

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, JULY 9, 1990,
COMMENCING AT 4:30 P.M.

- (1) Confirmation of the Minutes of the Meeting of June 25, 1990

PAGE

(2) UNFINISHED BUSINESS

- 1) Assistant City Clerk - Re: Fireworks Bylaw 3018/90
.. 1

(3) PUBLIC HEARINGS

- 2) Assistant City Clerk - Re: Land Use Bylaw Amendment
2672/P-90/Lot R3, Blk. 9, Plan 772-2780/mobile home lots
.. 2

(4) REPORTS

- 1) Transit Manager - Re: Transit Bus Roadeo Championship
.. 3
- 2) Red Deer Regional Planning Commission - Re: Zoning
Changes to Accommodate Dangerous Goods .. 5
- 3) Economic Development Board - Re: Royal Commission on
National Passenger Transportation .. 16
- 4) Bylaws & Inspections Manager - Re: Unsightly Premises/
5819 - 58 Avenue/Smallwood .. 18
- 5) Bylaws & Inspections Manager - Re: Unsightly Premises/
4745 - 54 Street/MacKinnon and Frank .. 19
- 6) Bylaws & Inspections Manager - Re: Unsightly Premises/
56 Brown Close/Stuebing .. 20

- 7) Dir. of Financial Services - Re: Bylaw 2954/A-90/amend borrowing term from 20 to 10 years .. 21
- 8) Assistant City Clerk - Re: Disposal of Public Reserve/Lot R5, Blk. 3, Plan 2151 M.C./Riverside Light Industrial Park .. 22
- 9) Assistant City Clerk - Re: Disposal of Public Reserve/Lot R3, Blk. 9, Plan 772-2780/Development of Mobile Home Lots .. 24
- 10) Bylaws & Inspections Manager - Re: Cross Connection Control .. 26
- 11) Parks Manager - Re: Cemetery Hill/Slope Stability Report .. 29
- 12) Engineering Department Manager - Re: 1990 Local Improvement/Lane Paving/South of 55 St., E. of 48 Ave. .. 33

(5) WRITTEN ENQUIRIES

(6) CORRESPONDENCE

- 1) J.C. Williamson - Re: 1990 Canadian National Retriever Championship Stake/Red Deer/Sept. 18-22, 1990 .. 35
- 2) Normandeau Cultural and Natural History Society - Re: Kerry Wood Nature Centre Storage Extension .. 43
- 3) Har-Bob Central Developments Ltd. - Re: Lot U-5, Blk. 1, Plan 782-1624/Request for Paving .. 51
- 4) Red Deer College - Re: Goal/Degree-Granting Community College .. 60
- 5) Consumer & Corporate Affairs - Re: Ministerial Advisory Committee on Residential Tenancy .. 72
- 6) Edith G. Sison - Re: Rezoning Request/4020 - 51 Street/construction of apartment .. 84
- 7) West Central Regional Tourism Initiative - Re: Regional Tourism Generator Study .. 92
- 8) Janice Miller - Re: Kentwood Phase I: Development of Temporary Park Area .. 99

- 9) G.H. Dawe Community Centre - Re: 1990 Global Budgeting .. 112
- 10) Al-Terra Engineering Ltd. - Re: Outline Plan/Anders East/Naming of the Subdivision .. 120

(7) PETITIONS & DELEGATIONS

(8) NOTICES OF MOTION

(9) BYLAWS

- 1) 2672/P-90 - Land Use Bylaw Amendment/Redesignation of Portion of Lot R3, Blk. 9, Plan 772-2780 from P1 to R4/development of mobile home lots - 2nd & 3rd readings .. 2
- 2) 2954/A-90 - amendment to borrowing term for Bylaw 2954/88 - three readings .. 21
- 3) 3018/90 - Fireworks Bylaw - 3rd reading .. 1

Committee of the Whole

- 1) Administrative Matter
- 2) Land Matter

ADDITIONAL AGENDA

FOR THE REGULAR MEETING OF RED DEER
CITY COUNCIL TO BE HELD ON MONDAY, JULY 9, 1990,
AT 4:30 P.M., IN THE COUNCIL CHAMBERS OF
CITY HALL, RED DEER

- 1) Finance & Audit Committee - Re: Audited 1989 Financial
Statement .. 1

UNFINISHED BUSINESSNO. 1

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 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

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

Telephone: 346-2776

After Hours: 347-3373

Box 5008

Red Deer, Alberta

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: _____

DATE: July 11, 1990
TO: Fire Chief
FROM: Assistant City Clerk
RE: FIREWORKS BYLAW

At the Council meeting of July 9, 1990, consideration was again given to the Fireworks Bylaw 3018/90 and at which meeting third and final meeting was given to said bylaw.

As outlined in your report dated June 6, 1990 relative to this topic, I assume you will now be advertising the passage of this in two weekend editions of The Advocate, as well as providing copies of the bylaw to all known firework outlets in the City. Please provide a copy of the ad you wish to insert in The Advocate to Wilma Vincent who will co-ordinate the placement of same.

Trusting you will find this satisfactory.



K. KLOSS
Assistant City Clerk

KK/jt

c.c. Director of Engineering Services
Director of Community Services
Director of Financial Services
W. Vincent

PUBLIC HEARINGSNO. 1

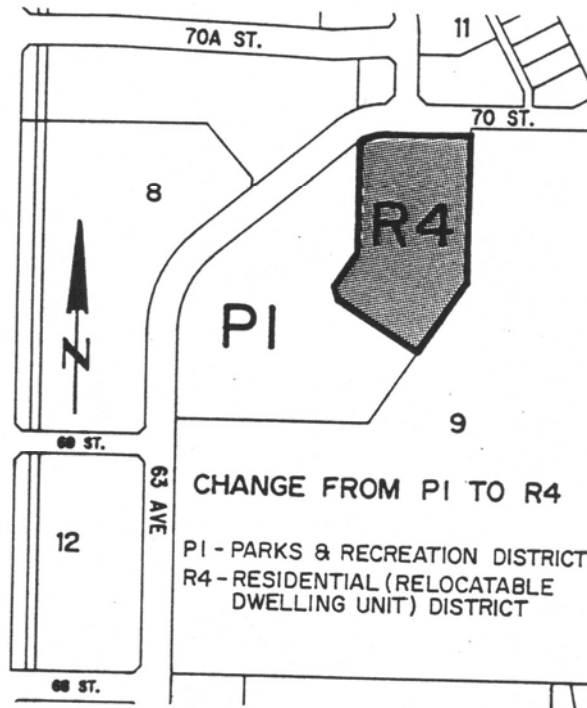
DATE: JULY 3, 1990
TO: CITY COUNCIL
FROM: ASSISTANT CITY CLERK
RE: PUBLIC HEARING - LAND USE BYLAW AMENDMENT 2672/P-90

A Public Hearing has been advertised in regard to Land Use Bylaw Amendment 2672/P-90, to be held in the Council Chambers of City Hall on Monday, July 9, 1990 commencing at 7:00 p.m. or as soon as Council may determine.

Bylaw 2672/P-90 pertains to the redesignation of a portion of Lot R3, Block 9, Plan 772-2780 from P1 to R4 designation, to allow for the development of mobile home lots (1 hectare of land more or less). This Bylaw may be given Second and Third Reading following the Public Hearing.

Respectfully submitted.

K. KLOSS
ASSISTANT CITY CLERK
KK/sp



LAND USE BYLAW AMENDMENT

"PLAN"

1. The Council of The City of Red Deer propose to pass Bylaw 2672/P-90 being an amendment to the Land Use Bylaw of The City of Red Deer.
2. The purpose of the proposed amending Bylaw No. 2672/P-90 is to amend the land use classification of the property referred to in the above plan.
3. A copy of the proposed amending Bylaw may be inspected by the public at the office of the City Clerk, City Hall, Red Deer, between the hours of 8:00 o'clock in the forenoon and 4:30 o'clock in the afternoon Mondays to Fridays inclusive.
4. The Council of The City of Red Deer will hold a Public Hearing in the Council Chambers of City Hall, Red Deer, on Monday, the 9th day of **JULY 1990** at 7:00 p.m., or as soon thereafter as Council may determine, for the purpose of hearing presentations for or against the proposed amending Bylaw.
5. Any person claiming to be affected by the proposed bylaw shall be heard. Any other interested party may be heard if Council agrees.
6. To ensure the Public Hearing is conducted in an orderly manner, each speaker shall be limited to a maximum of 10 minutes, exclusive of questions put to the speaker by Council. Speakers must direct their remarks to the advisability of the bylaw under consideration and should not repeat at length points made by other speakers.
7. No written representation or petition shall be heard by Council of The City of Red Deer unless:-
 - (a) such representation or petition is filed with the City Clerk no later than 4:30 p.m. on the Monday prior to the date of the Public Hearing;
 - (b) it contains the names and addresses of all persons making the representation, and
 - (c) it states the names and addresses of all persons authorized to represent a group of persons or the public at large.

DATE OF FIRST PUBLICATION of this Notice: June 22nd, 1990.

DATE OF LAST PUBLICATION of this Notice: June 29th, 1990.

C. SEVCIK, CITY CLERK

ADVERTISED		
WEEK	EFO #	DATE/S
Proposed	49381	June 22 & 29/90
Amended		
Revised		
Final		

DATE: June 12, 1990
TO: Red Deer Regional Planning Commission
FROM: City Clerk
RE: LAND USE BYLAW AMENDMENT 2672/P-90

Council of The City of Red Deer at its meeting held on Monday, June 11, 1990 gave first reading to the above noted Land Use Bylaw Amendment.

Bylaw 2672/P-90 pertains to the redesignation of a portion of Lot R3, Block 9, Plan 772-2780 from P1 to R4 designation, to allow for the development of mobile home lots (one hectare of land more or less). Enclosed herewith is a copy of the said bylaw.

This office will now proceed with advertising for a Public Hearing to be held on Monday, July 8, 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. Director of Community Services
Director of Engineering Services
Director of Financial Services
Bylaws & Inspections Manager
City Assessor
E. L. & P. Manager
Fire Chief
Council & Committee Secretary - Wilma

BYLAW 2672-P-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. The "Use District Map" as referred to in Section 1.4 is hereby amended in accordance with the Use District Map No. 12/90 attached hereto and forming part of the Bylaw.
2. This Bylaw shall come into force upon the final passing hereof.

READ A FIRST TIME IN OPEN COUNCIL this 11 day of June 1990.

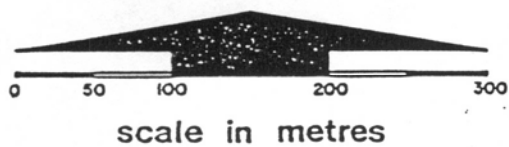
READ A SECOND TIME IN OPEN COUNCIL this day of 1990.

READ A THIRD TIME IN OPEN COUNCIL AND FINALLY PASSED this day
of 1990.

MAYOR

CITY CLERK

E-12



Change from P1 to R4 

DATE: June 12, 1990
TO: Senior Planner
FROM: City Clerk
RE: DISPOSITION OF PART OF PUBLIC RESERVE
PART OF LOT R3, BLOCK 9, PLAN 772-2780

Your report dated May 30, 1990 pertaining to the above matter was considered at the Council meeting of June 11, 1990 and at which meeting Council passed the following motion.

"RESOLVED that Council of The City of Red Deer hereby approves the disposition of part of Lot R-3, Block 9, Plan 772-2780 as presented to Council June 11, 1990, subject to compliance with the provisions of the Planning Act."

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

This office will now proceed with advertising of the disposal in accordance with the provisions of the Planning Act.

Trusting you will find this satisfactory.



C. SEVCIK
City Clerk

CS/jt

c.c. Director of Community Services
Director of Engineering Services
City Assessor
Council & Committee Secretary - Wilma

(RETAIN THIS COPY FOR FOLLOW-UP)

FOLD	TO <u>Wilma</u>	FROM <u>Charlie</u>
		DEPT. _____
		DATE <u>90/06/08</u>
	RE <u>Disposal Pt of R3, Block 9, Plan 772-2780</u>	
	MESSAGE	
	<p>Attached is the description to be used in the Ad. pertaining to disposal of the above noted Reserves. This is going to Council June 11th and is item 11 under <u>reports</u> of the Regular agenda</p>	
FOLD	REPLY	
	DATE _____ 19__	

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SURVEY AND REPORTS

LAND SURVEYORS AND PROFESSIONAL ENGINEERS

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RURAL AND OILFIELD SURVEYS

GILLIS OSLUND, A.L.S., P. ENG.
RALPH BUNTING, A.L.S.
DICK VANDENBRINK, A.L.S., P. ENG.

OFFICE PHONE (403) 342-1255
G. OSLUND, RES. 346-6342
R. BUNTING, RES. 347-6731
D. VANDENBRINK, RES. 886-2474
P.O. BOX 610
4826 - 47 STREET
RED DEER, ALBERTA
T4N 5G6

*Mobile Home Sub. Site
Copy given to City Clerk June 8/90
wfk*

June 8, 1990
File 25-077

City of Red Deer,
Box 5008,
RED DEER, AB.
T4N 3T4

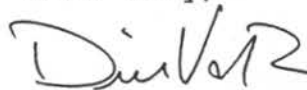
ATTN: BILL LEES

Dear Mr. Lees:

The following is a description that may be used for motions to dispose of a part of a Reserve Lot R-3, Block 9, Plan 772 2780:

All that portion of Lot R-3, Block 9, Plan 772 2780 bounded as follows: commencing at the most north-easterly corner of said Lot R-3; thence southerly along the easterly boundary thereof on an azimuth of 179°50'00" a distance of 99.243m more or less; thence along the south-easterly boundary thereof on an azimuth of 213°41'05" a distance of 59.436m; thence on an azimuth of 303°41'05" a distance of 71.628m; thence on an azimuth of 348°41'05" a distance of 4.240m; thence on an azimuth of 33°41'05" a distance of 28.170m; thence on an azimuth of 359°50'00" a distance of 72.140m more or less to the point of intersection with the northerly boundary of said Lot R-3; thence easterly along the northerly boundary thereof to the point of commencement; and containing 1.032 ha. more or less.

Yours truly,



Dick VandenBrink, A.L.S., P. Eng.

DV:lt

DATE: May 16, 1990
TO: City Assessor
FROM: City Clerk
RE: PART OF LOT R-3, BLOCK 9, PLAN 772-2780
CITY-OWNED PARCEL FOR MOBILE HOME LOTS

Your report dated May 8, 1990 pertaining to the above received consideration at the Council meeting of May 14, 1990 and at which meeting Council passed the following motion.

"RESOLVED that Council of The City of Red Deer, having considered report dated May 8, 1990 from the City Assessor re: Part of Lot R-3, Block 9, Plan 772-2780, hereby approves advertising for proposals to develop the 2.50± acre site as cross-hatched on the map presented to Council May 14, 1990 for mobile home lots (zoned R1A) subject to the following conditions:

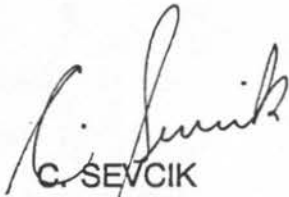
1. Unserved land value determined by an inhouse appraisal indicates an estimated value at \$21,000/acre.
2. Developer to be responsible to pay for all offsite, area contribution, onsite levies as determined by the Director of Engineering.
3. Developer to be responsible to pay for any and all legal survey and legal fees and advertising fees in the disposal, subdivision and rezoning process.
4. Development to be subject to Parks Planner's comments dated April 30, 1990.
5. Standard land sale policies as they apply to release of land transfers and completion of project to apply, with all other conditions of development to be satisfactory to the Director of Finance.
6. Agreements satisfactory to City Solicitor."

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

City Assessor
Page 2
May 16, 1990

I assume that you will advertise for proposals to develop the 2.50± acres before we proceed with disposal of the reserve and redesignation. In the event no acceptable proposals are received, we will not have incurred the expense of advertising for disposal and redesignation.

Trusting you will find this satisfactory.



C. SEVCIK
City Clerk

CS/jt

c.c. City Commissioner
Director of Engineering Services
Director of Community Services
Director of Financial Services
Bylaws & Inspections Manager
Senior Planner

DATE: July 11, 1990
TO: Red Deer Regional Planning Commission
FROM: Assistant City Clerk
RE: LAND USE BYLAW AMENDMENT 2672/P-90

Council of The City of Red Deer at its meeting held Monday, July 9, 1990, gave second reading only to the aforementioned Land Use Bylaw Amendment, following a Public Hearing.

Bylaw 2672/P-90 pertains to the redesignation of a portion of Lot 3, Block R, Plan 772-2780 from P1 to R4 designation, to allow for the development of mobile home lots (one hectare of land more or less).

Third reading of this bylaw was withheld pending the receipt of proposals for a mobile home site on this land.

By way of a copy of this memo, I would request the City Assessor that once proposals for the mobile home park have been received, a report be presented back to Council for consideration.

Trusting you will find this satisfactory.



K. KLOSS
Assistant City Clerk

KK/jt

c.c. City Assessor
Director of Financial Services
Director of Engineering Services
Director of Community Services
Bylaws & Inspections Manager
E. L. & P. Manager
Fire Chief

REPORT'SNO. 1

DATE: June 20, 1990
TO: City Council
FROM: Transit Manager
RE: TRANSIT BUS ROADEO CHAMPIONSHIP

I am pleased to advise Council that Mr. Dick Underwood of Red Deer Transit has captured the Alberta Provincial Bus Rodeo and the Canadian National Bus Rodeo Championships.

Mr. Underwood competed in the Provincial competition on June 2, 1990 in Red Deer and placed first among 28 other competitors from across the Province. On June 12, 1990 he competed in the National Rodeo hosted by The City of Calgary, against 41 Transit Operators from across Canada. Mr. Underwood again, placed first and was named the Grand Champion!

These events, which test an Operator's driving skills and rules of the road knowledge, have resulted in Mr. Underwood being the only Transit Operator to ever place first in four Provincial and three National competitions.

As the Canadian Champion, Mr. Underwood is now eligible to enter the International Rodeo hosted by Houston, Texas in late September. During this event, he would be competing against drivers from the United States, Mexico, Puerto Rico and Bermuda.

I am also pleased to advise Council that Motor Coach Industries, a bus manufacturing firm, has offered to sponsor Mr. Underwood's transportation costs to Houston to compete as Canadian Champion.

Mr. Underwood is an extremely loyal and dedicated employee of The City of Red Deer Transit Department and possesses a highly competitive attitude towards all aspects of his work. He has represented The City of Red Deer well with a sense of pride and accomplishment and is an ambassador for the public transportation industry.

I'm sure Council will join his fellow workers and me in offering our most sincere congratulations to DICK UNDERWOOD!



GRANT BEATTIE
TRANSIT MANAGER

GB/vjy

Commissioners' Comments

This is submitted for Council's information and we would join with Mr. Beattie in offering our congratulations to Mr. Underwood.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

DATE: July 11, 1990
TO: Transit Manager
FROM: Assistant City Clerk
RE: TRANSIT BUS ROADEO CHAMPIONSHIP

At the City Council meeting held July 9, 1990, your report dated June 20, 1990 concerning the above topic was presented to Council for information.

City Council not only did express their congratulations to Dick Underwood for his accomplishments, but also their appreciation of having such a dedicated employee representing The City of Red Deer.

I would ask that, on behalf of City Council, you express a warm thanks and congratulations to Dick.



K. KLOSS
Assistant City Clerk

KK/jt

c.c. Director of Engineering Services

**RED DEER
REGIONAL PLANNING COMMISSION**2830 BREMNER AVENUE, RED DEER,
ALBERTA, CANADA T4R 1M9

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

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

May 23, 1990

Mr. C. Sevcik
City Clerk
City Hall
RED DEER, ALBERTA
T4N 3T4

Dear Sir:

Re: Zoning Changes to Accommodate Dangerous Goods
Dangerous Goods Task Force

Background

On July 10, 1989 a request by Alberta Property Management was considered by City Council. The request was for permission to establish a commercial recreational facility on the south hill industrial area (11 District).

Because of objections raised by the Fire Department, the request was tabled pending a report by the Red Deer Regional Planning Commission in consultation with the Fire Department.

The report by the Red Deer Regional Planning Commission was considered by City Council on August 8, 1989 (copy is attached). City Council agreed with the recommendations and authorized the preparation of land use Amendment 2672/U-89. The first reading of the bylaw was given on August 21, 1989 followed by advertisement in the paper. The public hearing was held on September 18, 1989. Upon hearing objections to the proposed amendment, City Council tabled the bylaw pending further discussion with the property owners, etc.

A public meeting was held at the office of the Red Deer Regional Planning Commission on October 11, 1989. It was attended by property owners, realtors and interested groups. A joint report by planners and the fire chief was submitted to council on November 14, 1989.

City Council gave the second reading to Bylaw 2672/U-89 and tabled the final reading pending the receipt of a report by the Task Force. Their report dated January 10, 1990 is now before City Council.

Comments on the Task Force Recommendations**Recommendations 1 and 2**

The recommendations deal with the definition of dangerous goods, transportation and storage.

... 2

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
PAINTERTON 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 INNISFAIR • 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 ELMORA • 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 NORGLENWOLD
SUMMER VILLAGE OF ROCHON SANDS • SUMMER VILLAGE OF WHITE SANDS

Comments

Subject to the Fire Chief's approval, these definitions could be added to the City Land Use Bylaw.

Recommendation 3

The report recommended that dangerous goods with long range effects be made a discretionary use in the heavy industrial area of I2.

Comments

We agree with this recommendation that dangerous good occupancies be made a discretionary use in heavy industrial areas.

Recommendation 4

The report recommends that dangerous goods be made discretionary use in the light industrial area of I1.

They further recommend that dangerous goods with long range effects be located away from public areas and those with local effects be located at the boundary of the zone. The establishment of dangerous goods in light industrial areas would be subject to Fire Department approval.

Comments

We agree that dangerous goods be made discretionary in the light industrial area of I1. The report further recommends that the dangerous goods be divided into two groups. Those having long range effects and those with local effects. The dangerous goods with long range effects should be located away from public areas. We agree with this recommendation.

Recommendation 5

The report recommends that dangerous goods be made discretionary in all commercial zones.

Comments

We disagree completely that dangerous goods be made a discretionary use in all commercial zones. In the City there are four commercial zones:

- | | |
|----|---|
| C1 | Downtown |
| C2 | Shopping centres, District and Regional |
| C3 | Convenience centre |
| C4 | Highway commercial |

The commercial areas such as downtown, shopping centres and convenience shopping are retail centres dealing with the general public. No dangerous goods should be allowed to be stored in these areas creating great danger to the public.

- 3 -

We also disagree that dangerous goods should be allowed in Highway Commercial Zone (C4) under discretionary use. The Land Use bylaw permits public assembly buildings in C4 as a permitted use. If dangerous goods are permitted to locate in the C4 district, how can the City prevent a public building which is a permitted use, not be located next to dangerous goods? That is the reason we recommend that commercial, recreation and restaurant be made discretionary in the C4 district.

We recommend that dangerous goods not be allowed in commercial areas except service stations which is a discretionary use in most commercial areas.

Recommendation 6

The report recommends that dangerous goods be prohibited in all areas except Industrial, Commercial and Direct Control Zones.

Comments

As it was mentioned, it is our recommendation that dangerous goods be located in industrial areas not in commercial areas except service stations.

Recommendation 7

The report recommends that public assembly occupancies be made discretionary uses in the C4 district.

Comments

We agree with this recommendation which corresponds with our previous recommendation.

Recommendation 8

We feel public areas such as bowling alleys, dance halls, gymnastic clubs, etc. should not be allowed in an industrial area whether it is close to local or long range effects dangerous goods. The industrial areas are designed for storage of various goods including dangerous goods and their transportation to various areas. The introduction of any public building into an industrial area makes it difficult if not impossible for industrial uses to operate effectively. Furthermore, it creates constant danger to the public engaged in recreation activities in these areas. For these reasons we recommend that no public buildings should be allowed in an industrial area and the existing ones should be phased out.

An exception being made for the Cronquist Business Park (see the boundary) for the following reasons:

- the existing land use bylaw permits commercial recreation use under discretionary use table.
- the removal of physical barrier (railway track), the extension of 54th Avenue to Highway 2 south, the extension of 43rd Street to the west being the area closer to the downtown area of the City.
- the buildings in this area are fairly new with high ceilings and adequate parking areas.
- As I understand the U.F.A. Co-op Bulk Station is planning to move out of this area and no more dangerous goods to be allowed in this area under discretionary use.

... 4

General Comments

While the Task Force report regarding dangerous goods has a number of sound recommendations, the report emphasis is on dangerous goods and not the location of public buildings in industrial areas.

At a meeting held on March 20, and April 19, 1990 attended by City Commission, Fire and Planning Department, Real Estate representatives and property owners, the following course of action was recommended:

- 1 - Establish a definition for dangerous goods
- 2 - Make dangerous goods discretionary in all industrial areas
- 3 - Do not allow dangerous goods in commercial areas except service stations
- 4 - Do not allow public assembly buildings in industrial areas except Cronquist Business Park under discretionary use
- 5 - make public assembly use a discretionary use in C4 districts.

If the City Council agrees with the above recommendations, then a new land use amendment can be brought forward for City Council's consideration.

Yours truly,



D. Rouhi, ACP, MCIP
Senior Planner

DR/kjc

**PROPOSED CHANGES IN THE LAND USE BYLAW
TO ACCOMMODATE DANGEROUS GOODS**

Add to the Definition

"service station" means any premises at which flammable or combustible liquids are put into the fuel tanks of vehicles and includes marine service stations and self-service outlets;

"dangerous goods occupancy" means any occupancy at which dangerous goods are unloaded, loaded, stored, processed, or otherwise handled;

"Dangerous Goods" means dangerous goods for which placards would be required if the quantity of material in question were to be transported under the Transportation of Dangerous Goods Control Act and Regulations pursuant thereto excluding service stations;

Add to C4 District

Permitted Uses

- (2) Eating and beverage establishments up to 60 persons
- (5) Commercial recreational establishments up to 60 persons
- (7)C Except bulk petroleum products

Discretionary Uses

- (20) Eating and beverage establishments
- (21) Commercial recreational establishments

Add to I1 Industrial District

Discretionary Uses

- (10) Commercial recreation in Cronquist Business Park
- (16) Dangerous Goods

Add to I2 Industrial District

Discretionary Uses

- (4) Dangerous Goods



Novacor Chemicals Ltd.

P.O. Box 5006
Red Deer, Alberta, Canada T4N 6A1
Telephone: (403) 342-8611
Telex No.: 03-83203

June 15, 1990

City Clerk's Office
City Hall
Red Deer, Alberta
T4N 3T4



Attn: Mr. C. Sevcik, City Clerk

Dear Sir;

Re: Zoning Changes to Accomodate Dangerous Goods

The members of the Task Force on Dangerous Goods have reviewed the proposed changes to the bylaws and is in agreement with them. The proposed changes meet our need to deal with dangerous goods insofar as they impact the public, and we request that City Council adopt the proposed changes.

The task force would like to thank City Council for giving us the opportunity to address our concerns in a constructive manner. We believe the bylaw changes will significantly advance the concept of a Safe Community by minimizing public exposure to dangerous goods. This 'inherently safe design' approach reduces the need to deal with the consequences after an incident occurs. We also see the potential for computerized cataloguing of dangerous goods occupancies so as to reduce the risk to emergency response personnel from unknown dangerous goods hazards. For these reasons, I believe the proposed changes break new ground in the area of municipal zoning.

We would also like to extend our appreciation to the Fire Department, Bylaws personnel, the City Commissioner, and the RD Regional Planning Commission for the co-operation and valuable technical input they provided to the process. Without their input, consensus could not have been achieved. We also look forward to their continuing support in providing information to property owners, property managers, and realtors regarding the potential hazards of dangerous goods.

Sincerely,

K.G. Phillips, P.Eng.



Novacor Chemicals Ltd. and
The Alberta Gas Ethylene Company Ltd.

P.O. Box 5006
Red Deer, Alberta
Canada T4N 6A1
Telephone: (403) 342-8611
Telex No.: 03-826694

January 10, 1989

TO: Mr. M. Day

FROM: Dangerous Goods Task Force

SUBJECT: Recommendations of the Dangerous Goods Task Force

THE CITY OF RED DEER	
CLERK'S DEPARTMENT	
RECEIVED	
TIME	
DATE	Jan 12/90
BY	to. Jan 15/90

At the direction of City Council, a Task Force was set up to resolve concerns arising from the Transportation of Dangerous Goods Bylaw. The Task Force was composed of representatives from the Fire Department, property managers, and business.

A meeting was held on December 4th, at which there was general agreement regarding required changes to the zoning bylaw. These proposals were reviewed with other impacted groups, and a second meeting was held on December 20th with Peter Holloway to resolve the outstanding concerns and assure that the zoning bylaw could be modified to accommodate the proposed changes.

Attached is the final draft of the proposed changes to the zoning bylaw.

Sincerely,

A handwritten signature in cursive script that reads "Gerry Phillips".

Gerry Phillips

January 10, 1989

TO: Mr. M. Day

FROM: Dangerous Goods Task Force

RE: Zoning Changes to Accomodate Dangerous Goods

Legislation relating to the Transportation of Dangerous Goods has been enacted in Federal, Provincial, and Municipal jurisdictions. This legislation provides a framework within which Dangerous Goods can be moved from one location to another; however, in enacting the municipal bylaw, conflict has arisen between existing occupancies. The most serious conflicts are between those occupancies where dangerous goods are being unloaded and public assembly occupancies, since the local bylaw requires a separation of 150 m between these. In order to assure the safety of the public in places of public assembly, it is necessary to place controls on where public assemblies and dangerous goods occupancies may locate.

The first step in providing this control is to define a dangerous goods occupancy, since this presently does not exist in the zoning bylaws. Therefore:

1. A Dangerous Goods occupancy is any occupancy at which Dangerous Goods are unloaded, loaded, stored, processed, or otherwise handled.
2. Dangerous Goods means dangerous goods for which placards would be required if the quantity of material in question were to be transported under the Transportation of Dangerous Goods Control Act and Regulations pursuant thereto.

Dangerous Goods are necessary for the operation of numerous businesses. In addition, the hazards posed by Dangerous Goods vary with the particular material in question. In the case of materials such as toxic gases and explosives, the only way to protect against their hazards is to separate them from the public and other businesses. A heavy industrial area is the normal location for materials with long range hazards, since the separation is usually adequate, and the population density is low. But it is also recognized that there are some Dangerous Goods which the City will not want located within the City limits, and while most Dangerous Goods occupancies would be approved for use within an I2 zone, the final decision should be open to review by the Fire Department. Therefore:

3. Dangerous Goods occupancies are discretionary uses in all I2 Zones.

Dangerous Goods which do not have such long range effects do not need to be located within the heavy industrial zones, but could be used in an area which acts as a buffer between the public and the I2 zone. These light industrial zones would provide facilities for a range of products with a variety of hazard effect distances. Based on these distances, the mix of Dangerous Goods could be such that those with longer range effects would be located away from public areas, and those with very local effects would be located at the boundary of the zone. Those occupancies at the interface with commercial and residential zones should have no effect beyond the boundary of their building or lot lines. Locations in which these materials are present must be monitored by a knowledgeable agency to ensure that the public interest is not compromised. Therefore, the establishment of Dangerous Goods occupancies in light industrial zones must be subject to approval of the Fire Department. This control also allows the Fire Department to maintain a directory of those occupancies in which Dangerous Goods could be present. To achieve this:

4. Dangerous Goods occupancies are discretionary uses in all I1 Zones.

Since public occupancies presently exist and are encouraged in all other zoning areas, the establishment of Dangerous Goods occupancies should not be encouraged outside the industrial zones. In this way, a public which is not well informed of potential dangers, can be protected; however, it is recognized that some Dangerous Goods occupancies are intended to serve the public. Gasoline stations are an example of an occupancy which is accepted in commercial zones in residential areas, and under most conditions, emergencies in such a facility will not affect the public (even though such things as leaking underground storage tanks could produce a major emergency). The majority of Dangerous Goods occupancies must be discouraged from establishing outside industrial zones. Those which may be desired by the public should require MPC approval following review of the proposal by the Fire Department. In this way, the public will have a means to assure that the facility is needed and that all reasonable safety precautions have been taken. Therefore:

5. Dangerous Goods occupancies are discretionary uses in all commercial zones, based on fulfilling a need of the local residents.

The foregoing recommendations outline areas where Dangerous Goods can be safely located. Every attempt should be made to have businesses which use these materials locate in these areas to minimize the risk to the public. Therefore:

6. Dangerous Goods occupancies are prohibited uses in all zones except Industrial, Commercial, and Direct Control Zones.

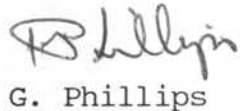
In several areas of the City, I1 zones abut the highway commercial C4 zone. These I1 zones could contain Dangerous Goods which would impact occupancies in the C4 zone, in particular, the public assembly occupancies. Therefore, in order to ensure that the public risk is not increasing, any future public assembly occupancy in the C4 zones needs to be reviewed to assure that Dangerous Goods will not endanger the public. As the Dangerous Goods occupancies with such potential are moved to the I2 zones, or deeper into the I1 zone, a natural transition will occur which will reduce the hazard to existing and proposed public assembly occupancies; however, until this occurs:

7. Public assembly occupancies are discretionary uses, based on their proximity to existing Dangerous Goods occupancies, in all C4 zones.

These proposed zoning changes will assure that the public risk does not increase due either to introduction of Dangerous Goods near public assembly occupancies, or the introduction of public assembly occupancies near Dangerous Goods occupancies. The proposals also allow for a reduction of the public risk over time as the Dangerous Goods occupancies are relocated away from the public. The discretionary uses also provide legal backing to the Fire Department to rule on Dangerous Goods occupancies, and provides a mechanism whereby the Fire Department can catalogue Dangerous Goods occupancies and thereby provide information necessary to protect their personnel from the effects of a fire, explosion, toxic release, or spill in the occupancy.

Sincerely,


M. Mehling


G. Phillips


B. Oscroft


C. Robson


P. Holloway

Commissioners' Comments

After many meetings the course of action outlined on page 4 of the report from the Senior Planner has been agreed upon. We believe that these recommendations, if accepted, will implement a program which best serves the interest of public safety while at the same time minimizing the concerns of property owners. We would recommend Council approve these recommendations. In view of the fact that the proposed recommendations are somewhat at variance with the original bylaw amendment, we would recommend that Council abandon this amendment and a revised bylaw amendment will be brought forward at the next meeting for Council's consideration.

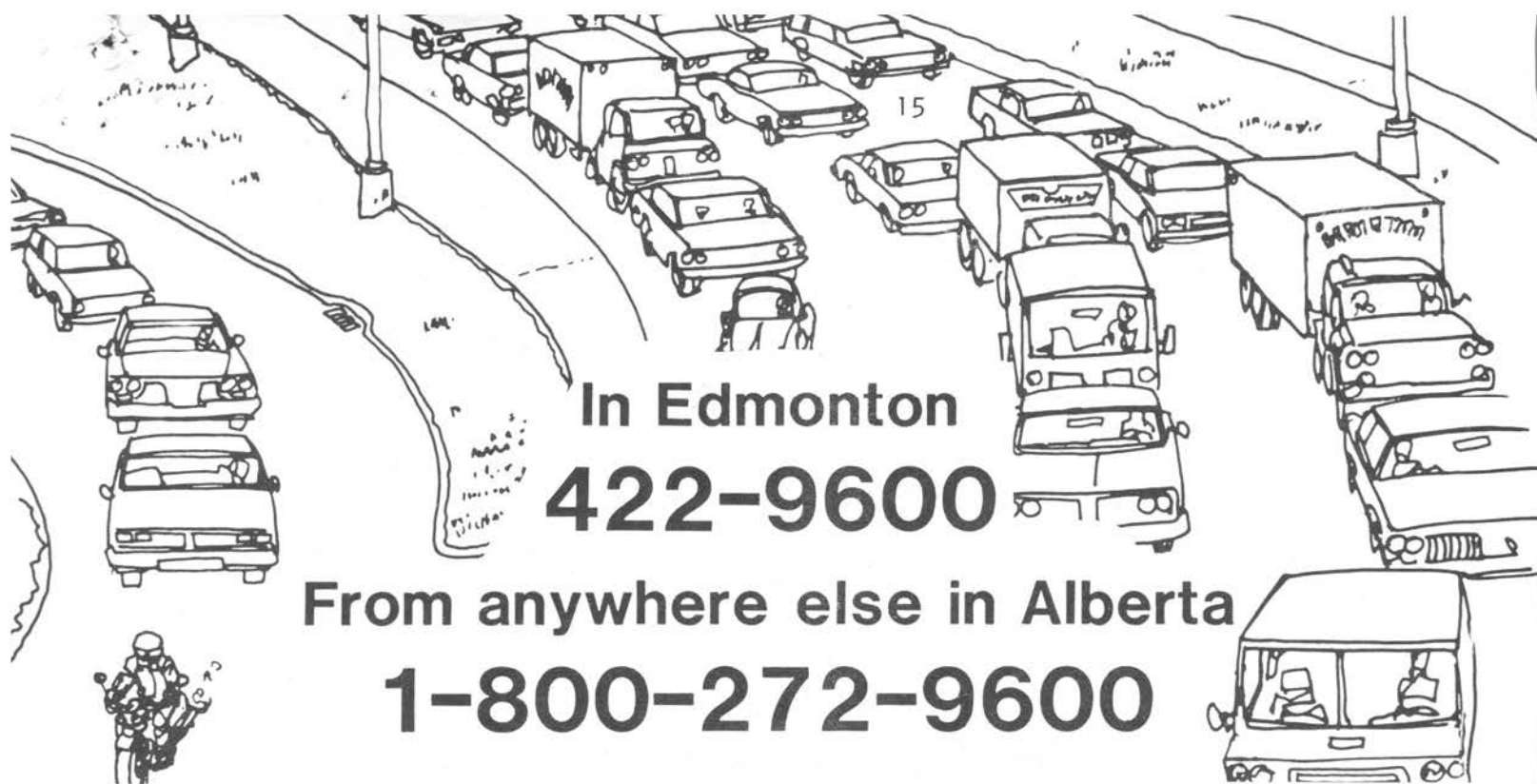
- 3 -

"R.J. MCGHEE"

Mayor

"M.C. DAY"

City Commissioner



**In Edmonton
422-9600**

From anywhere else in Alberta

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★ **DOCUMENTATION**

★ **DANGEROUS GOODS ROUTES**

★ **OTHER REGULATORY REQUIREMENTS**

**CALL THE
ALBERTA PUBLIC SAFETY SERVICES
COMPLIANCE INFORMATION CENTRE**

**for complete accurate information about the
transportation of Dangerous Goods on
Alberta highways.**



Call us when you are looking



BYLAW NO. 2672/U-89

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) Section 6.2.4.2 is amended by deleting the following:

2 - Eating and beverage establishments subject to Section 6.2.4.5
5 - Commercial recreational establishments
- (2) Section 6.2.4.3 is amended by adding the following:

Eating and beverage establishments subject to Section 6.2.4.5
Commercial recreational establishments
- (3) Section 6.2.4.2 is amended by adding the following to Subsection (7)c

"and bulk petroleum products"
- (4) Section 6.3.1.3 is amended by deleting the following:

10 - Commercial recreation facilities on those sites located in the I1 district commonly known as the CP Light Industrial area located between the CP railway line on the east and the Red Deer River on the west. (2672/D-84)

This Bylaw shall come into force upon the final passing thereof.

READ A FIRST TIME IN OPEN COUNCIL this 21 day of Aug. A.D. 1989

READ A SECOND TIME IN OPEN COUNCIL this 14 day of Nov. A.D. 1989

READ A THIRD TIME IN OPEN COUNCIL AND FINALLY PASSED this ____ day of _____ A.D. 1989

MAYOR

CITY CLERK

*Abandoned - see Council resolution
July 9/90 page 2 of the minutes (Book 14, page 36)*

DATE: July 11, 1990
TO: D. Rouhi, Senior Planner
FROM: Assistant City Clerk
RE: ZONING CHANGES TO ACCOMMODATE DANGEROUS GOODS /
DANGEROUS GOODS TASK FORCE

At the Council meeting of July 9, 1990, consideration was given to your report dated May 23, 1990 relative to 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 May 23, 1990 re: Zoning Changes to Accommodate Dangerous Goods / Dangerous Goods Task Force, hereby agrees that Land Use Bylaw Amendment 2672/U-89 be abandoned and that a new Land Use Bylaw Amendment be brought forth for Council's consideration, implementing the changes as recommended in the above noted report from the Red Deer Regional Planning Commission, and as presented to Council July 9, 1990."

The decision of Council in this instance is submitted for your information and appropriate action. I would now request that you prepare the necessary Land Use Bylaw Amendment in accordance with the above motion for Council's consideration.

Thank you for your time in co-ordinating this report back to Council. Trusting you will find this satisfactory.



K. KLOSS
Assistant City Clerk

KK/jt

c.c. Fire Chief
Bylaws & Inspections Manager
Director of Engineering Services
Director of Community Services

**THE CITY OF RED DEER**

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6196

City Clerk's Department 342-8132

July 11, 1990

Novacor Chemicals Ltd.
P.O. Box 5006
RED DEER, Alberta
T4N 6A1

Attention: K.G. Phillips

Dear Sir:

RE: ZONING CHANGES TO ACCOMMODATE DANGEROUS GOODS

At The City of Red Deer Council meeting on July 9, 1990, consideration was given to the above topic, with the following motion being passed.

"RESOLVED that Council of The City of Red Deer, having considered report from the Red Deer Regional Planning Commission dated May 23, 1990 re: Zoning Changes to Accommodate Dangerous Goods / Dangerous Goods Task Force, hereby agrees that Land Use Bylaw Amendment 2672/U-89 be abandoned and that a new Land Use Bylaw Amendment be brought forth for Council's consideration, implementing the changes as recommended in the above noted report from the Red Deer Regional Planning Commission, and as presented to Council July 9, 1990."

For your record, I have attached a copy of the report from the Red Deer Regional Planning Commission as noted in the above motion.

I would like to take this opportunity on behalf of Council to thank you and the members of the Task Force for their time, dedication and interest in this matter.

....2

*a delight
to discover!*

K.G. Phillips
Novacor Chemicals Ltd.
July 11, 1990
Page 2

Please note that the Red Deer Regional Planning Commission will now be bringing a new Land Use Bylaw Amendment taking into account the recommended changes to accommodate dangerous goods for approval by Council at an upcoming Council meeting.

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

Sincerely,

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

K. KLOSS
Assistant City Clerk

KK/jt

Enc.

c.c. Murray Mehling
Fire Chief
Bylaws & Inspections Manager
Fire Marshall
Assistant Bylaws & Inspections Manager
Senior Planner

NO. 3

DATE: June 18, 1990

TO: Mayor Robert McGhee

FROM: M. Dandurand, Chairman
Economic Development Board

RE: ROYAL COMMISSION ON NATIONAL
PASSENGER TRANSPORTATION

The letter from Lou Hyndman, Chairman of the Royal Commission on National Passenger Transportation which was referred to the Economic Development Board, was discussed at our regular meeting of June 12, 1990. While a quorum was not present it was agreed, by those in attendance, that The City of Red Deer should take whatever steps are necessary to advise the Royal Commission on the deficiencies which presently exist in public passenger transportation servicing The City of Red Deer.

Specifically, the lack of public transportation to and from the Edmonton and Calgary International Airports, was sighted as a serious deficiency. Those present agreed that the economics associated with air service on a regularly scheduled basis to the Red Deer Industrial Airport, presumably do not exist. However, the Board feels that The City of Red Deer should encourage the Commission to examine more extensively the feasibility of expanding bus service to include stops at the Edmonton and Calgary airports. At present, Greyhound provides one stop daily at the Calgary Airport, with one pickup daily at the same airport. No stops are provided to the Edmonton Airport. It was the feeling of the Board members that the Government of the Province of Alberta, which regulates bus service, could review the present schedules with the idea of improving the service to the two airports.

Bus companies have on several occasions, indicated that the demand is low for such a service. But it was the feeling of the Board members that the bus companies have made no efforts to market such a service. With the number of people from Red Deer and the surrounding area utilizing air service from the Calgary and Edmonton airports, it is difficult to understand why properly scheduled service by bus would not be economically viable.

It was a further recommendation of members of the Economic Development Board that The City of Red Deer made the Royal Commission on National Passenger Transportation aware of the City's wish to be part of any transportation network, established coast to coast, which would integrate all forms of public transportation, i.e. air, rapid rail, bus, etc.

Respectfully submitted,



Michael Dandurand, Chairman
Economic Development Board

AVS/mm

The Royal Commission on National Passenger Transportation was established last fall and given a clear mandate. The principal instruction is to "inquire into and report upon a national integrated inter-city passenger transportation system to meet the needs of Canada and Canadians in the 21st century and to ensure that transportation links among Canada's regions and communities are maintained and improved".

My colleagues on the Commission and I believe that the success of our inquiry depends on the willingness of Canadians in all walks of life to speak freely about the kind of passenger transportation system they want in the future and on the means to attain it.

Next autumn, the Commission will begin public hearings coast to coast. We would like to invite you to submit a brief so that we may have the benefit of the knowledge and perspective of your particular organization.

While we cannot promise that authors of every brief will be called to appear before the Commission, I can assure you that each and every submission will be studied attentively by the Commissioners.

For information on how to get your ideas to us and for details of our hearings schedule, please return the enclosed reply card or write to us at P.O. Box 1665, Station "B", Ottawa, Canada K1P 6P8.

I hope you will give serious consideration to getting involved in the work of the Commission and I look forward to hearing from you.

Yours sincerely,



Lou Hyndman
Chairman

Commissioners' Comments

We would concur with the recommendation of the Economic Development Board Chairman and if Council supports this position, these views would be expressed to the Royal Commission by the Economic Development Department.

"R.J. MCGHEE", Mayor
"M.C. DAY", City Commissioner

DATE: July 11, 1990

TO: Economic Development Board

FROM: Assistant City Clerk

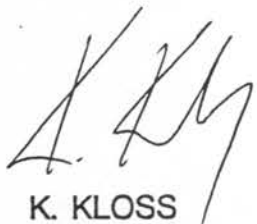
RE: ROYAL COMMISSION ON NATIONAL PASSENGER TRANSPORTATION

At the City Council meeting of July 9, 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 Economic Development Board dated June 18, 1990 re: Royal Commission on National Passenger Transportation, hereby agrees with the recommendations as outlined in said report and directs that the Economic Development Department forward said views to the Royal Commission on National Passenger Transportation, and as recommended to Council July 9, 1990."

The decision of Council in this instance is submitted for your information. By way of a copy of this memo, I would request the Economic Development Department forward the views expressed by the Economic Development Board and endorsed by City Council to the Royal Commission on National Passenger Transportation, with a copy of said correspondence provided to this office.

Trusting you will find this satisfactory.



