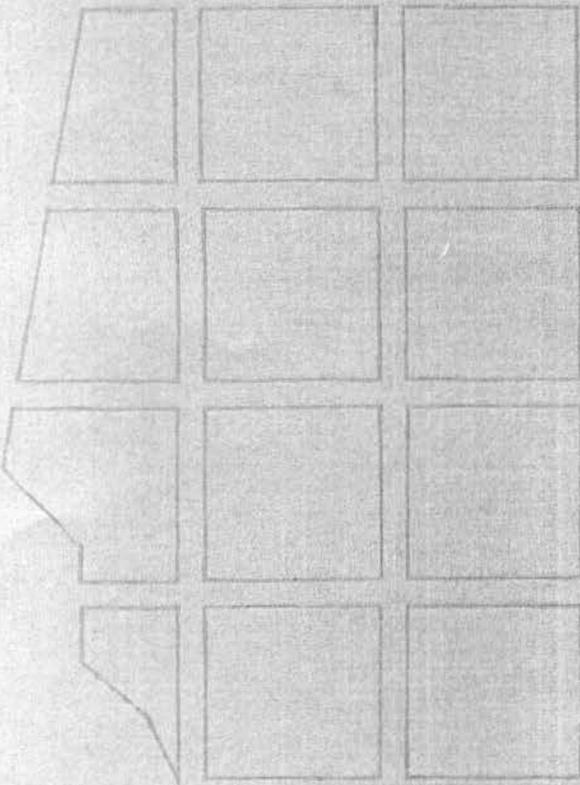


A White Paper on reforms to
Alberta's Day Care Program.

SPRING 1990

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ACTION PLAN



THE PREMIER'S COUNCIL
ON THE STATUS OF PERSONS WITH DISABILITIES
Alberta

Re. June 25/90
Regular Council
mtg

after P. 64