K. KLOSS
Assistant City Clerk

KK/jt

c.c. Economic Development Manager



MEMORANDUM

TO: Mike Day
Commissioner

FROM: Gary Klassen
Associate Planner

DATE: July 3, 1990

FILE: City 27.00

RE: Alberta Symposium on Future Intercity Passenger Transportation

BACKGROUND

The federal government has established a Royal Commission on National Passenger Transportation. The Commission has requested that submissions made at the public hearings later this year address six fundamental issues:

- 1) major economic, social and environmental requirements of the passenger system, looking ahead to the year 2000 and beyond;
- 2) passenger transportation's role as a "nation builder", through facilitating economic growth, international competitiveness and regional development;
- 3) responsibilities of governments and private sector;
- 4) financing and provision of services to remote communities;
- 5) integration of transport modes; and
- 6) problems with the existing system.

The purpose of the Symposium was to: provide the Alberta Government with the views of Albertans on the shape of future passenger transport systems; to raise the profile of the Commission within Alberta; and to create an opportunity for interaction between the Commission and the Alberta passenger transport and related industries.

The City was represented at the Symposium by the Red Deer Regional Planning Commission and the following are comments and recommendations arising from our participation.

... 2

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 PAINTERTON 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 INNISFAIR • TOWN OF LACOMBE • TOWN OF OLDS • TOWN OF PENHOLD • TOWN OF ROCKY MOUNTAIN HOUSE • TOWN OF STETTLE • TOWN OF SUNDBY • 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 DONALD • VILLAGE OF ELMORA • 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 NORGLAND • SUMMER VILLAGE OF ROCHON SANDS • SUMMER VILLAGE OF WHITE SANDS

COMMENTS

1. The program was divided into three distinct sections which dealt with; the future of business travel; the future of tourism travel; and the delivery of future passenger transport services. The forum was a panel of experts in each area expressing their views with an opportunity for discussion. The final aspect of the program were group discussions which resulted in an expression of concerns in regard to future transportation policy.
2. A summary of concerns relevant to Red Deer which were expressed at the Symposium include the following:
 - a mechanism is required which links all three levels of government policy in regard to transportation;
 - there should be an inter-modal transportation system with easy access;
 - there must be a political and bureaucratic will to facilitate the change in transport systems;
 - that socio-economic considerations must be factored into the decision making process;
 - that the environment should be of factor in policy development.

There were other concerns and discussions which were recorded and will be forwarded to the participants of the Symposium.

RECOMMENDATION

Clearly, in Red Deer we have a major concern in regard to inter-city transportation linkages. The City presently does not have passenger air or rail service and does not have direct bus connections to the major airports in Edmonton with restricted bus service to the Calgary Airport.

The Economic Development Board at its meeting of June 12, 1990 reflected similar concerns in regard to intercity transportation linkages and has encouraged that the City of Red Deer advise the Royal Commission accordingly.

In view of the proceedings at the Symposium and the recommendations of the Economic Development Board, we recommend that the City ensure its concerns are expressed to the Royal Commission on National Passenger Transportation at public hearings scheduled for Alberta in November, 1990.

R. Gary Klassen, ACP, MCIP

RGK/kjc

CC: Mayor Bob McGhee
Al Scott, Manager of Economic Development
Wendy Martindale, Manager of Red Deer Tourist and Convention Board

DATE: July 11, 1990
TO: Economic Development Board
FROM: Assistant City Clerk
RE: ROYAL COMMISSION ON NATIONAL PASSENGER TRANSPORTATION

At the City Council meeting of July 9, 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 Economic Development Board dated June 18, 1990 re: Royal Commission on National Passenger Transportation, hereby agrees with the recommendations as outlined in said report and directs that the Economic Development Department forward said views to the Royal Commission on National Passenger Transportation, and as recommended to Council July 9, 1990."

The decision of Council in this instance is submitted for your information. By way of a copy of this memo, I would request the Economic Development Department forward the views expressed by the Economic Development Board and endorsed by City Council to the Royal Commission on National Passenger Transportation, with a copy of said correspondence provided to this office.

Trusting you will find this satisfactory.



K. KLOSS
Assistant City Clerk

KK/jt

c.c. Economic Development Manager

NO. 4

DATE: June 29, 1990

TO: City Clerk

FROM: Bylaws and Inspections Officer

RE: 5819-58 AVENUE, LOT 6, BLOCK 4, PLAN 4658 M.C.

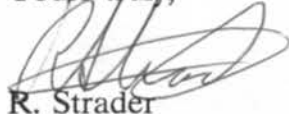
We have received complaints from the residents within the neighbourhood that the property at 5819-58 Avenue is becoming untidy by reason of tall grass, auto parts, hoist, couch, etc., being stored on the property. The owners are John and Donna Smallwood of the same address. We recommend Council declare the site as unsightly as defined in the Nuisance Bylaw 2060, authorized by Section 160 of the Municipal Government Act, giving the owner fourteen (14) days to cut the grass and remove the auto parts, hoist, couch, etc., from the yard.

Should the owner fail to remedy this condition, City forces will be authorized to remove same. All costs incurred to be charged against the property as taxes due and owing. Letters were sent to the owners May 25, 1990, and May 8, 1990, advising them of the site condition and requesting the property to be cleaned up.

If Council agrees the site is a nuisance, we recommend the following resolution be approved:

"Resolved that, Council being of the opinion that the premises hereinafter described are unsightly and constitute a nuisance by reason of tall grass, auto parts, hoist, couch, etc., being stored on the property, John and Donna Smallwood, being the owners of 5819-58 Avenue in the City of Red Deer, Province of Alberta (hereinafter called 'the premises'), be and is hereby ordered and directed within fourteen (14) days of a copy of this resolution being mailed to them by registered mail, to cut the grass and remove the auto parts, hoist, couch, etc. being stored on the property, failing which the Bylaws and Inspections Manager of the City is hereby authorized and directed to cause such work to be done, in which case the cost thereof shall be charged to John and Donna Smallwood, 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,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

Commissioners' Comments

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

"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) 346-8195

City Clerk's Department 342-8132

DOUBLE REGISTERED

July 11, 1990

John and Donna Smallwood
5819 - 58 Avenue
RED DEER, Alberta
T4N 4T9

*Returned -
Unclaimed
Aug. 13/90*

Dear Sir/Madam:

RE: UNSIGHTLY PREMISE - 5819 - 58 AVENUE, RED DEER

I would advise that Council of The City of Red Deer at its meeting held on Monday, July 9, 1990, passed the following motion concerning the above matter.

"RESOLVED that, Council of The City of Red Deer being of the opinion that the premises hereinafter described are unsightly and constitute a nuisance by reason of tall grass, auto parts, hoist, couch, etc., being stored on the property, John and Donna Smallwood, being the owners of 5819 - 58 Avenue in the City of Red Deer, Province of Alberta (hereinafter called 'the premises') be and is hereby ordered and directed within fourteen (14) days of a copy of this resolution being mailed to them by registered mail, to cut the grass and remove the auto parts, hoist, couch, etc. being stored on the property, failing which the Bylaws and Inspections Manager of the City is hereby authorized and directed to cause such work to be done, in which case the cost thereof shall be charged to John and Donna Smallwood, 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."

....2



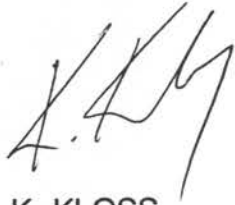
*a delight
to discover!*

John and Donna Smallwood
July 11, 1990
Page 2

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

Your co-operation in this matter would be greatly appreciated.

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. 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

DOUBLE REGISTERED

July 11, 1990

John and Donna Smallwood
5819 - 58 Avenue
RED DEER, Alberta
T4N 4T9

Dear Sir/Madam:

RE: UNSIGHTLY PREMISE - 5819 - 58 AVENUE, RED DEER

I would advise that Council of The City of Red Deer at its meeting held on Monday, July 9, 1990, passed the following motion concerning the above matter.

"RESOLVED that, Council of The City of Red Deer being of the opinion that the premises hereinafter described are unsightly and constitute a nuisance by reason of tall grass, auto parts, hoist, couch, etc., being stored on the property, John and Donna Smallwood, being the owners of 5819 - 58 Avenue in the City of Red Deer, Province of Alberta (hereinafter called 'the premises') be and is hereby ordered and directed within fourteen (14) days of a copy of this resolution being mailed to them by registered mail, to cut the grass and remove the auto parts, hoist, couch, etc. being stored on the property, failing which the Bylaws and Inspections Manager of the City is hereby authorized and directed to cause such work to be done, in which case the cost thereof shall be charged to John and Donna Smallwood, 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."

....2

*a delight
to discover!*

John and Donna Smallwood
July 11, 1990
Page 2

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

Your co-operation in this matter would be greatly appreciated.

Sincerely,

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

K. KLOSS
Assistant City Clerk

KK/jt

c.c. Bylaws & Inspections Manager

DATE: AUGUST 13, 1990
TO: BYLAWS & INSPECTIONS MANAGER
FROM: SANDRA, CITY CLERKS
RE: JOHN STUART AND DONNA SMALLWOOD
UNSIGHTLY PREMISES - 5819 - 58 AVENUE, COUNCIL JULY 9, 1990

We have received back "unclaimed" the direction letter to Mr. & Mrs. John Smallwood. Actually, I understand that the surname "Smallwood" is Donna's maiden name.

I spoke with the next door neighbour, who advises me that John Stuart has cleaned up the premises not too badly, and mowed the grass, however, he is keeping RABBITS there and the neighbour is not pleased with the odour.

Donna Smallwood and John Stuart are residing in a trailer court at Penhold, Alberta, and the Town Secretary states that if a letter is simply sent to them at Penhold, they will receive it.

Donna Smallwood's mother, who the neighbour says owns the property at 5819 - 58 Avenue is living at Ponoka, Alberta, and her new married name is "Rose Craemer".

Could you please advise what steps you wish our office to take in re-submitting the letter regarding Unsightly Premises, and also advise if the letter should be re-dated and also, should it include something about the Rabbits?

I look forward to hearing from you in due course.

Sandra
City Clerk's Department
City Clerk's Dept.

DATE: August 14, 1990

FILE NO.


TO: Sandra Pope

FROM: R. Strader

RE: 5819-58 AVENUE

In response to your memo of August 13, 1990, regarding the above referenced site, we wish to advise that the site has now been cleaned up; therefore, no further action is required.

Yours truly,

A handwritten signature in dark ink, appearing to be 'R. Strader', with a long horizontal flourish extending to the right.

R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

NO. 5

DATE: June 29, 1990

TO: City Clerk

FROM: Bylaws and Inspections Officer

RE: 4745-54 STREET, LOT 14, BLOCK 34, PLAN 6925 E.T.

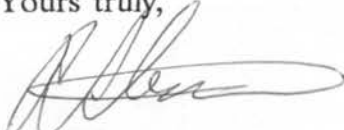
We have received complaints from the residents within the neighbourhood that the property at 4745-54 Street is becoming untidy by reason of lumber being stored within the rear yard. The owners are Harold MacKinnon and Florence Frank of the same address. We recommend Council declare the site as unsightly as defined in the Nuisance Bylaw 2060, authorized by Section 160 of the Municipal Government Act, giving the owner fourteen (14) days to remove the lumber stored in the rear yard.

Should the owner fail to remedy this condition, City forces will be authorized to remove same. All costs incurred to be charged against the property as taxes due and owing. Letters were sent to the owners May 30, 1990, and May 11, 1990, advising them of the site condition and requesting the property to be cleaned up.

If Council agrees the site is a nuisance, we recommend the following resolution be approved:

"Resolved that, Council being of the opinion that the premises hereinafter described are unsightly and constitute a nuisance by reason of lumber stored within the yard, Harold MacKinnon and Florence Frank, being the owners of 4745-54 Street in the City of Red Deer, Province of Alberta (hereinafter called 'the premises'), be and is hereby ordered and directed within fourteen (14) days of a copy of this resolution being mailed to them by registered mail, to remove the lumber stored in the rear yard, failing which the Bylaws and Inspections Manager of the City is hereby authorized and directed to cause such work to be done, in which case the cost thereof shall be charged to Harold MacKinnon and Florence Frank, 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,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

Commissioners' Comments

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

"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

City Clerk's Department 342-8132

DOUBLE REGISTERED

July 11, 1990

Harold MacKinnon and Florence Frank
4745 - 54 Street
RED DEER, Alberta
T4N 2G4

Dear Sir/Madam:

RE: UNSIGHTLY PREMISE - 4745 - 54 STREET, RED DEER

I would advise that Council of The City of Red Deer at its meeting held on Monday, July 9, 1990, passed the following motion regarding the above matter.

"RESOLVED that, Council of The City of Red Deer being of the opinion that the premises hereinafter described are unsightly and constitute a nuisance by reason of lumber stored within the yard, Harold MacKinnon and Florence Frank, being the owners of 4745 - 54 Street in the City of Red Deer, Province of Alberta (hereinafter called 'the premises') be and is hereby ordered and directed within fourteen (14) days of a copy of this resolution being mailed to them by registered mail, to remove the lumber stored in the rear yard, failing which the Bylaws and Inspections Manager of the City is hereby authorized and directed to cause such work to be done, in which case the cost thereof shall be charged to Harold MacKinnon and Florence Frank, 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."

....2

*a delight
to discover!*

Harold MacKinnon and Florence Frank
July 11, 1990
Page 2

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

Your co-operation in this matter would be greatly appreciated.

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. Bylaws & Inspections Manager

DATE: June 29, 1990
TO: City Clerk
FROM: Bylaws and Inspections Officer
RE: 56 BROWN CLOSE, LOT 72, BLOCK 2, PLAN 772-2448

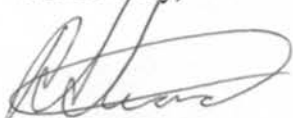
We have received complaints from the residents within the neighbourhood that the property at 56 Brown Close is becoming untidy by reason of a large pile of grass clippings littering the rear yard. The owners are William and Linda Stuebing of the same address. We recommend Council declare the site as unsightly as defined in the Nuisance Bylaw 2060, authorized by Section 160 of the Municipal Government Act, giving the owner fourteen (14) days to remove the grass clippings littering the rear yard.

Should the owner fail to remedy this condition, City forces will be authorized to remove same. All costs incurred to be charged against the property as taxes due and owing. Letters were sent to the owners May 30, 1990, and May 4, 1990, advising them of the site condition and requesting the property to be cleaned up.

If Council agrees the site is a nuisance, we recommend the following resolution be approved:

"Resolved that, Council being of the opinion that the premises hereinafter described are unsightly and constitute a nuisance by reason of a large pile of grass clippings littering the rear yard, William and Linda Stuebing, being the owners of 56 Brown Close in the City of Red Deer, Province of Alberta (hereinafter called 'the premises'), be and is hereby ordered and directed within fourteen (14) days of a copy of this resolution being mailed to them by registered mail, to remove the grass clippings littering the rear yard, failing which the Bylaws and Inspections Manager of the City is hereby authorized and directed to cause such work to be done, in which case the cost thereof shall be charged to William and Linda Stuebing, 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,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

Commissioners' Comments

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

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

DATE: July 11, 1990
TO: Bylaws & Inspections Manager
FROM: Assistant City Clerk
RE: 56 BROWN CLOSE - LOT 72, BLOCK 2, PLAN 772-2448

I would advise that your report dated June 29, 1990 concerning the above topic was placed on the Council agenda of July 9, 1990. As per your request, this item was withdrawn from Council's consideration and, as such, no decision issued.

Trusting you will find this satisfactory.

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

K. KLOSS
Assistant City Clerk

KK/jt

NO. 7

DATE: May 31, 1990

TO: CITY CLERK

FROM: DIRECTOR OF FINANCIAL SERVICES

RE: BY-LAW NO. 2954/A-90 TO AMEND THE BORROWING TERM OF
BY-LAW NO. 2954/88 FROM 20 TO 10 YEARS

During the 1990 budget deliberations, Council agreed to reduce the repayment term for outstanding debentures still to be borrowed to a maximum repayment period of ten years. The borrowings that would be affected by this decision are:

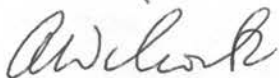
<u>BY-LAW NO.</u>	<u>DESCRIPTION</u>	<u>BORROWINGS REMAINING</u>
2931/86	Traffic Signal Control	\$ 57,000
2937/87	Gaetz & 67th St. Upgrading	102,000
2954/88	Major Continuous Corridor	5,317,070
2964/88	Extending 32nd St.	175,000
2994/89	Extending 46a Ave & Sdwk on 67 St.	157,500
	TOTAL	<u>\$5,808,570</u>

Rather than amending all the above by-laws to reduce the debenture repayment terms, it is proposed to fund any required additional borrowings (except for the Major Continuous Corridor) from the 1990 Operating budget contributions to the Major Capital Program.

The repayment term for By-law No. 2954/88 (Major Continuous Corridor) will require an amendment from twenty to ten years. Attached is By-law No. 2954/A-90 to authorize this change.

REQUESTED ACTION:

Council approval is respectfully requested for By-law No. 2954/A-90.



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

AW/ljk

Commissioners' Comments

We would concur with the recommendation of the
Dir. of Financial Services.

"R.J. MCGHEE"

Mayor

"M.C. DAY"

City Commissioner

DATE: July 12, 1990
TO: Director of Financial Services
FROM: Assistant City Clerk
RE: BYLAW 2954/A-90,
TO AMEND THE BORROWING TERM OF BYLAW 2954/88
FROM 20 TO 10 YEARS

Your report dated May 31, 1990 pertaining to the above matter, was considered at the Council meeting of July 9, 1990. At the above noted meeting, Council gave three readings to Bylaw 2954/A-90.

For your information, I am enclosing a copy of the following in order that you might forward same to L.A.B. for final approval:

1. A Certified Copy of Bylaw 2954/A-90.
2. Certification of Final Reading.

The decision of Council in this instance is submitted for your information, and I trust that you will obtain L.A.B. approval at your earliest convenience.



K. KLOSS
Assistant City Clerk

KK/jt

Att.

c.c. Director of Engineering Services
City Assessor
Urban Planning Manager
City Solicitor

BY-LAW NO. 2954/A-90
OF THE CITY OF RED DEER
IN THE PROVINCE OF ALBERTA

Being a by-law to amend the borrowing term for
By-law No. 2954/88 which provided for the financing,
undertaking and completing of the Major Continuous Corridor
(Phase I).

WHEREAS, The Municipal Council of The City of Red Deer has decided
to change the payment term of By-law No. 2954/88 from Twenty (20)
annual instalments of principal and interest to Ten (10) annual
instalments of principal and interest.

NOW, THEREFORE, THE MUNICIPAL COUNCIL OF THE CITY OF RED DEER IN
COUNCIL ASSEMBLED ENACTS AS FOLLOWS:

1. Delete provisions for payment over Twenty (20) years wherein
it appears in By-law No. 2954/88 and insert payment over Ten
(10) years.

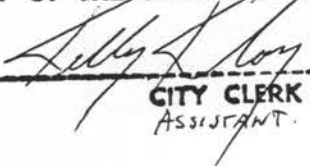
READ A FIRST TIME IN OPEN COUNCIL this 9 day of July A.D.,
1990.

READ A SECOND TIME IN OPEN COUNCIL this 9 day of July
A.D., 1990.

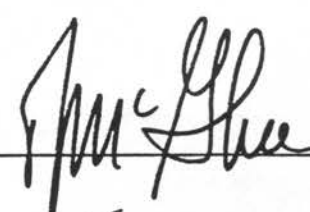
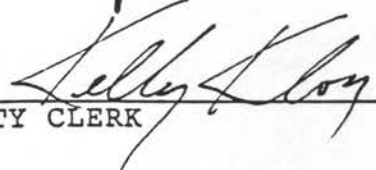
READ A THIRD TIME IN COUNCIL AND FINALLY PASSED this 9 day of
July A.D., 1990.

CERTIFIED A TRUE COPY

CERTIFIED TO BE A TRUE AND CORRECT
COPY OF THE ORIGINAL BYLAW.


CITY CLERK
ASSISTANT

MAYOR



Asst. CITY CLERK

CERTIFICATION OF FINAL READING

I, KELLY KLOSS, ASSISTANT CITY CLERK
of and on behalf of The City of Red Deer, in the Province of Alberta, hereby make application for an Order of the Local Authorities Board. I hereby certify that Bylaw No. 2954/A-90 of The City of Red Deer was read and finally passed at a meeting of Council held on the 09 day of July, 19 90. Pursuant to Section 27 of the Municipal Government Act, there are 9 members of Council, including the Mayor. At the said meeting

9 members were present


9 members voted in favour of presenting the Bylaw for third reading*,
and,

9 members voted in favour of the passing of the Bylaw.

I declare the provisions of the applicable Sections of the Municipal Government Act have been complied with.

Dated at The City of Red Deer, in the Province of Alberta, this 11 day of July, 19 90.

*NOTE: Pursuant to Section 105 of the Municipal Government Act "Every bylaw shall have three separate readings before it is finally passed, but not more than two readings of a bylaw shall be had at any one meeting unless the members present unanimously agree to give the bylaw third reading."



Signature

(1986-06-21)

-B1-

NO. 8

DATE: JULY 3, 1990
TO: CITY COUNCIL
FROM: ASSISTANT CITY CLERK
RE: DISPOSAL OF PUBLIC RESERVE -
LOT R5, BLOCK 3, PLAN 2151 M.C.
RIVERSIDE LIGHT INDUSTRIAL PARK

At the Council meeting of June 11, 1990, a resolution was passed by Council indicating its intention to dispose of the Public Reserve described as follows:

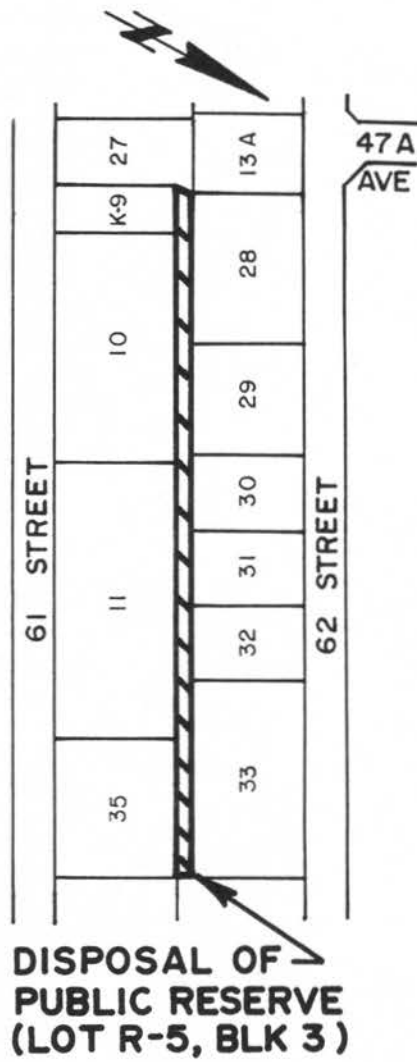
"That portion of Reserve Lot R-5, Block 3, Plan 2151 M.C. located in the Riverside Light Industrial Park within Lots 28, 29, 30, 31, 32 and 33, Block 3, Plan containing 0.194 ha. more or less.

EXCEPTING THEREOUT ALL MINES AND MINERALS."

No objections have been received to the proposed disposal by the deadline Monday, July 2, 1990 and accordingly, a Public Hearing is not required.

Submitted for Council's information only.

K. KLOSS
ASSISTANT CITY CLERK
KK/sp



Commissioners' Comments

Submitted for Council's information.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

DATE: June 12, 1990
TO: City Assessor
FROM: City Clerk
RE: LOT R5, BLOCK 3, PLAN 2151 M.C.
RIVERSIDE LIGHT INDUSTRIAL PARK - RESERVE DISPOSAL

Your report dated May 24, 1990 pertaining to the above was considered at the Council meeting of June 11, 1990 and at which meeting Council passed the following motion.

"RESOLVED that Council of The City of Red Deer hereby approves removal of the Reserve Designation for that portion of Lot R-5, Block 3, Plan 2151 M.C. located in the Riverside Light Industrial Park within Lots 28, 29, 30, 31, 32, and 33, Block 3, Plan containing 0.194 ha more or less, excepting thereout all mines and minerals, and as presented to Council June 11, 1990, subject to compliance with the provisions of the Planning Act."

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

This office will now proceed with advertising for the disposal in accordance with the requirements of the Planning Act.

Trusting you will find this satisfactory.



C. SEVCIK
City Clerk

CS/jt

c.c. Director of Engineering Services
Director of Community Services
Director of Financial Services
Economic Development Manager
Senior Planner
Council & Committee Secretary - Wilma

"PLAN"

Pursuant to the provisions of The Planning Act, Chapter P-9, R.S.A. 1980 of the Province of Alberta, the Council of The City of Red Deer, at its meeting of June 11, 1990, passed a resolution indicating its intention to dispose of the public reserve as outlined in the above noted plan and described as follows:-

"That portion of Reserve Lot R-5, Block 3, Plan 2151 M.C. located in the Riverside Light Industrial Park within Lots 28, 29, 30, 31, 32 and 33, Block 3, Plan ... containing 0.194 ha. more or less.

Excepting thereout all Mines and Minerals."

If no objection to the proposed disposal of public reserve, as noted above, is received by MONDAY, JULY 2nd, 1990, the Council of The City of Red Deer will proceed without further notice.

However, if any objection to the proposed disposal of public reserve, as noted above, is received by the City Clerk no later than MONDAY, JULY 2nd, 1990, a Public Hearing will be held in the Council Chambers, City Hall, Red Deer, on MONDAY, JULY 9th, 1990 commencing at 7:00 p.m. or as soon thereafter as Council may determine.

C. SEVCIK
CITY CLERK

POSTED on site this day of JUNE, A. D. 1990

Signature

DATE: July 11, 1990
TO: City Assessor
FROM: Assistant City Clerk
RE: DISPOSAL OF PORTION OF LOT R5, BLOCK 3, PLAN 2151 M.C.
RIVERSIDE LIGHT INDUSTRIAL PARK

This is to advise that no objections to the proposed disposal of public reserve referred to above were received by Monday, July 2, 1990. Accordingly, we have submitted a report to Council for information purposes only, advising Council of this fact, and this report went to Council on its agenda of July 9, 1990.

Enclosed herewith please find a declaration indicating that the City has complied with the provisions of Section 115 and 116 of the Planning Act, 1980.

The advertising costs are to be charged against the reserve disposal.

Trusting you will find this satisfactory.



K. KLOSS
Assistant City Clerk

KK/jt

Att.

c.c. City Commissioner
Director of Community Services
Economic Development Manager
Land Supervisor
Director of Financial Services
Red Deer Regional Planning Commission

TO WIT:

IN THE MATTER OF SECTION 117
OF THE PLANNING ACT 1980 R.S.

I, K. KLOSS, of The City of Red Deer, in the Province of Alberta, DO SOLEMNLY
DECLARE:

1. THAT I am the duly appointed Assistant City Clerk of The City of Red Deer and its proper officer in this behalf.
2. THAT the Council of The City of Red Deer wishes to dispose of a municipal reserve.
3. THAT The City of Red Deer has complied with the provisions of Sections 115 and 116 of The Planning Act, 1980.
4. THAT The City of Red Deer, in accordance with Section 117(1) of The Planning Act, 1980, requests the removal of the designation of municipal reserve from the lands described as follows:

THAT PORTION OF RESERVE LOT R-5, BLOCK 3, PLAN 2151 M.C. located in the Riverside Light Industrial Park within Lots 28, 29, 30, 31, 32 and 33, Block 3, Plan containing 0.194 ha more or less.

EXCEPTING THEREOUT ALL MINES AND MINERALS."

AND I MAKE THIS SOLEMN DECLARATION conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath and by virtue of The Canada Evidence Act.

DECLARED before me at The City
of Red Deer, in the Province of
Alberta, this 11 day of
July A.D., 1990 .

K. KLOSS
Assistant City Clerk

A COMMISSIONER FOR OATHS
in and for the Province of Alberta.

J.M. Henfrey
Commissioner of Caths
in and for
The Province of Alberta
Appointment Expires
Feb 4, 1993

NO. 9

DATE: JULY 3, 1990
TO: CITY COUNCIL
FROM: ASSISTANT CITY CLERK
RE: DISPOSAL OF PUBLIC RESERVE - LOT R3, BLOCK 9, PLAN 772-2780
DEVELOPMENT OF MOBILE HOME LOTS

At the Council meeting of June 11, 1990, a resolution was passed by Council indicating its intention to dispose of the Public Reserve described as follows:

"ALL that portion of Lot R-3, Block 9, Plan 772-2780 bounded as follows: commencing at the most northeasterly corner of said Lot R-3; thence southerly along the easterly boundary thereof on an azimuth of 179°50'00" a distance of 99.243 m more or less; thence along the southeasterly boundary thereof on an azimuth of 213°41'05" a distance of 59.436 m; thence on an azimuth of 303°41'05" a distance of 71.628 m; thence on an azimuth of 348°41'05" a distance of 4.240 m; thence on an azimuth of 33°41'05" a distance of 28.170 m; thence on an azimuth of 359°50'00" a distance of 72.140 m more or less to the point of intersection with the northerly boundary of said Lot R-3; thence easterly along the northerly boundary thereof to the point of commencement; and containing 1.032 ha. more or less.

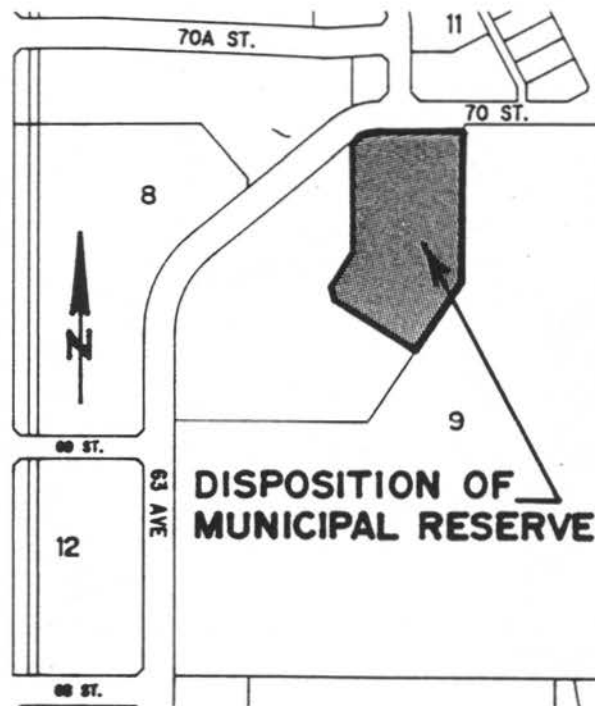
EXCEPTING THEREOUT ALL MINES AND MINERALS."

No objections have been received to the proposed disposal by the deadline, Monday July 2, 1990, and accordingly, a Public Hearing is not required.

Submitted for Council's information only.



K. KLOSS
ASSISTANT CITY CLERK
KK/sp



Commissioners' Comments

Submitted for Council's information.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

"PLAN"

Pursuant to the provisions of The Planning Act, Chapter P-9, R.S.A. 1980 of the Province of Alberta, the Council of The City of Red Deer, at its meeting of June 11, 1990, passed a resolution indicating its intention to dispose of the public reserve as outlined in the above noted plan and described as follows:-

"All that portion of Lot R-3, Block 9, Plan 772-2780 bounded as follows: commencing at the most northeasterly corner of said Lot R-3; thence southerly along the easterly boundary thereof on an azimuth of 179°50'00" a distance of 99.243 m more or less; thence along the southeasterly boundary thereof on an azimuth of 213°41'05" a distance of 59.436m; thence on an azimuth of 303°41'05" a distance of 71.628 m; thence on an azimuth of 348°41'05" a distance of 4.240 m; thence on an azimuth of 33°41'05" a distance of 28.170 m; thence on an azimuth of 359°50'00" a distance of 72.140 m more or less to the point of intersection with the northerly boundary of said Lot R-3; thence easterly along the northerly boundary thereof to the point of commencement; and containing 1.032 ha. more or less."

Excepting thereout all Mines and Minerals."

If no objection to the proposed disposal of public reserve, as noted above, is received by MONDAY, JULY 2nd, 1990, the Council of The City of Red Deer will proceed without further notice.

However, if any objection to the proposed disposal of public reserve, as noted above, is received by the City Clerk no later than MONDAY, JULY 2nd, 1990, a Public Hearing will be held in the Council Chambers, City Hall, Red Deer, on MONDAY, JULY 9th, 1990 commencing at 7:00 p.m. or as soon thereafter as Council may determine.

C. SEVCIK
CITY CLERK

POSTED on site this day of JUNE, A. D. 1990

Signature

"PLAN"

Pursuant to the provisions of The Planning Act, Chapter P-9, R.S.A. 1980 of the Province of Alberta, the Council of The City of Red Deer, at its meeting of June 11, 1990, passed a resolution indicating its intention to dispose of the public reserve as outlined in the above noted plan and described as follows:-

"All that portion of Lot R-3, Block 9, Plan 772-2780 bounded as follows: commencing at the most northeasterly corner of said Lot R-3; thence southerly along the easterly boundary thereof on an azimuth of $179^{\circ}50'00''$ a distance of 99.243 m more or less; thence along the southeasterly boundary thereof on an azimuth of $213^{\circ}41'05''$ a distance of 59.436m; thence on an azimuth of $303^{\circ}41'05''$ a distance of 71,628 m; thence on an azimuth of $348^{\circ}41'05''$ a distance of 4.240 m; thence on an azimuth of $33^{\circ}41'05''$ a distance of 28.170 m; thence on an azimuth of $359^{\circ}50'00''$ a distance of 72.140 m more or less to the point of intersection with the northerly boundary of said Lot R-3; thence easterly along the northerly boundary thereof to the point of commencement; and containing 1.032 ha. more or less."

Excepting thereout all Mines and Minerals."

If no objection to the proposed disposal of public reserve, as noted above, is received by MONDAY, JULY 2nd, 1990, the Council of The City of Red Deer will proceed without further notice.

However, if any objection to the proposed disposal of public reserve, as noted above, is received by the City Clerk no later than MONDAY, JULY 2nd, 1990, a Public Hearing will be held in the Council Chambers, City Hall, Red Deer, on MONDAY, JULY 9th, 1990 commencing at 7:00 p.m. or as soon thereafter as Council may determine.

C. SEVCIK
CITY CLERK

POSTED on site this day of JUNE, A. D. 1990

Signature


DATE: July 12, 1990
TO: City Assessor
FROM: Assistant City Clerk
RE: DISPOSAL OF PUBLIC RESERVE - LOT R3, BLOCK 9, PLAN 772-2780
DEVELOPMENT OF MOBILE HOME LOTS

This is to advise that no objections to the proposed disposal of public reserve referred to above were received by Monday, July 2, 1990. Accordingly, we have submitted a report to Council on July 9, 1990 for information purposes only, advising Council of this fact.

Enclosed herewith please find a declaration indicating that the City has complied with the provisions of Section 115 and 116 of The Planning Act, 1980.

The advertising costs are to be charged against the reserve disposal.

Trusting you will find this satisfactory.



K. KLOSS
Assistant City Clerk

KK/jt

Att.

c.c. City Commissioner
Director of Community Services
Economic Development Manager
Land Supervisor
Director of Financial Services
Red Deer Regional Planning Commission

DATE: July 11, 1990
TO: City Assessor
FROM: Assistant City Clerk
RE: DISPOSAL OF PUBLIC RESERVE - LOT 3, BLOCK ^{R3} ~~R9~~ ⁹, PLAN 772-2780
DEVELOPMENT OF MOBILE HOME LOTS

This is to advise that no objections to the proposed disposal of public reserve referred to above were received by Monday, July 2, 1990. Accordingly, we have submitted a report to Council on July 9, 1990 for information purposes only, advising Council of this fact.

Enclosed herewith please find a declaration indicating that the City has complied with the provisions of Section 115 and 116 of The Planning Act, 1980.

The advertising costs are to be charged against the reserve disposal.

Trusting you will find this satisfactory.



K. KLOSS
Assistant City Clerk

KK/jt

Att.

c.c. City Commissioner
Director of Community Services
Economic Development Manager
City Assessor *Land Supervisor*
Director of Financial Services
Red Deer Regional Planning Commission

CANADA)	
)	IN THE MATTER OF SECTION 117
PROVINCE OF ALBERTA)	
)	OF THE PLANNING ACT 1980 R.S.
TO WIT:)	

I, K. KLOSS, of The City of Red Deer, in the Province of Alberta, DO SOLEMNLY DECLARE:

1. THAT I am the duly appointed Assistant City Clerk of The City of Red Deer and its proper officer in this behalf.
2. THAT the Council of The City of Red Deer wishes to dispose of a municipal reserve.
3. THAT The City of Red Deer has complied with the provisions of Sections 115 and 116 of The Planning Act, 1980.
4. THAT The City of Red Deer, in accordance with Section 117(1) of The Planning Act, 1980, requests the removal of the designation of municipal reserve from the lands described as follows:

"ALL that portion of Lot R-3, Block 9, Plan 772-2780 bounded as follows: commencing at the most northeasterly corner of said Lot R-3; thence southerly along the easterly boundary thereof on an azimuth of 179°50'00" a distance of 99.243 m more or less; thence along the southeasterly boundary thereof on an azimuth of 213°41'05" a distance of 59.436 m; thence on an azimuth of 303°41'05" a distance of 71.628 m; thence on an azimuth of 348°41'05" a distance of 4.240 m; thence on an azimuth of 33°41'05" a distance of 28.170 m; thence on an azimuth of 359°50'00" a distance of 72.140 m more or less to the point of intersection with the northerly boundary of said Lot R-3; thence easterly along the northerly boundary thereof to the point of commencement; and containing 1.032 ha more or less.

EXCEPTING THEREOUT ALL MINES AND MINERALS."

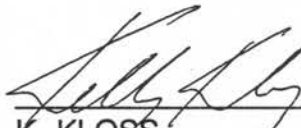
Page 2

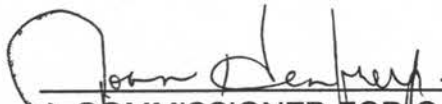
Declaration dated this 11 day of July, A.D. 1990.

RE: All that portion of Lot R-3, Block 9, Plan 772-2780
bounded as listed.

AND I MAKE THIS SOLEMN DECLARATION conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath and by virtue of The Canada Evidence Act.

DECLARED before me at The City)
of Red Deer, in the Province of)
Alberta, this 11 day of July)
A.D., 1990 .)


K. KLOSS
Assistant City Clerk


A COMMISSIONER FOR OATHS
in and for the Province of Alberta.

J.M. Henfrey
Commissioner of Oaths
in and for
The Province of Alberta
Appointment Expires
Feb 4, 1993

NO. 10

DATE: June 26, 1990
TO: City Clerk
FROM: Bylaws and Inspections Manager
RE: **CROSS CONNECTION CONTROL**

FILE NO.

Could your office place the following matter before Council for their consideration?

In the 1990 Budget, funds were included for starting a "cross control program". Cross control in this context means a connection, either direct or indirect, between potable and non-potable water. An example of this is a hot water boiler that has boiler treatment compounds in it, that is directly connected to a domestic water system. Another example is a water hose attached to an outside tap with the other end in a pail of insecticide. In either of these situations there is a potential hazardous condition, where a building or a house could be contaminated. In extreme cases, the City water supply system could be contaminated, as well.

There are several methods of ensuring this contamination cannot occur. Firstly, a protection device can be placed on every potential cross connection location. The second method is to place on device on the service leading into the building, which ensures the contamination will not get into the City system, but does not protect the potable water inside the building. It does, in our opinion, fulfil the City's obligation to provide potable water to the customer.

Each new building is required to provide cross connection devices on each possible location. However, this does not address the situation in existing buildings, including homes. In order to provide protection for these systems, it would be necessary to go into the building and provide a list of required devices to the owner, after inspecting the water supply system. Also, these devices would have to be checked and serviced yearly.

Should Council agree to implement a program of cross connection control, we would recommend considering the following:

1. A program of checking existing installations and then requiring the owner to have an approved plumbing company re-check the devices yearly.

We recommend that one person be hired to do the initial checks. That person would be a qualified plumber who, because cross control protection this is a relatively new requirement, would probably require some training at either NAIT or SAIT.

CROSS CONNECTION CONTROL

June 26, 1990

Page 2

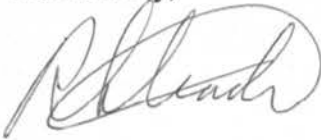
The reason for bringing this forth at this time is:

1. There is \$10,000 budgeted in 1990 for cross connection control. This money was to be spent on public information and staff training. If there are no funds available in 1991, then the information we present to the public should be different than if there were an inspection program.
2. We will require bylaws to be amended to provide for the program.
3. The need for upgrading of the basic journeyman plumber's qualifications will require attending courses at NAIT or SAIT. Registrations should be made as soon as possible.

The program we are recommending is minimal, and would take, probably, five years to cover the entire City for the first inspection. Undoubtedly, the person would be called to inspect some work already covered, so the five year estimate is generous. The 1991 Budget would be as follows:

Salary	-	\$34,000
Vehicle Expenses	-	2,400
Public Information, Brochures, Etc.	-	<u>5,000</u>
		\$61,400

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

Commissioners' Comments

The attached report is requesting Council's approval to begin the implementation of a cross connection control program for which \$10,000 was budgetted this year. As indicated by the Bylaws & Inspections Manager, the way we could proceed with this program will vary depending on whether or not Council will approve its full scale implementation in 1991 at an estimated annual operating cost of approximately \$60,000 per annum for at least 5 years. In essence, therefore, this request implies a precommitment for the 1991 budget. Normally, we would be reluctant to recommend such a commitment but as this is a matter of public safety, we would recommend that Council approve an ongoing program of cross connection control.

"R.J. MCGHEE"

Mayor

"M.C. DAY"

City Commissioner

DATE: July 12, 1990
TO: Bylaws & Inspections Manager
FROM: Assistant City Clerk
RE: CROSS CONNECTION CONTROL

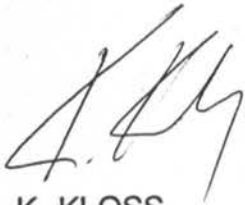
At the Council meeting of July 9, 1990, consideration was given to your report dated June 26, 1990 concerning the above topic and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered report from the Bylaws and Inspections Manager dated June 26, 1990 re: Cross Connection Control, hereby approves the implementation of a Cross Connection Control Program commencing in 1991 at an approximate annual cost of \$51,400 and as presented to Council July 9, 1990."

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

At the Council meeting the issue was discussed as to whether the new position could be a contract position as opposed to a City employee. I assume you will take this into consideration when you are further reviewing this matter.

Trusting you will find this satisfactory.



K. KLOSS
Assistant City Clerk

KK/jt

c.c. Director of Financial Services
Director of Engineering Services
Public Works Manager

NO. 11

CS-P-2.304

DATE: July 3, 1990
TO: CITY COUNCIL
FROM: DON BATCHELOR
Parks Manager
RE: CEMETERY HILL - SLOPE STABILITY REPORT

In August 1986 the Parks Department commissioned U.M.A. Engineering Limited to undertake a sub-surface and stability analysis of Cemetery Hill in the area outlined on the attached plan.

The potential of shallow slides and slumps on the slope, in close proximity to existing burial plots, made it necessary for the evaluation to be completed. The major rainfall experienced in 1986 did not result in any ground water movement, but it clearly illustrated the need for the stability of the slope to be investigated. The report outlined that the slope was stable and only under excessively high and prolonged ground water conditions could slides or slumping occur. Monitoring and continued investigation of the slope was recommended by the consultant.

Rainfall levels recorded in Red Deer during May and June 1990 have been well in excess of the seasonal average, and this has resulted in a very high water table throughout the cemetery and within the respective slope. A portion of the slope failed in early June and the slope has recently indicated signs that further shallow slumping may occur if rainfall levels and ground water levels do not recede.

In view of the most recent shallow slumping and the existing unstable ground conditions, it is recommended that U.M.A. Engineering Limited be instructed to update the 1986 report to include:

1. an evaluation of the existing slope be undertaken in view of the most recent failure and ground water conditions to determine what interim measures may be taken to reduce the probability of further slope failure;
2. a review of the existing ground water conditions and slope stability be reviewed in conjunction with the recommendations contained in the 1986 report to update these recommendations in view of existing site conditions and/or new technologies or slope stabilization methods;
3. cost estimates and detailed design specifications to implement the recommendations contained in 1 and 2 above.

City Council
July 3, 1990
Page 2

In discussions with U.M.A. Engineering, they have indicated that their Red Deer office, in conjunction with their Calgary geotechnical office, could complete the required updated report with an expenditure of \$5,000.

Pending the recommendations contained in this proposed report, the Parks Department would be including in the 1991 Capital Budget appropriate remedial measures for the stability of the slope on Cemetery Hill.

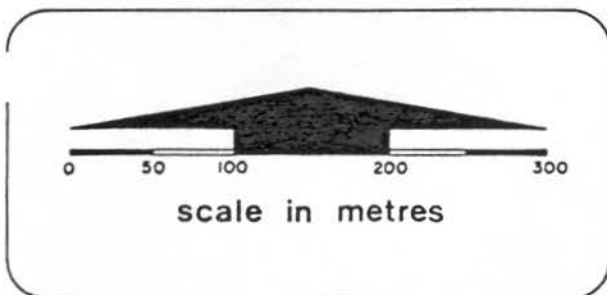
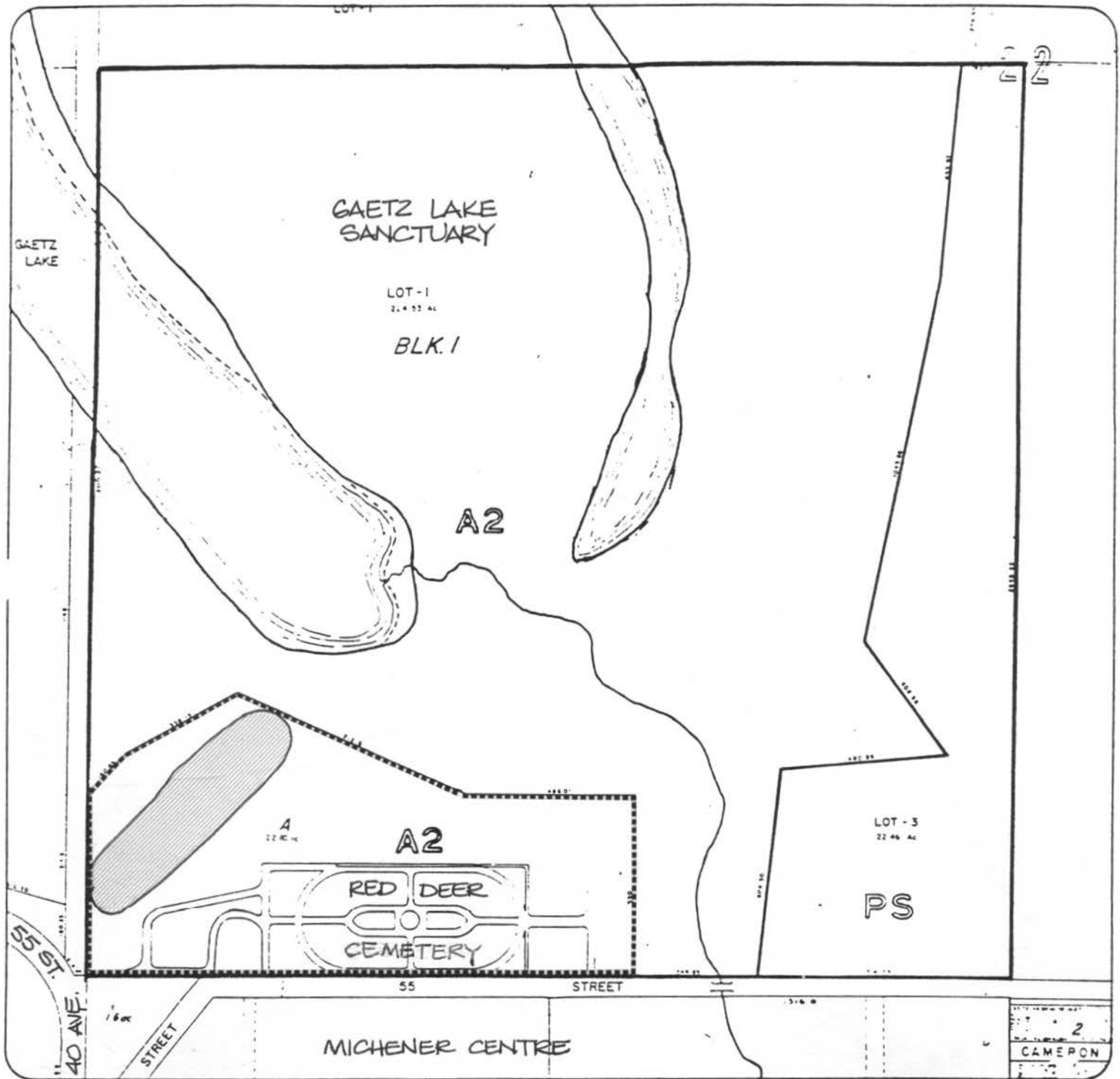
RECOMMENDATION:

That City Council approve a \$5,000 over-expenditure in the 1990 Cemetery Budget to complete an updated geotechnical report as outlined in my report.

A handwritten signature in dark ink, appearing to read 'Don Batchelor', with a horizontal line extending to the right.

DON BATCHELOR

DB/ad



AREA OF SLOPE INSTABILITY

CS-2.843

DATE: July 4, 1990

TO: CITY COUNCIL

FROM: CRAIG CURTIS
Director of Community Services

RE: CEMETERY HILL: SLOPE STABILITY REPORT
A memo from the Parks Manager, dated July 3, 1990, refers.

1. The recent high rainfall levels have resulted in a very high water table throughout the cemetery and within the Cemetery Hill slope. A portion of the slope failed in early June and further slumping may occur in the near future. The Parks Manager is, consequently, recommending that the geotechnical report on this area, prepared by consultants in 1986, be updated.

2. RECOMMENDATION

I support the comments of the Parks Manager, and recommend that City Council approve the updating of the geotechnical report on Cemetery Hill, at an estimated cost of \$5,000, to be charged as an overexpenditure in the 1990 Cemetery Budget.



CRAIG CURTIS

CC:dmg

- c. Don Batchelor, Parks Manager
Lowell Hodgson, Recreation & Culture Manager
Paul Meyette, Principal Planner, R.D.R.P.C.

Commissioners' Comments

We would recommend Council support the recommendation and that same be charged as an overexpenditure to the Cemetery budget.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

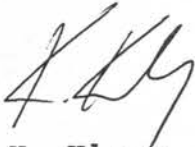
DATE: July 10, 1990
TO: Parks Manager
FROM: Assistant City Clerk
RE: CEMETERY HILL/SLOPE STABILITY REPORT

At the Council meeting of July 9, 1990, consideration was given to your report dated July 3, 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 Parks Manager dated July 3, 1990 re: Cemetery Hill - Slope Stability Report, hereby approves a \$5,000 overexpenditure in the 1990 Cemetery Budget to complete an updated geotechnical report of Cemetery Hill as outlined in the above noted report from the Parks Manager, and as recommended to Council July 9, 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/ds

c.c. Dir. of Community Services
Dir. of Financial Services
Recreation & Culture Manager
Dir. of Engineering Services

NO. 12

060-004A
660-062

DATE: July 4, 1990
TO: City Clerk
FROM: Engineering Department Manager
RE: 1990 LOCAL IMPROVEMENT
LANE PAVING - SOUTH OF 55 STREET EAST OF 48 AVENUE

On May 28, 1990, City Council agreed that the lane south of 55 Street and east of 48 Avenue be properly constructed and paved as a local improvement.

The Engineering Department has proceeded with a cost estimate for this project, the estimated total cost is \$55,000. This converts to a local improvement rate of approximately \$152 per frontage metre; the current approved rate is \$77 per frontage metre.

The large increase in the rate is due to the site specific conditions and is mainly due to the fact that approximately three quarters of the lane improvement area is currently built directly on 0.75 m of topsoil, which must be removed and replaced with suitable material prior to the lane being paved. Additional costs will also be incurred due to the required construction of a retaining wall, the moving of a power pole and also due to construction around the existing gas main in the lane.

Originally a request was made by an area resident, Mr. John Berge, to close off the lane at 55 Street. This option would require construction of a turn around at the dead end laneway which would require additional land acquisition in addition to complete construction of the lane. Accordingly we feel that closing off the existing lane is not a desirable solution.

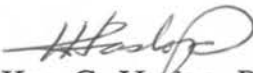
Options for funding this project are as follows:

1. Increase the Local Improvement unit rate, for this Project only, to \$152 per assessable metre, from the present rate of \$77 per assessable metre. The increased rate would be for this project only, all other residential lanes paved as local improvements would be done at the \$77 rate.

City Clerk
Page 2
July 4, 1990

2. Charge the area residents based on the currently approved rate of \$77 per assessable metre and fund the balance, \$27,164.50, from General Benefit.

Council's direction is respectfully requested. We would add that the \$77 per assessable metre is generally sufficient to recover our costs in normal circumstances but for specific reasons previously mentioned, will result in an under recovery in this instance.


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

PAG/sl

- c.c. Director of Financial Services
- c.c. City Assessor
- c.c. Engineering Office Administrator

Commissioners' Comments

We would recommend Council support option 2 which is to undertake the work at the current approved rate. The current rate is deemed as an average for this type of work and it is not appropriate to have different rates for each like construction.

"R.J. MCGHEE"
Mayor

DATE: July 11, 1990
TO: Engineering Department Manager
FROM: Assistant City Clerk
RE: 1990 LOCAL IMPROVEMENT - LANE PAVING
SOUTH OF 55 STREET - EAST OF 48 AVENUE

At the Council meeting of July 9, 1990, consideration was given to your report dated July 4, 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 July 4, 1990 re: 1990 Local Improvement / Lane Paving - South of 55 Street, East of 48 Avenue, hereby agrees to charge the area residents relative to the above noted local improvement based on the current approved rate of \$77 per assessable metre and fund the balance of \$27,164.50 as a 1990 overexpenditure from General Benefit, and as presented to Council July 9, 1990."

The decision of Council in this instance is submitted for your information and appropriate action. I assume you will now be proceeding with the necessary procedures required under Local Improvements.

Trusting you will find this satisfactory.



K. KLOSS
Assistant City Clerk

KK/jt

c.c. Director of Financial Services
City Assessor
Public Works Manager

CORRESPONDENCENO. 1

June 13, 1990

J.C. (Jim) Williamson
64 Cornett Drive
Red Deer, Alberta
T4P 2G7

City Of Red Deer
Mr. Charle Sevcik- City Clerk
Box 5008
Red Deer, Alberta
T4N 3T4

**RE: 1990 CANADIAN NATIONAL RETRIEVER CHAMPIONSHIP STAKE
RED DEER SEPTEMBER 18-22, 1990**

Dear Sir:

The City of Red Deer has long been known for its hospitality by the retriever people all across Canada and the United States. During the last two National Championships that were held in Alberta (1978 & 1984) Red Deer was the Host City. I'm pleased to advise that through the Red Deer Retriever Club and the Alberta Retriever Clubs Association, the City of Red Deer has once again been selected by our National Club to host the 1990 Championship on September 18-22. Naturally to ensure a successful event we will again need the City's support, therefore, the purpose of this letter.

Before I go into specific needs I should give you some details that may be helpful, they are as follows:

- We estimate 80 to 100 entrees from all across Canada and the U.S.A.
- We estimate 300 to 400 out of town guests using all types of commercial facilities.
- Some visitors will require RV campground facilities.
- We expect some competitors to arrive by September 10th for pre-trial training.

THE CITY OF RED DEER
CLERK'S DEPARTMENT

RECEIVED	
TIME	2:30 PM
DATE	June 20/90
BY	AK

- During the tests we will use legally taken dead feathered migratory birds and dead pheasants from the Brooks Hatchery to simulate conditions that may be encountered during a normal days hunt.
- Blank ammunition will be fired to simulate hunting.
- The majority of the tests will be held on private land outside of Red Deer.
- The Chalet at the Westerner will be the Field Trail Headquarters.
- The Championship Stake is held under the Field Trial Rules and Regulations of the Canadian Kennel Club (CKC) and the Canadian National Retriever Club.
- The annual Championship is the Premier event in the Retriever Field Trial sport.
- The RCMP, City and Rural Detachments, and the Red Deer Fish and Wildlife Division will be notified of the event via this correspondence.
- Considerable regrading and seeding work was completed this winter and early spring to enhance Three Mile Bend for this years Championship Stake. This work was completed under the supervision of the City Parks Department at no cost to the City.

Now...on to the main reasons for this letter, we are requesting City approval for the following:

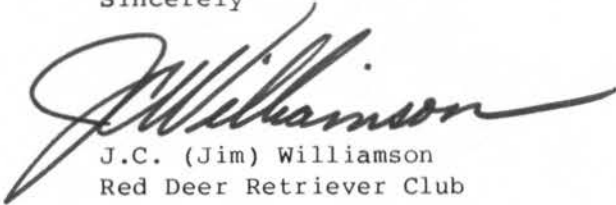
- To use Three Mile Bend as a test area during the National Championship Stake.
- The City to place a sign at the main entrance of Three Mile Bend to restrict non-competing dogs to "on leash" during test days.
- Limit mowing in certain areas of Three Mile Bend to ensure approximately 30 cm. of grass cover during the National Stake.
- To discharge shot gun blanks during actual competition tests at Three Mile Bend.
- To use any vacant City owned land that the City deems appropriate for pre-trial training areas (this would not include Three Mile Bend as this area would be reserved for competition only).
- Any other conditions the City may consider to enhance the overall success of the National.

We are prepared to meet on site to fully explain our intentions as required. We appreciate the City's support and look forward to working with all Departments to ensure another successful Canadian National Retriever Championship.

Please call me direct at 341-8441 for further information.

Thank you for an early response.

Sincerely

A handwritten signature in cursive script, appearing to read "J. Williamson".

J.C. (Jim) Williamson
Red Deer Retriever Club

cc: Fish & Wildlife Division
City Detachment RCMP
Rural Detachment RCMP

DATE: July 3, 1990

CS-2.840

TO: CHARLIE SEVCIK
City Clerk

FROM: CRAIG CURTIS
Director of Community Services

RE: CANADIAN NATIONAL RETRIEVER CHAMPIONSHIP STAKE:
Your memo dated June 25, 1990 refers.

1. Red Deer has been selected to host the 1990 Canadian National Retriever Championship Stake, to be held at Three Mile Bend, September 18-22, 1990. The Red Deer Retriever Club is, consequently, requesting City approval for the use of the park and a variety of related services.
2. I have discussed this proposal with the Parks and Recreation & Culture Managers. We fully support the staging of the event at Three Mile Bend, subject to a number of conditions outlined in the attached report from the Parks Manager.
3. RECOMMENDATION

I support the Parks Manager's comments and recommend that City Council approve the request of the Red Deer Retriever Club, to stage the Canadian National Retriever Championship Stake at Three Mile Bend, September 18-22, 1990, subject to the following conditions:

- that the club pay for the erection of signs at the entrances to Three Mile Bend, indicating that non-competing dogs must be kept on leash during the test and competition days;
- that the club pay for the engagement of a Park Control Officer to monitor the park area during the event.



CRAIG CURTIS

CC:dmg

- c. Don Batchelor, Parks Manager
Lowell Hodgson, Recreation & Culture Manager
Paul Meyette, Principal Planner, R.D.R.P.C.

CS-P-2.293

DATE: June 28, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: DON BATCHELOR
Parks Manager

RE: CANADIAN NATIONAL RETRIEVER CHAMPIONSHIP STAKE
Your memo dated June 25, 1990 refers.

The Parks Department has been working with the Red Deer Retriever Club in the planning and preparation of the Three Mile Bend park area (Attachment 1), for improving the existing dog-training area for competitions.

Three Mile Bend is within Waskasoo Park, and is promoted and operated as the only park in the city for dogs and dog-owners. Dogs are permitted off leash through this park area, and the east portion of the park has been constructed as a retriever training area. Since this park is the only one where dogs are permitted off leash, and where the retriever training area is developed, it is a most suitable location for the Retriever Championship Stake.

I support the requests of the Red Deer Retriever Club, as outlined in their letter of June 13, 1990, subject to the following conditions:

- that three signs be located, one at the vehicle entrance and two at the pedestrian/bicycle entrance into Three Mile Bend, indicating that all non-competing dogs "must be kept on leash" during test and competition days. The costs for these signs would be incurred by the Retriever Club.
- That the Retriever Club engage a Park Control Officer to monitor the park area during all test and competition days, to inform the public that all non-competing dogs must be kept on leash.

The above conditions have been discussed with Mr. J. Williamson, and he has agreed to them on behalf of the Retriever Club.

.../2

Charlie Sevcik
Page 2
June 28, 1990
Canadian Nat'l. Retriever Championship Stake

Mr. Lowell Hodgson, Recreation & Culture Manager, has indicated that Lions Campground is closed effective September 4, 1990. It would not be economically viable to open the campground for the September 18-22 dates.

RECOMMENDATION

1. That City Council approve the request of the Retriever Club, as submitted.
2. That the Red Deer Retriever Club be informed of the requirements outlined by the Parks Manager, and that Lions Campground will be closed during their trials and stake.



DON BATCHELOR

:dmg

Attachment

- c. Craig Curtis, Director of Community Services
Neil Evans, Outdoor Facilities Superintendent



THREE MILE BEND





Royal
Canadian
Mounted
Police

Gendarmerie
royale
du
Canada

42

Security Classification / Designation
Classification / Désignation sécuritaire

Your file Votre référence

June 25, 1990

Our file Notre référence

City Clerk
City of Red Deer

ATT: C. CEVCIK

Dear Sir:

RE: Canadian National Retriever
Championship Stake

Your minute dated 90 06 25, refers.

Past endeavors within the City of Red Deer suggest successful championships. I have no concern for the planned 1990 Championship, at this point in time - nor do I anticipate any.


(R. RUSSELL) S/Sgt.

A.O.i/c Red Deer City Detachment

/clr

Commissioners' Comments

We would concur with the recommendations of the Dir. of Community Services with the proviso that the use of vacant City land other than Three Mile Bend have the prior approval of the Commissioners.

"R.J. MCGHEE"

Mayor

"M.C. DAY"

City Commissioner

Canada

DATE: June 25, 1990

FILE NO.

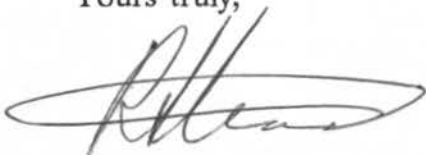
TO: City Clerk

FROM: Bylaws and Inspections Manager

RE: CANADIAN NATIONAL RETRIEVER CHAMPIONSHIP STAKE

In response to your memo of June 25, 1990, regarding the above referenced subject, we wish to advise that this department has no comments at this time.

Yours truly,

A handwritten signature in dark ink, appearing to read 'R. Strader', with a large, sweeping loop at the end.

R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

**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 25, 1990

Mr. J. C. (Jim) Williamson
64 Cornett Drive
Red Deer, Alberta
T4P 2G7

Dear Sir:

RE: 1990 CANADIAN NATIONAL RETRIEVER CHAMPIONSHIP STAKE
RED DEER - SEPTEMBER 18-22, 1990

I acknowledge receipt of your letter of June 13, 1990 regarding your request for The City of Red Deer's support and co-operation at Three Mile Bend for the 1990 Canadian National Retriever Championship Stake to be held in Red Deer September 18-22.

Your request has been placed on the Council Agenda for **JULY 9, 1990**, at which time City Council and City Administration will discuss the various aspects involved.

The Council meeting will begin at 4:30 p.m., recessing for supper at 6:00 p.m. and reconvening at 7:00 p.m. If you will please telephone our office on Friday morning, July 6th, at 342-8134, we will advise you of the approximate time that Council will be discussing this matter. On July 9th, please come into City Hall on the park side next to the Library and proceed to the Council Chambers on the 2nd Floor.

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

Regards,

K. KLOSS
ASSISTANT CITY CLERK
KK/sp

c.c. Parks Manager

DATE June 25, 1990

TO:

<input checked="" type="checkbox"/>	DIRECTOR OF COMMUNITY SERVICES
<input checked="" type="checkbox"/>	DIRECTOR OF ENGINEERING SERVICES
<input checked="" type="checkbox"/>	DIRECTOR OF FINANCIAL SERVICES
<input checked="" type="checkbox"/>	BYLAWS & INSPECTIONS MANAGER
<input type="checkbox"/>	CITY ASSESSOR
<input type="checkbox"/>	COMPUTER SERVICES MANAGER
<input type="checkbox"/>	ECONOMIC DEVELOPMENT MANAGER
<input type="checkbox"/>	E.L. & P. MANAGER
<input type="checkbox"/>	ENGINEERING DEPARTMENT MANAGER
<input type="checkbox"/>	FIRE CHIEF
<input checked="" type="checkbox"/>	PARKS MANAGER
<input type="checkbox"/>	PERSONNEL MANAGER
<input type="checkbox"/>	PUBLIC WORKS MANAGER
<input checked="" type="checkbox"/>	R.C.M.P. INSPECTOR
<input type="checkbox"/>	RECREATION & CULTURE MANAGER
<input type="checkbox"/>	SOCIAL PLANNING MANAGER
<input type="checkbox"/>	TRANSIT MANAGER
<input type="checkbox"/>	TREASURY SERVICES MANAGER
<input checked="" type="checkbox"/>	URBAN PLANNING SECTION MANAGER
<input type="checkbox"/>	

FROM: CITY CLERK

RE: CANADIAN NATIONAL RETRIEVER CHAMPIONSHIP STAKE

Please submit comments on the attached to this office by JUNE 29, 1990
_____ for the Council Agenda of JULY 8, 1990.


C. SEVCIK
City Clerk

FILE NO.: R-33880

file

DATE: JULY 6, 1990

TO: MAYOR & COUNCIL

FROM: LOWELL R. HODGSON
Recreation & Culture Manager

RE: 1990 CANADIAN NATIONAL RETRIEVER CHAMPIONSHIP STAKE
RED DEER - SEPTEMBER 18 TO 22, 1990

The purpose of this memo is to inform Council of the fact that the Lions Campground is indeed open through until September 30, 1990. Thus we are able to accommodate this Championship.

The information given to the Parks Manager, from this Department, was in error, and the intent of this memo is to correct that and declare that we can accommodate visitors for this event.

Lowell R. Hodgson

LOWELL R. HODGSON

/cjm

c. Don Batchelor
Craig Curtis

**THE CITY OF RED DEER**

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-8195

City Clerk's Department 342-8132

July 11, 1990

Jim Williamson
64 Cornett Drive
RED DEER, Alberta
T4P 2G7

Dear Sir:

RE: 1990 CANADIAN NATIONAL RETRIEVER CHAMPIONSHIPS STAKE, RED DEER
September 18-22, 1990

At The City of Red Deer Council meeting held on July 9, 1990, consideration was given to your correspondence dated June 13, 1990 relative 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 Jim Williamson of the Red Deer Retriever Club dated June 13, 1990 re: 1990 Canadian National Retriever Championship Stake - Red Deer September 18-22, 1990, hereby approves the request of the Red Deer Retriever Club to stage the Canadian National Retriever Championship Stake at Three Mile Bend on September 18-22, 1990, subject to the following conditions:

1. That the Club pay for the erection of signs to the entrance to Three Mile Bend, indicating that non-competing dogs must be kept on leash during the test and competition days;
2. That the Club pay for the engagement of a Park Control Officer to monitor the park area during the event;
3. That the use of vacant City land for this event, other than Three Mile Bend, have prior approval of the City Commissioners;

and as recommended to Council July 9, 1990."

....2

*a delight
to discover!*

Jim Williamson
July 11, 1990
Page 2

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

Further to our phone conversation of July 9, 1990, I assume you will be contacting our Land Supervisor, Mr. Bill Lees, to locate possible vacant City land for pre-trial training areas. With regard to other items relative to these Championships, you should be in contact with the Parks Manager, Mr. Don Batchelor.

On behalf of City Council, I would like to take this opportunity to wish you all the best with the Retriever Championships, as Red Deer is proud to again host such an event.

I trust you will find this satisfactory. If you have any questions, please do not hesitate to call.

Sincerely,

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

K. KLOSS
Assistant City Clerk

KK/jt

c.c. Parks Manager
Director of Community Services
Recreation & Culture Manager
Urban Planning Section Manager

Normandeau Cultural and Natural History Society

Box 800
Red Deer, Alberta T4N 5H2
(403) 343-6844

June 28, 1990

Mayor McGhee and Members of Council
The City of Red Deer
City Hall
Red Deer, Alberta

Your Worship and Members of Council:

Re: Kerry Wood Nature Centre Storage Extension


Under the contract between the City of Red Deer and the Normandeau Board to operate the Museum, Fort Normandeau and Kerry Wood Nature Centre, approval is required by the Recreation, Parks and Culture Board and by Council for any capital improvement projects exceeding \$10,000.

The Normandeau Board is seeking the approval of Council for a \$21,000 storage addition to the south end of the Kerry Wood Nature Centre. The addition is designed to match the existing structure and was planned by the original architect of the building. Funding for the project has been assembled from the Major Capital Budget, CRC, CFEP and the Kerry Wood Nature Centre Association. The Recreation, Parks and Culture Board in 1989 approved \$6,000 toward this project and by recent telephone poll have given approval to the project and their recommendation to Council to approve the project. A copy of the floor plan is attached.

As we are anxious to have this matter proceed as quickly as possible, would you please arrange for our request to be placed on your July 9 agenda.

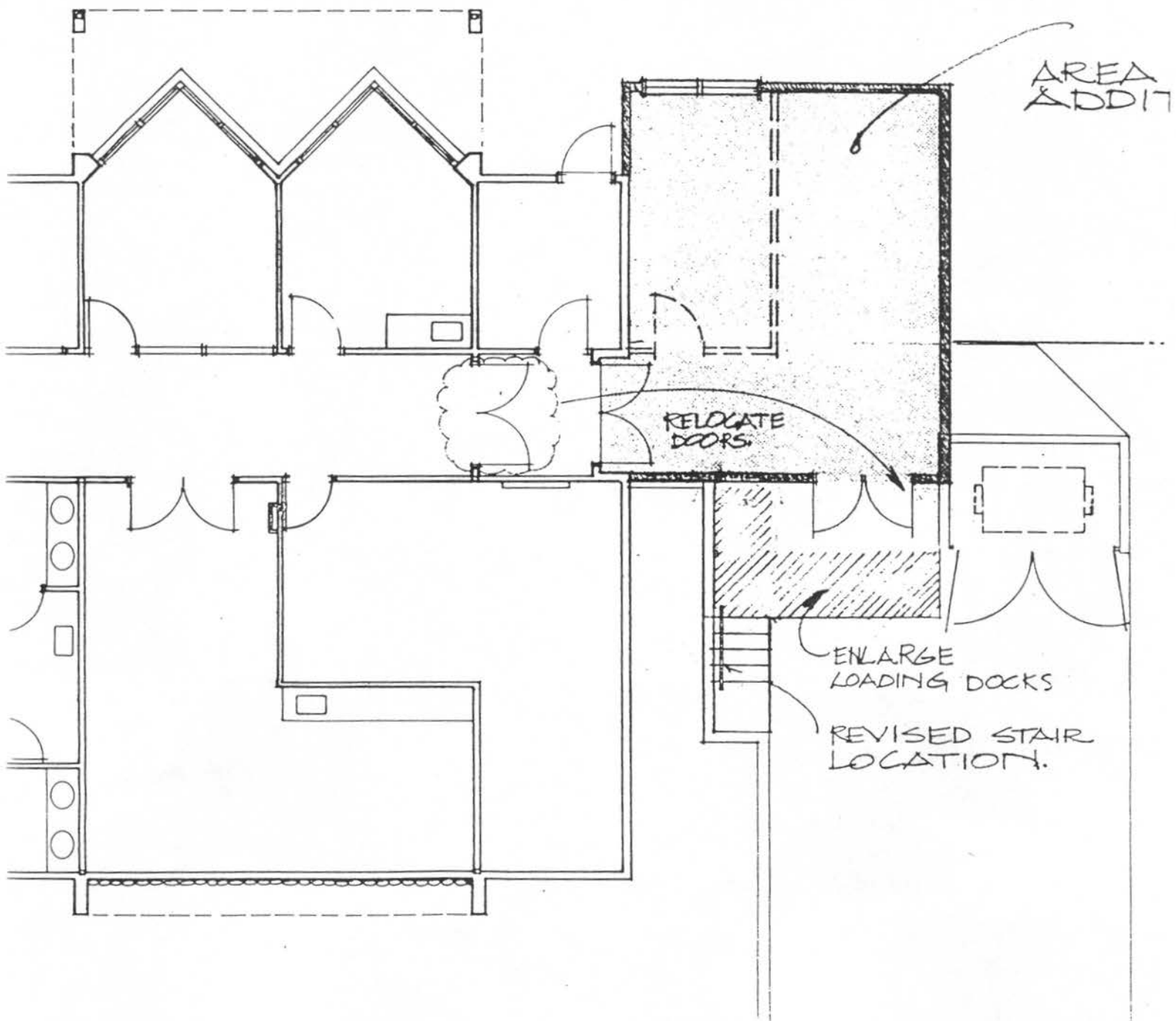
Members of the Normandeau Board and staff would be pleased to attend.

Yours truly,


Eileen Dubois, Chairman
Normandeau Board

Enclosure

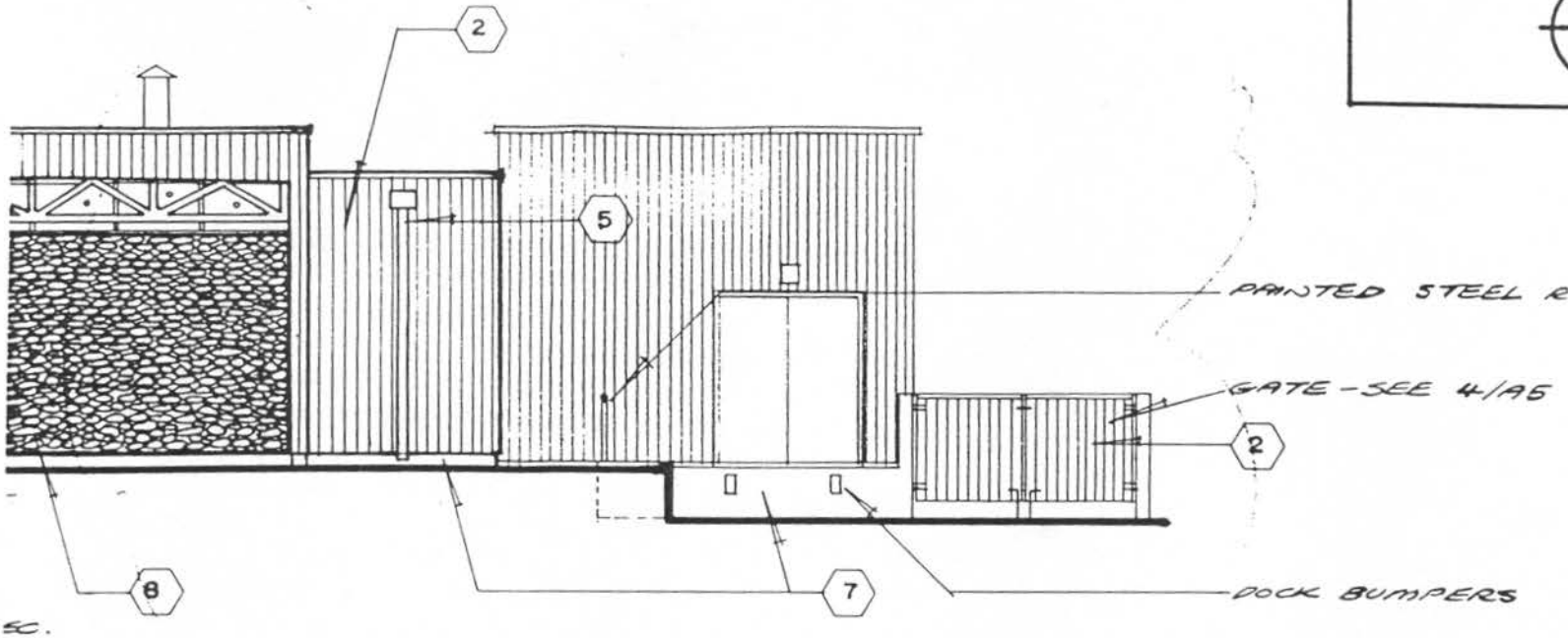
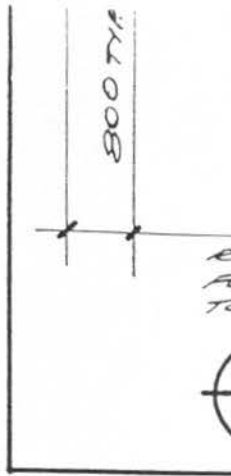
ED/lp



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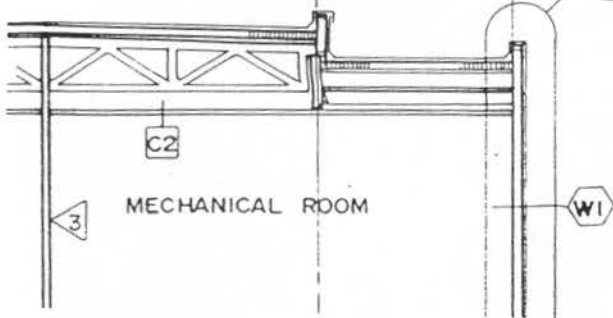
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view from
the west



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1 SIM.
A9



A1

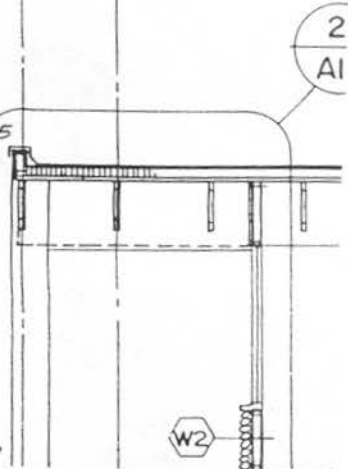
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T.O.W. 13,785

T.O.S. 10,000

W2



view from
the east

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EAST ELEVATION

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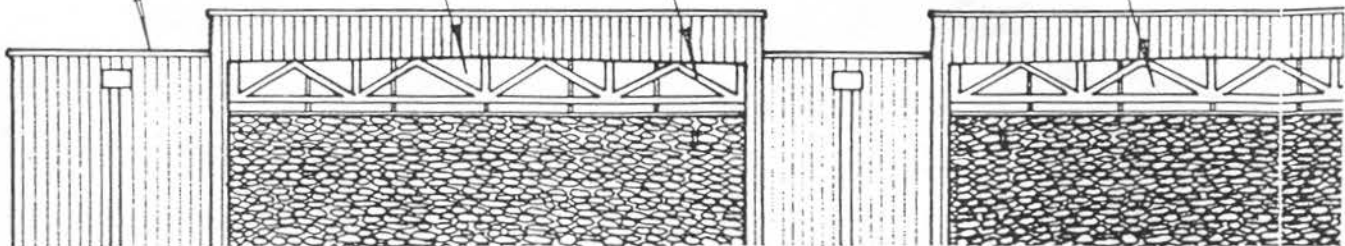
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View from the South

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- C
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- A

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PAINT LOUVERES TO MATCH SIDING

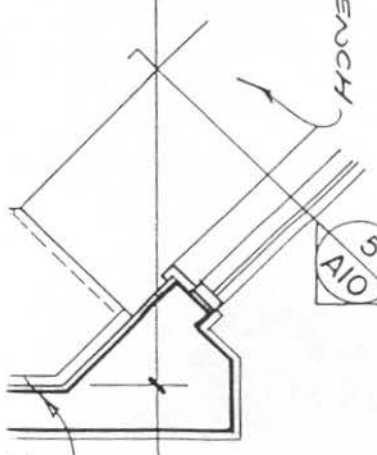
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WINDOW BENCH

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A/O

1500

3500



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- 3
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DATE: June 28, 1990

TO: CITY COUNCIL

FROM: CRAIG CURTIS
Director of Community Services

RE: KERRY WOOD NATURE CENTRE:
STORAGE EXTENSION
A letter from the Normandeau Cultural & Natural History
Society, dated June 28, 1990 refers.

1. The Normandeau Cultural & Natural History Society is proposing a small addition to the Kerry Wood Nature Centre. The plans make provision for 40m² of secure storage to be added to the south of the building, adjacent to the loading dock. Funding for this project is in place through a variety of grants and City budget allocations in 1989 and 1990.
2. The operating agreement between the City and the Normandeau Cultural & Natural History Society states that City Council must approve development proposals costing in excess of \$10,000. In this respect, Clause 7(2) reads as follows:

"7(2) The lessee shall not purchase any equipment or effect any parking lot improvements or building expansions, or make any capital expenditures upon the facility land in excess of the sum of ten thousand (\$10,000) dollars without the consent of the municipal council or The City of Red Deer, upon recommendation of the City Recreation, Parks & Culture Board."
3. The proposed expansion plans were considered by the Recreation, Parks & Culture Board at its meeting on June 28, 1990, and the board recommends approval by City Council. The plan is also supported by the Gaetz Lakes Sanctuary Committee.
4. I have reviewed the proposed extension with the Parks and Recreation & Culture Managers, and our comments are as follows:

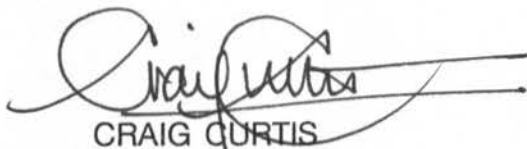
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City Council
Page 2
June 28, 1990
K.W.N.C. Storage Extension

- It is considered that the additional storage will improve operations in the centre. When the facility was originally constructed, it was not anticipated that the visitorship would be as high as it is now (i.e., approx. 65,000 visitors p.a.). The increasing popularity of the centre is, to a large extent, the result of the society's excellent programming.
- It is considered that approval of the extension should be contingent upon the external finishes being identical to those of the existing building. In addition, the height of the window in the extension should match the office windows on the east elevation.

5. RECOMMENDATION

I support the comments of the Normandeau Cultural & Natural History Society and the Recreation, Parks & Culture Board, and recommend that City Council approve the proposed extension to the Kerry Wood Nature Centre, subject to the conditions stated above.



CRAIG CURTIS

CC:dmg

- c. Don Batchelor, Parks Manager
Lowell Hodgson, Recreation & Culture Manager
Morris Flewwelling, Museums Director
Eileen Dubois, Chairman, Normandeau Cultural & Natural History Society
Jack Engel, Chairman, Recreation, Parks & Culture Board
Paul Meyette, Principal Planner, R.D.R.P.C.

FILE NO.: R-33860

DATE: JUNE 29, 1990
TO: MAYOR & COUNCIL
FROM: JACK ENGEL, CHAIRMAN
Recreation, Parks & Culture Board
RE: EXTENSION OF KERRY WOOD NATURE CENTRE

The Recreation, Parks & Culture Board in a Special Meeting held June 29, considered the proposed expansion of the Kerry Wood Nature Centre. Those present, along with a telephone poll taken, having considered these plans, passed the following resolution:

It was moved by Lynne Paradis and seconded by Barry Stotts

"THAT the Recreation, Parks & Culture Board recommend approval of the expansion of the Kerry Wood Nature Centre in accordance with the plans as submitted to the Board June 29."

MOTION CARRIED



JACK ENGEL

/cjm

c. Craig Curtis

Commissioners' Comments

We would concur with the recommendation of the Dir. of Community Services.

"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

City Clerk's Department 342-8132

July 10, 1990

Normandeau Cultural & Natural History Society
Box 800
Red Deer, Alberta
T4N 5H2

Attention: Eileen Dubois, Chairman

Dear Madam:

RE: KERRY WOOD NATURE CENTRE STORAGE EXTENSION

At the City of Red Deer Council meeting held on July 9, 1990, your letter dated June 28, 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 correspondence from the Normandeau Cultural and Natural History Society dated June 28, 1990 re: Kerry Wood Nature Centre Storage Extension hereby approves the proposed extension to Kerry Wood Nature Centre subject to the conditions as outlined in the report from the Director of Community Services dated June 28, 1990 relative to this matter, and as presented to Council July 9, 1990."

The decision of Council in this instance is submitted for your information. As outlined in the above motion, this approval is subject to the conditions as listed in the report from the Dir. of Community Services dated June 28, 1990, of which I have enclosed a copy.

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
Museums Director
Recreation & Culture
Parks Manager
Dir. of Financial Services

NO. 3

51

Har Bob Central Developments Ltd.

June 21, 1990

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

Attention: Mr. Brian Jeffers

Dear Sir:

Re: Lot U-5, Block 1, Plan 782-1624, in N.W. 4-38-27-4

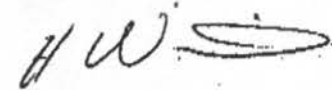
In reference to the Agreement of December 30, 1987 between The City of Red Deer and Harbob Central Developments Ltd. for the licence to use the above noted Easement, we would like to request that the agreement be altered to allow for the paving of this area.

In the event that the City of Red Deer is agreeable, could you please notify us accordingly.

Should you have any further questions please do not hesitate to contact me,

Thank you.

Yours truly,
HARBOB CENTRAL DEVELOPMENTS LTD.



Harvey Weiss

c.c. London Drugs
Bill Statnyk

THIS AGREEMENT made this 30 day of December, A.D. 1987

BETWEEN:

THE CITY OF RED DEER
(hereinafter called "the City ")

OF THE FIRST PART

- and -

Harbob Central Developments Ltd.
(hereinafter called " the Licensee ")

OF THE SECOND PART

WHEREAS the City is the registered owner of a Public Utility Lot located in the City of Red Deer, in the Province of Alberta as outlined in red, as shown on Schedule "A" attached hereto, which lands are legally described as:

Lot U-5, Block 1, Plan 782-1624

in N.W. 4-38-27-4

EXCEPTING THEREOUT ALL MINES AND MINERALS
(hereinafter called " the said lands ");

AND WHEREAS the Licensee is the registered owner of lands abutting the said lands and which are legally described as:

Lot 11, and Lot 12, Block 1, Plan 832-2478

in N.W. 4-38-27-4

EXCEPTING THEREOUT ALL MINES AND MINERALS
(hereinafter called "the Licensee's Lands");

City a free and uninterrupted right-of-way and easement for ingress, egress and regress through, under, along, over and across the Licensee's lands, for access to the said lands for the purposes set forth herein, such easement to last for so long as the within license shall continue.

LICENSEE'S OBLIGATIONS

6. The Licensee agrees to maintain the said lands in a good and husbandlike manner to the satisfaction of the City Development Officer. In the event the Licensee fails to do so, the City shall have the right, after 15 days prior written notice to the Licensee advising him of the deficiency and requiring him to correct the same, to enter upon the said lands and to perform such maintenance as may be necessary and to recover from the Licensee the City's costs of so doing.

RESTRICTIONS ON LICENSEE'S RIGHTS

7. (1) The Licensee shall not place, erect, build, nor cause, permit, or allow to be placed, erected or built upon the said lands any concrete or asphalt driveways, pads or paths, rock garden, building or structure whatsoever. Further, the Licensee shall not plant or cause, permit or allow to be planted any tree which in any way prevents or hinders the exercise by the City of its rights to maintain all utilities in, on or under the said lands.

(2) The Licensee shall not park, nor cause, permit or allow the parking of private cars, trucks or recreation vehicles upon the said lands, such parking being strictly prohibited.

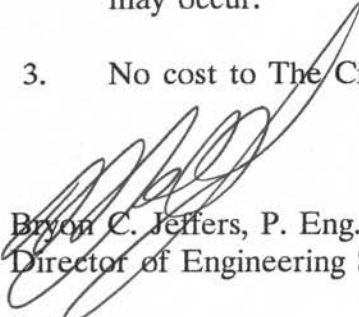
8. Notwithstanding the provisions of Clause 7(1), the City shall permit the erection of a fence upon the said lands by the Licensee satisfactory to the City Development Officer, PROVIDED THAT the Licensee makes available to the City an access in such fence at the rear of the said lands to enable City vehicles to enter upon the said lands.

9. Upon termination of this Agreement, the Licensee may remove any fence erected by him provided that he shall not damage the landscaping of the said lands. Should the Licensee fail to remove such fence by the end of the period of notice of termination, it shall belong absolutely to the City.

DATE: June 27, 1990
TO: City Clerk
FROM: Director of Engineering Services
RE: HAR BOB CENTRAL DEVELOPMENTS LTD.
LOT U5, BLOCK 1, PLAN 782-1624 - BOWER SUBDIVISION

The Engineering Department would have no objections to the subject request if the following conditions are met:

1. No objections from other City departments, specifically E. L. & P.
2. The existing Agreement would have to be modified to the satisfaction of the City Solicitor. The new Agreement would save the City harmless from any damage that may occur.
3. No cost to The City of Red Deer.



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

BCJ/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. Urban Planning Section Manager



**RED DEER
REGIONAL PLANNING COMMISSION**

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

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

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

June 29, 1990

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

Dear Sir:

Re: HAR BOB Central
License to Occupy Amendment

Har Bob Central is requesting the City to amend the 1987 agreement between the City and Har Bob Central which granted them license to occupy a strip of utility lot about 1 metre in width to the east of their property.

The condition of granting the license prohibits the paving of that strip, tree planting, etc. They now wish that section of the agreement amended to grant them the right to pave that strip.

The strip is separated from the green area by a wooden fence and the paving does not appear to affect the green area.

We have no objection to the agreement being amended granting the right to pave the strip, provided the necessary action is taken to protect the fence from any damage by movement of vehicular traffic close to the fence.

Yours truly,

D. Rouhi, MCIP
SENIOR PLANNER
DR/cc

- c.c. - Director of Community Services
- Director of Engineering Services
- Bylaws and Inspections Manager
- City Assessor

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 PAINTERTON 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 INNISFAIR • 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 ELMORA • 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 NORGLANDWOLD • SUMMER VILLAGE OF ROCHON SANDS • SUMMER VILLAGE OF WHITE SANDS

CS-2.841

DATE: July 3, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: CRAIG CURTIS
Director of Community Services

RE: HAR BOB CENTRAL DEVELOPMENTS LIMITED:
LICENSE TO OCCUPY
Your memo dated June 22, 1990 refers.

1. In 1987, Har Bob Central Developments Limited was granted a License to Occupy a 1.0m wide strip of a public utility lot to the east of London Drugs (Lot U-5, Block 1, Plan 782-1624) for the purpose of constructing a cedar fence. A clause in the encroachment agreement prohibits any paving of this area. The company is now requesting that the agreement be amended to remove this clause.
2. I have discussed this matter with the Parks and Recreation & Culture Managers, and we have no objections to the paving of the 1.0m strip to the west of the fence. However, we would strongly oppose any further encroachment or construction within the public utility lot, which forms a landscape buffer between the commercial development and the residential area to the east.

3. RECOMMENDATION

It is recommended that the encroachment agreement between the City and Har Bob Central Developments Ltd. be amended to permit the paving of the 1.0m strip of Lot U-5, Block 1, Plan 782-1624, to the west of the cedar fence.



CRAIG CURTIS

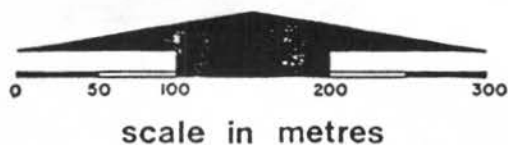
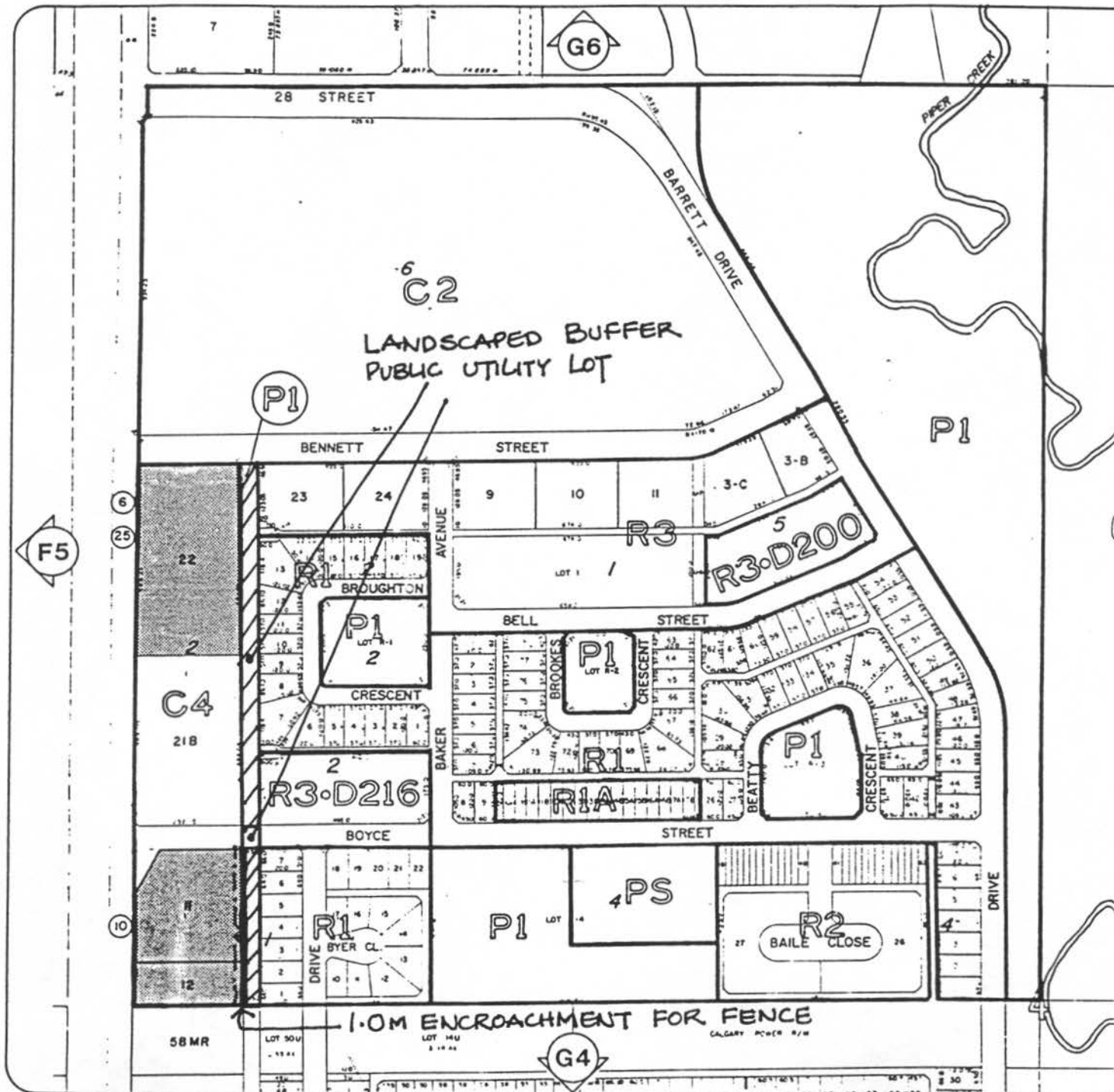
CC:dmg

- c. Don Batchelor, Parks Manager
Lowell Hodgson, Recreation & Culture Manager
Bryon Jeffers, Director of Engineering Services
Paul Meyette, Principal Planner, R.D.R.P.C.

City of Red Deer --- Land Use Bylaw

Land Use Districts

G.5



Revisions :

2672/D-80 (15/9/80)
2672/R-81 (28/9/81)
2672/K-87 (04/05/87)
2672/K-88 (25/07/88)

DATE: June 26, 1990


TO: C. Sevcik
City Clerk

FROM: Daryle Scheelar
E. L. & P.

RE: Paving a Portion of Lot U-5, Block 1, Plan 782 1624
Harbob Central Developments Ltd.

E. L. & P. would have no objection to the paving of the above mentioned utility lot subject to the owner being held responsible for the cost of pavement repairs should our department require entry to underground duct system, or future expansion of U/G Electrical System

Should you have further questions please advise.


Daryle Scheelar,
Distribution Engineer

RL/jjd

DATE: June 27, 1990

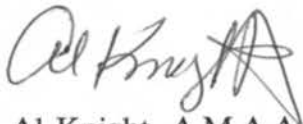
TO: City Clerk

FROM: City Assessor

RE: HAR BOB CENTRAL - LICENSE TO OCCUPY AMENDMENT

Further to Har Bob Central Developments Ltd.'s request to pave Lot U-5, Block 1, Plan 782-1624, in N.W. 4-38-27-4, we could not agree to permitting the paving of this utility lot as utilities run in this right-of-way, and said right-of-way cannot be encumbered with items as mentioned in Clause 7 of the Agreement for reasons of repair or replacement of the utilities, if necessary. Therefore, subject to comments of the departments that administer the utilities within this right-of-way, we could not concur and would recommend that Council not consider permission to pave this utility right-of-way.

Respectfully submitted,



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

c.c. Director of Community Services
Director of Engineering Services
Bylaws and Inspections Manager
E. L. & P. Manager
Urban Planning Section Manager

Commissioners' Comments

Har Bob Central Developments (London Drugs) is asking permission to pave the utility lot to the rear of their property. We have no objection to the paving providing it is clearly understood that should it be necessary to access the underground works, the applicant would be fully responsible for the cost of pavement repairs.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

DATE: June 25, 1990

FILE NO.

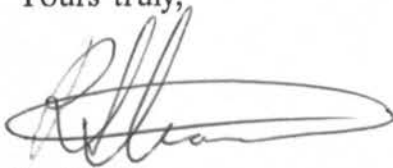
TO: City Clerk

FROM: Bylaws and Inspections Manager

RE: **HAR BOB CENTRAL - LICENSE TO OCCUPY AMENDMENT**

In response to your memo of June 22, 1990, regarding the above referenced subject, we wish to advise that this department has no comments at this time.

Yours truly,

A handwritten signature in dark ink, appearing to read 'R. Strader', with a large, sweeping horizontal flourish extending to the right.

R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

June 28, 1990

Chapman, Riebeek, Simpson, Chapman, Wanless
208-4808-50 Street
RED DEER, ALBERTA
T4N 1X5

Attention: Mr. Tom Chapman

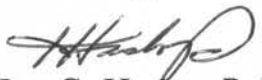
Dear Sir:

RE: HARBOB CENTRAL DEVELOPMENTS LTD.
(LONDON DRUGS)
LOTS 11, 12, BLOCK 1, PLAN 832-2478
AGREEMENT LOT U-5, BLOCK 1, PLAN 782-1624

As per the attached letter, Harbob Central Developments Ltd. wishes to pave the portion (1.0 m) of City property Lot U-5, Block 1, Plan 782-1624. A Licence to Occupy Agreement of December 30, 1987 (copy attached) allows Harbob to occupy and fence 1.0 m of Lot U-5.

In anticipation of Council's approval of the request, please amend clauses 7 and 8 (page 3) to allow the paving of the 1.0 m of Lot U-5.

Yours truly,


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

NPA/mlj
Attachment

c.c. City Clerk
c.c. By-laws and Inspections Manager
c.c. E.L. & P.
c.c. Engineering Office Administrator

June 21, 1990

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

Attention: Mr. Brian Jeffers

Dear Sir:

Re: Lot U-5, Block 1, Plan 782-1624, in N.W. 4-38-27-4


In reference to the Agreement of December 30, 1987 between The City of Red Deer and Harbob Central Developments Ltd. for the licence to use the above noted Easement, we would like to request that the agreement be altered to allow for the paving of this area.

In the event that the City of Red Deer is agreeable, could you please notify us accordingly.

Should you have any further questions please do not hesitate to contact me,

Thank you.

Yours truly,
HARBOB CENTRAL DEVELOPMENTS LTD.



Harvey Weiss

c.c. London Drugs
Bill Statnyk

201 - 5786 Glover Road, Langley, B.C. V3A 4H9
(604) 534-2788 Fax (604) 534-1900



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 22, 1990

Har Bob Central Developments Ltd.
201 - 5786 Glover Road
Langley, B.C.
V3A 4H9

Dear Sirs:

RE: LICENSE TO OCCUPY AMENDMENT

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 July 9, 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

DATE June 22, 1990

TO:


<input checked="" type="checkbox"/>	DIRECTOR OF COMMUNITY SERVICES
<input checked="" type="checkbox"/>	DIRECTOR OF ENGINEERING SERVICES
<input type="checkbox"/>	DIRECTOR OF FINANCIAL SERVICES
<input checked="" type="checkbox"/>	BYLAWS & INSPECTIONS MANAGER
<input checked="" type="checkbox"/>	CITY ASSESSOR
<input type="checkbox"/>	COMPUTER SERVICES MANAGER
<input type="checkbox"/>	ECONOMIC DEVELOPMENT MANAGER
<input checked="" type="checkbox"/>	E.L. & P. MANAGER
<input type="checkbox"/>	ENGINEERING DEPARTMENT MANAGER
<input type="checkbox"/>	FIRE CHIEF
<input type="checkbox"/>	PARKS MANAGER
<input type="checkbox"/>	PERSONNEL MANAGER
<input type="checkbox"/>	PUBLIC WORKS MANAGER
<input type="checkbox"/>	R.C.M.P. INSPECTOR
<input type="checkbox"/>	RECREATION & CULTURE MANAGER
<input type="checkbox"/>	SOCIAL PLANNING MANAGER
<input type="checkbox"/>	TRANSIT MANAGER
<input type="checkbox"/>	TREASURY SERVICES MANAGER
<input checked="" type="checkbox"/>	URBAN PLANNING SECTION MANAGER
<input type="checkbox"/>	

FROM:

CITY CLERK

RE: HAR BOB CENTRAL - LICENSE TO OCCUPY AMENDMENT

Please submit comments on the attached to this office by June 29
 for the Council Agenda of July 9/90.


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

July 11, 1990

Har-Bob Central Developments Ltd.
201, 5786 Glover Road
LANGLEY, B.C.
V3A 4H9

Attention: Harvey Weiss

Dear Sir:

RE: LOT U-5, BLOCK 1, PLAN 782-1624, LICENSE TO OCCUPY AMENDMENT

At The City of Red Deer Council meeting held on July 9, 1990, consideration was given to your letter dated June 21, 1990 and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Har Bob Central Developments Ltd. dated June 21, 1990 re: Lot U-5, Block 1, Plan 782-1624 / Pavement Request, hereby agrees that the agreement between The City of Red Deer and Har Bob Central Developments Ltd. dated December 30, 1987, be amended to permit the paving of approximately a one metre strip of Lot U-5, Block 1, Plan 782-1624, to the west of the cedar fence, and being subject to the following conditions:

1. That, should it be necessary to access the underground works on said lot, the applicant would be fully responsible for the cost of pavement repairs;
2. That no cost to The City of Red Deer should arise as a result of this amendment;
3. An agreement satisfactory to the City Solicitor;

and as presented to Council July 9, 1990."

....2

*a delight
to discover!*

Mr. Harvey Weiss
Har-Bob Central Developments Ltd.
July 11, 1990
Page 2

For your information, I have attached the administrative reports relative to your letter which appeared on the Council agenda.

I trust that you will now be in contact with our Engineering Department to make preparation for the necessary amending agreement to be drafted, which will be required to be executed before any work is completed on the aforementioned lands.

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

Enc.

c.c. Bill Statnyk, London Drugs
Director of Engineering Services
City Assessor
City Solicitor

DATE: July 11, 1990

TO: Director of Engineering Services

FROM: Assistant City Clerk

RE: HAR-BOB CENTRAL DEVELOPMENTS -
LICENSE TO OCCUPY AMENDMENT -
LOT U-5, BLOCK 1, PLAN 782-1624 (LONDON DRUGS)

I would advise that at the Council meeting of July 9, 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 Har Bob Central Developments Ltd. dated June 21, 1990 re: Lot U-5, Block 1, Plan 782-1624 / Pavement Request, hereby agrees that the agreement between The City of Red Deer and Har Bob Central Developments Ltd. dated December 30, 1987, be amended to permit the paving of approximately a one metre strip of Lot U-5, Block 1, Plan 782-1624, to the west of the cedar fence, and being subject to the following conditions:


1. That, should it be necessary to access the underground works on said lot, the applicant would be fully responsible for the cost of pavement repairs;
2. That no cost to The City of Red Deer should arise as a result of this amendment;
3. An agreement satisfactory to the City Solicitor;

and as presented to Council July 9, 1990."

This office has written to Har-Bob Central Developments to advise them that they should now contact your office to have the necessary amending agreement drafted and executed prior to any work commencing. With regard to this agreement, I assume that a caveat will have to be registered relative to this amending agreement and, as such, would ask that the Land Supervisor be involved with this item.

Director of Engineering Services
July 11, 1990
Page 2

Trusting you will find this satisfactory.

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

K. KLOSS
Assistant City Clerk

KK/jt

c.c. City Assessor
 Land Supervisor
 City Solicitor
 Director of Community Services
 Bylaws & Inspections Manager
 E. L. & P. Manager
 Urban Planning Section Manager

RED DEER COLLEGE

NO. 4



Box 5005
Red Deer, Alberta T4N 5H5
Telephone (403) 342-3300
Fax # (403) 341-4899

OFFICE OF THE PRESIDENT

June 22, 1990

Mayor R. McGhee & Council
City of Red Deer
Box 5008
Red Deer, Alberta
T4N 3T4

Dear Mayor McGhee & Council:

Yes, the Red Deer College Board of Governors and the administrators are continuing in our efforts toward our goal of becoming a degree-granting community college. We firmly believe that there is an increasing need for expanded educational opportunities in Central Alberta. And, we are absolutely certain that others share in the belief.

You and your family, your friends and your business associates have confirmed your support of this initiative by expressing yourself in letters directed to the Minister of Advanced Education and/or to your M.L.A. We appreciate your support and thank you for it.

Now the debate is 'alive' in the Legislature. As recently as June 12th, the following motion was presented and discussed at length by several members of the Legislative Assembly:

"Be it resolved that the Legislative Assembly urge the government to enable Red Deer College to grant undergraduate degrees in specific program areas in addition to continuing to offer its present array of certificate and diploma programs."

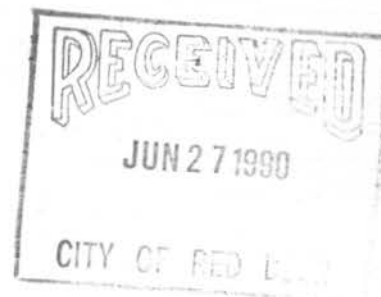
A copy of the debate, as recorded in Alberta Hansard, has been attached for your information.

We must keep the issues of need, demand and accessibility to post-secondary education in the forefront if we are to achieve our goal.

The heat is on - have a great summer!

Sincerely,

Dr. Edward J. Luterbach
President





Province of Alberta

The 22nd Legislature
Second Session

Alberta Hansard

Tuesday, June 12, 1990

(Afternoon Sitting)

Number 88

The Honourable David J. Carter, Speaker

Motions Other than Government Motions

213. Moved by Mr. Severtson:

Be it resolved that the Legislative Assembly urge the government to enable Red Deer College to grant undergraduate degrees in specific program areas in addition to continuing to offer its present array of certificate and diploma programs.

MR. SEVERTSON: Mr. Speaker, it gives me great pleasure to rise today to sponsor this motion on behalf of the people of central Alberta and the people of Alberta who are committed to developing further the postsecondary education opportunities of this province. As you well know, the commitment of this government to further education is unequalled. In the 1990-91 budget the government has allotted over \$1 billion to Advanced Education, a financial commitment that is not considered a burden to the taxpayers of this province but an investment in the future, an investment in the growth and prosperity of this province through well-educated and skilled workers. Within our province we have 29 public postsecondary institutions that deliver programs ranging from upgrading academic skills to vocational and technical training to postgraduate doctorate degrees.

One part of the Alberta public college postsecondary education system is a public college. The city of Red Deer has such a college. Mr. Speaker, we should examine for a moment not only the role that our 11 public colleges fulfill in further education of our population but also the role public colleges have in the community and surrounding areas. The public colleges of this province have been designed to be responsive to the changing needs of Albertans in the communities and the regions served by these institutions. These colleges not only provide community services enjoyed by everybody in the vicinity; they also provide educational opportunities for academic upgrading, university transfer, brokerage courses, career and trade training, and vocational training.

[Mr. Deputy Speaker in the Chair]

In 1988-89 the 11 public colleges of this province had 19,500 full-time students, which equate to 20 percent of all of Alberta's full-time postsecondary education system. Red Deer College has a sizable role in this vital link within our province. The college

has grown from a 1980 full-time equivalent of 1,500 to an estimated 4,900 in 1990. But Red Deer College has a history that goes further back than 1980. It began in 1964 when the Red Deer Junior College classes started at the Lindsay Thurber composite high school. A permanent home was found in 1968 on the present campus, and in 1969 the junior college became known as the Red Deer College. Over the years extensive additions have been built to house the students, expand laboratories, classrooms, a library addition, and the arts centre, which also facilitates the community groups.

RDC has come a long way in the past 26 years from the original 100 students in 1964. The growing enrollment of Red Deer College and the development of the campus is a reflection of the expanding population and economy of central Alberta. Mr. Speaker, the mandate of RDC has been ideally suited for the growth experience in the communities of central Alberta. The city of Red Deer has experienced steady growth in population of about 2 percent per year. Its 1990 population is now officially counted at 56,922, with an estimated trading population of 203,000. This is the largest trading population area in the province not served with access to undergraduate degree education.

This fact produces a human and financial cost to those people who do seek a degree. I am sure many members here today are bearing the financial cost of having their children in a university away from home. The separation of children and families also comes with some human costs. The financial costs and the time commitment could be better handled, especially by single parents and mature parents, if locally accessible degree programs were available. Having to move a family or maintain two residences is a very real barrier to education for many people.

Mr. Speaker, the Red Deer College has grown hand in hand with the city of Red Deer and the surrounding area. As communities of central Alberta have prospered and expanded, our postsecondary education system has been responsive and changed with expanding programs and growing enrollments. The people of Red Deer and area have long recognized the changing needs of our population. More and more Albertans recognize the value of a postsecondary education and training as well as realizing that learning is becoming a lifelong vocation. The world we now live and work in has changed dramatically in our lifetime. Since I was born, the sum total of the world's information has doubled. Our present-day search for knowledge, information, and hopefully wisdom, using faster and more powerful computers, increased specialization in almost every occupation and profession coupled with effective telecommunication will have the combined effect of doubling the information available to us every 20 months by the year 1996. The onslaught of this information glut - in fact, an information overload - will be fast and, if we're not prepared for it, almost terrifying.

Some say that knowledge is power. They may be right, but without the skills to understand, theorize, and apply that knowledge, we may find ourselves powerless. We have to offer our young people, our families, and ourselves the opportunity to understand and to apply the knowledge through access to university degrees. It is not only our children leaving high school that are seeking entrance to postsecondary education. Increasing numbers of single parents and married couples and the more mature members of our society realize that better education and increased skills are not only desirable but are necessary in this and future decades.

The past two years have seen the universities of Alberta and Calgary beginning to establish enrollment caps as their faculties have reached current capacity in terms of available space and

financial resources. It is expected that interest in university education will remain high over the next six to eight years even though the major population pool which students are drawn from may be lower. The steady interest of Albertans seeking university education will be sustained by more mature students, more Albertans of native ancestry, and more handicapped Albertans seeking admission to degree-granting facilities. The current near-record demand will increase after 1998 as the echo baby boom is expected to increase enrollment demands for approximately 10 years. The public college and technical institutions of the province are experiencing the same growth. Full-time enrollment in public colleges has increased 100 percent since 1979 to 1989. The technical institutes have seen their enrollment increase by 24 percent in the same period.

As the numbers indicate, Mr. Speaker, the trends to more people seeking further education are significant and will continue to impact us for years to come. We need solutions; we need to explore new, bold ideas. We have to examine some scenarios that may be radically different from the norm we have become accustomed to in the postsecondary system. The board and administration of RDC have had the foresight to realize that some sort of alternative to attaining a degree is now compounded by impending enrollment caps at the universities of Calgary and Alberta. We must explore new ideas. Recent indications from established universities are that they are prepared to accommodate additional students if government provides more resources, which one can only take to mean more money.

Mr. Speaker, Red Deer College has the largest number of university transfers, I believe, of any public college in Alberta. I think it's time to examine how best to utilize our resources as we attempt to maintain and improve access to degree programs within Alberta. With 1,400 transfer students registered in the fall of 1989, RDC is consistently developing students of the highest calibre for entry into third- and fourth-year university programs. In fact, I've seen some numbers that indicate that the students that go from Red Deer College to university are constantly doing better than students from any other public college or, in fact, students that took their first two years at university. Some of our precious resources may be better expended by developing Red Deer College into a degree-granting institution. Although some will immediately raise objections to this idea and some may have a valid point for consideration, we must look to the future and some key issues. There are three areas: accessibility, credibility, and regionalization.

The issue of accessibility is implicit in our advanced education system. We must strive to continue to provide the opportunity to participate in postsecondary education for those Albertans who have the interest and aptitude to do so.

As far as the credibility of new programs is concerned, we all know and appreciate that this is something that comes with time, as graduates meet with success and other institutes accept the quality of students and the competence and qualifications of the teaching staff. The staff of RDC is well prepared to enter teaching university-standard education. A full 87 percent of the full-time and sessional instructors in the BA transfer program have completed or are nearing completion of their PhDs, and the remaining members of the department have obtained the master's level in their respective subjects. Once the degree-granting program is in place, I am confident that the students and the staff of the Red Deer College will quickly gain credibility. I remember not long ago, Mr. Speaker, when some of our newer universities came into being and the arguments about

credibility were raised. The University of Calgary has now developed a reputation for excellent research work, and the University of Lethbridge is noted for its excellent teacher graduates. Nor should we forget that the established universities were opposed to the idea of second-year transfer programs when the issue was first broached.

One of the emerging issues of the next decade is regionalization. We are already experiencing a shortage of skilled workers and professionals in rural Alberta. As a government we are committed to strengthening the family, and we are seeing increased numbers of mature students, single parents, and part-time employed students attempting to better their opportunities through education. We should be examining ways of implementing a more flexible advanced education system with more flexible access. It may be the time to bring postsecondary education near those that seek it.

Mr. Speaker, I must commend the Minister of Advanced Education for his foresight and wisdom in recognizing that our current system of advanced education must be prepared for the new century. The minister has asked for responses to two discussion papers that outline some of the major trends and issues of postsecondary education. The policy framework and scenarios we have to contemplate are bold, often radical, when compared to the norm. They are far-reaching and thought-provoking. But if we are to compete successfully in the global village of expanding knowledge and instant communication, we must be bold, innovative, and creative in providing continued access to postsecondary education for Albertans. The public colleges of our province have developed not only as the vital link in the advanced education system but as a vital part of the towns, the cities, and the communities they serve. We have to keep in focus the needs and capabilities of our communities and the colleges that serve them.

Mr. Speaker, I would suggest that Red Deer College has grown to be a vital part of the city and the surrounding communities of central Alberta and, indeed, the province, and I would further suggest that the citizens of this province would be well served and well prepared to participate fully in our society with an undergraduate degree from the Red Deer College. I urge all hon. members of this Assembly to be bold in initiative in planning the future of advanced education in this province and support Motion 213.

MR. DEPUTY SPEAKER: The hon. Member for Calgary-Forest Lawn.

MR. PASHAK: Thank you, Mr. Speaker. The member with this motion raises some good points, but he also raises some issues that cause me a degree of concern.

MR. DAY: Degrees. That's what we're talking about.

MR. PASHAK: I know that what we're talking about here are degrees.

There's a lot of pressure coming from all corners of Alberta to have their community colleges upgraded to degree-granting status. It's true of not just Red Deer, but Grande Prairie would like to have a degree-granting institution. Medicine Hat would like to have a degree-granting institution. Mount Royal College in Calgary, Alberta, would like to have degree-granting status. I think Grant MacEwan in Edmonton is looking at that as something they'd be interested in as well. I just would like to question whether or not you can really grant degree-granting status to Red Deer without opening a whole can of worms here

in which all other institutions would want to have the same status. I know that British Columbia apparently is moving in this direction, that many of their community colleges have become degree-granting institutions.

I have a couple of concerns with respect to that. First of all, I wonder what's going to happen to the quality of academic degrees, because community colleges were set up to serve another purpose. The value of a university degree in part depends on the quality of faculty that you have. Usually the faculty you have at degree-granting institutions have PhDs, and the way that salary schedules work, PhDs are paid substantially higher than people who teach in community colleges. So if you can't attract people with PhDs to those institutions, then your degree is going to be weak. Another factor that's important in terms of the status of the degree has to do with the libraries and other resources that are available to support those third- and fourth-year level courses.

I listened to your remarks, hon. member. I think you suggested that Red Deer has a population of some 56,000 people, and the greater area that Red Deer serves as a centre of commerce and that sort of thing - I think you indicated that slightly over 200,000 people are in that general geographic area. I might point out that the city of Calgary now has a population of 700,000, and there's a tremendous demand within that Calgary community for additional space at the university level. The University of Alberta and the University of Calgary are beginning to cap their undergraduate enrollments so that there's a building up of a tremendous pent-up demand for further postsecondary education in the institutions that serve those cities.

Calgary, by the way, is growing at the rate of over 20,000 people a year, so in a few short years it will eclipse the current population of Red Deer just in terms of its growth. So if we're talking in terms of sheer need, I think it'd be easier to build a case to see a college like Mount Royal have degree-granting status or Grant MacEwan. Not that these are mutually exclusive propositions; there's nothing to say that both couldn't have degree-granting status. But when we start issuing more degrees and keeping people longer in universities, it becomes a very, very costly proposition because the preparation of a person for a university degree is much more costly than the preparation of a person to graduate from a community college, even on a per-year basis.

As a college begins to move towards degree-granting status, too, there's often a tension that begins to build up within those institutions that can be destructive to the institution, in part because you begin to get a conflict between those people who've been there for a while with masters' degrees, and they're quite comfortable with teaching community college courses, and you begin to get people who come into the institutions now with PhDs. You begin to get some significant status differentials - who's going to teach those really interesting second-year courses within the institutions? - and that kind of thing. They do become internal problems.

Also, you begin to get a shift of resources within the institutions that can have some negative effects in terms of the kinds of library materials you bring in. You've only got limited budgets. You have to establish priorities. The move is away from materials that might appeal to a broader kind of readership to materials that are more esoteric and appeal to more of a limited readership in terms of those people that take highly specialized classes.

But my greatest concern in this shift is looking at the roles that universities and community colleges play in our society. The

University of Alberta and the University of Calgary are really both well-established, well-recognized universities. Some of their faculties have reputations that are such that they're internationally regarded, and in order to support world-class institutions, certainly Canadian-class institutions, you need a significant degree of financial resources to sustain that kind of recognition. If you begin to extend degree-granting status to other institutions within your society, you can't help but pull resources away from those institutions so that you begin to generally weaken the senior institutions, and we've already seen that happening. Both universities are complaining right now about being seriously underfunded. They have to cut back, in some cases, in programs that they offer. They certainly have to expand classroom enrollments to meet demands; they can't hire the additional faculty to keep class sizes smaller.

This begins to create frustrations for the faculty at these institutions so that it makes it more difficult to attract good and qualified faculty. Gradually the reputations of these institutions begin to suffer, and with that you begin to get a reduction in the value of degrees. If you're in a highly competitive market and your degree is from an institution that's not quite as highly recognized as another institution, it becomes somewhat more difficult to have that degree count in terms of your application for a position. Everything else being equal, you'd lose in that kind of job competition.

But my real concern is what happens to the colleges themselves. Now, I happen to be a firm believer in community colleges. I think they perform a really critical role in the communities in which they're located, if they perform their role as a community college. Well, what does it mean to be a community college? The clue to understanding what a community college is in the name itself: community. They're very much centred in the community, and they have a mission based on that notion of community, which means that their primary responsibility is to try and identify community needs. In the province of Alberta we've said that the role of the community college is to meet the needs of all adults - and adults are defined as 18 years of age or older - who live in the geographic regions that these community colleges serve. So they're very much oriented to the immediate geographic region that surrounds the community college; although they can take in students from elsewhere. But that's their primary clientele.

Well, what are the needs of people who live in those areas? They're not really the needs of the university-bound student, because in my experience, if a student wants to go to university and he has a real strong personal commitment to do that, no matter where he lives in this province or anywhere else in the country, that highly motivated university student will find a way of getting to university. The city of Calgary: there are no problems for the students that live in any part of the city getting to the university of Calgary as an institution if they're qualified to get there, if that's their goal.

On the other hand, there are a lot of students that leave our high schools that don't have a clear sense of what they want to do in life. In some respects they're often too immature to enter the work force, they don't have any really definite career goals, so a community college provides an ideal place for these students to come to. They experience the opportunity of being able to take some academic courses. They may be able to enroll in some career courses, and in that way they begin to mature and determine just what their life goals and priorities are. It's usually done in an environment in which teachers committed to the community college philosophy are concerned about helping young adults develop, not just in terms of their educational

aspirations but in terms of personal growth goals and considerations as well. So usually community colleges have strong guidance departments. Lots of opportunities are created in community colleges for young adults to get together with counselors in informal situations and sessions to talk about their career plans. That's a significant part of community college activity. Another significant part is that a lot of young people leave high schools not really mastering all the skills they need to succeed and do well in university, so another major component of community college education is upgrading skills.

If you begin to impose advanced third- and fourth-year university courses on the community colleges - and I've witnessed this happen - you have to make budget cuts within the institution. You have to manage your budget, so the first programs to go are these upgrading programs. I should point out that these upgrading programs are there not just for young adults that are leaving high school that may have been disadvantaged somewhat by their high school programs but are also necessary for those 20- and 30- and sometimes 40-year-old people who, for whatever reason, want career changes; they want to opt out of the jobs they're doing or whatever; they want to upgrade their skills. If something has happened in their personal lives, they may have decided that now is the time to go back and get a university degree, and this is maybe after they dropped out of high school in grade 10 or 11 or whatever and they've been in the work force for 10 or 12 years. So community colleges have made that a good part of their mission, to try to meet the needs of those students as well.

Another key component of community college education is to provide a broad range of general interest courses to the public they serve. So in Red Deer, as you're probably aware, they had a good drama department that put on lots of plays, involved the whole community, meeting a need that probably wouldn't otherwise exist in that community. Calgarians have six or seven theatres they can go to to watch plays or musicals or whatever, but in a community like Red Deer, I daresay a good part of that kind of life, theatre life, is provided through the kinds of activities the community colleges put on. But if you begin to push them in the direction of becoming university degree-granting institutions, you're going to weaken their ability to perform those roles.

All I'm trying to say is that if we lived in an ideal society and had all kinds of money to spend, maybe it would be good to put a university in Red Deer, and I'd probably welcome that and support that. But if we have to deal with the kinds of budget situations we've been looking at since I became a member of this Legislature in 1986, where we've been running annual deficits that have ranged from almost \$700 million up to \$3.3 billion, where we now have a total net deficit of well over \$10 billion, I don't know where we would get the moneys to push us to allow us to move in this direction.

So if I had to make a choice right now, looking at the financial situation we're in, I'd just ask the member to be very cautious in terms of trying to upgrade the status of Red Deer, because I think you might be getting the worst of both worlds. You might be getting an institution that is able to grant some degrees that would not carry with those degrees the kind of recognition that is usually associated with degrees, and at the same time you may also be severely damaging and weakening the kinds of community college offerings that I think are so essential and vital to your community.

MR. DEPUTY SPEAKER: The hon. Member for Rocky Mountain House.

MR. LUND: Thank you, Mr. Speaker. It certainly gives me a great deal of pleasure to rise this afternoon and speak on this very important motion. Certainly the hon. Member for Calgary-Forest Lawn has outlined the roles of a community college, and Red Deer College currently is fulfilling that role very satisfactorily. However, having met with the chairman of the board and the president of the college and other members of the board, I am totally convinced that they have addressed those issues and certainly don't want to see their college change from the function it was originally set out to accomplish, and is doing a very fine job of it, I might add.

Now, having said that, there are a few other things that I think are very important that we should look at in discussing this matter. When we look at what the government and the people that have been studying the market are predicting, we see that 64 percent of the new jobs created in the next decade are going to require at least 12 years of education and 50 percent will require 17 years or more. Of course, once we move out into those types of training, we are going to be looking at many people with degrees, and I recognize that the likes of Red Deer College are providing a lot of the job skills that are necessary. They're doing an apprentice program that is extremely important and useful for the area. But we also see things happening at our other higher level learning institutions. The universities and some of the colleges are having to put some caps and restraints on the numbers of students. For example, we see at the U of A that they've got a cap on the number of students entering the bachelor of education field and are looking at putting some restrictions on the numbers that are entering the Arts and Science faculties as well.

When we look at the number of students that are enrolled in our 29 institutions, spending some \$1 billion, we see that there are about 45,000 full-time and 8,800 part-time students enrolled in degree programs. Incidentally, that's about the highest per capita in Canada. So there is in fact a real demand out there for the degree-granting faculties.

Why, then, should we look at Red Deer as a possible location to offer degrees in a couple or three fields? I think it's important that we point out at this point that really what we're talking about is not a number of faculties; we're talking of possibly two or three. As a matter of fact, right now the college is brokering from the U of A a degree-granting program in nursing, a bachelor's degree in nursing. Their objective to start with is to move into a bachelor of science degree and a bachelor of education degree. So when we look at what's happened with the cap in Edmonton and also look at the fact that it's questionable how economically feasible it is to create and add to the U of A and the U of C, and as far as talking about building a stand-alone university in central Alberta to service the 200,000-plus people that live in the area, I think we have to accept that the people that are running Red Deer College are very concerned about the fact that they don't want to lose that identity, a very important thing in the community. They don't want to lose the function it has been fulfilling, and they've studied the whole problem and are totally convinced that they can move into degree-granting without jeopardizing their position as a college. Now, I know that one of the problems, of course, when you establish a new degree-granting faculty, no matter where it is, is that you have some problems with credibility, and as people move out into the job market, they will be facing that problem.

I think if we take a look at really what's been going on in Red Deer in their two-year program, it's somewhat impressive. The hon. Member for Calgary-Forest Lawn raised the situation as far as the quality of the teachers or the professors. I would like to

indicate to him that of the 30 members now teaching a full course load at Red Deer College in the BA program, 18 have completed their PhD in their discipline and eight are ABD, nearing completion of the highest degree in their discipline, representing 86 percent of the total faculty, with the remaining members of the department with at least a master's degree. So we can see that the people that would be doing the teaching at the college are well trained and well qualified. We also know from a number of statistics on students that have transferred from Red Deer to any of the other degree-granting institutions that in their third year those students have done extremely well in the other institutions. So I believe the statistics show that in fact there is a good base there, the people are qualified, they're doing a fine job, and the students are showing that in what happens as they move on to other institutions.

Out of all our institutions in the province right now, we only have seven that have degree-granting capabilities. So when you look at the numbers of students, the 45,000 full-time, and then break that down into the number of institutions, the locations and the opportunity because of location are somewhat restricted. We know that the traditional source of students is changing and will change dramatically over the next few years. We have many natives wanting to go to university. We have more women enrolled in university than there has been in the past. Older people, part-time students, and many disabled are going back to university. We also have the situation in central Alberta where we have many people who want to upgrade their level. They find it extremely difficult to continue to work but have the opportunity to upgrade to a degree. I think if you look geographically, it's important that we have access to this level of education within that area. We talk about the 200,000-plus people that it would serve. If in fact Red Deer College had the opportunity to grant degrees, we would then move a lot of the pressure away from housing, for example, in and around the other institutions in the province.

Another factor that I think should figure into this whole equation is the fact that in Red Deer now we have the Lindsay Thurber composite high school, a very large school. It's interesting to note that 50 percent of the graduates from that high school go on to postsecondary training. Of that 50 percent, 85 percent end up in a degree-granting course. The choice, of course, for an awful lot of those students would be their hometown and the institution that is there right now.

To also look at use of the facilities, Red Deer College is comparatively new. If we look at utilizing those facilities to a higher degree, the opportunity would be increased for that utilization if we offered a degree-granting opportunity to that college.

In closing, Mr. Speaker, I just want to emphasize that the communities surrounding Red Deer, the elected people, the elected councils, the chambers of commerce, business - we've seen leaders in industry indicating their tremendous support for the upgrading and the opportunity for Red Deer College to move into the degree-granting area. With that, I would urge all hon. members in the Assembly to support this worthwhile motion.

MR. DEPUTY SPEAKER: The hon. Member for Calgary-McKnight.

MRS. GAGNON: Thank you, Mr. Speaker. I support many of the comments which were made by the hon. Member for Calgary-Forest Lawn. In saying that, though, I would like to say that I appreciate the motivation and sincerity of this motion, but

I find I have to speak against it, not so much because of the principle involved but because it seems to me that what we need in this province is a total review of the postsecondary system.

We have to rationalize the entire system. We can't take a piecemeal approach and decide to give degree-granting status to Red Deer without looking at all the other colleges and how this fits into the entire system. I don't think giving Red Deer College degree-granting status would necessarily solve any of the problems with access to postsecondary education in this province. I believe, as I said earlier, this is a stopgap measure. What is needed actually - and we all know it - is more funding within the present system. Colleges have purposes that are much different from universities, and I believe this motion would create a hybrid - that is, half university, half college - which is not necessarily a very good idea when you look at quality. I think the idea must be researched much more fully before it is implemented. I note that in Bill 27, the present Advanced Education Statutes Amendment Act, which is at committee stage, no provision has been made for degree-granting colleges in this province, and I'm certain the department in leaving that aspect out of this amendment Act did so with due consideration and due consultation.

The Member for Calgary-Forest Lawn mentioned that the quality of degrees might be suspect because of a number of reasons, and I would like to add one. Whenever an institution does not have a research component, I don't think their degrees are considered as having quite the same value as those which come from an institute with a research component.

Another factor which has not been established is that this would somehow be a cost-saving measure. I don't believe that is the case at all. It seems to me that costs would rise, and we have not been shown how service would increase. I'd like to say that for those who need upgrading there is always Athabasca University, where millions of dollars have been spent. Those who want upgrading and need access to some courses to finish their degrees can very easily do so through Athabasca University.

I would like to ask the hon. member, if he gets a chance to respond to the debate today or gets a chance to close, whether any surveys of the students have been done. Have any of the present students of Red Deer College been asked if they would like to remain there to complete their degree? I think they are the ones who should be consulted before anyone else is consulted.

So just to repeat, I don't believe any change should be made within the postsecondary system we have at the present time until a thorough review is done of the entire system and until the minister rationalizes the system.

Thank you very much.

MR. DEPUTY SPEAKER: The hon. Member for Red Deer-North.

MR. DAY: Thank you, Mr. Speaker. It's been interesting listening to the comments today, and as I have in the past, I clearly want to go on record supporting this initiative and request of the college. I am always fascinated to hear members of the opposition, people who live in areas other than Red Deer, comment on what they think would be best for the Red Deer region. Unfortunately, it is disappointing to hear both the socialists and the Liberals come up with reasons why they feel Red Deer College having degree-granting status wouldn't be a good thing. I'm fascinated by remarks from the Member for Calgary-Forest Lawn, who comments with some degree of justification for Calgary having a university that there are some

700,000 people in Calgary. It's interesting to note that Red Deer is the only city in western Canada outside of Vancouver that has within a 90-mile radius over a million people – the only city in western Canada outside of Vancouver that boasts such a distinction. That's a tremendous drawing area. So to suggest that Calgary would have 700,000 and that should be the only justification to have an institution with degree-granting status I think pales somewhat.

The other interesting observation coming from the Member for Calgary-Forest Lawn: he talks about students really wanting to go to university, and implicit in his remarks is that Calgary is where you'll find the students who really want to go, but somehow Red Deer students or people in that area for whatever reason don't have the same compelling drive to really want to go and therefore a college is a good place for them – kind of like a bit of a backwater. That idea isn't surprising to me, since the member is very clearly on record as actually saying all Alberta is an intellectual backwater. Those remarks are in *Hansard*. So I guess I'm not surprised that he would point out that in certain areas of the province maybe students don't have sufficient zeal and therefore degree-granting status isn't really a valid goal. I would suggest that knowing the students not only in the Red Deer region but in all of central Alberta, having met many students from around that area, their zeal for further education is every bit as real and every bit as significant as students who live in Calgary and students who live in Edmonton. I would not dare to presume to blanket an entire geographical area of this province with a comment suggesting that in some area the young people might not be as zealous as others.

The Member for Calgary-Forest Lawn also suggests that a college like this is good in Red Deer for people who haven't mastered all the skills; therefore, let's have a place where students who haven't mastered all the skills can attend. He makes the broad assumption that were degree-granting status to become a reality, the upgrading courses at Red Deer College would be dropped because of a cost factor. Well, knowing the administration and the people involved in administration at the college and knowing that the demand there for the upgrading program is significant and the priority that it holds, I'd suggest there'd be no danger whatsoever of that happening, of the upgrading program being dropped. I know that over the last several years at different times people at the college have had to make assessments based on certain cost implications, and they've always been careful to look at the programs where truly there may have been a demand in the past but the priority has dropped, so they've moved to eliminate those programs to preserve costs for programs that have moved further up the priority list. So I don't think that would be a problem at all.

In terms of the academic capability of students at Red Deer College, there have been some fascinating studies done, Mr. Speaker, which I'd be happy to share with any of the members of the Assembly, especially ones from the parties opposite, which compare the grade point averages, the GPAs, of students in third year and fourth year at the U of A and at the U of C. Comparisons are done at that level with students. Their GPAs are assessed in third and fourth years, and then a further study is done to see where they came from. Did they come from second-year U of A? Did they come from Red Deer College? Did they come from Medicine Hat, another area with a deep intellectual resource?

When the assessment is done, Red Deer College students – and though my colleagues might think I'm a little biased, this is just *hard statistical data* – show up in the third- and fourth-year GPAs as higher in their rating than students even from the

universities themselves. Now, I'm talking about on average. Am I suggesting Red Deer College students are innately more brilliant? No, I'm not suggesting that. But it does suggest that the standards at Red Deer College are such that when students go on to universities, they don't just hold their own, but on average they excel and they're up there with the best of them. So the emphasis that's put on academic excellence at Red Deer College I believe puts them in good stead.

Then there's the question of costs, and the member across the way raised that. The cost factor, when you break down Red Deer College's cost per FTE, full-time equivalent – I don't want to rattle any of my colleagues here who also have colleges in their jurisdictions, but again the bare statistical data stands up in terms of cost effectiveness at Red Deer College when you compare their FTEs. So there's some very favourable information there that would again hold them in good stead in terms of a proven record of being able to keep the FTEs down.

The member of the Liberal Party who spoke against Red Deer College having this status asked a question, and it surprised me that she would even ask it. She said: "Has this area been researched? Has there been any research done?" I'm flabbergasted even at the question. Of course there's been research done. The research has been extensive and revealing in terms of not only the need and not only the desire but the capabilities of the college in this particular area. She went on to ask, as if this would be overlooked, if the students themselves had been surveyed. Well, the largest backing for this type of status and the main thrust for it is coming significantly from the student body, who find this to be a place of academic challenge and yet a place where they can make their mark, if you will, in this part of their lives. It's the students themselves who are overwhelmingly bringing to our attention the benefits of this type of status to be granted.

I have to shake my head in some dismay when the Liberals with a casual, almost backhanded comment say, "You know, if students in Red Deer want a degree, well, there's Athabasca University; just let them finish up there through correspondence." I would like to say that Athabasca University is a tremendous initiative of this province and offers to many people who otherwise can't achieve a degree a way to get a degree, and I am behind the programs of Athabasca University and the availability of that means of attaining higher education. The degrees that come out of Athabasca University are valid and recognized, and I support Athabasca University. But what I am struggling with with the member's comment is the sort of casual reference that somehow students in Red Deer and central Alberta can easily go to Athabasca University or access the programs there but that that might not be a reasonable approach for the hallowed sanctums of Calgary and possibly even Edmonton. So, you know, that kind of casual reference from the Liberal Party is something which we've grown used to, but when it's impacting on the capabilities and desires of students, I think it needs to be looked at carefully.

Mr. Speaker, my colleagues have covered in extensive detail the sound reasoning for Red Deer College having degree-granting status. I won't belabour the point which they have so effectively made because I believe time for debate in the Legislature is precious, and we need to allow as many members as possible to be involved in this. But I will say that the area that my colleagues have mentioned and, hopefully, also coinciding with mine and the fact that the MLAs from Red Deer, including the Hon. John Oldring, and the MLAs from all over central Alberta are united in their wish to see this become a reality – I would hope that other members who live in areas

which have a university, namely Calgary and Edmonton, would see the efficacy of this type of approach and that the students there in Red Deer deserve as much of a chance.

The member from the Liberals was talking about a heavy research end. The college clearly is not trying to knock out U of A's research component. We're talking about the areas that can be handled and the areas that would be effective to be looked at in the central Alberta region. So there's no danger of the U of A being knocked off, though I think if Red Deer College put their mind to it, they could pretty well contend with any area. But Red Deer College is not in some kind of turf battle. They're not out to deprive other areas. They're saying that what's good for U of A and what's good for young people and older people in Edmonton is also good for people in Calgary, but it's also good for people in central Alberta for all the reasons enunciated so effectively by my colleagues.

So I would ask, as this motion continues, for the support of the members of the Assembly.

MR. DEPUTY SPEAKER: The hon. Member for Edmonton-Whitemud.

MR. WICKMAN: Thank you, Mr. Speaker. I just want to make a few short comments on this motion. I want to point out right off the bat that I believe some members over on that side only hear what they choose to hear. References were made, words were put into the mouths of the Liberal caucus, and some of those words were not correct. Because I'm sitting a little closer to the Member for Calgary-McKnight, maybe I heard a bit better than the Member for Red Deer-North, who sits some distance away.

What I heard, Mr. Speaker, and what I want to reinforce is that I heard a call for a comprehensive review of our postsecondary institutions. I heard a call for some recognition as to what's happening within the postsecondary institutions throughout the province and some of the difficulties that some of the postsecondary institutions are presently having because of this government's priorities in terms of budgeting, in terms of, let's say, priorities. We hear all the time about education being our number one priority. We hear a lot of things, but we don't always see the money being put where one's mouth is.

I think we have to recognize when we look at education, advanced education in particular, from a more global point of view, from a more comprehensive point of view, we have to address postsecondary education on a provincewide basis, and we have to first start to work at some of the shortcomings that are currently there rather than approach things with a band-aid approach, and I think that's what's being advocated at the present time. Until we look at the situation as it applies to the existing universities and their status and the other postsecondary institutions and their status, I think it's difficult to start moving in isolation here and there.

Mr. Speaker, most of us here are parents, most of us have children, and most of us hear other parents express their concern about their beliefs that in exchange for their tax dollars they expect certain services in return, certain programs. One is what they see as a right to education for their children, educational opportunities that should be made available that aren't always available. The one area that I really took exception to was the empty wallets - well, I shouldn't say empty wallets; actually, those wallets looked surprisingly fat to me - that were being waved over there. I know it was being done in mockery, trying to suggest that the Member for Calgary-McKnight was advocating that more dollars should be spent in education without

looking at other government programs. Simply because one assumes that education should be a priority and that more attention should be focused on education and more dollars should be spent on education, rather than giving dollars, let's say, to the Peter Pocklington and wasting billions of dollars in other areas, you can redirect the existing resources in a better fashion. That does not mean spending more money on a global basis, Mr. Speaker, and those comments or little blurbs that came from over there of "spend, spend, spend" I think were taken out of context entirely.

MR. DINNING: Context.

MR. WICKMAN: Mr. Speaker, I do appreciate the Minister of Education doing his role here and fulfilling his ability to try and educate.

MR. DINNING: It's a dirty job, but somebody's got to do it.

MR. WICKMAN: Somebody's got to do it.

Mr. Speaker, in conclusion, I would suggest that this government has to take a close look at its spending priorities, and this government also has to take a look at the whole question of advanced education from a comprehensive point of view and not from a band-aid approach.

MR. DEPUTY SPEAKER: The hon. Member for Ponoka-Rimbey.

MR. JONSON: Yes, Mr. Speaker. I'd like to speak on the motion from the Member for Innisfail respecting Red Deer College. I know the first remarks that I'm going to make by way of introduction have been stated, but I think to sort of set the stage for what I want to say a little bit later on, I'd like to start out by talking just a bit about Red Deer College.

It's certainly a thriving college. The quality of its programs as a regional community college are very good. It's well recognized across central Alberta and I think across the whole province as being one of the first community colleges in the province to go through rapid growth and expansion of programs and to have done a good job of handling this expansion. They have a wide range of programs, and probably the most important recent program added is that dealing with the tourism education area. I know the Member for Red Deer-North was influential, I suppose, in helping that along. But it is a good quality program and certainly needed in this province.

The motion, however, deals more with the university transfer aspect of Red Deer College's offerings, Mr. Speaker. I can remember when Red Deer, outside of the two major centres, was the first centre to have a university transfer program. It was offered on the top floors of the vocational high school; it's actually part of Lindsay Thurber comp now. From that start their transfer program has expanded, and as has been quoted I think several times this afternoon, their university transfer students, whether they're going to the University of Alberta or the University of Calgary, are known for being very competitive, being able to perform at those institutions at the third- and fourth-year level very, very well.

I think we have here, Mr. Speaker, a motion which is talking about the granting of undergraduate degrees at Red Deer College. The various advantages and disadvantages have been mentioned this afternoon. We have the advantage of less direct cost to the students attending that program, particularly from central Alberta, and hopefully greater access to programs.

Perhaps there would be more variety in terms of teaching styles, approaches, program offerings as a result of a fourth location for these undergraduate degrees in the public postsecondary system.

Certain disadvantages have been noted as well, and perhaps they haven't had their attention this afternoon. There has been reference to the status of the degree that might be offered, the cost of offering such a program, and the domino effect that it would have in that if Red Deer College had the right to offer degree programs, then it would have to be extended across the province to many other colleges, because certainly the lobbying would be there. I suppose the most important overall issue here that might be used against this particular move is that it might, as I believe the Member for Edmonton-Whitemud just mentioned, mitigate an overall co-ordinated look at the expansion of degree offerings across the province.

However, Mr. Speaker, I think there are three or four basic questions that we need to know the answers to in terms of this particular motion. First of all, we have to look at the question: do we need another full-blown university in this province? I have to give credit to the people who are lobbying for these degree programs. There's no doubt that the city of Red Deer would like to have a full-fledged university, and credit to them: they're operating a very effective lobbying campaign. So we have to look at that particular question, but let us say that the answer to that question is no. Then we should be looking at a new model in terms of offering undergraduate degrees through the public college system. I would suggest, Mr. Speaker, that there are two or three possibilities.

First of all, we could have a look at a true undergraduate degree-granting college/university in this province. Its mandate would be specifically and only to offer quality undergraduate degree programs within a limited scope of practice, so to speak. I think that's something that should be considered. It's a model which exists in other parts of the world, particularly in the United States, where you have your state university and state college system offering undergraduate degrees. I suppose most of those colleges and universities do not have the status of a Harvard or a Cornell or a Stanford, but they certainly have quality programs, their graduates have no problems getting into the education system as teachers or into the hospitals as nurses, and in the view of the Americans at least, they certainly are a very cost-effective way of offering undergraduate degrees in many states. So certainly this is a model that should be explored.

Naturally, to make sure that it remained an undergraduate university and served the goals of offering quality undergraduate degrees, there would have to be some limitations placed upon the mandate of such a university or college. We would have to be able to put those limitations on through something such as the amendments that are currently being proposed by the hon. Minister of Advanced Education. I think we have to look at more co-ordination of the postsecondary education system in that way.

Another question or another proposal, Mr. Speaker, that I think should be considered before we move directly to the proposal in the motion is that the universities of Calgary and Alberta I would think would be very, very anxious to set up a satellite campus at a fine location such as Red Deer College. That's a model, an approach, which is very, very common in Europe and in the United States and, for that matter, in Canada in various other provinces. I've been involved in meetings with representatives of the University of Alberta, and there seems to be a reluctance to seize that opportunity. I've heard arguments put forward: "Well, you couldn't offer the quality of program at

Red Deer. It's not big enough." But I think there are many fine satellite campuses in the country which have enrollments less than currently exist at Red Deer College. Another argument that's sometimes advanced against the satellite campus idea is that the students would not have the proper experience of university life, living with another 25,000 students on a personal basis. I fail to follow that particular argument. I think in a campus of 5,000 or 6,000 students, which is currently the case at Red Deer, Mr. Speaker, there is plenty of opportunity to meet new people and to have a sense of postsecondary campus life. So I think the satellite campus idea is certainly something that should be pursued. However, if our existing universities are not amenable to that, then certainly we should be looking at the undergraduate university model.

Mr. Speaker, I also think the idea of a more co-ordinated system across the province is something that has to be looked at on a long-term basis. I don't feel, though, that it should completely inhibit or completely cause a stall in the serious consideration of the proposals being put forward by Red Deer College. I would hope that the recommendations, the lobbying that is coming from Red Deer will be seriously listened to. I know that they are certainly sincere in wanting to offer greater accessibility to undergraduate degrees in certain key areas. Sure, they would like an expansion of the college that is there in this direction and the prestige that it would bring, but I think that is natural, Mr. Speaker, and doesn't necessarily argue against a move in this particular direction.

There's one other piece of information, though, that we need, and we do not have it, as far as I know, at least in the public arena. The Member for Red Deer-North referred to the cost-effectiveness of Red Deer College, and I agree. I've seen the statistics which indicate that compared to comparable programs being offered in other colleges, they do prove out to be a very cost-effective college in the offering of their programs. But the real question here is: will the offering of a bachelor of science program, let us say, at the third- and fourth-year level at Red Deer College be cost-effective relative to the cost of the third and fourth year of the bachelor of science at, say, the University of Alberta? We don't know the answer to that question, Mr. Speaker, and it seems to me that's a very important one. We would need to be able to make those comparisons before any final decision is made in the direction that this motion suggests or in some other direction aimed at providing better access to undergraduate degrees.

In conclusion, Mr. Speaker, I certainly think the topic is one that should be raised because it's not only important to central Alberta, but it brings up a number of important issues with respect to the expansion and greater accessibility of undergraduate degree programs in Alberta. My preference is to have a very serious look taken at the satellite campus idea, which I think would accomplish the objectives behind the motion and still leave degree programs — with the status that is attached to it, I suppose — from the current universities, with access to their libraries and their other resources. However, if there's not the interest among the major universities in working in that particular direction, then I think a limited number of undergraduate degree programs within an undergraduate university model is something that should seriously be considered. I emphasize that because I would not support and I would not want to see a fourth university blossoming forth when we could really have something new and I think much better in terms of bachelor of science, bachelor of arts, bachelor of education degree programs if we looked at that model of a strictly undergraduate degree where the emphasis is on quality programs and perhaps a

somewhat practical transition to the workplace and to careers, and the research and the specialized work could be left to the major universities where it belongs.

Thank you.

MR. DEPUTY SPEAKER: The hon. Member for Lacombe.

MR. MOORE: Thanks, Mr. Speaker. This Bill today is very important to all of central Alberta and Albertans generally because we as Albertans are concerned about the quality of education, the availability of education to all our citizens no matter where they live in the province. We're also concerned about the dollars it has cost to bring that education to our young people.

When we look at Red Deer and this motion we have before us today, we see a situation that addresses some of these concerns. One of them is the availability of education to young people no matter where they live. Now, the hon. colleagues from Calgary and Edmonton think it's the greatest life experience for all citizens across Alberta to move to the city to get their education and live and get that exposure to the wild urban life instead of the quiet, relaxed country life that we have in central Alberta. I notice that the Minister of Education agrees with me, and I'm very glad to see that, Mr. Speaker.

However, when we talk about making education so that it is available, that means available to the citizens within their economic means, the availability of their resources to access that. When we look at the citizens of central Alberta having to go to the nearest ones, the U of A or the U of C, to finish their education, there it becomes the cost of leaving their homes and renting other accommodation or buying or whatever it is. There's quite an expense factor there.

Another disruptive thing is to their families. We have so many young people today that go through their first two years; by that time they're married, they've got a young family, and they're established. Somebody has to look after the youngsters, whereas in their hometowns they have those arrangements with their families and so on which they don't have in the city. This cuts into their ability to go and finish their education. Most of them do not finish it because they cannot afford to move to the city to finish it, whereas they could if they could access the facilities that we have in Red Deer. So from a standpoint of availability of education, this motion addresses that.

Now we have to look at cost; that's another one I mentioned when I started out. Red Deer College, and these are facts, is the most cost-effective college in the province of Alberta. I'm sure that when they would take on a undergraduate degree program, they would continue to provide this at equal or below the cost that it would cost the taxpayers to do it in Edmonton or Calgary. So in the economics of it I am certain we are not . . .

MR. JONSON: They could teach it in the arts centre.

MR. MOORE: That's right. They could teach it in the arts centre. We have a beautiful arts centre down there just available for utilization. The member from Red Deer could tell us about that. But that's available, although I understand they're going to fully utilize it down the road somewhere.

The thing that one of the hon. members brought up, Mr. Speaker, that concerned me was: "Now, before we move into this" - "you country bumpkins" probably was what she was saying; I'm not putting words, but that's what was meant - "you're jumping in and asking for something with no research.

You should research it, and you should study it." Do you think, when you look at a very sophisticated college like Red Deer College with the calibre of people they have in the administration, and when you look at the citizens of central Alberta, that they haven't researched this? They've been doing that in depth for the last two years. They have researched it, and the research is very revealing. It reveals this: that they have the capabilities of providing that, that they have the library inventory which some member mentioned we had to worry about. The library is there; it's a very comprehensive library. It's there, and with very little added, we can carry that and provide that background.

Mr. Speaker, it concerns me that a lot of these things that have been brought up - and I notice where the speakers have come from. I think it's very important that we look at who they represent when we listen to them. I and the members from central Alberta represent the interests of Red Deer College, and that's only right. And it's only right that the members from Calgary and Edmonton represent the interests of Calgary and Edmonton, the big two universities, who I don't think really, other than their ego, could care less in the final analysis if Red Deer got degree granting because . . . And I say that based on this fact. I hear that Edmonton wants to cap the number of students they have coming in, and they've been asking that for quite some time. We've met with them, and we hear they want to cap at a certain level. They don't want any more from central Alberta. Well, then where are we to go when they're talking that way? Yet the members from Edmonton and Calgary seem to think that we should keep piling them in there even though they're not wanted. They want to cap it, and that now limits the availability of education for central Alberta students, which is a major concern to us. It will cut down the availability of them getting an education.

I like the suggestion of the previous speaker about satellite campuses. It's a very good one to be explored, and it follows right in here with this motion, the degree granting. It would go in through that system, and it's a good way of handling it. I don't think Red Deer College is asking to be a full-blown university. No, I haven't heard that. It's a natural thing for people to say, "Well, we've got this; we'll go to another step." But that's the way people are. I don't think it's necessary for them to go to a full-blown university, and they're aren't asking at this time. All they're asking for is giving them the ability to grant degrees. It's a reasonable request, one that I think should be viewed in that they have the ability to provide it, they can do it cost-effectively, and it serves the local people. After all, what are we here for as government? People don't serve us; we're supposed to be serving the people, and that means central Alberta along with Edmonton and Calgary. I think every one of us understands that, that we serve all of Alberta under that area.

I think I was concerned about, well, if you give it to this one college, all the other colleges will jump on the bandwagon, and we can't have them all over here - it's a band-aid setup. Nothing is further from the source of this motion. Other colleges have to qualify. Red Deer College has qualified, and they qualified on every point. All these other colleges, if they qualify, let's give it to them. Why are we saying that they can't have it if they qualify and can give good quality education to local people in a cost-effective way? What are we saying? Are we concerned if they do, but they still have to qualify on their own? Many of those ones that are being said would jump on the bandwagon will never qualify - they will never qualify.

So today I, like other of my colleagues from central Alberta, fully support this motion. I hope that the minister will read *Hansard*. I hope he'll read *Hansard* to see our viewpoints. I

realize that he represents Lethbridge-West, but that won't matter with the fair-minded minister that we have. He will give full consideration to this; we're sure of that. Yes, we're sure of that. And he won't take the view of our Edmonton and Calgary colleagues that want to keep all that degree granting there and force all Albertans to come into Edmonton and Calgary to finish their education whether they can afford it or not.

With those few comments, Mr. Speaker, I move that we adjourn debate.

MR. DEPUTY SPEAKER: The hon. Member for Lacombe has moved that debate be adjourned on this item, Motion 213. All those in favour, please say aye.

HON. MEMBERS: Aye.

MR. DEPUTY SPEAKER: Opposed, please say no. Carried.

Commissioners' Comments

This is submitted for Council information only.

"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

City Clerk's Department 342-8132

July 11, 1990

Red Deer College
Box 5005
RED DEER, Alberta
T4N 5H5

Attention: Dr. Ed Luterbach,
President

Dear Dr. Luterbach:

At The City of Red Deer Council meeting held on July 9, 1990, your letter dated June 22, 1990 concerning degree granting status was submitted to members for information.

I would like to take this opportunity to thank you on behalf of Council for keeping members informed regarding this item as it is an issue of great importance.

Sincerely,

K. KLOSS
Assistant City Clerk

KK/jt



RED DEER

*a delight
to discover!*



MINISTER OF
CONSUMER AND CORPORATE AFFAIRS

229 Legislature Building, Edmonton, Alberta, Canada T5K 2B6 403/427-2305 Fax 403/422-6997

May 8, 1990

Mayor Bob McGee
2nd Floor City Hall
4914 - 48 Avenue
Red Deer, Alberta
T4N 3T3

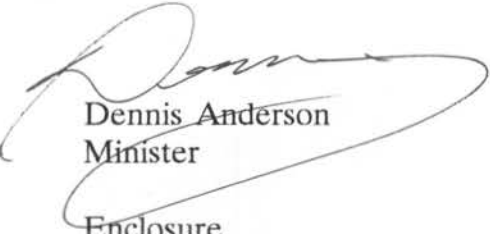
Dear Mayor McGee:

Attached is a copy of the report and recommendations of the Ministerial Advisory Committee on Residential Tenancy which were recently received from the Chairman, Mr. Tom MacLachlan.

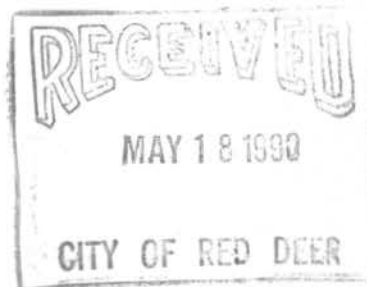
The recommendations are far reaching. They propose a different way of dealing with residential tenancy issues and suggest major changes to the existing Landlord and Tenant legislation. Before any decisions are made I would like to consult with affected parties. In this regard, your views on the report in general and how the recommendations might affect your city would be appreciated.

Your cooperation will assist greatly in the decision making process regarding this very important legislation.

With sincere regards,


Dennis Anderson
Minister

Enclosure





THE CITY OF RED DEER

Landlord & Tenant Advisory Board 343-0410
4935 - 51 Street, Red Deer, Alberta T4N 2A8

M E M O R A N D U M

TO: Office of the Mayor, City of Red Deer

FM: Chairman, Red Deer Landlord and Tenant Advisory Board

Subject: Report and Recommendations of the Ministerial Advisory
Committee on Residential Tenancy

Ref: Letter from the Minister of Consumer and Corporate Affairs
(attached)

The committee's report is, in the main comprehensive and reflective of in-depth investigation and research. Certainly, most of the recommendations would contribute to the amendment of the present Landlord and Tenant Act, or the formulation of new legislation, which would achieve a balance between tenants' and landlords' rights and responsibilities in residential tenancy matters.

There are but two recommendations in the report which would affect the City of Red Deer. One is the proposed inclusion of a section in the legislation which would recognize subsidized public housing programs and modify the Act's general provisions to protect their unique forms of operation. The other, the establishment of a Residential Tenancy Commission, which would have legislated powers to administer security deposits and resolve disputes and would perform the functions of the present Landlord and Tenant Advisory Boards.

If a Residential Tenancy Commission is established, as recommended, the Housing Authority would be relieved of the responsibility of security deposit administration, but would continue to function as it does now in all other residential tenancy matters. However, since the Housing Authority now uses security deposits as part of its general operating fund, it could experience difficulty if rental revenue alone is not sufficient for its needs. It is understood that the City of Red Deer is not responsible for funding of the Housing Authority, and any injection of monies to maintain the operating fund would be, for the most part, the responsibility of AMHC or CMHC. I understand the City is responsible for only ten per cent of deficiencies related to a small number of projects.

As regards the proposed "Commission" incorporating into its operation the operation and jurisdiction of the Landlord and Tenant Advisory Boards, the City need only repeal (if that is the proper word) the bylaw (Bylaw 2424), which established the Red Deer Landlord and Tenant Advisory Board, and thus be relieved of the responsibility of direction and funding of that board. Any grant from the Province to support a Landlord and Tenant Advisory Board would, of course, be discontinued.



THE CITY OF RED DEER

Landlord & Tenant Advisory Board 343-0410
4935 - 51 Street, Red Deer, Alberta T4N 2A8

-2/

In summary, it is felt the recommendations contained in the report, if implemented, will result in better legislation governing residential tenancy matters in Alberta and should not have a significant effect on the City of Red Deer.

A handwritten signature in cursive script, reading "M.G. Roach".

M.G. Roach, Chairman
Landlord and Tenancy Advisory Board
pl

FILE:

ADVCOMM.RES

DATE: June 21, 1990
TO: CITY CLERK
FROM: DIRECTOR OF FINANCIAL SERVICES
RE: MINISTERIAL ADVISORY COMMITTEE ON RESIDENTIAL TENANCIES
"ACHIEVING A BALANCE"

The above report proposes the Province set up a "Residential Tenancy Commission" to resolve disputes between landlords and tenants.

If the Province does decide to set up a "Residential Tenancy Commission", it could mean that the Landlord and Tenant Board would become redundant. The City has budgeted \$22,558 in 1990 to fund the operation of the Red Deer Landlord and Tenant Board.

If the intention is the "Residential Tenancy Commission" would replace the Landlord and Tenant board, it does raise a number of possible concerns:

1. How accessible will the Commission be to landlords and tenants that need to resolve disputes? For example, will they only be located in Edmonton?
2. How long will it take for the Commission to resolve disputes?

The existing Landlord and Tenant Board is easily accessed by Red Deer residents and probably can respond quickly in trying to resolve disputes.

There are a number of other recommendations contained in the report that appear to be intended to try and address concerns raised by tenants and landlords regarding current legislation. There does not appear to be any items of significant concern.



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

AW/mrk

DATE: July 3, 1990

CS-2.842

TO: CHARLIE SEVCIK
City Clerk

FROM: CRAIG CURTIS
Director of Community Services

RE: MINISTERIAL ADVISORY COMMITTEE ON RESIDENTIAL TENANCIES:
"ACHIEVING A BALANCE"
Your memo dated June 8, 1990 refers.

1. The Minister of Consumer & Corporate Affairs has requested the City's comments on the recommendations of the Ministerial Advisory Committee on Residential Tenancies. The recommendations are contained in a comprehensive report entitled, "Achieving A Balance".
2. I have reviewed the above recommendations with the Social Planning Manager. The changes are far reaching, and would lead to the abolishment of the Landlord and Tenant Advisory Board, in its present form, and its replacement by a Residential Tenancy Commission. The proposed specific changes are summarised in the attached report from the Social Planning Department. In general, we support the recommendations, provided that the Province allocates additional funds to assist with the increased costs of operating the new commissions.

3. RECOMMENDATION

I support the comments of the Social Planning Manager, and recommend that City Council:

- support the proposed changes outlined in the report of the Ministerial Advisory Committee on Residential Tenancies entitled, "Achieving A Balance", provided that the Province allocates additional funds to assist with the increased costs of operating Residential Tenancy Commissions.



CRAIG CURTIS

CC:dmg
Attachment

- c. Rick Assinger, Social Planning Manager
Paul Meyette, Principal Planner, R.D.R.P.C.

SP-2.837

DATE: July 3, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: RICK ASSINGER
Social Planning Manager

RE: MINISTERIAL ADVISORY COMMITTEE ON RESIDENTIAL TENANCIES

Following is a summary, discussion, and recommendations on the Residential Tenancies Report as requested. Also attached is a listing of the specific change for the information of any interested Council members.

Summary

The Ministerial Advisory Committee report on Residential Tenancies proposes major reforms to the Landlord & Tenants Act and Landlord and Tenant Advisory Boards. The significant changes outlined in the report are:

- 1) Abolishment of the Landlord & Tenant Advisory Board in the present form and replacement with the Residential Tenancy Commission. The Residential Tenancy Commission would have a broad scope of power, including the giving of orders for possession and eviction, assumption for duties relating to the collection and reimbursement of damage deposits and assuming a quasi-judicial role by taking on the responsibility for all issues presently dealt with by the Provincial Court with respect to landlords and tenants.

These additional responsibilities would have major financial implications for initial set up costs and continued operation including an accounting system, personnel to complete on-site inspections for pre- and post-rental occurrences, landlord and tenant arbitration, public education relating to the changes to the Act, and investigations resulting from landlord and/or tenant complaints pursuant to the Act.

The report does not indicate if the Provincial Government will provide funding for the set up and continued operation of Residential Tenancy Commissions. It does, however, recommend that if all damage deposits were collected by the

Charlie Sevcik
July 3, 1990
Page 2
File No. SP-2.837

Commission (vs the alternative, to hold in trust, only those damage deposits where there is a landlord/tenant dispute), there would be sufficient funds for normal operations. This suggests that provincial funding will not be forthcoming and the increased cost will likely fall on the municipalities.

- 2) Subsidized Public Housing Authorities are to be given greater scope in the areas of security deposits, rent increases, and terminations of tenancies. The increased authority, combined with tightening of controls outlined, should allow them to ensure equal and fair representation to both the landlord and the tenant.

Discussion

The proposed changes outlined bring needed controls in the residential tenancy field that will better protect both the landlord and the tenant. The current Landlord and Tenant Act lacks the authority necessary to effectively manage landlord/tenant matters. In fact, most major disputes can only be resolved through the court system, which is costly and time consuming. The proposed changes would give Residential Tenancy Commissions a quasi-judicial role thereby freeing up some of the provincial costs of administering the court system.

The Report highlights the importance of continued support for subsidized public housing and suggests the need for a special section of the proposed legislation to effectively incorporate the unique characteristics of public housing as a residential tenancy matter. We do not foresee any complication in the administration of public housing as implied in the report from the chairman of the Red Deer Landlord & Tenant Advisory Board.

Recommendations

- 1) It is recommended that The City of Red Deer support the proposed changes in the Residential Tenancies Report.
- 2) It is further recommended that City support for the Residential Tenancies Report be contingent upon additional provincial funds to assist with the increased costs of operating Residential Tenancy Commissions.

Charlie Sevcik
July 3, 1990
Page 3
File No. SP-2.837

- 3) It is recommended that The City of Red Deer give high priority to support for subsidized public housing as referred to in the Residential Tenancies Report.


RICK ASSINGER

RA/kl

- c. Craig Curtis, Community Services Director

PROPOSED SPECIFIC CHANGES TO
LANDLORD AND TENANT ACT

- Landlord, Tenant, and Rent should be defined in the Act.
- Renting of Residential premises should be the sole focus of the Act.
 - The existing Act should be abolished and 'The Residential Tenancies Act' be created in its place.
- The landlord should be obligated to repair and maintain the residential premises throughout the tenancy.
- Collateral to the premises and/or amenities rented with the premises should not be removed or decreased without three (3) months notice. These are deemed to be equivalent of a rent increase. If notice was not given, the tenant will "have the ability to apply for an abatement of rent".
- A notice for a requested entry be served at least 24 hours before the time of requested entry and be served no sooner than 30 days prior to the entry. Relaxation during the last 30 days to allow showing of suite, restrictions on hours of access, and no access on Sundays and holidays. A reason for access must be stated.
- Name and address for service of landlord or property (fee) manager be posted or provided in writing.
- The tenant be allowed to give notice to landlord, in writing, of the need of a repair or maintenance. If not completed the Commission can investigate and, if it is justified, issue and order to make repairs or allow tenant to have repairs done and offset costs against rent due. Alternatively, the tenant will be given the ability to terminate the tenancy on ten days notice.
- With regard to tenant disturbances, both the landlord and tenants should be free to choose the course of action which suits them best.
- The tenant should be able to use the premises for business purposes if that business could ordinarily be carried out in residential premises. Limited by the landlords right to reasonably withhold consent and subject to all municipal zoning and land use by-laws.
- Landlords should be prohibited from evicting a tenant if one of the reasons for such an eviction is the tenant's involvement in a tenant organization.

- Normal wear and tear should not include removal of stains, dirt, and debris accumulated by the tenant. The tenant is to be responsible for ordinary cleanliness.
- If the tenant is guilty of a 'substantial breach', the notice period should be reduced to ten days from fourteen days. Tenant recourse: "Pay full rent owed within five days (if applicable), otherwise file notice of objection within five days." Substantial physical damage can result in a 24 hour notice that can be appealed.
- Abandoned goods to a value of \$1,000 be stored for 30 days and then sold. Proceeds should be able to be applied to 'liabilities' rather than securing a 'judgement against' the tenant.
- There should be no termination of the tenancy without cause. If inappropriate cause is proven, damages including expenses directly associated with move and additional rental costs for an appropriate period of time are suggested.
- Notice of termination can be issued on rental due date and possession should be at twelve noon on the last day of tenancy.
- When a rental increase results in eviction by the tenant due to inability to pay rent and the premises are re-rented within two months for a rate of less than 90% of new rental rate, the increase would be deemed to be for the purpose of eviction. Damages would be available to the tenant.
- The protection of the tenant from retaliatory evictions should be expanded to refer to not only the Landlord & Tenant Act and the Public Health Act, but also include any other health and safety regulations which apply to residential premises.
- The present one month notice by the tenant of his intention to vacate the premises should be maintained.
- If the landlord does not comply with the minimum provisions of the Act for the termination of employee tenant, that termination should be an offence under the Act and the Department of Consumer and Corporate Affairs should recommend prosecution where warranted.
- The security deposit be fixed throughout the tenancy, and equivalent to the first months rent. Deposit to be held in trust to protect deposit.
- Pre and post occupancy inspection reports be mandatory. If a pre and post occupancy report is not completed the landlord can apply deductions from the security deposit to arrears of rent only, if any.

- A Residential Tenancy Commission and Dispute Resolution Mechanism be established to resolve disputes between landlords and tenants regarding security deposits, outside of the present court system.
- Rent increases be limited to a maximum of four times in a twelve month period.
- Residential Tenancy Commissions should be given a broad scope of power, including the giving of orders for possession and eviction notices and all issues dealt with by the Provincial Court relating to landlord and tenant issues.
- Increase the scope of power to subsidized public housing authorities.
- A combination of an increased supply of rental accommodations together with some form of rent control for Banff.
- The new Act should promote public education on landlord and tenant issues as well as clearly outline the rights, obligations, and remedies of both landlords and tenants, assumed by the Residential Tenancy Commissions.
- Widespread use of written lease agreements.
- Landlord and Tenant Advisory Boards be abolished and replaced by Residential Tenancy Commissions.

DATE: June 29, 1990

TO: City Clerk

FROM: City Assessor

RE: MINISTERIAL ADVISORY COMMITTEE ON RESIDENTIAL TENANCIES
AND "ACHIEVING A BALANCE"

The Land, Assessment and Tax Department personnel have reviewed this proposed documentation briefly and can find no serious problem areas that would/should be altered from a standpoint of the landlord and/or the tenant.

We have no other comments with regard to this issue. I stress that we do not have a significant number of properties that would be affected by this proposed agreement. The City of Red Deer rent a minimum number of residential housing units in the interim prior to development of projects within the city.

Respectfully,



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

AK/ngl

c.c. Director of Community Services
Director of Financial Services
Fire Chief
Social Planning Manager
Urban Planning Section Manager
Housing Authority

Commissioners' Comments

We would concur with the comments contained in the report from the Landlord & Tenant Advisory Board and the administration, and recommend same be submitted to the Minister with the request that we be given the opportunity to comment on the proposed legislative changes before they are enacted. For Council's information said report is on file with the City Clerk should any member of Council wish to view same.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

TO:

<input checked="" type="checkbox"/>	DIRECTOR OF COMMUNITY SERVICES
<input type="checkbox"/>	DIRECTOR OF ENGINEERING SERVICES
<input checked="" type="checkbox"/>	DIRECTOR OF FINANCIAL SERVICES
<input type="checkbox"/>	BYLAWS & INSPECTIONS MANAGER
<input checked="" type="checkbox"/>	CITY ASSESSOR
<input type="checkbox"/>	COMPUTER SERVICES MANAGER
<input type="checkbox"/>	ECONOMIC DEVELOPMENT MANAGER
<input type="checkbox"/>	E.L. & P. MANAGER
<input type="checkbox"/>	ENGINEERING DEPARTMENT MANAGER
<input checked="" type="checkbox"/>	FIRE CHIEF
<input type="checkbox"/>	PARKS MANAGER
<input type="checkbox"/>	PERSONNEL MANAGER
<input type="checkbox"/>	PUBLIC WORKS MANAGER
<input type="checkbox"/>	R.C.M.P. INSPECTOR
<input type="checkbox"/>	RECREATION & CULTURE MANAGER
<input checked="" type="checkbox"/>	SOCIAL PLANNING MANAGER
<input type="checkbox"/>	TRANSIT MANAGER
<input type="checkbox"/>	TREASURY SERVICES MANAGER
<input checked="" type="checkbox"/>	URBAN PLANNING SECTION MANAGER
<input checked="" type="checkbox"/>	HOUSING AUTHORITY

NOTE: Copy
of this report
is on Tray

FROM:

CITY CLERK

RE: MINISTERIAL ADVISORY COMMITTEE ON RESIDENTIAL
TENANCIES "ACHIEVING A BALANCE"

Please submit comments on the attached to this office by July

2 for the Council Agenda of July 9, 1990.

C. Sevcik
C. SEVCIK
City Clerk

DATE

90/06/07

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
- ☒ Housing Authority

Note: We already have the Cts from Landlord + Tenant Advisory Board.

FROM:

CITY CLERK

RE:

Ministerial Advisory Committee on Residential Tenancies "Achieving A Balance"

Please submit comments on the attached to this office by

2 for the Council Agenda of July 9

☐

ACKNOWLEDGE

C. SEVCIK
City Clerk

No page # 3

Page 235

(App E page)

will be on left side

No page 236

June 12, 1990

To: City Clerk

From: Fire Chief

Re: Ministerial Advisory Committee on Residential Tenancies

This will advise that this department has no comments to offer respecting this report.

A handwritten signature in dark ink, appearing to read 'R. Oscroft', is written over the typed name.

R. Oscroft
FIRE CHIEF

RO/cb



Red Deer Housing Authority

**5024 Ross Street
Red Deer, Alberta
T4N 1Y3 343-2177**

July 6, 1990

Mr. C. Sevcik
City Clerk
City of Red Deer
4914 - 48 Avenue
RED DEER, Alberta
T4N 3T4

Re: Ministerial Advisory Committee on
Residential Tenancies "Achieving A Balance"

Dear Mr. Sevcik:

Thank you for the opportunity to view the proposed changes to
the Landlord and Tenant Act.

I found most changes will be of benefit to the landlord and the
tenant and see no major problems in implementation.

Should you have further questions in this regard, please call.

Yours truly

RED DEER HOUSING AUTHORITY

A handwritten signature in dark ink, appearing to read 'Donna Nye'.

Donna Nye (Mrs.)
Housing Administrator

DN/at





MINISTER OF
CONSUMER AND CORPORATE AFFAIRS

229 Legislature Building, Edmonton, Alberta, Canada T5K 2B6 403/427-2305 Fax 403/422-6997

*Copied To: Council
City Commissioner
Dir of Community Services
Social Planning Manager*

90/07/31

July 23, 1990

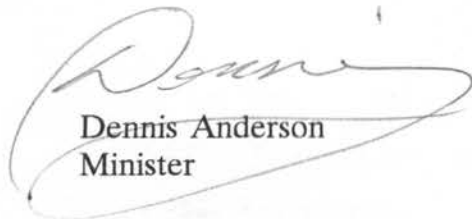
Mr. K. Kloss
Assistant City Clerk
The City of Red Deer
P. O. Box 5008
Red Deer, Alberta
T4N 3T4

Dear Mr. Kloss:

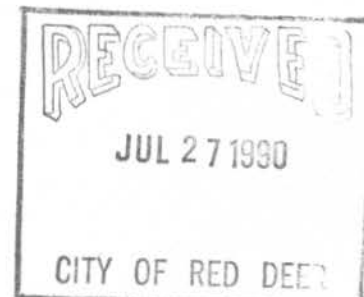
Thank you for your recent letter and comments on "Achieving a Balance", the Report by the Ministerial Advisory Committee on Residential Tenancy. I appreciate you taking the time to read the results of the study and sharing your thoughts with me; your comments will be studied during our discussions on how best to amend the existing legislation.

Once again, thank you for taking the time to write.

With sincere regards,


Dennis Anderson
Minister

cc Mr. Pat Brennan
Deputy Superintendent of Real Estate



**THE CITY OF RED DEER**

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

City Clerk's Department 342-8132

July 11, 1990

Minister of Consumer and Corporate Affairs
229 Legislature Building
EDMONTON, Alberta
T5K 2B6

Attention: The Hon. Dennis Anderson, Minister

Dear Sir:

Thank you for your letter of May 8, 1990 relative to the report and recommendations of the Ministerial Advisory Committee on Residential Tenancies. This matter was submitted to the Council of The City of Red Deer on July 9, 1990 and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Minister of Consumer and Corporate Affairs dated May 8, 1990 re: Ministerial Advisory Committee on Residential Tenancy - Achieving a Balance, hereby supports the proposed changes as outlined in said Residential Tenancy Report, subject to the following conditions:

1. That additional provincial funds be allocated to assist with the increased cost of operating Residential Tenancy Commissions;
2. That the province give consideration to how accessible the Residential Tenancy Commission will be to landlord and tenants which need to resolve disputes, as well as the length of time it would take for the Commission to resolve said disputes;

...2

*a delight
to discover!*

The Hon. Dennis Anderson, Minister
Consumer and Corporate Affairs
July 11, 1990
Page 2

3. That The City of Red Deer be given the opportunity to comment on the proposed legislative changes before they are enacted;

and as recommended to Council July 9, 1990."

As outlined in the above motion, City Council generally supports the proposed changes, however, expressed concern relative to three main items and, as such, we would ask that these be taken into consideration by your office.

If you have any questions or require clarification, please do not hesitate to contact the undersigned. Council looks forward to again having the opportunity to comment on any proposed legislative changes regarding this matter before they are enacted.

Sincerely,



K. KLOSS
Assistant City Clerk

KK/jt

c.c. Mayor McGhee

The Hon. Dennis Anderson

b.c.c. Landlord & Tenant Advisory Board
Red Deer Housing Authority
Director of Financial Services
Director of Community Services
Urban Planning Section Manager
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

July 11, 1990

Minister of Consumer and Corporate Affairs
229 Legislature Building
EDMONTON, Alberta
T5K 2B6

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....2

*a delight
to discover!*

The Hon. Dennis Anderson, Minister
Consumer and Corporate Affairs
July 11, 1990
Page 2

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and as recommended to Council July 9, 1990."

As outlined in the above motion, City Council generally supports the proposed changes, however, expressed concern relative to three main items and, as such, we would ask that these be taken into consideration by your office.

If you have any questions or require clarification, please do not hesitate to contact the undersigned. Council looks forward to again having the opportunity to comment on any proposed legislative changes regarding this matter before they are enacted.

Sincerely,



K. KLOSS
Assistant City Clerk

KK/jt

c.c. Mayor McGhee

The Hon. Dennis Anderson

b.c.c. Landlord & Tenant Advisory Board
Red Deer Housing Authority
Director of Financial Services
Director of Community Services
Urban Planning Section Manager
Social Planning Manager

Achieving a Balance

Report of Ministerial Advisory Committee on Residential Tenancies



CONSUMER AND
CORPORATE AFFAIRS
Ministerial Advisory Committee on Residential Tenancy

c/o Lethbridge Regional Office, Bag Service 3014, Lethbridge, Alberta T1J 4C7

April, 1990

The Honourable Dennis Anderson
Minister of Consumer and Corporate Affairs
Room 229, Legislative Building
Edmonton, Alberta
T5K 2B6

Dear Sir:

Re: Ministerial Advisory Committee on Residential Tenancy

We are pleased to submit to you the Report of the Ministerial Advisory Committee on Residential Tenancy entitled "Achieving A Balance".

This report represents a consolidation of a large body of analysis and research reviewed by the Committee during its mandate.

We submit the report for your review and it is our sincere desire that it will be followed by implementation in the form of revised legislation.

We are of the view that public sharing of this report will serve to continue the original commitment of your department of open consultation in this process with the citizens of Alberta.

We have been pleased to be part of this project. We hope that the recommendations will serve to be the framework of landlord and tenant legislation that will serve Albertans for many years to come.

Yours truly,

PER:

THOMAS B. MACLACHLAN - Chairman, Lethbridge, Alberta
NANCY N. KOTANI - Edmonton, Alberta
EVELYN MCLAREN - Grande Prairie, Alberta
DOUG HOLMES - Red Deer, Alberta
WILLIAM G. R. PARTRIDGE, Calgary, Alberta

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY

1.1 Introduction	1
1.2 Scope of the Act	3
1.3 Landlord's Rights and Obligations	4
1.4 Tenant's Remedies	7
1.5 Tenant's Rights and Obligations	8
1.6 Landlord's Remedies	10
1.7 Security of Tenure	12
1.8 Security Deposits	17
1.9 Rent Increases and Rent Control	21
1.10 Dispute Resolution	23
1.11 Other Issues	24
1.11.1 Subsidized Public Housing	24
1.11.2 Licensing of Property Managers	24
1.11.3 Resort Communities	24
1.11.4 Public Education	26
1.11.5 General Administrative Matters	26
1.12 Concluding Remarks	27

2. INTRODUCTION

2.1 Acknowledgements	29
2.2 The Scope and Mandate of the Committee	31
2.3 Methodology	31
2.4 Structure of the Report	33

3. THE CURRENT MARKETPLACE

3.1 Tenants	35
-------------------	----

3.2 Landlords	41
4. THE ROLE OF LANDLORD AND TENANT LEGISLATION	43
5. SCOPE AND APPLICATION OF ACT	
5.1 Overview	45
5.2 Scope of Act	45
5.3 Definitions - "Residential Premises"	46
5.4 Definitions - "Tenant"	52
5.5 Definitions - "Landlord"	53
5.6 Definitions - "Rent"	54
6. RIGHTS AND OBLIGATIONS OF LANDLORD & REMEDIES OF TENANT	
6.1 Rights and Obligations of Landlord -- Overview	57
6.1.1 Landlord's Duty to Repair, Maintain and Clean	57
6.1.2 Change in the "Package"	65
6.1.3 Landlord's Right of Entry	68
6.1.4 Disclosure of Landlord	74
6.2 Remedies of Tenant -- Overview	76
6.2.1 Repair and Maintenance Disputes	79
6.2.2 Peaceful Possession	82
7. RIGHTS AND OBLIGATIONS OF TENANT & REMEDIES OF LANDLORD	
7.1 Rights and Obligations of Tenant -- Overview	85

7.1.1	Use of Premises	85
7.1.2	Tenant's Right to Organize	86
7.1.3	Tenants Duty to Maintain and Clean	88
7.1.4	Subletting -- Unauthorized Occupants	90
7.2	Landlord's Remedies -- Overview	91
7.2.1	Unauthorized Tenants	92
7.2.2	Recovery of Rent	93
7.2.3	Seizure	94
7.2.4	Repudiation	95
7.2.5	Substantial Breach	97
7.2.6	Habitual Late Rent	101
7.2.7	Damage to Premises	103
7.2.8	Abandoned Goods and Abandoned Premises . . .	104
 8. TERMINATING THE TENANCY -- SECURITY OF TENURE		
8.1	Overview	109
8.2	Periodic Tenancies	111
8.3	Termination by Landlord -- Overview	112
8.3.1	Cause and Notice Periods	113
8.3.2	Security of Tenure Model	118
8.3.3	Formalities of Termination Notices	120
8.3.4	Tenant's Remedy for Improper Termination . . .	123
8.3.5	Tenant Remedy for Eviction through Rent Increase	125
8.3.6	Retaliatory Evictions	130
8.4	Termination by Tenant	131
8.5	Employee Tenancy	132

9. SECURITY DEPOSITS

9.1 Overview	137
9.2 Abolish the Security Deposit?	139
9.3 Definition of Security Deposit	141
9.4 Amount of the Security Deposit	142
9.5 Change in Amount of Security Deposit	144
9.6 Interest on the Security Deposit	145
9.7 Other Deposits and Fees	148
9.8 Pre/Post Occupancy Inspection Reports	151
9.9 Security Deposit Model	154
9.10 Security Deposit Disputes	156
9.10.1 Who will hold the Security Deposit?	156
9.10.2 Security Deposit Administration - Residential Tenancy Commission	158
9.10.3 Format for Resolution of Security Deposit Disputes	162

10. RENT INCREASES AND RENT CONTROL

10.1 Overview	165
10.2 Definition of Rent Control	165
10.3 Arguments for Rent Control	166
10.4 Arguments against Rent Control	167
10.5 Rent Control in Alberta	168
10.6 Timing of Rental Increases	170

11. DISPUTE RESOLUTION

11.1 An Alternate Dispute Resolution Mechanism	173
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TABLE OF CONTENTS

11.2	Section 96, The British North America Act	173
11.2.1	The Problem	174
11.2.2	The Test	175
11.2.3	The Result	178
11.3	An Alternate Dispute Resolution Mechanism in Alberta -- A Proposal	179
12.	SUBSIDIZED PUBLIC HOUSING	
12.1	Special Status of Subsidized Public Housing	187
12.2	Recognition	188
12.3	Fluctuating Rents	189
12.4	Termination of Tenancies	192
13.	LICENSING OF PROPERTY MANAGERS	194
14.	PUBLIC EDUCATION	
14.1	Need for Public Education	199
14.2	Role of Written Lease Agreement	200
14.3	Other Bodies	201
15.	LANDLORD AND TENANT RELATIONSHIPS IN RESORT COMMUNITIES	
15.1	Banff and Jasper -- Overview	203
15.2	Application of the Act	204
15.3	Rent Control	206

16. GENERAL ADMINISTRATIVE MATTERS	
16.1 Acquisition of the Interest of Landlord and Tenant	209
16.2 Role of Landlord and Tenant Advisory Boards	212
16.3 Transition Provisions	214
16.4 Role of Provincial Court	215
16.5 Offenses and Enforcement	216
16.6 Other Matters	218
17. CONCLUDING REMARKS	219
18. APPENDIX "A" -- SUMMARY OF WRITTEN SUBMISSIONS	220
19. APPENDIX "B" - COMMITTEE COMMUNITY TOUR SCHEDULE	228
20. APPENDIX "C" - LEGISLATION REVIEWED	230
21. APPENDIX "D" - RENT CONTROL BIBLIOGRAPHY	232
22. APPENDIX "E" -- SURVEY OF TENANTS, LANDLORDS AND PROPERTY MANAGERS	234
23. INDEX OF RECOMMENDATIONS	236

1. EXECUTIVE SUMMARY

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY

- 1.1 Introduction
- 1.2 Scope of the Act
- 1.3 Landlord's Rights and Obligations
- 1.4 Tenant's Remedies
- 1.5 Tenant's Rights and Obligations
- 1.6 Landlord's Remedies
- 1.7 Security of Tenure
- 1.8 Security Deposits
- 1.9 Rent Increases and Rent Control
- 1.10 Dispute Resolution
- 1.11 Other Issues
 - 1.11.1 Subsidized Public Housing
 - 1.11.2 Licensing of Property Managers
 - 1.11.3 Resort Communities
 - 1.11.4 Public Education
 - 1.11.5 General Administrative Matters
- 1.12 Concluding Remarks

ACHIEVING A BALANCE

1.1 Introduction

The Ministerial Advisory Committee on Residential Tenancies was appointed on January 5, 1989 by the then Minister of Consumer and Corporate Affairs, the Honourable Elaine J. McCoy. The Committee members were:

1. Thomas B. MacLachlan, Lawyer, Lethbridge, Chairman
2. Nancy Kotani, Director of Health Promotion, Edmonton Board of Health, Tenant Representative.
3. William Partridge, Executive Director, Building Owners & Managers Association, Calgary, Landlord Representative.
4. Doug Holmes, Manager, Sim and Thorne Property Management Ltd., Red Deer, Landlord Representative.
5. Evelyn McLaren, Legal Secretary, Grande Prairie, Tenant Representative.

The purpose of the Committee was to review the Landlord and Tenant Act, R.S.A. 1980, Chapter L-6 (the Act) and provide the Minister with meaningful and thoughtful recommendations regarding changes to the Act and related statutes. The goal of the Committee was to recommend legislative change that:

- (a) meets the needs of the communities which the Act serves, and
- (b) maintains a balance between the interests of landlords and the interests of tenants.

The Committee received written submissions from interested citizens of Alberta, and attended various meetings throughout the Province to speak directly with landlords and tenants about specific concerns. In order to quantify the concerns raised and to accurately identify the characteristics of individuals affected by legislation, the Committee commissioned a survey of landlords, residential managers and tenants.

The Committee discovered that the issues surrounding landlord and tenant legislation were complex and interrelated. In order to properly consider the legislation and provide reasonable recommendations, the Committee found that the original completion date of September 30, 1989, did not provide sufficient time. A final report was given to the Minister of Consumer and Corporate Affairs in April of 1990.

In proposing landlord and tenant legislation that will meet the needs of contemporary Albertans and serve them for at least the next decade, the Committee carefully reviewed statistics concerning landlords and tenants in Alberta. The Committee concluded that a large percentage of the rental population during the next decade will be single parent families or families in marginal economic circumstances who believe that they will always be tenants. These renters are more likely to have problems with their landlords and be less able to pursue their rights in the courts of this Province as they currently exist. Families in these economic circumstances are hampered in their ability to find adequate, comfortable, affordable rental accommodation.

The Committee took the view that landlord and tenant legislation sets minimum acceptable standards for the landlord and tenant relationship. The individuals most likely affected by those minimum standards would be those with lower or fixed

incomes or otherwise inflexible finances. It was the Committee's goal to arrive at recommendations that address the particular problems of the tenant population while recognizing that landlords are the owners of the rental premises and are entitled to make a reasonable profit. In other words, to achieve a balance between the interests of the tenants and their landlords.

1.2 Scope of the Act

Currently, the Act only applies to "self-contained dwelling units". This excludes premises which the Committee believes should be covered by the Act such as rooming and boarding houses or long term hotel residents. A number of problems could be resolved by extending the protection of the Act to these types of accommodations. People who are living exactly as other tenants, except that they are not living in "self-contained" premises would gain protection under the Act, while particular types of premises will still be excluded where there are practical reasons for such an exclusion. For example, hospital rooms and correctional institutions might fall within a broad definition, but would be excluded specifically from the operation of the Act. Therefore, the Committee recommends that the Act should define "residential premises" as broadly as possible while excluding premises which should not be covered by the Act such as hospital rooms and correctional institutions.

The present Act does not define the terms "landlord", "tenant", or "rent". The Committee believes that in order to properly apply the principles contained in the current Act, and the recommendations which are contained in this Report, these words should be defined in the Act. Specific definitions for each are recommended

by the Committee, and these definitions should assist both landlords and tenants when they use the Act.

The Committee believes that the renting of residential premises should be the sole focus of this Act. Given the scope of the recommendations which are contained in the Report, the Committee recommends that the current Landlord and Tenant Act be abolished and a new Act, "The Residential Tenancies Act", be created in its place. The current Act makes reference to both commercial and residential tenancies, but it is rarely used in commercial transactions. Commercial tenancies may be governed by another Act or by the negotiated terms of the lease contract.

1.3 Landlord's Rights and Obligations

The Committee believes that the covenants and the responsibilities of the landlord that are described in the present Act should be maintained, but that other obligations should be added. Chief among these additions is the obligation of the landlord to repair and maintain the residential premises throughout the tenancy.

The Committee's initial perception was that security deposits were the chief problem with the current legislation. However, the survey of tenants revealed that the failure of the landlord to repair and maintain the residential premises was the most common complaint of the tenants. The current Act places no duty on the landlord to maintain the premises during the term of the tenancy. The only obligation that the landlord has is to provide the tenant with "habitable" premises at the beginning of the tenancy. The Committee does not believe that it is unreasonable to expect a landlord to carry out repairs and maintenance which would keep the premises in a state of repair that complies with, at least, the

minimum standards acceptable in the community. If the landlord was given this obligation, then the tenant would have grounds to use the remedies already in the Act to enforce this obligation.

The Committee therefore recommends that the landlord should have the additional obligation to "keep the premises, including common areas, in a reasonable state of repair and fit for habitation and shall comply with any statutory enactment or law respecting standards of health, safety, or housing". A great number of the concerns raised by tenants could be solved with this change, while not substantially infringing on the freedom of a reasonable landlord to deal with the property as he sees fit.

The Committee considers that a reduction in the amenities or collateral services that are rented with the residential premises is the equivalent of a rent increase. As a result, the Committee recommends that services such as, parking, cable television, and swimming pools to name a few, should not be reduced or eliminated without the same notice that is required for a rental increase (three months). Furthermore, the Committee recommends that landlords should be required to maintain the standard of the suite as it existed at the beginning of the tenancy, subject to normal wear and tear. The Committee believes that, in this way, the tenant would have some measure of certainty with respect to what he was actually renting, while the landlord would still be able to adjust the rental "package" as he sees fit, after notice to the tenant.

The Committee found that the landlord's right to enter the rental premises has occasionally been abused, severely infringing on the affected tenant's right to privacy. The current Act provides that the landlord can enter the premises with the consent of the tenant, or in case of an emergency. If either of those conditions

does not exist, the landlord may enter after giving at least 24 hours notice to the tenant. The Committee recommends that the ability to enter on notice be amended. These amendments would require the landlord to state a reason for the requested entry, would restrict the hours within which the landlord may request entry and would prohibit a request for entry on Sundays and holidays.

The Committee was concerned about the use "blanket notices", or notices to enter that cover the entire tenancy. The Committee therefore recommends that a notice for a requested entry be served at least 24 hours before the time of the requested entry and be served no sooner than 30 days prior to the entry. The restrictions on the landlords right to enter would be relaxed during the last month of the tenancy in order to allow the landlord to show the suite to prospective tenants. The Committee believes that the tenant's right to privacy, and the right to treat the rented premises as his home, free of interference by the landlord, are important rights to be preserved by the legislation. The proposals of the Committee with respect to the landlord's entry are intended to protect these rights while still allowing the landlord reasonable freedom to inspect, repair and protect the premises.

A tenant may be given a remedy for a landlord's breach of an obligation, but still be frustrated in enforcing the remedy because the landlord cannot be contacted. The Committee recommends that the name and address for service of the landlord either be posted in the rental premises or otherwise be given to the tenant in writing. Alternatively, the property (fee) manager may be identified to the tenant and his address shall be deemed to be the address for service of the landlord. In this way, the Committee believes that a landlord will not be able to avoid fulfilling the duties required of him under the Act. This recommendation should give the

tenants easier access to remedies under the Act, while respecting the privacy of the landlord.

1.4 Tenant's Remedies

Even though the recommendations in the Report will increase the landlord's obligations, particularly in the area of maintenance and repair, the existing remedies generally provide the tenant with adequate means to enforce those obligations. However, some clarifications are required.

The Committee believes that there must be a reasonably easy method for a landlord and a tenant to resolve disputes arising from the obligation to maintain and repair. The procedure that the Committee recommends allows the tenant to give notice to the landlord, in writing, of a need for a particular item of maintenance or repair. If the landlord does not make the repairs, the tenant can then file a complaint with the Residential Tenancy Commission¹. The Commission will investigate the complaint, and if it is justified, issue an order to the landlord to make the repairs, or allow the tenant to have the repairs done on behalf of the landlord and set-off the costs of the repairs against the rent due. Alternatively, the tenant will be given the ability to terminate the tenancy on ten days notice. This gives the tenant a method of ensuring that repairs are done, but does not mean that the landlord would have any greater duty to repair and maintain than what is recommended above (p.6). The Committee believes that a reasonable landlord would carry out these repairs even if a tenant did not demand that they be done.

¹ See 11. "Dispute Resolution"

The Committee firmly believes that any decrease in the amenities which were originally rented with the suite amounts to a rent increase and should be subject to the same three month notice period that is required for a rent increase. If the landlord does not give this notice, the Committee recommends that the tenant have the ability to apply for an abatement of rent that will recognize the value of the collateral service that has been removed. This application could be decided by the Residential Tenancy Commission.

The Committee recognizes that tenants are in a difficult position when other tenants in the complex cause disturbances and the landlord takes no step to evict the "problem" tenant causing the disturbances. While it was suggested that a tenant may be allowed to evict another, "problem" tenant, the Committee believes that this kind of provision may cause more problems than it would solve. It is equally unreasonable for the landlord to be placed in the position of arbitrating every dispute that may arise between two of his tenants. The Committee believes that both landlord and tenants should be free to choose the course of action which suits them best in these cases. The current remedies which allow tenants to apply for either rent abatement or damages may be used to compensate the affected tenant in appropriate circumstances.

1.5 Tenant's Rights and Obligations

In keeping with the belief that a tenant should be allowed to treat the rental premises as his home, the Committee feels that the tenant should be able to use the premises for business purposes if that business could ordinarily be carried on in residential premises. This right would be limited by the landlord's ability to

reasonably withhold consent and would be subject to all municipal zoning and by land use by-laws.

Many concerns of the tenant are shared by other tenants in a rental complex. These concerns can be most forcefully brought to the attention of the landlord if tenants act collectively. The Committee found that, until rental increases became an issue in the Province, there were few, if any, tenant organizations. The Committee recommends that the formation of tenant associations should be recognized and approved in the legislation. Landlords should be required to recognize, meet with, and discuss tenant issues with these associations. As a protection for tenants involved in such organizations, landlords should be prohibited from evicting a tenant if one of the reasons for such an eviction is the tenant's involvement in a tenant organization.

The issue of what constitutes legitimate deductions from security deposits arises in the present Act because the tenant's duty to maintain and clean the premises is not clearly stated. Presently, the landlord is not entitled to deduct for items that are considered to be "normal wear and tear". For example, the tenant is responsible for keeping the carpet clean, but is not responsible for the eventual replacement of that carpet. The carpet has a life expectancy and, with normal wear and tear, it will have to be replaced at the end of the life expectancy. Because every person has a different standard of what is "clean", the distinction between what is "normal wear and tear" and what is the tenant's responsibility for cleaning is not always clear.

The Committee recommends that "normal wear and tear" should not include the removal of stains, dirt and debris accumulated by the tenant through the tenant's

style of living. The Committee believes that this definition could be made operational by including an additional obligation of the tenant covenant that will make him responsible for "ordinary cleanliness and maintenance reasonably required under the circumstances and for damage caused by wilful or negligent conduct of the tenant or of the tenant's invitees". These changes will, in the Committee's view, fairly divide the responsibility for cleaning the residential premises between the landlord and the tenant.

1.6 Landlord's Remedies

The principal recommendation of the Committee in respect of the remedies of the landlord is to amend the current procedure for termination of the tenancy for substantial breach by the tenant. The Committee agrees with the landlord who requested a reduction in the length of notice required if the tenant is guilty of a substantial breach of the tenancy agreement. Tenants also told the Committee that they should only benefit from the protection of the Act if they abided by the lease agreement and the Act. The Committee therefore recommends that the present fourteen day notice period be reduced to ten days.

If the reason for the termination notice is non-payment of rent, the tenant will be able to nullify the notice by paying all the rent due within five days of receipt of the notice of termination. If the rent is not paid within those five days, the tenancy will end after the ten day period. The landlord will know much earlier if he must find a replacement tenant.

If the termination notice is for any other cause, the tenant will be allowed to file a notice of objection within the five days. If the notice of objection is not filed within five days, then the termination will be effective on the tenth day.

When a tenant wilfully damages the rental premises, the landlord is often left without a remedy since the security deposit generally does not cover the damages, and the tenant is usually not in a position to pay any judgement against him. Currently, the Act provides for a fourteen day notice period in such cases and landlords, naturally, would prefer to have a speedier eviction procedure. Interestingly, the tenants which the Committee spoke to were generally of the opinion that a tenant who wilfully damages the premises should not be protected under the Act.

The Committee's recommendation is that, where it can be demonstrated that the tenant is causing substantial physical damage to the premises, the landlord should have the ability to evict on a 24 hour notice. The notice would have to be in writing and served upon the tenant personally. The tenant would have an opportunity to object to the notice.

The Committee recommends that the current procedure in the Act for dealing with abandoned goods be clarified and streamlined. The Committee recommends that the dollar value of goods mentioned in the Act be increased to \$1,000 and the storage period be reduced to thirty days. In order to make these remedies more functional, the landlord should be able to apply the proceeds of the sale of abandoned goods to any "liabilities" of the tenant rather than a "judgement against" the tenant. To require a landlord to take all the legal steps to obtain a judgement against a tenant who has abandoned the premises tends to make the current

provisions useless to the landlord. If a judgement is not required, the Committee believes that the landlord should still have to justify or prove the liabilities of the tenant to a third party, such as a "taxing officer" or other similar body. If the premises are, in fact, abandoned, the tenant obviously has little interest in the goods left behind. The Committee believes that the recommendations outlined above adequately protect whatever interest the tenant may have in the remaining goods, while giving the landlord greater latitude in dealing with the unwanted goods.

1.7 Security of Tenure

The Committee believes that rental residential premises should be considered to be more than simply a business operated by the landlord. The premises are considered "home" by the tenant during the term of the tenancy. Most tenants take pride in their surroundings and care for the premises as if they were owners. The tenants would like to have the security of knowing that, so long as they comply with their lease agreement, and if there are no extraordinary circumstances, they will be able to stay in the premises as long as they wish. This is security of tenure.

Presently, Alberta tenants have no security of tenure beyond the three month notice required by the landlord to terminate a tenancy without cause. The Committee believes that a reasonable amount of security of tenure can be given to tenants without unduly interfering with the right of a landlord to use the premises as he sees fit. It is not the Committee's intention to recommend a system where a landlord is unable to remove a tenant for any reason. However, the present Act provides a tenant with too few rights with respect to security of tenure, and the Committee's recommendation is aimed at bringing this back into balance.

The Committee recommends that there should be no termination of the tenancy without cause. The Committee heard that landlords believed it would not be in their interest to remove a tenant who pays rent on time and who complies with all the rules and regulations of the premises. Still, since the present Act does not require a landlord to give a reason for the termination, the Committee feels that there has been an alarming number of prejudicial and unnecessary evictions of tenants.

A landlord should not be able to evict except for the following reasons:

- a) non-payment of rent;
- b) substantially interfering with the rights of other tenants;
- c) illegal activities conducted or performed by the tenant on the premises;
- d) endangering the health or safety of others on or around the premises;
- e) unauthorized physical alterations to the premises;
- f) lack of substantial ordinary and reasonable cleanliness;
- g) failure to repair damage caused by the tenant's negligence;
- h) the landlord requires the residential premises for
 - i) demolition,
 - ii) conversion to condominium,
 - iii) substantial renovations requiring vacant possession,
 - iv) any other removal of the rental unit from the rental market for a long term,
 - v) sale of the building to a purchaser who is removing the unit from the rental market,
 - vi) expropriation,

- vii) personal use by the landlord or by the members of the landlord's immediate family;
- i) conversion of the complex into an adult's only complex;
- j) breach of any lawful term of the lease agreement;
- k) wilfull damage to premises by tenant.

The Committee believes that the list of reasons outlined covers all of the possible legitimate reasons which a landlord may have for evicting a tenant and which would be acceptable to the Committee. Any other reason for eviction should be prohibited and the tenant should have a remedy if he is so evicted.

The Committee believed that it would be unreasonable for a landlord to evict a tenant for the following reasons:

- a) eviction solely for the purpose of raising rent;
- b) discrimination prohibited by federal or provincial legislation;
- c) presence of children in the tenant's family;
- d) use of residential premises by a friend or acquaintance of the landlord and not the landlord personally or members of his immediate family;
- e) retaliatory evictions as a result of the tenant's complaining about the landlords breach of his covenants; and
- f) the tenant is involved in a tenant association.

If the tenant can prove that the landlord has terminated the tenancy for substantially one of these prohibited reasons, the tenant should be entitled to damages. The damages would be measured as the tenant's additional rental cost for an appropriate period of time plus moving and other expenses directly associated with a termination.

As far as the particulars of the notice of termination is concerned, the Committee believes that a notice of termination should be able to be served by both the landlord and the tenant on the date that the rent is due, rather than the last day of the tenancy month as is currently required by the Act. Transfer of possession should also be specified in the Act as twelve noon on the last day of the tenancy to allow a reasonable time for tenants to move out and move in.

In landlord and tenant legislation that provides some security of tenure without rent control, unreasonable rent increases may be used by the landlord to circumvent the security of tenure provisions. If a landlord wanted to remove a tenant, and was not able to establish an acceptable reason for eviction, he may decide to arbitrarily increase the rent. If the tenant does not, or is not able, to pay the increased rent, the landlord will then have the proposed ten day notice available to him to evict the tenant. However, the Committee believes that if the tenant is able to show that he was evicted as a result of a rent increase, and this was the intent of the rent increase, the landlord should be responsible for damages based on the tenant's moving and relocation expenses, any increase in rent which the tenant has to pay in the new accommodation, as well as any other costs and expenses directly related to the landlord's actions.

The Committee believes that the problem of proving the intent of the landlord might be difficult for the tenant. Therefore, the Committee recommends that the tenant need only show that the premises were re-let within two months of the tenant vacating the premises for a rate of less than 90% of the new rental rate. Once that is established, the rent increase would be deemed to be a rent increase for the purpose of eviction. The Committee believes that these recommendations will

provide the tenant with an extra measure of security of tenure, while not affecting landlords who act reasonably, and in good faith, when increasing rents.

The Committee also recommends that the protection of the tenant from retaliatory evictions should be expanded to refer to not only the Landlord and Tenant Act and the Public Health Act, but also any other health and safety regulations which apply to residential premises.

Even though the Committee recommends an increase in security of tenure for the tenant, it does not believe that there should be limitations placed on the tenant's ability to terminate a tenancy. The Committee recommends that the present one month's notice by the tenant of his intention to vacate the premises should be maintained.

The Committee heard presentations from resident managers who were concerned that, if they were fired from their job as manager, they would also lose their residence, often on short notice. After reviewing the Act and the Employment Standards Act, the Committee came to the conclusion that the present notice provisions for the termination of an employee tenancy adequately balanced the rights of the tenant and the rights of the landlord. However, the Committee recommends that if the landlord does not comply with the minimum provisions of the Act for the termination of an employee tenancy, that termination should be considered to be an offence under the Act, and the Department of Consumer and Corporate Affairs should recommend prosecutions where warranted.

1.8 Security Deposits

Originally, the Committee believed that security deposit provisions were the most controversial issue within the current Act. However, the survey of tenants indicated that maintenance and repair problems were more common than problems with the security deposit. Still, a significant number of tenants do have problems in this area.

Tenants do not, generally, object to the concept of paying a security deposit. The problems arise when the tenant is forced to pursue the landlord for unjustified deductions from the security deposit. Landlords, on the other hand, strongly believe that the existence of a security deposit provides them with some measure of assurance that tenant would not wilfully damage the premises or abandon the premises without notice.

One solution to the tenant's problems with security deposits would be to abolish the security deposit altogether. When the abolition of security deposits was considered in Ontario, there was some evidence that the presence or absence of a security deposit did not affect the amount of damage that tenants caused. Landlords in Ontario are still protected from arrears of rent because they are able to request a deposit for the last month's rent. Even though the presence or absence of security deposits may not affect whether a tenant causes damage to the premises, the Committee is of the view that landlords, as owners of the premises, are entitled to a security deposit to protect them from tenants who do cause damage. However, there should be amendments made to the way a security deposit is administered in order to more fairly balance the rights of the tenant and the rights of the landlord.

The Committee recommends that the landlord still be able to apply the security deposit to both rental arrears and to damages by the tenant. The amount of the security deposit should be limited to a maximum of the amount of rent paid during the first month of the tenancy. Linking the size of the security deposit to the first month rent would serve to eliminate any confusion about the possibility of the security deposit either having to be "topped-up" by the tenant or refunded by the landlord when rent levels fluctuate. In other words, the Committee recommends that the security deposit be fixed throughout the tenancy.

In order to reduce the number of disagreements concerning deductions from the security deposit, the recommendation of the Committee is that pre- and post-occupancy inspection reports be mandatory. The Committee believes that this would not be too difficult to accomplish since the use of inspection reports is already widespread. If the condition of the premises is noted in writing at the beginning of the tenancy and at the end of the tenancy, both the landlord and the tenant will have a common basis to assess what should be deducted from the security deposit. Furthermore, if a pre- and post-occupancy inspection report is not completed, the landlord should be prohibited from making any deductions from the security deposit for the cost of repairing damages. The landlord would be limited, in that case, to applying the security deposit only to arrears of rent, if any.

Even with the recommendation for mandatory pre- and post-inspection reports, there will still be the need for a prompt and efficient resolution of disputes about security deposits. The present system places the onus on the tenant to pursue the landlord in Provincial Court for deductions that cannot be justified. Tenants believe that the Provincial Court system is too time consuming, is intimidating and is biased in favour of the landlord. Similarly, the landlords believe that the Provincial Court system is

too time consuming and is biased in favour of the tenants. The Committee therefore considered an alternate dispute resolution mechanism for security deposits.

This alternate dispute resolution mechanism (a "Residential Tenancy Commission") could be established to resolve disputes between landlords and tenants regarding security deposits outside of the present court system. By removing landlord and tenant disputes from the courts, concerns raised by both landlords and tenants could be met. Time frames for the final resolution of the dispute could be reduced significantly since the proposed Commission would only be dealing with landlord and tenant matters. The onus could be placed on the landlord to establish that the deduction was proper rather than as now when it is on the tenant to establish it was not. Bureaucracy could also be significantly reduced.

With respect to the deposit itself, the Committee recommends that, at the very least, the landlord be required to hold the security deposit in trust. This may provide the tenant with some confidence that his security deposit is safe from such things as the bankruptcy of the landlord. If a dispute arose about a deduction from a security deposit, the landlord would be required to pay the disputed amount to the Commission and the money would be distributed in accordance with the Commission's final decision. Unfortunately, placing the deposits in trust would not always protect the tenant's deposits, and this requirement would place additional costs on those landlord who do not now hold the deposit separately from their general funds.

A better solution, in the Committee's view, to the problem of security deposits would be to require that the entire amount of the security deposit be paid to the

Residential Tenancy Commission rather than being held by the landlord in trust. The advantages of such a scheme are as follows:

- 1) The Commission would have control over the deposits and would be able to ensure timely resolution of disputes with respect to them;
- 2) The loss of the security deposit through a landlord's receivership, bankruptcy or fraud would be prevented;
- 3) A portion of the interest earned on the security deposit funds could be used to finance the Commission operations;
- 4) The administration of the system could be minimized so that landlords and tenants are not intimidated by bureaucracy;
- 5) Disputes could be resolved in a summary fashion allowing all interested parties to fully present their positions;
- 6) The entire landlord and tenant dispute area could be removed from the Provincial Court system allowing it to devote its time to other matters.

Therefore, the Committee makes two alternative recommendations, both of which require the use of pre- and post-occupancy reports and the existence of a Residential Tenancy Commission:

- a) At a minimum, the landlord should hold the security deposit in trust, and if a dispute arises, pay the disputed amount into the Residential Tenancy

Commission pending a decision. Requiring that the money be placed in trust would provide the tenant with some assurance that the security deposit funds would not be at risk through a landlord's bankruptcy.

- b) That the entire amount of the security deposit be paid directly to the Residential Tenancy Commission. This would allow complete protection of the tenant's interest in the security deposit and would provide the Residential Tenancy Commission with the funding to carry out a wide-ranging mandate with respect to landlord and tenant matters.

1.9 Rent Increases and Rent Control

During the course of the Committee's activities, vacancy rates especially in Calgary and Edmonton, decreased significantly. As a result of the tightening rental market, landlords began increasing the rent on residential premises. Rent increases of 25%, 30%, 40% and even 50% were reported. This, in turn, caused tenants to demand some form of rent review or rent control.

The Committee reviewed a great deal of information on this subject and came to the conclusion that rent control was not an appropriate response to the current market conditions.

It is the Committee's view that the open market conditions in this Province have allowed rent levels be set by the relative supply and demand for rental accommodation and this has prevented "gouging" by landlords. An historical analysis of rent levels in the City of Calgary, for example, has revealed that, even with the current round of 20% to 30% rent increases, the rental rates are still below the rent

that was paid for those same units in 1980 or 1981. Rent levels fluctuate with the strength of the Alberta economy.

The Committee sympathizes with the concern of low and fixed income earners who are the least able to accommodate a rent increase. Rent control would reduce the size of rent increases which a landlord could demand, and may give these tenants some short term relief from very large increases. However, the long-term effect of rent control, as shown in the jurisdictions and in the literature which the Committee reviewed, is that construction of rental housing is stifled. Therefore, with rent control in the long term, the supply of adequately maintained, affordable rental housing is reduced. On this basis, the Committee does not believe that rent control will assist tenants, even those on low and fixed income, in the long term. The Committee suggests that a better response to the current economic conditions would be to directly assist those tenants who are adversely affected by large rent increases. For example, the supply of subsidized housing could be increased or a program of direct rent subsidization could be implemented.

The Committee found that, usually, tenants did not object to paying an increased rent. They did object, however, to receiving a single large rent increase notice. There was also concern that some tenants were receiving rent increase notices on almost a monthly basis. The Committee's view is that a balance should be struck between the tenant's request for some "breathing room" between rent increases and the landlord's right to increase rents when the landlord deems it appropriate. The Committee therefore recommends that the landlord be prohibited from increasing the rent more frequently than three tenancy months after any prior increase. This would allow the landlord to increase the rent at most four times a year, and allow the tenant to budget his finances for at least a three month term.

1.10 Dispute Resolution

The Committee believes that it would be advantageous for landlords and tenants if a single body was established to deal with all landlord and tenant disputes. An earlier recommendation suggested that an alternate body could be established to deal with security deposit disputes. As a result of court decisions in Alberta, Ontario, and from the Supreme Court of Canada, there is concern that the Province of Alberta may not be able to create a Residential Tenancy Commission that has the power to give eviction notices and grant orders of possession. These powers are important if the Residential Tenancy Commission is to comprehensively deal with the landlord and tenant relationship in Alberta.

The Committee examined the constitutional issues surrounding orders of possession and eviction notices and concludes that it may be possible, through careful drafting of the powers of the Residential Tenancy Commission to validly enable it to give orders for possession and eviction notices.

It is the Committee's recommendation that a Residential Tenancy Commission be established with a broad scope, including the power to give orders for possession and eviction notices. Failing this, the Committee believes that the Residential Tenancy Commission should be given the broadest scope possible and that all issues that currently can be dealt with by the Provincial Court should be given to this Commission.

1.11 Other Issues

1.11.1 Subsidized Public Housing

The Committee decided it was necessary to specifically recognize the special status of subsidized public housing in Alberta. As a result, the Committee makes recommendations for special exceptions for subsidized public housing in respect of security deposits, rent increases, and termination of tenancies. In order to properly administer the programs for the benefit of subsidized tenants, the Committee believes that it is appropriate to give subsidized public housing authorities greater scope in these areas.

1.11.2 Licensing of Property Managers

The Committee has observed vast differences in the treatment of tenants and in the quality of property management throughout the Province. Furthermore, large sums of money are held by property managers from security deposits. The Committee proposes that the Real Estate Agents' Licensing Act be amended by adding a section that requires residential property managers to be licensed and regulated. This requirement should result in a fairer treatment of tenants, a more consistent level of property management and ensure the integrity of security deposits.

1.11.3 Resort Communities

As a result of attending a public meeting in Banff, the Committee found that the rental market in that community was unique in Alberta. Although the

workers in Banff are among the lowest paid, they face the highest rents in the Province. To complicate matters they are often given accommodation, as part of their employment package, that is not "self-contained" and which therefore does not come within the jurisdiction of the current Act. The Committee believes that if the scope of the Act is extended as recommended, it will cover the type of worker's accommodation which is common in Banff and other resort communities, and many of the problems experienced by tenants there may be solved.

The rental market in Banff is artificially constrained because of the development policies in National Parks. Not enough rental accommodation can be built so the demand for rental accommodation constantly exceeds the supply. This is compounded as the tourist season in Banff extends through the whole year and businesses expand in Banff. A larger number of businesses require a larger number of workers who place even greater strain on the limited rental market.

This artificial restriction on the supply of rental housing in Banff falls within one of the classic reasons for rent control. The Committee therefore recommends that consultation should take place between the Province of Alberta, the Federal Government and Parks Canada with a view to addressing the housing problems of workers in Banff. A combination of an increased supply of rental accommodations together with some form of rent control should be considered for Banff.

1.11.4 Public Education

One problem that was regularly brought to the attention of the Committee was the lack of knowledge of both tenants and landlords about their basic rights and obligations under the Act. The Committee recommends that the new Act should promote public education on landlord and tenant issues as well as clearly outline the rights, obligations and remedies of both landlords and tenants.

In addition, the Committee felt that the wide-spread use of written lease agreements could be used to help alert tenants to the fact that there is legislation governing their tenancy relationship. The Committee recommends that where there is a written lease document used by the landlord, the lease should contain prominent wording to the effect that "notwithstanding the terms of the lease, the landlord and tenant relationship is governed by the terms of the Residential Tenancy Act".

1.11.5 General Administrative Matters

If the Committee's recommendation for a Residential Tenancy Commission, is accepted, all references to "Court" in the Act could be deleted. Additionally, the Residential Tenancy Commission could take on the educational functions which are currently provided by the Landlord and Tenant Advisory Boards in Alberta. If so, it is the recommendation of the Committee that the Landlord and Tenant Advisory Boards be abolished in their present form and that the Residential Tenancy Commission take their place.

1.12 Concluding Remarks

The Committee believes that its recommendations address the major problems with the current legislation and propose solutions that balance the interests of landlords and their tenants. The recommendations, like the problems they address are interrelated and any single recommendation must be looked at in the context of the whole Report. The plan presented by the Committee should address the concerns of the significant percentage of Albertans who are renters, keeping in mind the characteristics of Alberta tenants while preserving the rights of a reasonable landlord to deal with his property as he sees fit. The Committee believes that the overall effect of their recommendations achieve a balance in landlord and tenant matters in Alberta.

2. INTRODUCTION

2.1 Acknowledgements

The Committee wishes to acknowledge the assistance and support of numerous groups and individuals who assisted us in our review process.

Firstly, the Committee wishes to express its appreciation to Daryl Hanak who acted throughout as the Executive Assistant to the Committee. Daryl provided what at times seemed like an endless stream of research material and data for the Committee's review. Mr. Hanak very ably correlated and organized the submissions, provided the Committee with thought provoking commentary on various issues, and assisted with proofreading and organizing the final draft.

We would also like to express our appreciation to the staff of the Department of Consumer and Corporate Affairs both in Edmonton and in the various regional offices throughout the Province. That staff was of great assistance in various phases of the Committee's activities and also assisted with the scheduling and detailed organization of the community tours. We would especially like to thank the staff of the Lethbridge Regional Office of Consumer and Corporate Affairs for serving as the address for service of the written submissions received by the Committee and for duly gathering them and forwarding them to the Committee for our review.

We also wish to thank those persons who appeared before the Committee at our request to assist us with the understanding of details of specific issues related to the legislation.

Lastly, and perhaps most importantly, we wish to thank the citizens of the Province of Alberta who took the time and made the effort to present to us their written

thoughts and expressions of concern over the present legislation. Some of the written material was extremely comprehensive representing many, many hours of thought and effort on the part of the author. We also wish to thank those citizens who took the time to appear personally before the Committee in the various communities in the Province to express to us their concerns about the operation of the legislation in their communities.

March 30, 1990

Thomas B. MacLachlan, Chairman

Nancy Kotani

William G. R. Partridge

Doug Holmes

Evelyn McLaren

2.2 The Scope and Mandate of the Committee

The Ministerial Advisory Committee on Residential Tenancies was appointed on January 5th, 1989, by the then Minister of Consumer and Corporate Affairs, The Honourable Elaine McCoy, to review the Landlord and Tenant Act, R.S.A 1980, c. L-6 (the Act) and submissions received by Minister requesting changes to it and to provide the Minister with recommendations for change to the Act and related statutes. The Minister's stated goal was to achieve legislative change that:

- a) meets the needs of the communities which the Act serves, and,
- b) maintains a balance between the interests of landlords and the interests of tenants.

The Committee's original appointment anticipated that the proceedings would be completed and a report presented to the Minister by September 30, 1989. However, the task of comprehensive review and preparation of recommendations involved considerably more time and effort than originally estimated. As a result of those additional time requirements, a final Report was presented to the Minister of Consumer and Corporate Affairs in March of 1990.

2.3 Methodology

The Committee reviewed and discussed existing landlord and tenant legislation in Alberta. Areas of concern naturally received considerably more attention. The Committee examined the landlord and tenant legislation existing in other jurisdictions for assistance in resolving some issues. A list of those jurisdictions whose legislation was reviewed by the Committee is provided in Appendix "C".

The Committee's main source of input was written submissions solicited from the citizens of Alberta. A summary of those written submissions is included in Appendix "A" of the Report.

In addition, the Committee travelled to and spoke directly with citizens of various communities in the Province about their specific landlord and tenant concerns. The Committee's community tour schedule is listed in Appendix "B" of the Report. The Committee found the tour useful in identifying and understanding the specific and unique landlord and tenant concerns that exist in different areas of the Province. The Committee feels that those unique concerns have been addressed in its recommendations.

In order to quantify the extent of the concerns raised in the written submissions, and to accurately identify the characteristics of individuals affected by the legislation, the Committee commissioned a survey of landlords, residential managers and tenants. The survey is attached to the report as Appendix "E", and it is referenced throughout the report. The survey provided useful and provocative information on the characteristics of tenants and landlords in Alberta, and allowed us to better understand the needs of the population affected by the legislation, and suggest recommendations with them in mind.

During the course of the Committee's deliberations, the subject of rent control became a significant issue in the Province. The Committee reviewed academic opinions with respect to rent control. However, we did not exhaustively review all aspects of the rent control issue, but rather focused on the necessary conditions for rent control and the long-term effects of rent control on the rental market place. The Committee also reviewed the practical aspects of rent control as demonstrated in jurisdictions that have rent control legislation. The publications on rent control reviewed by the Committee are listed in Appendix "D" to the Report.

3. THE CURRENT MARKETPLACE

2.4 Structure of the Report

The report discusses the important issues and problems found by the Committee on a topical basis. After defining to what and to whom the Act should apply, the Committee discusses the basic rights and obligations of the landlord and the tenant, together with the remedies of each. The major topics of security of tenure, security deposits and rent control are dealt with in separate sections. The Committee makes a recommendation for a new method of dealing with landlord and tenant problems in the chapter entitled "Dispute Resolution". Finally, the report concludes with the topics of subsidized housing, public education, licensing, resort communities and the general administration of the Act.

The Committee has deliberately refrained from attempting to draft a landlord and tenant statute. Putting the recommendations of the report into a statute will be left to legislative draftsmen. However, some particular wordings are suggested in order to deal with specific issues, and are the result of considerable discussion and reflection.

The issues involved in landlord and tenant relationships are complex and interrelated. Any single recommendation proposed in this report will have to be read in the context of other recommendations and we have attempted to outline the linkages as clearly as possible.

3.1 Tenants

The Committee analyzed the characteristics of tenants by using a combination of existing statistics and the survey results. The chart below outlines census data for Alberta for 1971, 1981, and 1986.²

	<u>1971</u>	<u>1981</u>	<u>1986</u>
Total Alberta Population	1,627,875	2,237,725	2,365,825
Median Age Years	24.9	26.9	29.2
Percent Urban	73.6	77.2	79.4
Percent Rural	26.4	22.5	20.8
Percent Divorced	1.3	2.5	3.3
No. of Private Households	464,615	756,240	836,130
No. of Persons in Private Households	1,580,750	2,179,345	2,310,050
Average Number Per Household	3.4	2.9	2.8
Number of Families	380,220	565,635	616,320
Number of Husband and Wife Families	346,130	508,716	543,485
Percentage of Husband and Wife Families	91	90	88
Number of Single Parent Families	34,095	58,920	72,880
Percentage of Single Parent Families	9	10	12
Total Number of Rented Accommodation	167,910	280,025	316,070
Total Number of Owned Accommodation	296,710	476,215	516,090
Percentage of Rented Accommodation	36	37	38
Percentage of Owned Accommodation	64	63	62
Population Living in Apartments	76,280	146,465	143,000*
Percentage Living in Apartments	16	19	17*

*Note: The 1986 census statistics, in this category, only included apartments of 5 stories or more. The figures for 1971 and 1981 included all apartment buildings of whatever size.

Some interesting trends emerge from these figures.

² "Alberta Statistical Review, Fourth Quarter, 1988", Alberta Bureau of Statistics, Alberta Treasury, Feb. 1989

AGE

According to Statistics Canada, the median age of the Alberta population is increasing. This is in line with the statistics for Canada as a whole.

The survey of tenants asked for information on tenant age.³ It showed that 57.6% of tenants were between the ages of 25 and 44; with 80.6% of tenants being under the age of 45, and 23% reporting their ages as between 18 and 24. On the other end of the scale only 7.5% reported their age as 65 or over.⁴ The survey reported⁵ that for urban tenants the most common type of accommodation is an apartment building with five stories or less, and that this type of accommodation is more likely to be occupied by persons between the ages of 18 and 24 or 65 or over. These represent the youngest and oldest age groups living independently in Alberta.

URBAN/RURAL SPLIT

The urban population increased dramatically between 1971 and 1986, while the rural population decreased by the same magnitude.

³ Survey, Appendix 1, page 12

⁴ Survey Report, page 29, figure 24 for distribution of tenant population by area and type of accommodation

⁵ Survey Report, page 26

INCOME

When asked to report on their total family income, tenants responded as follows:

<u>Income</u>	<u>Percentage</u>
Under \$10,000	13.3
\$10,000 to \$20,000	27.8
\$20,000 to \$35,000	32.9
\$35,000 to \$50,000	17.5
\$50,000 to \$75,000	6.8
Over \$75,000	1.7

These income figures suggest a significant percentage of tenants, (41.1%), have an annual gross family income under \$20,000.00.⁶ This compares to population of Alberta as a whole where the earn household income is approximately \$35,600. Families in these social and economic circumstances are disadvantaged in their ability to find adequate, comfortable, affordable, rental accommodation. In addition, they are handicapped in effectively providing for their needs, and in voicing their concerns regarding rental accommodation.

When family income in the survey is correlated to other information requested, we find that those tenants with a family income of under \$20,000.00 are more likely than other income groups to:

1. Indicate that their landlord needs to give them less than one month's notice for eviction, demonstrating a clear lack of understanding of their rights under the Act.
2. Have had a problem with their landlord in the last two years.

⁶ Survey Report, Appendix 1, page 17

3. Have had a problem in the last two years with no interest being paid on their security deposit.
4. Have complaints about their current landlord.
5. Indicate that landlords can make deductions from security deposits for appliance maintenance and normal wear-and-tear, indicating a misunderstanding of the basic principles of security deposits.⁷
6. Say they will always rent.

The basis of the last finding was the answer to the question:
*"How much longer do you expect to continue to be renting?"*¹⁸

The overall findings were as follows:

<u>Number of Years</u>	<u>Percentage</u>
Less than One Year	14.2
One to Two Years	26.3
Three to Five Years	26.2
Six to Ten Years	7.4
Over Ten Years	4.5
Will Always Rent	21.4

The responses to this question demonstrates a significant number of the Alberta tenant population consider that they will always rent their residential accommodation. Significantly, 30.4% of those reporting income under \$20,000.00 reporting that they will always rent their accommodation.

⁷ Survey Report, Appendix 1, page 6, question 14

⁸ Survey Report, Appendix 1, page 12, question 34

The next highest category reporting they will always rent (17.1%) was those families with income between \$20,000 and \$35,000.⁹

NUMBERS OF RENTERS

The percentage of the Alberta population that is renting has increased steadily from 1971, while the percentage of the population living in their own owned accommodation has decreased steadily since 1971. According to 1986 census data, 38% of Alberta householders rent their primary residence, second only to Quebec at 45%. The lowest rate of householder rental accommodation in Canada is in Newfoundland at 20%. Alberta's rate of 38% is slightly higher than the national average which is 37%. It appears that, by the close of the 1980's, that the percentage of the Alberta population renting their residential accommodation will be approximately 40%. The proportion of the population renting their residence is higher in Calgary and Edmonton than for Alberta as a whole. For 1986 census data, 43% of Calgarians and 47% of Edmontonians rented their residences.¹⁰

FAMILY TRENDS

Of the total number of families in Alberta in 1986, 88% were husband and wife families, while 12% were single parent families. The percentage of husband and wife families has decreased steadily since 1971 and the percentage of single parent families has increased steadily since 1971. If those trends continue throughout the next decade, at the turn of the century, Alberta can expect to have, as husband and wife families, approximately 80% of its family population and as single parent families approximately 20%.

⁹ Survey Report, Page 21, Figure 26

¹⁰ Survey Report, page 79

This increase in the single parent families is paralleled with the percentage of the population who report themselves as being divorced, from 1.3% in 1971, to 2.5% in 1981, and to 3.3% in 1986.

The survey¹¹ reported that 39.4% of tenants responded that they were single, having never been married, 4.2% reported they were separated from their spouse, 10.6% reporting they were divorced and 5.6% widowed. The percentage of tenants in the "single" category was 59.8%. This is substantially higher than the figure for the general Alberta population.

When the respondents were asked for the make-up of their household,¹² 80.1% reported that no one under the age 5 resided with them. 79.9% reported no one between the ages of 6 and 17 normally lived in their household. When asked how many people 18 and over, including the respondent, normally lived in their household, 37.3% reported one and 53.7% reported two.

The response of female respondents to male respondents was 49.2% to 50.8% respectively.

The survey conducted by the Committee concludes that Alberta tenants are more likely to be younger, live alone and have lower incomes than the Alberta population as a whole. The Committee believes that, due to the economic effects of a marriage break-up, single parents are more likely to be renters than homeowners.

¹¹ Survey Report, Appendix 1, page 13

¹² Survey Report, Appendix 1, page 16

3.2 Landlords

The characteristics of Alberta Landlords were more difficult to assess because no comprehensive list of landlords in Alberta exists. The survey constructed a list using all available information.¹³

The last Alberta Census in 1986 reported that there were approximately 316,000 rental units in the Province of Alberta. The survey conducted by the Committee polled landlords who were responsible for approximately 12% of that stock, or approximately 38,000 units.¹⁴ These 38,000 units represented 702 different rental properties.

Although it was called a survey of "landlords", it actually looked at several distinct sub-groups. Those sub-groups included residential managers, and property managers, as well as owners.¹⁵ For ease of reference the survey combined all the groups and called them "landlords", but the Committee recognizes definite distinctions between each of those groups.

The reference to "resident manager" in the survey is to an individual who is hired by either a fee manager or the owner to live at the complex being managed by them. The typical example of this category would be the resident manager/caretaker.

The category referred to as "owner" would be those persons who, in addition to owning the residential units, participated directly in their management.

¹³ Survey Report, section 2.2.1. "Respondent Selection" pages 6 - 7

¹⁴ Survey Report, Appendix 1, page 35

¹⁵ Survey Report, page 35 for distributions

The category referred to as "property manager" included what the industry commonly refers to as "fee managers" who are hired by the owner to manage a portfolio of residential dwelling units. The fee manager may in addition hire a resident manager who would live within the complex.

The proportion of respondents who were classified as property managers or as owners was approximately equal at 23% each.

Sixteen percent of the respondents operated 5 or more separate residential properties. 85% of respondents reported that their holdings were residential dwellings consisting of more than ten units per dwelling.¹⁶

These statistics point out that large numbers of rental units which are managed by a relatively few number of landlords and property managers. A few landlords and property managers have a significant impact upon the operations of the residential market in Alberta.

¹⁶ Survey Report, page 56, Figure 49, for distribution of rental units between owners, residential manager, and property managers

4. THE ROLE OF LANDLORD AND TENANT LEGISLATION

In proposing landlord and tenant legislation that meets the needs of contemporary Albertans and serves their needs for at least the next decade, the population statistics in the preceding section are important. The Committee concludes that a large percentage of the tenants during the next decade will be single parent families or families in marginal economic circumstances who consider that they will always be tenants. These families will be more likely to have problems with their landlords, not fully understand their legal rights, or less able to pursue their rights within the constraints of the current system. Of particular concern is the finding that 60.1% of tenant respondents have achieved a Grade 12 High School Graduation or less.¹⁷ In the population of Alberta overall, approximately 46.5% have had 12 years of schooling or less.¹⁸

The Committee's view is that landlord and tenant legislation regulates the minimum acceptable standards for rental accommodation in Alberta. The individuals who would likely be most affected by those minimum standards would be those with fixed or lower incomes or otherwise inflexible finances such as seniors and single parent families who are less able to afford high quality, expensive accommodation. It is these groups that the Committee had in mind when making recommendations.

The Committee stresses, however, that the proposals in this report reflect minimum standards of conduct. It is expected that, in the normal course, the relationship between landlords and tenant will be much more cooperative and conciliatory than what might be expected after reading this report. While the Committee found most landlords and tenants treated each

¹⁷ Survey Report, Appendix 1, page 13

¹⁸ All Alberta Study, 1989.

other with respect, there are instances of poor behaviour which have serious consequences for the other party concerned. The consequences are complicated when tenants have less ability or inclination to seek remedies for the landlord's breach. It is these instances which the Committee attempts to address in its recommendations, while balancing the interest of the landlords and the interests of the tenants.

5. SCOPE AND APPLICATION OF ACT

5.1 Overview

The Committee has concluded that the definition section of the present Act is deficient in several areas. A enlarged definition section could assist in identifying those circumstances in which the Act will apply. The definitions in the Act are crucial to deciding when and to whom the Act applies. By adding or amending the definitions discussed below, the Committee believes that the rights, obligations and remedies modified in the Act will be much more easily applied

5.2 Scope of Act

ISSUE: The Act now refers to both commercial and residential tenancies, and individual sections of the Act may apply to one or the other or both types of tenancies.

DISCUSSION: Commercial tenancies, such as shopping centre leases or leases of other commercial premises are usually governed by a contract negotiated between the two parties. The application of the Act to commercial tenancies does not help commercial landlords or tenants.

RECOMMENDATION

The Committee recommends that the references to "commercial tenancies" be deleted from the Act entirely and that there be a statement to the effect that the Act applies only to residential tenancies.¹⁴

¹⁴ Act, Section 2(2)

5.3 Definitions - "Residential Premises"

ISSUE: The Act only applies to "self-contained dwelling units".

DISCUSSION: The Committee believes that it is appropriate to provide the protection of the Act to those premises which are occupied as residential units but which are not "self-contained". These include premises which are commonly called boarding houses, rooming houses, or lodging houses, as well as shared accommodation in which each of the residents who share the accommodation sign a separate lease with the landlord. The Committee believes that the best approach to achieve this result is to define residential premises as broadly as possible, but exclude specifically those premises which are not appropriately governed by the Act. Exclusions to this definition would be:

- (a) *Premises occupied for business purposes with living accommodation attached and rented under a single Agreement;*

It was the Committee's view that these agreements are essentially a commercial lease and should be governed by the terms and conditions of the negotiated lease agreement. The Committee is of the view that such commercial tenancies do not lend themselves to regulation and administration under residential tenancies legislation

and that the new Act should only apply to residential accommodation.¹⁵

- (b) *A single room, or series of rooms, that do not comprise a self-contained dwelling unit in a single family dwelling unit occupied by the landlord;*

The exclusion of this arrangement from the definition of residential premises is appropriate because of the personal and private nature of premises owned and occupied by the landlord. It was the Committee's view that the landlord's right to enjoyment of his private home and ultimate control of its occupants was paramount to any protection that might be afforded a tenant under the Act in those circumstances. Moreover, it is the Committee's impression that the number of tenants living in these types of accommodation is minimal. The Committee believes that any restrictions on the landlord's ability to remove someone from his own home would be an undue infringement on the landlord's right to privacy.

- (c) *Accommodation provided to the travelling and vacationing public in a hotel/motel or motor hotel, resort, lodge, tourist camp, cottage or cabin establishment in campground, trailer park, tourist home, bed and breakfast establishment or farm vacation home where the tenant resides in the premises for a period less than six months;*

¹⁵ See 16.3, "Transition Provisions", infra for allowance for small commercial landlord and tenant to arrange their affairs

The exemption of this accommodation recognizes the specific requirements and operational concerns of these facilities. These premises are not the permanent residence of the tenant and, as a result, there is no compelling reason to provide the tenant with protection under the Act. However, the Committee saw a need to recognize that there are, in some hotel settings, long-term residents who do require the protection of the Act. The threshold of six months was felt appropriate to bring these types of long term relationships within the legislation.

- (d) *Accommodation provided by an educational institution to its students where:*
 - (i) *the accommodation is provided primarily to persons under the age of majority; or*
 - (ii) *all major questions related to the accommodation are decided after consultation with a Councillor or association representing the students.*

The Committee received submissions from several Colleges, Universities and post-secondary institutions in Alberta as well as from the Department of Advanced Education. We concluded that residences and dormitories provided by these educational institutions should, generally, be exempt from the legislation. In all cases reviewed by the Committee, residences and dormitories are operated by the educational institution as an integral part of the curriculum. There is a student representative council and the premises are governed by a comprehensive set of rules and regulations established

by the institution in consultation with the student council. It is the Committee's observation that the administrative procedures that are in place in this type of accommodation contain sufficient checks and balances to ensure that a particular student resident is dealt with fairly. The Committee determined that the operation of residences and dormitories by post-secondary institutions in Alberta is not regulated by the Department of Advanced Education beyond the physical construction of the buildings. Each educational institution is free to make its own rules and regulations for the operation of their residences. The regulations often mirror the provisions of the Act and it is the Committee's view that, so long as the student residents are involved in setting the rules and regulations and administering those programs, there is sufficient protection for the student residents. Without such integral administrative procedures, however, it is the Committee's view that the legislation should apply.

(e) *Nursing homes and some Senior Citizen's lodges*

The Committee recognizes the particular needs of senior citizens nursing homes that are operated as long-term care facilities for seniors who are not in a position to live independently. Relocation of the senior may become necessary due to health and chronic care concerns and if the Act were to apply to those accommodations it would restrict the ability of the nursing home to appropriately deal with the senior.

We question whether all senior citizen's lodges should be exempt from the legislation. Those types of accommodation, we

understand, are often self-contained and occupied by seniors who live pretty much independently. Any home care or support provided to a senior who resides in such a lodge is provided under direct contract between the senior and the provider of the care and not by the lodge. Lodges can be distinguished from nursing homes since the lodges provide no ongoing care and nursing assistance. It is our recommendation that lodges in which seniors live independently without ongoing supportive care provided by lodge operators should be included in the Act, while lodges that provide ongoing care to the chronically ill should not.

- (f) *Half-way houses for the mentally or physically disabled used primarily as a rehabilitative centre where placement in the facility is controlled by the treatment agency;*

The exemption for half-way houses for mentally disabled is appropriate since those institutions are more of a care facility than a permanent residence and the operators need the flexibility to relocate their clients in accordance with their needs.

- (g) *Correctional institutions:*

Correctional institutions are exempted for obvious reasons.

RECOMMENDATION

The Committee recommends that the definition of "residential premises" be expanded to include "any place occupied by an individual as a residence", subject to the following exceptions:

- (a) Premises occupied for business purposes with living accommodation attached and rented under a single agreement;
 - (b) A single room, or series of rooms that do not comprise a self-contained dwelling unit occupied by the landlord;
 - (c) Accommodation provided to the travelling and vacationing public in a hotel/motel or motor hotel, resort, lodge, tourist camp, cottage or cabin establishment in campground, trailer park, tourist home, bed and breakfast establishment or farm vacation home where the tenant resides in the premises for a period less than six months;
 - (d) Accommodation provided by an educational institution to its students where:
 - (i) the accommodation is provided primarily to persons under the age of majority; or
 - (ii) all major questions related to the accommodation are decided after consultation with a Councillor or association representing the students.
 - (e) Nursing homes and some Senior Citizen lodges;
 - (f) Half-way houses for the mentally or physically disabled used primarily as a rehabilitative centre where placement in the facility is controlled by the treatment agency; and,
 - (g) Correctional institutions.
-

5.4 Definitions - "Tenant"

ISSUE: The Act does not define "tenant".

DISCUSSION: Often landlords are faced with occupants of residential premises who were not named in the original lease agreement, and in circumstances where the original tenant has long since vacated the premises. The inclusion of the words "authorized occupant" in the definition of "tenant" would encompass a person properly brought onto the premises after the original lease agreement was signed, but who was not named in it. Doubts of landlords about whether an occupant is a "tenant" would be eliminated by this definition. If the person is a tenant, he assumes the rights and the obligations under the Act. If he is not a tenant, the landlord will be able to recover possession from the unauthorized occupant on short notice under the "substantial breach" provisions.¹⁶

RECOMMENDATION

The Committee recommends that a definition of "tenant" should be added. The suggested definition is:

"Tenant" means a person who is party to or executes a tenancy agreement or is listed in the tenancy agreement as an occupant or is approved as a Tenant by the landlord expressly or by implication, and includes a Lessee, authorized

¹⁶ See 7.2.1, "Landlord's Remedies", "Unauthorized Tenants"

occupant, authorized subtenant together with the heirs and successors of any of those individuals.

5.5 Definitions - "Landlord"

ISSUE: The Act does not define "landlord".

DISCUSSION: It is the Committee's view that all of the obligations of the landlord contained in the lease agreement should be legally assumed by a new owner of the residential premises. These obligations include those that would normally be considered personal covenants as well as those covenants that follow the land and would be imposed on subsequent owners in any case.

Often a tenant does not deal directly with the actual owner of the premises. If the lease is signed by the tenant with a caretaker or resident manager, it may not be clear who the tenant may look to for the fulfilment of the landlord's obligations. The tenant should be able to enforce the statutory obligations of the landlord through the person signing the document in those circumstances.

RECOMMENDATION

A definition of "landlord" should be added. The suggested definition is:

"Landlord" includes the owner, a person who permits or gives occupation while in ostensible control of residential premises, a Lessor, and any of their heirs, assigns and personal representatives and successors in title.

5.6 Definitions - "Rent"

ISSUE: The Act does not define "rent".

DISCUSSION: The payment of rent by a tenant is considered by the Committee to be a fundamental obligation of any tenancy agreement. Breach of that term by the tenant can lead to a swift eviction. There are a number of different circumstances in which consideration other than money flows from the tenant to the landlord in return for the tenant's occupation of the residential premises. A thorough definition of what "rent" means in this Act is necessary to prevent a misapplication of the remedies and other provisions of the new Act.

RECOMMENDATION

The Committee recommends that a definition of "rent" should be added. The suggested definition is:

"Rent" includes consideration, whether in money, services or goods, paid, given or agreed to be paid or given by a tenant to a landlord in respect of residential premises, including consideration for a privilege, benefit, service, facility or other thing provided, directly or indirectly, by a landlord to a tenant that relates to the

use, occupation, or enjoyment of residential premises, but does not include a security deposit or utility charge paid directly by a tenant.

6 RIGHTS AND OBLIGATIONS OF LANDLORD
& REMEDIES OF TENANT

6.1 Rights and Obligations of Landlord -- Overview

The Committee is of the view that the landlord's covenants and responsibilities as they are presently described in the Act¹⁷ should be maintained. The recommendations in this section of the report are generally additions to the provisions of the present Act.

The survey conducted by the Committee discloses some interesting results regarding tenant's complaints concerning landlords. The initial perception of the Committee, from the written submissions and presentations made to it, was that one of the largest areas of complaint revolved around deductions from security deposits. The survey, however, suggests¹⁸ that security deposit disputes comprised only 15.4% of tenant complaints, while 60.8% of tenants complained that landlords did not attend to needed repairs and failed to maintain the premises in an appropriate condition. The first part of this section of the report deals with the landlord's obligation to maintain and repair the premises.

6.1.1 Landlord's Duty to Repair, Maintain and Clean

ISSUE:

The present Act does not require the landlord to maintain the premises during the term of the tenancy, only that the premises be "habitable" at the beginning of the tenancy.¹⁹

¹⁷ Act, Section 14

¹⁸ Survey, Appendix 1, Question 7

¹⁹ Act, Section 8 (14) (a)

DISCUSSION:

The following table²⁰ shows the percentage of the housing stock by the year of construction:

Before 1946	- 9%
1946 to 1960	- 17%
1961 to 1970	- 18%
1971 to 1980	- 40%
1981 to 1986	- 16%

The interesting statistic for purposes of maintenance and repair considerations is the age of the dwellings. 26% of dwellings in Alberta are over 30 years old. As well, a large portion (40%) of Alberta's housing was constructed during this Province's "boom years".

Of those structures for which funding was applied for under the Federal Residential Rehabilitation Assistance Program (R.R.A.P):

1. about 40% of single family dwellings were rated poor to fair and needed some major structural repair;
2. about 60% of apartment dwellings were rated poor to fair and need some major structural repair.

If this standard reflects the norm in Alberta, it would indicate rental property in greater need of repair than residential property that is owner occupied. The Committee has seen some of the housing constructed in the quick, speculative market of the late 70's and early 80's and it already showing signs of disrepair.

²⁰ These and the other statistics on this page are taken from a report presented at a Conference entitled "Speaking Out: A Provincial Conference on Tenant Issues", on April 28 and 29, 1989 in Edmonton

There may be many reasons for the lack of maintenance of the rental stock leading to the deterioration seen. It may be that maintenance and repair budgets were reduced or eliminated during the economic slow down and rents fell to a level where the landlord did not feel he had sufficient funds to conduct the repairs or maintenance. It may be the result of poor quality workmanship or poor materials during initial construction. The true reason for the deterioration seen may never be known, but whatever the reason, the Committee is of the view that essential repairs and maintenance must be carried out as quickly as possible.

Some of the greatest repair needs are in inner city areas where single family dwellings had been divided into multiple dwellings. Apart from older neighbourhoods and low income neighbourhoods in urban centres, it is generally agreed that housing in many rural areas does not meet minimum standards, and it is far less regulated than urban centres.

Repair and maintenance issues show themselves in many ways. For example:

1. A single mother on welfare, living in an inner city house, says she has been trying to get her landlord to do a number of badly needed repairs for more than a year: the toilet leaks when it is flushed; the house needs to be fumigated because it is infested with bugs; the walls need to be repaired and painted; windows need to be replaced; and the furnace is faulty.

2. A landlord makes a verbal agreement to repair or clean a dwelling before a tenant moves in. The tenant shows up to move in and the work has not been done and is not later done by the landlord.
3. Poor plumbing, electrical wiring and heating, along with pest infestations are common complaints about inner city rental accommodation.
4. Landlords and tenants disagree over what is "normal wear-and-tear".
5. Many single family dwellings in the inner city have been split up into multiple dwellings illegally. This results in: bathrooms that are in furnace rooms; basement suites that have only cement flooring, or no windows; improper ventilation; and attic "suites" which have only 4'x4' to stand up in due to slanting roofs.
6. A tenant is informed that he will not be refunded his security deposit because he is being charged for damage, while the tenant maintains the damage was there when he moved in. No move-in inspection report was completed or signed.

The Committee is aware that the present reference in the Act²¹ to "habitable" accommodation is extremely vague. However, the Committee is also aware that it is impractical to include in the Act full and complete standards for rental accommodation that will apply to every community and every rental unit in the Province. The type and acceptable standards of such units are too diverse to allow such universal standards to be functional.

The best solution is to have recourse to provincial housing and property standards and regulations and to whatever bylaws and regulations are enforced in the individual municipalities.

The most effective way to incorporate those provisions is simply to reference the applicable Legislation in the Act.

The Provincial Legislation referred to is as follows:

1. The Public Health Act, R.S.A. 1980, c. P-27; under which are contained the Housing Regulation 241/85 and a Nuisance and General Sanitation Regulation 242/85;
2. Uniform Building Standards Act, R.S.A. 1980, c. U-4;
3. Gas Protection Act, R.S.A. 1980, c. G-2;
4. Electrical Protection Act, R.S.A. 1980, c. T-6;
5. Elevator and Fixed Conveyances Act, R.S.A. 1980, c. T-7;
6. Fire Prevention Act, R.S.A. 1980, c. F-10; and
7. The Alberta Building Code.

However, effective enforcement of the obligations of a landlord to fully maintain and repair premises in accordance with all these

²¹ Act, Section 14 (a)

standards will involve a considerable increase in the enforcement and inspection procedures now utilized by the province and the municipalities with respect to the present building and housing standards.

Municipal Governments have the ability under the Municipal Government Act²² to enact Minimum Property Standard bylaws to:

- (a) prescribe maintenance standards and prohibit use of property not conforming to the standards;
- (b) require property to be repaired and maintained to comply with the standards or to be cleared and left graded and levelled.

Unfortunately, Municipal Minimum Property Standards bylaws have no strong authority under the Municipal Government Act. The Executive Committee or a council of a municipality can be reluctant to become involved in this issue, since bylaws can become political "hot potatoes" to enforce. The Bylaw Inspectors often have no clout unless they bring in the Building Inspectors, Fire Inspectors, and so on. Furthermore, they cannot come onto property without the authorization of the occupant or a Court Order (which can be ignored with little penalty). It has been suggested that even if a second letter requesting compliance with the bylaws after an inspection was ignored, a municipality would likely never go to Court to enforce compliance. We have been advised that at least one municipality has recommended revisions to the Municipal Government Act to correct the deficiencies with respect to the municipality's ability to enforce Minimum Property

²² R.S.A. 1980 C. M-26

Standard bylaws, but to date, no action has been taken to rectify this defect. Of course, municipalities that do not have their own individual housing standards bylaws will be even further handicapped in enforcing housing standards. Despite this, the Committee feels that the provisions requiring landlords to maintain and repair the premises during the tenancy must be included in the Act. The Committee believes that such a provision may encourage the development and implementation of appropriate standards throughout the Province and aid in enforcement of existing provisions.

For tenants whose accommodation has deteriorated to an alarming extent, the public health and building code authorities can be summoned by the tenant. However, that form of remedy, in most cases, is not satisfactory and landlords who are unwilling to make the repairs cannot be compelled to do so. The end result is that the premises are condemned by the building or health inspector and the tenant is effectively evicted. Tenants can be reluctant to complain to the health or building authorities for fear that they will either be evicted by their landlord for lodging such complaints or the building or health inspector will condemn the building.

The Committee's view is that residential premises should be repaired and maintained during the term of the tenancy. The issue that remains is, who will be responsible for which repairs and maintenance.

The Committee believes that where those repairs and maintenance relate to the structural integrity of the building, they are inseparably connected with the ownership of the residual interest in the building and, as such, are properly imposed upon the landlord.

Where those repairs and maintenance relate to the tenant's abuse of the building or damage or accelerated deterioration due to lack of ordinary cleanliness, they should be the tenant's responsibility. The ordinary cleanliness of the common areas of the building should be the responsibility of the landlord.

CLEANING AND SANITATION

Cleaning and sanitation was viewed as a separate issue to repair and maintenance.

The Committee considered the effect of incorporating in the Legislation minimum standards of cleaning and sanitation. The Committee saw that as an extremely difficult and unworkable proposal in light of the extreme variation in the standard of rental units in the Province. Not only do rental units vary widely in their physical condition, but the standards of cleanliness of rental units also vary considerably. Cleaning and sanitation, except in extreme cases, is a very subjective assessment and it would be impossible in a great number of circumstances to say that either of the parties were being unreasonable.

We discussed the possibility that the landlord could be required to incorporate in his lease agreement or pre-inspection reports the landlord's standard for cleaning of the common areas of the premises and the expected standard of cleanliness of the leased premises.

The Committee felt that this also was an unworkable proposal since it would directly promote conflict between landlords and tenants who were not in agreement on the subjective element of how clean is clean.

The Committee saw as a workable solution for the issues of repair, maintenance and cleaning to include in the Act an obligation on the landlord to maintain the premises fit for habitation and to comply with standards of health and safety throughout the tenancy. This additional covenant would, in the Committee's view, solve some of the major concerns of tenants regarding repair, maintenance and cleaning of the premises.

RECOMMENDATION

The Committee recommends that landlords should be required to maintain their premises throughout the term of the tenancy. The suggested wording for an additional landlord's covenant²³ is:

"The landlord shall keep the premises (including common areas) in a reasonable state of repair and fit for habitation and shall comply with any statutory enactment or law respecting standards of health, safety or housing."

6.1.2 Change in the "Package"

ISSUE:

The landlord is able to change or reduce amenities or collateral services rented with a suite during the term of the tenancy without notice to the tenant.

²³ Act, Section 14

DISCUSSION:

AMENITIES

The following types of additional amenities are often included in rental agreements:

1. Washer and dryer, free or coin operated;
2. Free open parking versus covered electrified or underground parking;
3. Dishwasher;
4. Yard and lawn;
5. Sauna, health club, swimming pool;
6. Security entry system;
7. Cable television.

The Committee proposes that an additional clause be added to the Act²⁴ preventing the landlord from removing any amenities that existed at the beginning of the tenancy without the same notice to the tenant as required for rental increases. The Committee believes that the landlord should be required to list all collateral services in the lease agreement, and a three month notice should be required to be given to the tenant prior to the reduction or elimination any or all of the collateral services.

REFURBISHING

The Committee also heard submissions that tenants have experienced a decline in the real value of their rental unit to them as a result of the landlord neglecting maintenance and repair during the term of the tenancy. This lack of maintenance and repair may

²⁴ Act, Section 14

not necessarily relate to the physical structure of the building, but may include regular painting, carpet replacement and upgrading as required considering the age of the premises. If this deterioration is allowed to continue past the time where refurbishing is normally required, the tenant will pay rent for a unit that has substantially reduced in value from its value at the time it was originally rented by that tenant. This is in effect a rental increase. The Committee believes that the landlord should be required to maintain the standards, and the physical make-up of the suite, as those factors existed at the beginning of the tenancy. These standards should not be altered or changed during the term of the tenancy except as affected by normal wear-and-tear.

RECOMMENDATION

The Committee recommends that²⁵:

- (1) The landlord should be required to list in the lease agreement all the amenities rented with the suite.
 - (2) The landlord should have to give notice of a reduction in collateral services or amenities equivalent to that required for a rental increase (three months).
 - (3) The landlord should be required, through refurbishing, to maintain the standards and physical make-up of the suite as those factors existed at the beginning of the tenancy.
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²⁵ Act, Section 14

6.1.3 Landlord's Right of Entry

ISSUE:

The present Act permits the landlord to enter occupied residential premises if notice is given. The Committee believes that this provision should be amended to ensure privacy of the tenant.

DISCUSSION:

The current Act²⁶ outlines the landlord's right of entry to residential premises. The Committee has learned that the following problems are experienced with the current provisions:

- (a) Landlords ignore the provisions altogether and enter at will, without notice.
- (b) Landlords provide notice but the notice simply states that the landlord will be entering the premises to view the state of repair on the dates listed in the notice. The dates listed in the notice may cover the entire term of the tenancy agreement. This form of notice, while in compliance with the letter of the Act, is not, in our view, in compliance with the spirit of the Act.

As background for the recommendations which the Committee will make in this topic, it will be useful to review the common law position of the tenant and privacy. The term "quiet enjoyment" relates to two aspects of residential property. Firstly, it refers to any defects

²⁶ Act, Section 17

in the landlord's title to that property. Secondly, it refers to any direct interference by the landlord in the tenant's use and enjoyment of the premises.

The tenant's right to quiet enjoyment will be interfered with if the landlord's defective ownership of the property results in a third party claiming a right or priority over the tenant's lease. With the system of land titles that exists in Alberta, these problems will rarely arise.

The tenant's quiet enjoyment will also be interfered with if the landlord directly infringes on the tenant's rights. At common law, the landlord's activities had to be actual physical interference with the tenant's use or enjoyment of the premises. Other interference by the landlord, not amounting to actual physical interference, left the tenant only with a claim for damages and not a remedy under the lease agreement.

At common law, the landlord has no right to enter the tenant's premises without the tenant's consent, subject to the terms of the lease agreement. Further, the landlord has no obligation to maintain the premises or to make repairs during the term of the lease, but if, in the lease agreement, the landlord agrees to make such repairs, he will have an implied license to enter the premises for a reasonable time to make the repairs.²⁷

Since we are recommending that the landlord have a statutory obligation to repair and maintain the premises during the tenancy, we believe that the landlord should have the statutory ability to enter the

²⁷ ILLR Report - Residential Tenancies project, Background paper No. 2, Nov. 1975

premises to make those repairs, subject to appropriate notice provisions. It is our view that the tenant should have at least the common law rights of exclusive possession of the premises during the term of the tenancy and that the landlord should not have access to the residential premises except in certain well defined circumstances. A modification of the Act is required in order to accomplish this.

EMERGENCIES/ABANDONMENT

The landlord is entitled²⁸ to enter the premises if he believes that the tenant has abandoned them or an emergency requires it. The Committee is of the view that the landlord should not only have a reasonable belief that his entry as specified is required but that the reasonable belief should be based on reasonable grounds. The reasonable belief of the landlord could then be tested, in any circumstance, to ensure that entry would only occur in those circumstances in which a reasonable man would conclude that entry is required.

NOTICE PERIODS

- (a) The Committee believes that the tenant is entitled to more than 24 hours notice of the entry in some circumstances. That the present 24 hour notice period should remain for entry for

²⁸ Act, Section 17 (2)

purposes of showing the premises to prospective purchasers²⁹ and during the last month of a tenancy³⁰.

- (b) The notice period if the landlord intends to enter to make normal repairs or decoration should be seven days. This seven day notice period would not be applicable if the landlord can bring himself within the emergency provision. It is felt that the seven day notice period is appropriate for normal repairs and decoration since such activity will, by its nature, disturb the tenant's use and enjoyment of the premises. The tenant, with a seven day notice period, would then have a opportunity to arrange his schedule so as to limit the impact of those repairs upon his enjoyment of the premises.

It is felt that the seven day notice period would not adversely affect the landlords. Landlords who wish to make normal repairs or redecorating in the premises would, in most cases, require some lead time to arrange for tradesmen and other construction specialists to affect the repairs or decoration and, therefore, would not be unduly hampered by the presence of this notice provision.

²⁹ Act, Section 17 (3) (c)

³⁰ Act, Section 17 (3) (d)

SUNDAYS AND HOLIDAYS

An additional section should be added to the Act³¹ that would provide that, except in emergency or abandonment situations, the landlord shall not be entitled to enter the premises on a Sunday or a holiday. This provision would enhance the tenant's rights to privacy. Further, it is recognized that the tenant will likely make more use of the residential premises for a longer period of time on a Sunday or a holiday and the landlord's entry on these days causes a greater inference with the tenant's use and enjoyment of the premises.

TIME OF ENTRY

A limitation should be added to the Act³² specifying that the landlord's entry to the premises, except in emergency or abandonment situations must be between the hours of 8:00 a.m. and 8:00 p.m. It is felt that this is required to enhance the rights of the tenant to private enjoyment of the premises.

SERVICE OF NOTICE

When a landlord wishes to enter on notice, the Act³³ should be modified to require that, in addition to the notice being served on the tenant at least 24 hours before the time of entry, it should also be served on the tenants no more than 30 days prior to the entry. This addition would eliminate the landlord's use of "blanket notices" which

³¹ Act, Section 17

³² Act, Section 17

³³ Act, Section 17 (4)

cover the entire tenancy term and which in our opinion, substantially interferes with the rights of the tenant to the private use and enjoyment of the premises.

REASON FOR ENTRY

Where a notice is required by the Act³⁴ the landlord should be required to state the reason for the entry on that notice.

LAST MONTH OF TENANCY

It is proposed that the above changes be subject to a modification during the last month of the tenancy agreement. More latitude is required for landlord entry during the last month of the tenancy to allow the landlord to show the suite to new prospective tenants. It is proposed that during this last month, landlord entry be still restricted to the hours between 8:00 a.m. and 8:00 p.m., but the landlord would be allowed to enter on Sundays and holidays during the last month for showing the suite to prospective tenants. It is proposed that where the landlord enters the suite, while the tenant is away from the premises, the landlord must leave an advice to the tenant stating that such entry was made.

RECOMMENDATION

The Committee recommends that:

³⁴ Act, Section 17 (4)

1. The landlord must have a "reasonable belief based on reasonable grounds" in order to enter the suite as a result of an emergency or in an abandonment situation.
 2. The landlord should be required to give at least 24 hours notice, but not more than 30 days notice of any entry.
 3. Where the entry is for the purpose of carrying out normal repairs or decoration, the landlord should give at least 7 days notice.
 4. Entry should be restricted to the hours between 8:00 a.m. and 8:00 p.m. and prohibited on Sundays or Holidays.
 5. During the last month of the tenancy, entry should be permitted on Sundays and Holidays.
 6. The landlord should be required to state a reason for the entry in the notice.
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6.1.4 Disclosure of Landlord

ISSUE: The identity of the landlord does not have to be disclosed to the tenant under the present Act.

DISCUSSION: Tenants frequently complained to the Committee that the exercise of their rights under the legislation is hampered by an inability to determine the actual owner of their premises. A substantial number of premises in the Province are managed through third party fee management firms and, as a result, the tenant has absolutely no contact with the actual owner of the building. In order for a tenant to be in a position to properly exercise their rights and

remedies under the legislation for a landlord's breach of his covenants, a tenant must be in a position to readily determine the actual owner of the building, or at the very least someone against whom he may exercise his legal remedies under the Act.

It is proposed that an additional landlord covenant³⁵ be included in the legislation that the full legal name and an address for service of the owner of the building be posted and maintained at all times in a conspicuous place on the premises. However, where the owner or manager feels that posting such a notice is not appropriate, there should be the option of serving each tenant with notice in writing of such information at the start of the tenancy. If the building is managed by a fee manager, the notice may contain the name and address of the fee manager only and a contact person. The address named fee manager shall be deemed to be the address for service of the landlord for all documents required to be served under the Act. The fee manager may also be named as the owner's agent in any dispute resolution procedure.

RECOMMENDATION

The Committee recommends that the name of the landlord and an address for service should be posted in the premises or served on the tenant at the beginning of the tenancy. Alternatively, the fee manager may be identified to the tenant and the fee manager's address shall be deemed to be the address for service of the landlord.

³⁵ Act, Section 14

6.2 Remedies of Tenant -- Overview

One of the Committee's immediate recommendations on reviewing the legislation is to divide the remedies section³⁶ into two sub-parts, each part dealing separately with landlord's remedies and tenant's remedies. This would make the Legislation easier to follow.

In analyzing the existing tenant's remedies and the extent of their application, the following were considered to be a list of breaches by a landlord for which a remedy is required:

- (a) breach of security of tenure, arbitrary evictions;
- (b) failure to maintain and repair;
- (c) breach of cleaning and sanitary standards; (relating to the common areas)
- (d) failure to provide clean, habitable premises on the date of possession;
- (e) failure to provide vacant possession on the date of possession;
- (f) failure to provide the tenant with peaceful enjoyment of the property or interference with the tenant's enjoyment of the premises;

³⁶ Sections 29 through to and including section 36 outline remedies for both tenants and landlords available in the current Act.

- (g) failure to provide the tenant with a copy of the lease or a copy of the pre-occupancy inspection report;
- (h) breach of security deposit provisions;
- (i) arbitrary changes in the packages of amenities provided to the tenant;
- (j) unsafe conditions in the premises and common areas;
- (k) rent increases with dominant purpose of eviction;
- (l) improper or insufficient notice for any number of things under the Act;
- (m) failing to deal with unruly tenants who disturb other tenants in the building.

The current remedies provided in the Act will give the tenant redress for the items discussed above. It is not the Committee's intent to remove the existing remedies, but rather to add to and clarify them as a result of the recommendations contained in this report.

Changes to the tenant remedies section will be required as a result of the following:

- (1) In the event the Committee's recommendation regarding dispute resolution is accepted, the establishment of such a Commission would result in the deletion of all references in the remedies sections to the "Court" and replacement with reference to the Commission.
- (2) An additional change in these provisions would be necessary to incorporate the suggestions of the Committee to deal with a landlord's breach of obligations for maintenance and repair as discussed.
- (3) The requirement to provide a copy of the pre-occupancy inspection report [item (g)] is discussed elsewhere³⁷ in this report. The remedy for failure to provide that copy is discussed at that point.
- (4) An additional modification needs to be made to the Act³⁸ to permit the termination of the lease by the tenant in the event of a substantial breach by the landlord. It is the Committee's proposal to incorporate a provision similar to the termination remedy available to the landlord for "substantial breach" but accessible by the tenant.

³⁷ 9.8 Pre/Post Occupancy Inspection Reports

³⁸ Act, Section 29 (d)

- (5) Item (a) (improper evictions), and item (k) (rent increases for purpose of eviction) and the remedies for them are discussed under "security of tenure".

6.2.1 Repair and Maintenance Disputes

ISSUE: There must be a reasonable method for a landlord and a tenant to resolve repair and maintenance disputes if the landlord is given the obligation to repair and maintain.

DISCUSSION: The Committee's recommendation³⁹, to place responsibility on the landlord to repair and maintain the premises throughout the tenancy, means that the tenant must have additional remedies in order to deal with breaches of this provision.

ENFORCING REPAIRS AND MAINTENANCE

For repair and maintenance issues, the Committee saw the following as a reasonable method of dealing with disputes:

1. The tenant gives the landlord notice, in writing, of the items for which repair and maintenance are required.
2. Either the landlord does the repairs, in which case the matter is at an end, or after an appropriate waiting period, the tenant files a complaint with the Commission.

³⁹ See 6.1.1 "Landlord's Duty to Repair, Maintain and Clean"

3. The Commission will then serve the landlord with notice of the complaint and investigate the legitimacy of the complaint.
4. If the tenant's complaint is justified, the landlord will be notified by the Commission to repair within a set time, failing which the tenant can have the repairs done and set off of cost of the repairs against the rent.

As an alternative to the above procedure or in addition, the Committee believes that the tenant should be able to serve the landlord with a notice of termination equivalent to the notice that the landlord can serve on a tenant for substantial breach. The notice period would be ten days. This notice would be served by the tenant in circumstances where the landlord is in breach of his obligations for repair and maintenance of a substantial nature. The landlord would have the same ability to object to the notice of termination as a tenant would have and take the matter to a hearing. If the landlord does not object, then the tenancy would terminate in accordance with the notice and the tenant would be relieved of his obligation to pay rent but would, of course, be required to return possession of the premises to the landlord.

COLLATERAL SERVICES

The Committee was strongly of the view that any reduction in collateral services is, in fact, a rent increase and should be dealt with in the same manner as a rental increase⁴⁰.

As a remedy, the Committee believes that the tenant should be allowed to apply to the Commission for an abatement of the rent in a magnitude necessary to recognize the value of the collateral service that has been removed.

RECOMMENDATION

The Committee recommends that:

1. In a dispute about maintenance and repair issues the tenant should be able to access the Commission who will decide the legitimacy of the tenant's complaint and either order the landlord to make the repairs or allow the tenant to perform the repairs and deduct the cost from rent owing to the landlord.
 2. Where collateral services have been reduced without notice, the tenant should be able to apply to the Commission for an abatement of rent.
-

⁴⁰ See discussion 6.1.2 Change in the "Package"

6.2.2 Peaceful Possession

ISSUE:

Tenants have no recourse if their possession is being disturbed by other tenants and if the landlord takes no steps to correct the problem.

DISCUSSION:

VACANT POSSESSION

In the event the landlord does not give the tenant vacant possession at the beginning of the tenancy, the remedies currently contained in the Act⁴¹ are adequate.

PEACEFUL POSSESSION

It is the Committee's view that the landlord's covenant to not "disturb the tenant's possession or peaceful enjoyment of the premises"⁴² embodies considerably more than the traditional common law approach to "quiet enjoyment". A residential tenancy is more than simply a demise of land. It is the provision by the landlord to a tenant of premises to be enjoyed and used for residential purposes, and the Act⁴³ must extend to all legitimate and lawful uses by the tenant of the premises as a residence. As a consequence, a tenant must have a remedy against the landlord who substantially interferes with the tenant's use of the premises as such. The recommendations

⁴¹ Act, Section 30

⁴² Act, Section 14 (b)

⁴³ Act, Section 14 (b)

already made in this report⁴⁴ do give the tenant some protection from the landlord's unauthorized entry and harassing behaviour. The tenant can also always terminate the tenancy and leave the premises.

Landlords too have concerns about the behaviour of tenants that would cause substantial interference with the use and enjoyment of the premises by other tenants. To determine how far the landlord should go in regulating the conduct of tenants in the building for the benefit of other tenants is a difficult issue. Should the landlord let the tenants work the matter out between themselves or should the landlord have a positive obligation with substantial powers to effect a resolution of the disputes? Generally, it was thought that to require the landlord to enforce everyone's peaceful enjoyment would place landlords in a difficult position. Presently, the tenant does not have a remedy when a landlord refuses to take action against another tenant who is disturbing the privacy or quiet enjoyment of others.

The Committee stops short of recommending a provision that allows a tenant to step into the shoes of a landlord and evict a problem tenant in the complex. It was suggested that perhaps a procedure might be incorporated allowing a tenant to apply for termination of the tenancies of problem tenants for the protection of others. The Committee proposes that the tenant's (existing) right to obtain damages and rent abatement can be utilized to partly compensate a tenant in such circumstances.

⁴⁴ See 6.1.3 "Landlord's Rights of Entry"

RECOMMENDATION

The Committee recommends that the current remedies for the failure of the landlord to provide vacant possession or peaceful possession should be maintained.

7. RIGHTS AND OBLIGATIONS OF TENANT & REMEDIES OF LANDLORD

7.1 Rights and Obligations of Tenant -- Overview

The Committee believes that very few changes to the present provisions in the Act containing the major tenant covenants⁴⁵ are necessary. The rights and obligations discussed here will be in addition to the existing rights and obligations of the tenant in the current Act.

7.1.1 Use of Premises

ISSUE: Tenants sometimes want to use the rented premises for business purposes.

DISCUSSION: Tenants should have similar rights to owners in respect of their residence. Owners are able to carry on business in their homes subject to appropriate municipal controls and licensing. If a business could ordinarily be carried on in the residential premises, a tenant should be able to do so as well. This is subject to the right of the landlord to reasonably control the premises. If the business is not illegal, and if it does not inconvenience other tenants, the tenants should be able to carry on that activity in the rented premises.

⁴⁵ Act, Section 16

RECOMMENDATION

The Committee recommends that the Act⁴⁶ be amended to include the following tenant covenant:

"The premises should not be used for any purpose in addition to use as residential premises, except with the consent of the landlord; such consent not to be unreasonably withheld subject to all applicable municipal zoning and land use bylaws and regulations."

7.1.2 Tenant's Right to Organize

ISSUE:

There is no statement in the present Act concerning the tenant's right to organize or requiring that the landlord deal fairly with such an organization.

DISCUSSION:

The Committee was presented with numerous complaints that, when tenants attempt to exercise their rights under the legislation or to complain about the actions of their landlords, they often received eviction notices in return. In some circumstances these types of evictions were used so indiscriminately that tenants, who were merely sympathetic (in the landlord's mind) with the tenants who lodged complaints, received eviction notices.

⁴⁶ Act, Section 16

It is the Committee's observation from speaking with groups throughout the Province that if tenants have an opportunity for a full and frank discussion of their problems and concerns with the landlord, a large percentage of disputes can be resolved. Tenants often have concerns which are shared by other tenants in their complex related to the conditions of their suite or the activities of their landlord or other tenants. In addition, tenants have collective concerns about the condition of the common areas of the complex such as shared entrance ways, hallways and playground facilities. An opportunity for tenants to discuss these concerns among themselves and to deal collectively with their landlord is important.

RECOMMENDATION

The Committee recommends that:

- 1) the formation and activities of tenant associations should be explicitly recognized and approved in the legislation;
- 2) landlords should be prohibited from evicting a tenant if one of the reasons for such eviction is the tenant's involvement in the tenant association;⁴⁷
- 3) landlords should be required to recognize, meet with and discuss tenant issues, in good faith with such tenant associations.

⁴⁷ See also 8.3.6 "Retaliatory Evictions", 8.3.4 "Tenant's Remedy for Improper Evictions"

7.1.3 Tenants Duty to Maintain and Clean

ISSUE: The present Act does not clearly state what the responsibilities of the tenant are in respect of cleaning and maintaining the premises.

DISCUSSION: The problem of defining what the tenant's duty is in relation to cleaning is illustrated by the disputes that arise over defining "normal wear and tear" in the security deposit context.⁴⁸ The Committee believes that by outlining the tenant's duty to maintain and clean, these disputes could be reduced.

Although, during the term of the lease, the landlord gives up exclusive possession of the property to the tenant in return for rent, the landlord expects the tenant to return the property at the end of the lease. It should also be expected that the tenant's use of the property during the term of the lease will inevitably, through the operation of natural forces associated with the day-to-day activities of life, result in a gradual deterioration of the rental unit. Different features of the rental unit will deteriorate at different rates depending on the treatment by the tenant of the particular item in question. Carpeting, for example, has a certain "life expectancy" depending on its original quality and how it is maintained. If the condition of the premises is to be maintained in the same general category as when the premises was first rented⁴⁹, the carpet will eventually have to be

⁴⁸ Act, Section 39(4)

⁴⁹ Refer to 6.1.1 "Landlord's Duty to Repair, Maintain and Clean", 6.1.2 "Change in the "Package""

replaced. Likewise, paint and wall coverings require renewal at certain intervals. Appliances, if supplied with the unit, together with kitchen and bathroom fixtures, also deteriorate with normal use and require renewal.

The Committee is of the view that the landlord is entitled to the return of the premises from the tenant in the same condition as when they were leased, subject to the operation of natural forces on the premises through ordinary living.

This will mean that those tenants who are exceptionally hard on premises, causing deterioration of the premises at a rate higher than would ordinarily be expected by a reasonable person, should be accountable to the landlord for that additional deterioration.

The Committee concluded that it is impossible to prepare an exhaustive list of what would or would not be considered "an ordinary rate of deterioration" or "normal wear and tear". However, the Committee felt that additional guidance is required for landlords and tenants to ensure that the tenant's obligation in this area is clearly understood.

RECOMMENDATION

The Committee recommends that:

1. "Normal wear and tear" should not include the removal of stains, dirt and debris accumulated by the tenant through the tenant's style of living.

2. This would be further accomplished by a change in the wording of the tenants' covenants⁵⁰ as follows:

"The tenant shall be responsible for ordinary cleanliness and maintenance reasonably required under the circumstances and for damage caused by wilful or negligent conduct of the tenant or the tenant's invitees."

7.1.4 Subletting -- Unauthorized Occupants

ISSUE:

The present Act does not provide clear rights or remedies in circumstances where the residential premises become occupied by an individual or group of individuals other than those who originally rented the premises.

DISCUSSION:

One of the landlord's complaints is that they can find a unit occupied by persons to whom they did not rent the unit. The original tenant is now gone. The present Act does not help a landlord determine whether these "occupants" have the same rights as the original tenant or whether they can be treated as trespassers.

Landlords should have the ability to control the initial occupancy of a unit. This selection process allows them to make a decision as to who their tenant will be. A landlord who values the ability to select, will want a "good" tenant who will treat the unit with care and keep it free from damage.

⁵⁰ Act, Section 16(f)

We are sympathetic to the landlord's concerns in this area. Such circumstances which raises this issue will have a different set of facts, but the recommendation made previously adding a definition of "tenant" to the Act will help to resolve these issues. The landlord should have a special notice period for eviction of unauthorized tenants and make a recommendation for this in the next section.

RECOMMENDATION

The Committee recommends that the proposed definition of "tenant" be used to prohibit an existing tenant from subletting the premises to unauthorized persons.

7.2 Landlord's Remedies -- Overview

It is the Committee's view that the present Act⁵¹ provides adequate remedies to the landlord for most breaches of the tenants covenants.⁵² However, additional remedies are required in order to deal with some of the obligations of the tenant that have been added in this Report.

⁵¹ Act, Section 20

⁵² As contained in the Act, Section 16, and as expanded in this Report

7.2.1 Unauthorized Tenants

ISSUE: The proposed covenant relating to unauthorized tenants⁵³ requires a remedy for the landlord.

DISCUSSION: In the event the tenant was to allow unauthorized occupants on the premises, the landlord should be in a position to terminate the tenancy on notice. This is the most effective remedy that the landlord can be given.

In the event that the residential premises are no longer occupied by the authorized tenant under the original lease agreement⁵⁴ but by persons who are strangers to the landlord, the landlord should have a short notice period for eviction available to him. The Committee suggests a notice period in those circumstances of 24 hours. If a person wants to ensure his security of tenure, he should confirm his status as a "tenant" with the landlord after the original tenant leaves or abandons the property.

Where a tenant remains in occupation of the premises but adds to those who are occupying persons who are not authorized by the landlord, the landlord should be able to serve notice to terminate the tenancy if he determines on reasonable grounds that the additional persons on the premises are not temporary. The Committee proposes that one month's notice be served on the tenant under such circumstances.

⁵³ See above 7.2.1 "Unauthorized Tenants"

⁵⁴ With "tenant" as defined in this report

The tenant should be able to object to the notice within that one month only if he is able to prove that the occupants were temporary visitors.

RECOMMENDATION

The Committee recommends that the landlord should have an eviction remedy if there are unauthorized tenants on the premises.

- 1) If the original tenant or authorized tenant has abandoned the premises, those remaining on the premises should be subject to a 24 hour eviction notice.
 - 2) If the original tenant or authorized tenant is still occupying the premises the notice period should be one month.
-

7.2.2 Recovery of Rent

ISSUE: The tenant's obligation to pay rent should be enforceable by the landlord, by means other than a termination of the tenancy.

DISCUSSION: Since rent is the primary obligation of the tenant, the primary remedy of the landlord should be the collection of rent due and unpaid.

It is the Committee's view that, not only should a Residential Lease be considered a demise of land in the traditional sense, but it should be considered a contractual obligation as well. As a contractual obligation, the landlord may forego his rights to terminate

the tenancy when rent is in arrears and take action against the tenant to recover the arrears of rent. The Act now provides⁵⁵ a simple statement that the landlord is entitled to "recovery of arrears of rent". This should include both resort to legal judgements and seizure of the tenant's goods in the premises.

RECOMMENDATION

The Committee recommends that the landlord should be entitled to sue or distrain to recover rent without terminating the tenancy.

7.2.3 Seizure

ISSUE:

The present Act does not clearly state whether seizure is available to a landlord as a remedy if the tenancy has not been terminated.

DISCUSSION:

Under circumstances where rent is in arrears and there is a subsisting lease agreement, a landlord also has the right to seize goods by the tenant and to subsequently sell them by judicial sale in order to recover rent arrears from the tenant.

⁵⁵ Act, Section 20

The Committee heard submissions that the Act should contain an explicit statement that the landlord can seize and eventually sell the tenant's goods under the Seizures Act⁵⁶ to recover arrears of rent.

All landlords and tenants in the Province are expected to be familiar with the Act and to use it as a guide for their actions. Those trained in statutory interpretation might be aware that not all available legal remedies would be included in the Act and would know how to refer to the Seizures Act. Landlords and tenants not trained in those matters cannot be expected to operate with that level of sophistication. The Committee believes that it would be of great assistance to those who are expected to use the Act on a regular basis for the Act to contain references to remedies, rights and responsibilities in other legislation.

RECOMMENDATION

The Committee recommends that the Act should codify all aspect of residential tenancy law and refer to relevant rights and responsibilities in other Acts.

7.2.4 Repudiation

ISSUE:

The Committee heard submissions that the present provision in the Act regarding repudiation⁵⁷ was too complex for landlords and

⁵⁶ R.S.A. 1980, Chapter S-11

⁵⁷ Act, Section 21

tenants to understand. It was suggested that the Act should be substantially revised and simplified to reduce or eliminate that difficulty.

DISCUSSION:

The provision in question was originally proposed by the Institute of Law Research and Reform (I.L.R.R.) in its report on residential tenancy⁵⁸. In that report, the I.L.R.R. made reference to the Highway Properties' case⁵⁹ which decided that a commercial lease was more of a contract than a grant of an estate in land. The I.L.R.R. believed that the Alberta law, at the time, failed to recognize that the contractual aspects of a modern tenancy relationship were at least as important as the property aspects. With that conclusion this Committee agrees. The I.L.R.R.'s recommendation was designed to codify the law that had developed around repudiation of commercial leases, as dealt with by the Supreme Court of Canada in the Highway Properties' case, and make those concepts applicable to residential tenancies.

While the present Act may appear overly complicated in its treatment of repudiation, it is the Committee's view that the sections in question cannot serve a useful function in any substantially simplified version. The repudiation of tenancies and the rights and obligations of landlords and tenants which arise in those circumstance is a complex area of law. Those complexities cannot be adequately addressed without the Act in its present form.

⁵⁸ I.L.R.R. Report No. 29, 1978

⁵⁹ Highway Properties v. Kelly Douglas, 1971 SCR 562, [1972] 2 WWR 28 S.C.C.

RECOMMENDATION

The Committee recommends that the provisions relating to repudiation⁶⁰ and the provisions⁶¹ relating to acceptance of payments from overholding tenants be retained in their present form.

7.2.5 Substantial Breach

ISSUE: The concept of "substantial breach" and the landlord's remedies for the tenant's substantial breach require clarification.

DISCUSSION: Substantial breach is presently defined in the Act⁶² as either:

1. a breach of a tenant's covenant⁶³; or,
2. a series of breaches of a residential tenancy agreement, the cumulative effect of which is substantial.

The Committee was of the view that the landlord is entitled to a mechanism to terminate a tenancy for substantial breach. The key question here is how to balance the idea of security of tenure⁶⁴

⁶⁰ Act, Section 21

⁶¹ Act, Section 22

⁶² Act, Section 1(h)

⁶³ As defined in Act, Section 16

⁶⁴ See 8 "Terminating the Tenancy - Security of Tenure"

against the ability of a landlord to make a reasonable return from the rental property. If the landlord has a reason to evict, the process should be expeditious. The tenant should not be able to compound the problems involved in the eviction by continuing to stay in the premises, free of rent without justification. The nonpayment of rent by a tenant for example, is a breach of such a fundamental obligation of the tenancy that it might be considered equivalent to a repudiation of the tenancy by the tenant. If it was a repudiation, the landlord is either entitled to affirm the tenancy and sue for the rent or accept the repudiation and demand immediate possession of the premises.⁶⁵

It was proposed that, since the Act provides good protection (through security of tenure) to a tenant who complies fully with his covenants and obligations under the tenancy agreement, the Act should also provide for a firmer and more expeditious remedy to a landlord when a tenant is in substantial breach of those covenants.

The Committee's experience with the submissions, both written and oral, is that landlords and tenants do not have difficulty with the application of the first arm of the substantial breach definition, but there is considerable difficulty in applying the second arm of the definition.

The complaint of landlords with respect to the operation of the first arm of this provision is the time within which the remedy can be effected. In cases of non-payment of rent or where the tenant is causing substantial damage to the premises, landlords claim the

⁶⁵ See 7.2.4 "Repudiation", above, and Section 21 of the Act

present 14 day notice period is too long. The Committee is in agreement with this assessment.

Under the present mechanisms, if a tenant who has not paid his rent is given 14 day notice, and if all steps in the eviction process are necessary in order to get vacant possession of the premises for the landlord, the premises may not actually become vacant until well into the month following the month in which the rent was not paid. The landlord may potentially lose two (2) months revenue on those premises.

Furthermore, the present Act allows the tenant to pay all arrears of rent and nullify the notice, so the landlord will not know whether the suite will become vacant until the end of the fourteen day period. This causes the landlord difficulty in obtaining a tenant to re-rent the premises at the beginning of the ensuing month due to the short period to find a new tenant. The Committee is of the view that the termination mechanism for substantial breach should allow the landlord to determine, prior to the end of the notice period, whether he will be in a position to let the premises at the end of the notice period.

The Committee is of the view that the reduction in the notice period⁶⁶ from 14 days to 10 days and a further reduction of the period in which a tenant has to remedy the breach for the nonpayment of rent to five days will establish a balance between the landlord's and the tenant's interests. It is our firm view that this proposal for a change in the notice periods strikes the most appropriate, fair and

⁶⁶ Act, Section 23

equitable balance between the requests of tenants for additional security of tenure and the requests of landlords for a more expeditious solution of the problem of tenants who fail to pay their rent. The Committee specifically canvassed tenants during the hearing phase and found almost universal acceptance of this concept.

Even with the shorter notice period, the tenant is still protected since the landlord will still be required to apply for an order for possession⁶⁷. The tenant may be allowed additional time to vacate the premises in appropriate circumstances.

It is suggested that the landlord, upon serving the tenant with a notice of termination for substantial breach, should be required to serve, with that notice, a completed notice of objection. The tenant would be in a position to sign the notice of objection and file it with the Court (Commission) if the tenant wished to object to the notice of termination.

RECOMMENDATION

The Committee recommends that:

1. present 14 day notice period⁶⁸ with respect to the non-payment of rent be reduced to ten (10) days.
2. the tenant be allowed to nullify the notice if the amount of rent that is due and owing is paid in full within five (5) days of receipt of notice.

⁶⁷ See 11 "Dispute Resolution"

⁶⁸ Act, Section 23

3. payment of rent after the five (5) days would not nullify the notice and the tenant would be required to give up possession of the premises at the end of the tenth day.
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7.2.6 Habitual Late Rent

ISSUE:

If a notice of termination may be nullified by payment of rent, the landlord should have a remedy if rent is paid late on more than one occasion.

DISCUSSION:

The most common reason for landlords to use the second arm of the definition of substantial breach⁶⁹ is where a tenant has demonstrated a consistent pattern of making his rental payment after the date that payment is due.

It would be impossible to delineate in the legislation all scenarios that would fall within the second definition of substantial breach, but it is the Committee's view that some clarification of this aspect of the definition is required. The following discussion should apply not only to late rent, but also any other series of breaches which can, cumulatively, be considered to be substantial.

Where a tenant is consistently making rental payments after the due date, the Committee believes that the landlord should have the option to evict that tenant if he chooses. The obligation of the tenant

⁶⁹ "... a series of breaches, the cumulative effect of which is substantial . . . "

is to pay rent and to pay rent when it is due. Tenants who are consistently late in paying their rent may cause the landlord a hardship in meeting his financial obligations while waiting for the tenant to meet his. Landlords who do not have a clear method to remove such a problem tenant are forced to absorb any additional costs associated with this delay. Since market forces set rental rates, the landlord will likely not be able to recover those costs from the tenant through increases in his rent or in increases in the rent charged to the rest of his tenants.

The Committee is of the view that the request of landlords for a remedy where tenants are habitually late in paying rent is justified. The landlord should be able to apply for termination of the tenancy in those circumstances, but the landlord should still be prevented from applying for termination of the tenancy in circumstances where the failure to pay rent is not habitual and the tenant pays all arrears of rent within the time limit set out in the legislation.⁷⁰

RECOMMENDATION

The Committee recommends that if the tenant has demonstrated his rent will "more likely than not" be paid late, the landlord should be able to apply for an order terminating the tenancy even though the tenant does eventually pay the rental arrears.

⁷⁰ See 7.2.5 "Substantial Breach"

7.2.7 Damage to Premises

ISSUE: How should a landlord deal with tenants who are causing substantial damage to the premises?

DISCUSSION: Almost invariably, landlords were of the view that the present 14 day notice period⁷¹ was too long when dealing with tenants who created major problems either by way of nonpayment of rent or substantial damage to the premises⁷². Tenants who presented briefs to our Committee generally agreed that it was appropriate for the landlord to evict the tenant on short notice for breaches of the tenants covenants.

Landlords are concerned that tenants who cause substantial damage to premises can be very costly to the landlord. When landlords brought these issues to our attention, they told of damages to the premises which were always substantial and that they were not able to recover those losses from the tenant. To complicate the problem, the security deposit was usually not sufficient to cover the damages, the tenant may have left arrears of rent in addition to the damage; and tenants often simply did not have sufficient assets to justify the landlord pursuing a judgment.

⁷¹ Act, Section 23(2)

⁷² See Survey Report, Appendix 7 for comments from landlords, property managers etc. on this topic

It was the Committee's view that landlords should have a very short notice provision to allow for eviction of the tenants in cases of substantial damage.

RECOMMENDATION

The Committee recommends that:

- 1) where it can be demonstrated that the tenant is causing substantial physical damage to the premises, the landlord should have the ability to evict on 24 hours notice;
 - 2) this notice would have to be in writing and served upon the tenant personally;
 - 3) the tenant would have the right to object to the notice⁷³ and the landlord could apply for an Order for possession after the objection.⁷⁴
-

7.2.8 Abandoned Goods and Abandoned Premises

ISSUE: Clarification of the landlord's right in respect of abandoned goods and premises is required

DISCUSSION: Overall, the Act⁷⁵ provides an effective means of dealing with abandoned goods in circumstances where the tenant has abandoned

⁷³ Act, Section 23(3)(a)

⁷⁴ Act, Section 23(4)

⁷⁵ Act, Section 24

the premises or left goods upon vacating at the end of the tenancy, but some items do need to be streamlined to help the Act perform more efficiently.

DEFINITION OF "ABANDONED"

Landlords expressed a concern in making a factual determination as to when a tenant has "abandoned the premises". However, since the facts surrounding abandonment differ in each case, the Committee believes that there is no effective way of assisting landlords in making that determination by amending the Legislation. Part of the public education function, which the Committee feels is essential in this Legislation, might involve assisting landlords to identify premises that have been abandoned by tenants.

DOLLAR VALUE OF GOODS

The Committee felt that dollar value mentioned in the Act⁷⁶ should be raised to reflect the change in costs since the Act was first introduced. Inflation and the increasing costs of storing such goods make it hard to justify storage of goods with a value of slightly more than \$300.00 and still sell those goods at the end of the storage period and realize any net proceeds.

⁷⁶ Act, Section 24(2) and Section 24(3)

LENGTH OF STORAGE

The length of storage specified in the Act⁷⁷ is too long in the opinion of the Committee. Where a tenant announces his intention, to terminate a tenancy on short notice, the landlord is immediately aware that the premises will become vacant in short order. However, where the tenant moves without notice to the landlord more than a month may elapse before a landlord can determine that the premises have actually been abandoned. The requirement that the landlord store goods left on the premises by the tenant for a further 60 days, in the Committee's view, serves no useful purpose.

APPLICATION OF PROCEEDS

Currently,⁷⁸ the landlord may apply the proceeds of the sale of abandoned goods to any judgment obtained by him against the tenant. In order for the landlord to obtain a judgment against a tenant he must serve the tenant with documentation setting out the landlord's claim. If the tenant cannot be served, which will be likely in an abandonment situation the landlord must either obtain a Court Order for substitutional service or dispensing with service. Obtaining either of those Orders is both time consuming and costly. In circumstances where the tenant can be served with such documentation, it is not likely that the landlord will have any difficulty in dealing with the goods left on the premises by the tenant. Therefore, it can be seen

⁷⁷ Act, Section 24(4)

⁷⁸ Act, Section 24(9)

that the reference to a judgment renders this provision useless to a landlord in most circumstances.

"TAXATION"

The Committee is aware that merely allowing the landlord to apply the money towards the liabilities of the tenant without any accounting, would leave the landlord as the one who decides what the lawful liabilities of the tenant were and could be open to abuse. There must be a check and balance on the landlord's action. It is proposed that the landlord be required to provide proof, to a "taxing officer", of the tenant's liabilities and an accounting of the sale of the goods and application of the proceeds. Although this would not be the equivalent of a judgment, it would provide the tenant with some protection from the arbitrary actions of a landlord by having an independent third party review.⁷⁹

Although the process of taxation might be foreign to some landlords, the Committee believes that the process is simple to access and efficient. In our view, landlords would have no difficulty in adapting to the system.

RECOMMENDATION

The Committee recommends that:

- 1) the dollar value of goods mentioned in the Act be increased to \$1,000.00;
- 2) the storage period be reduced to 30 days;

⁷⁹ The "Commission" proposed in 11 "Dispute Resolution" could perform these duties as well

- 3) the landlord be able to apply the sale proceeds against the tenant's "liabilities" to the landlord; and,
 - 4) the landlord be required to justify or prove the "liabilities" of the tenant to a third party through a taxation procedure.
-

8. TERMINATING THE TENANCY --
SECURITY OF TENURE

8.1 Overview

One of the fundamental needs of mankind is safe, comfortable, affordable accommodation. Without appropriate accommodation and adequate food, the other requirements to survive such as employment cannot be met. Therefore, it is fundamental to the proper functioning of society that housing concerns be adequately addressed.

Residential premises must be considered as more than a business operated by the landlord. The tenant considers the premises "home" while he occupies them. In the majority of cases, tenants take pride in their surroundings and wish to have the security of knowing that, if they comply with the terms and conditions of their lease agreement, their tenancy will continue unabated subject to only exceptional circumstances. This is known as security of tenure.

Presently, tenants in Alberta have very little security of tenure. Their security is limited to the three month notice required by the landlord to terminate the tenancy without cause. The absence of security of tenure has led to an alarming number of prejudicial evictions by landlords⁸⁰. The provision of some form of security of tenure in Alberta landlord and tenant legislation was considered a necessity by the Committee.

⁸⁰ See 8.3 "Termination by Landlord -- Overview"

While absolute security of tenure is not a possibility,⁸¹ it is the Committee's view that a beneficial increase in the amount of security for the tenant can be accomplished without unduly interfering with the rights of the landlord to the use of his premises. The Committee received numerous presentations and submissions from landlords and property management firms opposing any increase in security of tenure. They were concerned that any restriction of the ability of the landlord to deal with the premises as he saw fit was an unwarranted and unjustified restriction on the rights of property owners. Landlords saw any change to the existing conditions as threatening. It was the Committee's perception from these presentations and submissions that landlords or property owners misunderstood the concept of security of tenure which was being considered by the Committee. The landlords overlooked the very factor which created the landlord and tenant relationship: the landlord's grant to the tenant of a leasehold interest in the property. That leasehold interest gives the tenant the right to exclusive possession of the premises during the term of the lease with the landlord only retaining a reversionary interest.

The Committee is proposing a security of tenure model that would start from the premise that there would be no eviction of a tenant by a landlord without cause. There would then be exceptions to that basic premise providing for the landlord's right to evict tenants in justifiable circumstances.

⁸¹ Absolute security of tenure would be defined as the inability to remove a person from use and enjoyment of their tenure of land, whether fee simple or a lesser interest. Even for fee simple interests there is no absolute protection, land can be taken by governments and municipalities for non-payment of property taxes, foreclosed for non-payment of mortgage loans, and even expropriated pursuant to legislative authority

The Committee recognizes the competing interests of landlords and tenants with respect to security of tenure. The landlord is the owner of the premises and is entitled to certain rights which follow that ownership. Tenants, not being owners, cannot expect to have absolute security of tenure. In the Committee's view, the present Act provides the tenants with too few rights in respect of security of tenure, and our proposal brings this into balance.

8.2 Periodic Tenancies

ISSUE: The distinction between periodic and fixed term tenancies is not clear in the current Act, particularly when considering the differences between the way different types of tenancies are terminated.

DISCUSSION: There is confusion among landlords and tenants about the definition of periodic tenancies because the Act does not adequately distinguish between "periodic tenancies" and "fixed term tenancies". Tenancy agreements, for a fixed yearly term may or may not contain a holdover or renewal provision. It is the Committee's view that a fixed term tenancy, for whatever period, is not a weekly, monthly or yearly tenancy contemplated by the Act.⁸² When landlords and tenants have agreed to a fixed term yearly tenancy, they become confused because the Act refers to a provision to terminate a yearly tenancy. Tenants assume that this section provides a mechanism for them to terminate a fixed term tenancy prior to its termination date. It is the

⁸² Act, Section 4

Committee's view that this is not what was intended by the Legislation, and a definition is required to clearly distinguish between periodic tenancies and fixed term tenancies.

RECOMMENDATION

The Committee recommends that the Act contain clear definitions of fixed term and periodic tenancies which contain the following items:

- 1) the definition of periodic tenancy should clearly provide that it is one which renews itself without notice at regular intervals whether that interval is weekly, monthly or some other period of time.
 - 2) the definition for a fixed term tenancy should state that it is a tenancy entered into for a definite period. The tenancy will come to an end at the end of that fixed term.
 - 3) the fixed term tenancy may provide for renewal of that tenancy either for a further fixed term or for periodic terms following the end of the fixed term.
-

8.3 Termination by Landlord -- Overview

The Committee received numerous submissions and heard many presentations expressing concern about the landlord's ability to evict a tenant without cause. In many cases, it was the Committee's view that the eviction appeared to be for reasons neither directly related to the effective operation of the residential unit nor any breach of covenant by the tenant. Often, it was as a direct result of the tenant

justifiably pressing the landlord to rectify certain deficiencies in the premises. In other cases, the landlord evicted the tenant as a result of that tenant attempting to organize other tenants in the complex and to deal collectively with the landlord. In one community, tenants making a presentation to the Committee offered to take the Committee members on a tour of their complex, but stated that the tour would have to be conducted by a third party. The tenants were fearful that if their landlord knew they had been to the Committee or had offered a tour of their complex they would immediately receive eviction notices. In others, no specific cause for eviction could be determined from the facts presented to the Committee. Indeed, under the present legislation the landlord is not required to state a cause.

8.3.1 Cause and Notice Periods

ISSUE: What are acceptable reasons for termination of a tenancy by a landlord and how much notice should be given to the tenant of the termination?

DISCUSSION: If we start from the premise that there can be no eviction without cause, we must recognize that there is a large list of reasons that can be given by a landlord to justify the eviction of a tenant. Those reasons can be categorized into ones that the Committee considers appropriate and ones that the Committee considers inappropriate. The Committee believes that, although the reasons listed below are acceptable reasons for termination, some will require longer notice periods than others.

The model described above contemplates that different notice provisions would apply for each particular cause for eviction.

Acceptable causes for which the landlord may terminate tenancy can be divided into two categories. The first category would be those actions of the tenant which are listed in the substantial breach provisions of the legislation. The notice period for those causes has already been discussed⁸³

The second category of causes would be all others discussed in the previous section, but not contained in the substantial breach provisions.

Landlords should be able to give notice to quit on a tenant for the following reasons:

- (a) *Non-payment of rent;*
- (b) *Substantially interfering with the rights of other tenants⁸⁴;*
- (c) *Illegal activities conducted or performed by the tenant on the premises;*

These activities could endanger the health and safety of other tenants. They may also result in the premises being frequented

⁸³ See discussion 7.2.5 "Substantial Breach"

⁸⁴ See discussion 6.2.2 "Peaceful Possession"

by persons involved in illegal activities and detract from the tenants' use and enjoyment of the premises.

- (d) *Endangering the health or safety of others on or around the premises;*
- (e) *Unauthorized physical alterations to the premises;*
- (f) *Lack of substantial, ordinary and reasonable cleanliness⁸⁵;*
- (g) *Failure to repair damage caused by the tenant's negligence;*

This is to protect the landlord's reversionary interest in the building.

- (h) *The landlord wishing to demolish the residential unit, convert the complex into condominiums, perform substantial renovations on the unit requiring vacant possession or in any other way removing the unit from the rental market;*

The Committee considered that a much longer notice period is appropriate in circumstances where the landlord wishes to either demolish the unit, convert it to a use other than residential premises, or perform repairs or renovations so

⁸⁵ See discussion 6.1.1 "Tenant's Duty to Maintain and Clean"

extensive as to require a vacant possession of the premises. The Committee feels an appropriate notice period, in such circumstances, would be 120 days.

- (i) *The sale of the building and the new purchaser is removing the unit from the rental market and requires vacant possession;*
- (j) *The building is being expropriated from the landlord by a lawful expropriating authority and will be removed from the rental market;*
- (k) *The landlord wishes to rent the accommodation personally or to members of his immediate family;*

For termination for cause under circumstances where the landlord bona fide and in good faith wishes to occupy the premises himself or by members of his immediate family, the Committee is also of the view that a long notice period is appropriate. However, the notice period should not be as long as that required for demolition, conversion or repairs requiring vacant possession. It is the Committee's view that a notice period in the order of 90 days is appropriate for this use of the premises. This right of the landlord would be coupled with a remedy of the tenant, if the tenant could show that the landlord used this cause for eviction on that particular suite less than one year prior to the current notice, the current notice

would be deemed to be an unlawful eviction and the tenant would be entitled to damages.

Immediate family would be restricted to spouse, child or parent of his or her spouse.

(l) *Conversion of the complex into an adults only complex;*

(m) *Breach of any lawful term of the lease agreement.*

The breaches should be subject to eviction under the substantial breach provisions. The question of what effect the contractual obligations in the lease agreement have is clearly illustrated where there is a prohibition against pets. Should a landlord have the right to evict a tenant for the presence of a pet where the lease agreement prohibits pets? Is the owning of a pet a significant breach of the contract to allow the landlord to declare the lease agreement void or should the presence of the pet be considered an item for which only damages are appropriate? The traditional approaches to contractual remedies may not be satisfactory in a landlord and tenant relationship. Damages are not always an adequate remedy to a landlord, particularly against a tenant who has few assets and is essentially "judgement-proof".

In addition, the issue is raised as to whether a landlord should be in a position to specify in a lease agreement that pets are prohibited. The Committee believes that landlords should be able to prohibit pets. If they are prohibited, it would be a

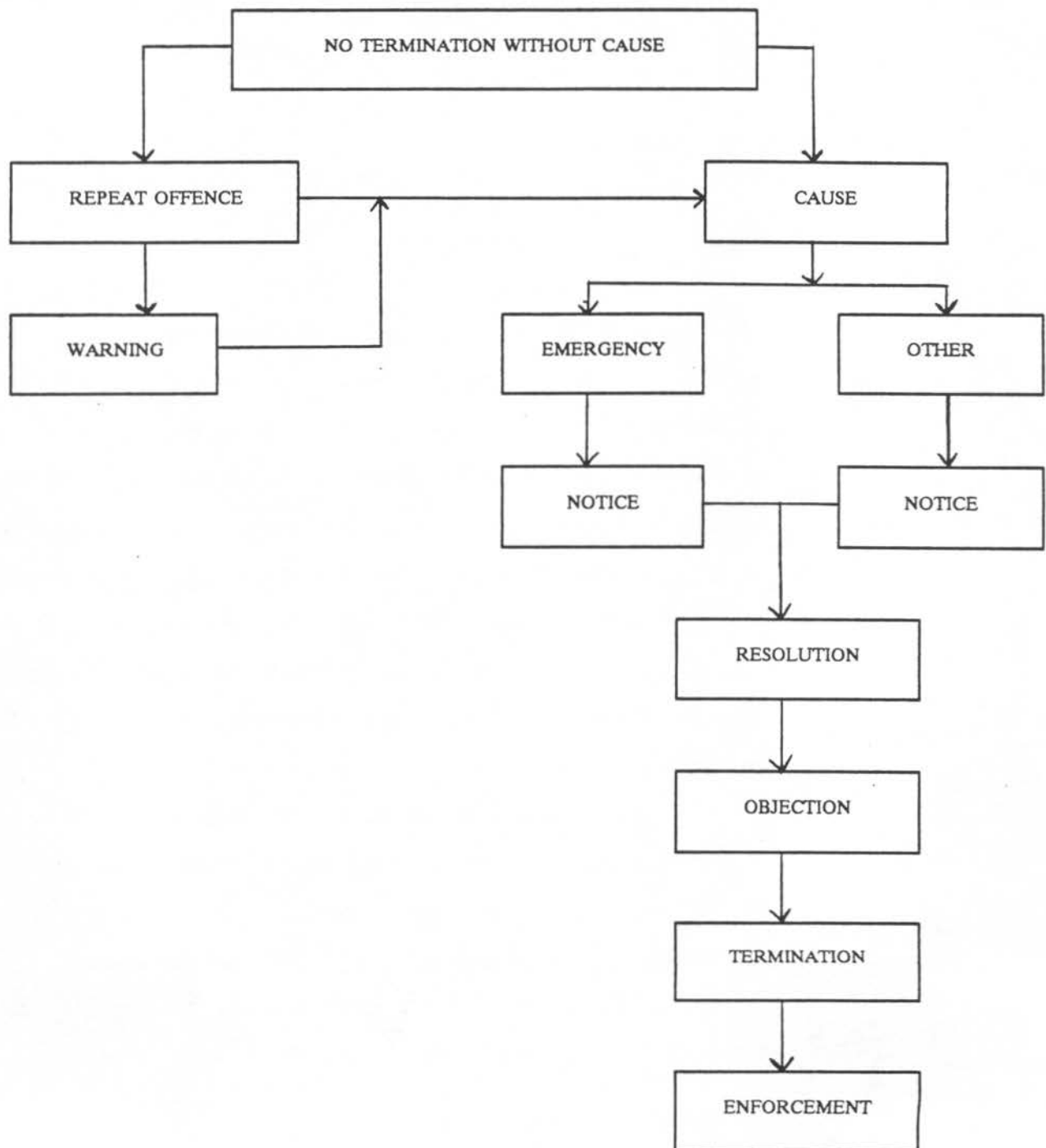
substantial breach by a tenant to have a pet, and subject to the sanction of eviction, as discussed in the substantial breach section of this report.

8.3.2 Security of Tenure Model

A flow chart depicting the operation of the Committee's security of tenure model is depicted below:

Shown in the model is a path dealing with repeat offenses. For example, a landlord is entitled to have the tenant pay the rent when due. If the tenant is habitually late in payment of rent, the landlord is justified in terminating the tenancy. The model proposed would not only require a repeat offence but a warning by the landlord to the tenant as a condition precedent for the right to terminate.

SECURITY OF TENURE MODEL



8.3.3 Formalities of Termination Notices

ISSUE: What formalities must be observed in respect of the notice of termination, regardless of the reason it was served.

DISCUSSION: *SERVICE*

There is a practical inconsistency in the legislation as to when the notice of termination for a month-to-month tenancy may be served. While the Act⁸⁶ requires service prior to the first day of the final month of the tenancy, tenants are most often required to pay their rent on the first day of a tenancy month and therefore assume, incorrectly, that their notice to quit can be served on the same day as they pay their rent. The Committee heard that landlords have no strong objection to tenants being able to serve a notice to quit on the same day which rent is due, even if that day happens to be the first day of the final month of the tenancy. To allow service on the same day as the rent is due would eliminate some needless confusion. The date on which those notices should be served should be consistent between landlords and tenants.

It is proposed that notices to quit that may be served by a tenant or a landlord can all be served on or before the first day of the tenancy period. The effective day of those notices to quit will be dependant on a number of factors. Firstly, for the landlord it would depend on the cause associated with the notice. Secondly, for the tenant it would depend on the length of the periodic tenancy. The

⁸⁶ Act, Section 6

notice periods for weekly, monthly and yearly periodic tenancies which are currently specified in the Act⁸⁷ are sufficient subject to the ability to serve the notice on the first day of the last tenancy period.

TRANSFER OF POSSESSION

In conjunction with the service of the notice, there is a side issue which has caused concern: the time of day the actual exchange of possession of the premises should be effective. The Act presently provides no guidelines on this issue. The Committee believes it is reasonable to allow the landlord to prepare for the commencement of the next tenancy at 12:00 noon on the same day as the prior tenancy ended. The inconvenience to one tenant moving out and the next tenant moving in to change possession at 12:00 midnight of the last day of the tenancy are obvious.

It must also be recognized that the landlord may have legitimate reasons for altering the move-in/move-out time for the change over of tenancies. There may be maintenance and repair work required for which the landlord wishes to have the unit vacant to perform that work. Therefore, the landlord will delay the time at which the new tenant will move into the unit to allow him to perform that work. It is proposed that the Act recognize that the move-in/move-out time must be flexible to allow the landlord to make these adjustments.

⁸⁷ Act, Section 5 (Weekly Tenancies), Section 6 (Monthly Tenancies), Section 7 (Yearly Tenancies)

FORMAT OF NOTICES

There should be a standard form of notice of termination set out in a Schedule to the Act. Landlords would be required to use a form substantially in compliance with the form set out in the Schedule in all cases where termination, for whatever reason, is to be served on the tenant. The present form and content of the notice to terminate a tenancy be retained in substantially its present form⁸⁸. Amendments are required to this form as follows:

- 1) requiring that the landlord shall state the reason for the termination, in the notice.⁸⁹
- 2) deleting references to commercial tenancies since the new Act will apply only to residential tenancies.⁹⁰
- 3) accommodating the recommendation that a notice to terminate by a tenant can be served on or before the first day of the final tenancy period.⁹¹

RECOMMENDATION

The Committee recommends that:

- 1) the Act be amended to allow for the tenant to serve his notice to quit on the first day of the last month of the tenancy to be effective the last day of that month.

⁸⁸ Act, Section 8

⁸⁹ Act, Section 8 (1)

⁹⁰ Act, Section 8 (2) (a)

⁹¹ Act, Section 8 (3)

- 2) the Act state that transfer of possession of the premises will be at 12:00 noon on the final day of the tenancy.
 - 3) the times stated in the Act should prevail unless the landlord specifically provides in the lease otherwise.
 - 4) forms of notice should be standardized in a schedule to the Act.
-

8.3.4 Tenant's Remedy for Improper Termination

ISSUE: If the landlord terminates the tenancy for an unauthorized cause, the tenant should have access to an adequate remedy.

DISCUSSION: The Committee felt that it is unreasonable for a landlord to wish to evict a tenant for the following reasons:

- (a) *Eviction solely for the purpose of raising the rent;*
- (b) *Discrimination prohibited by Federal or Provincial legislation;*
- (c) *Presence of children in the tenant's family, except a possible exception for residential complexes in which it is clearly stated that it is operated for households without children;*

- (d) *Use of the residential premises by a friend or acquaintance of the landlord and not the landlord personally or to members of his immediate family;*
- (e) *Retaliatory evictions as a result of the tenants complaining over the landlord's breach of covenants.*

Not only should the landlord be prohibited from evicting the tenant for these reasons, but the tenant should be given a remedy if the reason for eviction does fall within one of these categories.

The Committee recognizes that there are a number of circumstances in which it would not be appropriate for landlords to terminate a tenancy agreement. The Committee proposes that a clause be inserted in the Legislation providing that if the tenant can prove that the landlord has terminated the tenancy for substantially one of those prohibited causes, the tenant should be entitled to damages. Those damages would be the tenant's additional rental cost for an appropriate period of time plus moving and other miscellaneous expenses directly associated with the termination.

RECOMMENDATION

The Committee recommends that:

- 1) The landlord be prohibited from terminating the tenancy for the following reasons:
 - (a) Eviction solely for the purpose of raising the rent;
 - (b) Discrimination prohibited by Federal or Provincial legislation;

- (c) Presence of children in the tenant's family, except a possible exception for residential complexes in which it is clearly stated that it is operated for households without children;
 - (d) Use of the residential premises by a friend or acquaintance of the landlord and not the landlord personally or to members of his immediate family;
 - (e) Retaliatory evictions as a result of the tenants complaining over the landlord's breach of covenants.
- 2) That if the tenant is able to show that termination occurred as a result of one of these causes, the tenant should be entitled to damages.
-

8.3.5 Tenant Remedy for Eviction through Rent Increase

ISSUE: Rental increases can effectively terminate a tenancy in legislation which provides for security of tenure without rent control or rent review.

DISCUSSION: The Committee is concerned that, in order to protect any security of tenure, there should be a mechanism to prevent landlords from fabricating reasons for termination of the tenancy which were not legitimate. As an example, in absence of rent control, how could a tenant be secure against constructive eviction by a landlord simply increasing the rent?

The most significant of this list of potential breaches not adequately covered by the present legislation are those dealing with

arbitrary evictions under a security of tenure scheme and rent increases with the dominant purpose of eviction.

Rent increases take on a greater significance in a landlord and tenant regime in which the tenant is provided with some measure of security of tenure. There is always the possibility that a landlord may not have legitimate cause to evict a tenant but raise the rent unreasonably in an effort to effect an eviction. If there is not some method for a tenant to address this issue, any security of tenure provided would be less effective.

As discussed elsewhere in this report, the Committee felt that rent controls, in the traditional sense, were not conducive to the overall health of landlord and tenant relationships in Alberta or to the supply of appropriate housing and, therefore, not appropriate for this Province⁹². However, if the dominant purpose of a rent increase is to effect an eviction of a tenant, the tenant should have some ability to have this rent reviewed. The Committee considered what the specific wording of the test would be in determining whether a rent increase was for the purpose of eviction. The Committee considered whether the test should be whether the rental increase was for the "sole purpose" of eviction, or whether if the tenant was able to establish that eviction was the "dominant purpose" would be sufficient. It has been suggested that if the tenant can establish that "one of the purposes" of the rental increase was eviction that may be sufficient.

⁹² See 10. "Rent Increases and Rent Control"

In all of these three alternative tests, the proof by a tenant of a landlord's intention would always be a question of fact and, in most circumstances, very onerous on the tenant.

Remedies that could be available to a tenant to deal with a rent increase for the purpose of eviction, regardless of the final formulation of the test, could be one or more of the following:

1. Allow the tenant to file an objection to any rental increase;
2. Allow the tenant to apply for an abatement of rent;
3. Allow the tenant to dispute the rental increase in a Court action;
4. Allow the tenant to avoid paying the rent increase if it is determined that the increase was for the purpose of eviction;
5. Provide a provision that deems the increase to be for the purpose of eviction in circumstances where the tenant vacated the premises as a result of the rent increase and the landlord did not re-rent the premises at a rent that approximates the rate which resulted in the tenant vacating the premises.

Except in proposal #5 above, the Committee was of the view that the onus would remain on the tenant to prove that the rent increase was for the purpose of eviction. It would be onerous and perhaps impossible to prove an intent on the part of the landlord.

To provide the tenant with an opportunity to object to every rent increase on the basis that it may be for the purpose of eviction would, in the Committee's view, be counterproductive. That would in

effect establish a rent review procedure in the Legislation. It is the Committee's observation that Provinces in which rent review regulations operate they have become extremely time consuming, expensive and cumbersome administrative processes that serve neither the landlords nor the tenants interests.

It is the Committee's recommendation that the fifth alternative, outlined above, be incorporated into the Legislation to allow the tenant some form of remedy to deal with rent increases for the purpose of eviction.

In all circumstances, the tenant only need show that the premises were relet within two months of the tenant vacating at a rate less than 90% of the total increased rent imposed upon him prior to him leaving the premises. Once that is established, the increase would be deemed to be for the purpose of eviction. The tenant would not be in a position to bring such an application or seek a remedy unless it can be established that the rental rates were in a range required. The landlord would, of course, have the opportunity to rebut the presumption with evidence clearly establishing the rental increase was justified on economic or market grounds and justifying the subsequent reduction to the replacement tenant.

The remedy available to the tenant would be damages based on the following:

1. His moving and relocation expenses.
2. Any reasonable increase in rental paid by the tenant in similar accommodation in excess of that which the tenant would have paid in the previous accommodation had the inappropriate rent increase not occurred.

The tenant's claim would be limited to an appropriate period of time. Three months was felt to be an appropriate period for indemnity and was a sufficient deterrent to the landlord.

3. Other costs and expenses directly related to the landlord breach that would be just and equitable for the landlord to pay under the circumstances.

The Committee believes that if it is established that one of the purposes of the rental increase is eviction, that would be sufficient to involve the proposed penalties. In other words, even though the landlord may be able to establish that the magnitude of the rental increase could be justified on economic or market criteria, if eviction of the tenant was even a minor purpose for the increase, then the tenant would be entitled to damages.

RECOMMENDATION

The Committee recommends that the tenant should have a remedy if the landlord evicts the tenant through a rent increase. The remedy should have the following features:

- 1) The tenant will be entitled to damages, including actual moving expenses and other costs if he can show that one of the purposes of the rent increase was eviction.
 - 2) If a tenant actually vacated and within two months of vacating, the premises were not re-rented at a rate at least 90% of the total rental rate, the increase will be deemed to be for the purpose of eviction.
-

8.3.6 Retaliatory Evictions

ISSUE: The tenant should have protection against other unreasonable evictions, or evictions that are not for one of the acceptable causes.

DISCUSSION: The present provision protecting tenants from retaliatory evictions⁹³ needs to be substantially reworked. It is the Committee's view that this provision is inadequate in its present form, to fully protect the tenant from retaliatory evictions by the landlord. Even in a rewritten form, the Act might not necessarily prevent all retaliatory evictions by landlords, but an enhanced provision could give tenant's a remedy, or provide the Department with a means of prosecuting landlords who engage in retaliatory practises.

The revised Act should provide full protection to the tenant in the tenant's exercise of any of his rights and remedies under the Legislation. In addition, it should protect the tenant from retaliation following a complaint or request for an investigation or inquiry under any Legislation, regulations or bylaws, applying to residential premises or the landlord and tenant relationship. The present reference to the Public Health Act⁹⁴, only, is totally inadequate. In addition to the Public Health Act there are numerous other health and safety building

⁹³ Act, Section 11

⁹⁴ R.S.A. 1980, Chapter P-27.1

regulations which apply to residential premises and they should be referenced in the Act.⁹⁵

It is proposed that Section 12 be retained in its present form.

RECOMMENDATION

The Committee recommends that the new Act should provide protection from retaliatory evictions for a tenant who exercises his rights or remedies under this Act or any other laws or regulations which apply to residential premises.

8.4 Termination by Tenant

ISSUE: If landlord's ability to evict is limited, should the tenant also have limitations placed on his ability to terminate?

DISCUSSION: Landlords argue that with an increase in the tenant's security of tenure should go a reduction in the ability of a tenant to terminate the tenancy and that, in any case, the 30 day notice to terminate is too short. This argument overlooks the fact that even property owners are able to divest themselves of that ownership in a short period of time.

To require a tenant to provide lengthy notice of his intention to move would not be appropriate, since it would restrict a tenant's

⁹⁵ Some of which are referred to in this Report in 6.1.1 "Landlord's Duty to Repair, Maintain and Clean"

ability to move even more than that of a property owner. Landlords who wish to secure their tenants for a longer term have the option of using fixed term tenancies.

RECOMMENDATION

The Committee recommends that the present one clear tenancy month's notice, required to be given by a tenant of his intention to vacate the premises, under the terms of a month to month tenancy, should be maintained.

8.5 Employee Tenancy

ISSUE: Special concerns were raised about the problems of an employee who receives accommodation as part of his employment agreement.

DISCUSSION: The present Act⁹⁶ provides that where the tenancy is connected with employment, the notice required to terminate the tenancy is equal to the notice required to terminate the employment or one week's duration, whichever is longest.

The Committee heard several submissions from tenants who were also employees of their landlord. They felt they did not receive adequate protection from the present legislation. The minimum period of one week duration was not adequate to allow them to find

⁹⁶ Act, Section 9

alternative accommodation. In many cases, the notice provided to them by their landlord was substantially less than the one week duration mandated by the Legislation. This issue arises most frequently with respect to the residence and the employment of "Resident Managers" employed by landlords to manage and operate, on a daily basis, residential tenancy complexes.

These tenants are not concerned about the landlord's ability to terminate the tenancy on notice that is parallel to that required to terminate the employment relationship, but rather that the notice provision should be longer than what exists in the present Legislation. Tenants are satisfied that the additional protection provided to other tenants in a non-employment situation by security of tenure should not apply to them when the premises are being rented from their employer as part of the employment relationship.

Employers want to have the right to have the tenant removed as quickly as possible following the termination of employment because, in most cases, the residential premises would be required by the employer to house the replacement employee.

The Committee noted that the Employment Standards Code⁹⁷ gives minimum notice requirements for the termination of employment. The present Act does not reference the Employment Standards Code but appears to establish its own notice period.⁹⁸

A complicating element is introduced when an employee is terminated for cause. The law provides that an employee can be

⁹⁷ R.S.A. 1980, Chapter E-10.2

⁹⁸ Act, Section 9

terminated "forthwith" if the employer has cause. Termination for cause complicates the determining of an appropriate notice period for removal of that employee from residential accommodation associated with that employment. Should the employer be allowed, in circumstances which clearly justify terminating the employment for cause, to "forthwith" terminate the residential tenancy relationship as well? It is the Committee's view that landlords who provide residential accommodation in conjunction with employment should be required to recognize that, in addition to the standard employment arrangement, there is a special relationship created with respect to the residential tenancy and that additional latitude is required when removing a person from their residence. The minimum notice period should apply even in cases where the employee is being dismissed for cause.

It is not the Committee's intention that landlords be prohibited from using the substantial breach provisions that would be incorporated in the Legislation for tenants who are also employees. Landlords would clearly have the opportunity to avail themselves of those provisions when the circumstances warrant. On the other hand, it would not be the Committee's intention to incorporate, in those substantial breach provisions, any reference to the additional obligations of an employee under an employment relationship.

It is the Committee's view that the Act should provide for a minimum period of notice for the termination of a residential tenancy relationship connected with employment. That notice should provide the tenant with an appropriate period of time to locate alternative

accommodation while recognizing the landlord's requirement that the suite be available for the next employee.

The present Act is substantially in compliance with the requirements of the Employment Standards Code. That Legislation provides for a minimum notice to terminate employment of at least one week for the shortest term of employment referred to in the Legislation. Longer periods of notice of termination are required when the employment relationship has continued for a longer period of time. It is recognized that these notice periods, in the Employment Standards Code, are merely guidelines set out as minimums and that the Courts are always in a position to impose longer periods of notice when circumstances warrant.

The problems incurred by tenants when a landlord does not comply with the requirements of the Act are difficult to remedy. The tenant is often forced to vacate the premises on shorter notice than that to which he is entitled. The tenant is then limited to a claim for damages against the landlord resulting from that shorter notice. In most cases, the monetary value of such damage awards would not justify the tenant pursuing such a remedy.

Unfortunately, the Committee can see no new mechanism to rectify the problems incurred by tenants when landlords breach this provision of the Act. The Committee recommends that breaches of this portion of the Act⁹⁹ be included as an offence under the Act. The Department of Consumer and Corporate Affairs, in its overall mandate of policing compliance with this Legislation, could bring

⁹⁹ Act, Section 9

prosecutions where warranted and thereby discourage breaches by the landlord.

RECOMMENDATION

The Committee recommends that the landlords breach of the minimum notice period for termination of a tenancy that arises from employment be made an offence under the Act.

9. SECURITY DEPOSITS

9.1 Overview

The Committee, after receiving written submissions, perceived that security deposit disputes were the main landlord and tenant issue to be resolved. This initial perception was fuelled by information received from Landlord and Tenant Advisory Boards across the Province which indicated that the number one issue raised in both telephone and counter enquiries were about security deposits. Some of the statistics from the Edmonton Landlord and Tenant Board¹⁰⁰ illustrate this conclusion.

	SECURITY DEPOSIT INQUIRIES			
	METHOD OF INQUIRY		SOURCE OF INQUIRY	
	<u>Telephone</u>	<u>Counter</u>	<u>Landlord</u>	<u>Tenant</u>
1987	23%	31%	13%	32%
1988	21%	31%	11%	30%

Almost 1/3 of counter inquiries and almost 1/4 of telephone inquiries related to security deposits. Of those inquiries, almost 1/3 were from tenants.

The survey disclosed that "deductions from the security deposit" was third, behind "repairs not attended to" and "lack of upkeep of premises", in the ranking of tenant complaints. In the last two years, 33.8% of respondents indicated that they have had problems with their landlord's failure to repair the premises, 27.6% of respondents indicated that they have had a problem with the landlord failing to maintain the premises, and 14.9% of respondents indicated that they

¹⁰⁰ These statistics are taken from a report presented at a conference entitled "Speaking out: A Provincial Conference on Tenant's Issues", April 28 and 29, 1989, in Edmonton

have had problems with deductions from security deposits. While the Committee's initial perceptions of the magnitude of the security deposit problem were not supported in the survey results, the survey did demonstrate that a significant percentage of tenants do experience problems in this area.

The major complaints by tenants in the written submissions were that the landlord routinely and without apparent justification retained all, or a substantial portion, of the security deposit or simply failed to make any accounting whatsoever to the tenant of the security deposit without returning it.

Landlords submitted that security deposits protected them from damage by the tenants or rental arrears. However, in most cases where the tenant had substantial arrears of rent or caused substantial damage to the premises, or both, the maximum security deposit of one month's rent was insufficient to cover the landlord's losses.

Tenants, who complained that the security deposit provision was being abused by landlords, requested that the security deposit be abolished and, at the very most, be replaced by a first and last month's rent deposit. Landlords were adamant that they were entitled to the protection of a security deposit. They argue that the tenant has been given the use of the landlord's property during the term of a lease and the landlord is entitled to protect his reversionary interest in the property.

The Committee heard complaints from tenants that the present security deposit procedures in the legislation reversed the proper onus of proof. The Act effectively requires the tenant to take the initiative to pursue the landlord for the return of the security deposit and to

prove that the tenant caused no damage to the premises. The Committee is of the view that the present legislation, by placing the onus on the tenant to recovering the security deposit, is unfair and inequitable and, in need of change.

This report deals with the security deposit itself first, and recommendations are made to alter some aspects of the security deposit. Secondly, the Committee proposes changes in the method that disputes about security deposits are settled.

9.2 Abolish the Security Deposit?

ISSUE:

Should the problems associated with the security deposit be eliminated by abolishing the security deposit altogether?

DISCUSSION:

As an alternative to the security deposit, the landlord could be restricted to obtaining a deposit from the tenant for the last month's rent only. However, the Committee was unanimously of the view such a proposal would be counterproductive for the very tenants requesting abolition of the security deposit. It was the Committee's view that the security deposit was requested by the landlord to protect the landlord from anticipated damage to the premises by the tenant or a breach by the tenant of his covenant to pay rent when due. If the landlord was without a deposit to cover those anticipated problems, the landlord could become more selective in renting accommodation to tenants who were perceived risks in those areas. As a consequence, the very tenants who have difficulty working with the present security

deposit legislation would be faced with a reduced choice of rental accommodation.

Studies¹⁰¹ conducted in Ontario suggest that the abolition of the security deposit would not result in an increase in tenant-caused damages to the premises. The removal of the security deposit would only serve to eliminate a fund to which the landlord could have easy access to compensate for tenant caused damage. The Province of Ontario presently prohibits a security deposit for other than the last month's rent. In discussions with landlord groups in that province, the Committee was told that the Ontario scheme provides no protection for landlords from damage to the premises by tenants. Landlords in Ontario are forced to proceed to Provincial Court seeking a judgment against the tenant for the damage. The information received from landlords in Alberta, as well as in Ontario, is that the tenants who are most likely to cause damage to the premises are also those tenants who are most likely to vacate the premises leaving arrears of rent and are least likely to be in a position to pay any judgment obtained against them. As a consequence, landlords in Ontario report that, while being successful in Provincial Court in obtaining judgments against tenants for damage to premises, they are very rarely able to recover on those judgments. Even if the removal of security deposits for damage would not lead to an increase in the frequency of tenant caused damage, this is not a sufficient reason to abolish them.

Tenants in Alberta report that their major complaint with security deposits is the inability to recover them from their landlord

¹⁰¹ Ontario Law Reform Commission, Interim Report on Landlord and Tenant Act, 1977

at the termination of their lease. Tenants do not complain about legitimate deductions from their security deposit, nor do they object to the landlord being in a position to require a security deposit.

RECOMMENDATION

The Committee recommends that landlords continue to be permitted to request security deposits.

9.3 Definition of Security Deposit

ISSUE: The present definition of security deposit is not sufficiently clear.

DISCUSSION: The rationale for maintaining a security deposit is to secure the landlord from arrears of rent and to compensate him for damages caused by the tenant to the premises. The deposit should give the landlord some assurance that the tenant will not leave the premises without appropriate notice and the tenant would keep the premises in a reasonable state of cleanliness, free from damage caused by the tenant's negligence. It is our view that the definition should clearly include a reference to rental arrears and all other monetary obligations of the tenant which may become a charge of the property. The security deposit should also secure the payment of utilities, phone, cable television, and other charges that may be outside the concept of "rent" but ultimately find its way as a charge against the property

of the owner and for which the tenant should have the primary responsibility. The definition of security deposit should be expanded to reflect this approach.

RECOMMENDATION

The Committee recommends that the definition of "security deposit" should refer not only to liabilities of the tenant to the landlord (inclusive of rental arrears) but to those that may attach to the premises.

9.4 Amount of the Security Deposit

ISSUE: Is the present maximum amount of the security deposit adequate?

DISCUSSION: At present, the size of the security deposit is linked to the amount of rent paid. The Committee believes that if a tenant pays more rent for more expensive accommodation, that tenant is likely in a better position to afford a larger security deposit. In addition, as the rental rates increase with different accommodations, the value of the accommodation also increases, justifying a larger security deposit. The survey of tenants discloses that, while 56.7%¹⁰² report paying a security deposit of \$300.00 or less, only 15.4%¹⁰³ report paying rent of

¹⁰² Survey Report, Appendix 1, page 9

¹⁰³ Survey Report, Appendix 1, page 10

\$300.00 or less. From the survey results the calculation of the relationship between rent levels and security deposit levels are as follows:

	<u>Rent</u>	<u>S/D</u>
Mean	\$ 441.93	\$ 335.74 (75% of the rent mean)
Standard Deviation	\$ 133.04	\$ 158.43
Low	\$ 104.00	\$ 50.00 (48% of low rent)
High	\$1,200.00	\$1,000.00 (83% of high rent)
# of responses	569	492

Therefore the overall rate of security deposits charged by landlords is less than one full month's rent.

The Committee heard from landlords that the amount of security deposits they can actually charge is regulated more by the market place than by the maximum set out in the legislation. They also advised that the cost of repairs of serious damage almost always exceeds the security deposit, but there is no means of predicting at the inception of the tenancy how much damage a tenant may do. Since, overall, security deposits are less than one months rent, the Committee sees no need to change the present one month maximum.

RECOMMENDATION

The Committee recommends that the maximum of one month's rent should be maintained as the maximum for the security deposit.

9.5 Change in Amount of Security Deposit

ISSUE:

Since the amount of deposit is linked to the size of the rent, should the security deposit be allowed to fluctuate with rent fluctuations?

DISCUSSION:

The Committee heard numerous complaints and concerns expressed about the request by landlords, during the course of a month to month tenancy, for an increase in the amount of the security deposit. This most often occurs after a series of rental increases. The present Legislation¹⁰⁴, is ambiguous on the issue of whether the landlord can ask for such an increase in the security deposit over the amount paid at the outset of the tenancy, except that the total amount held by the landlord must not exceed one month's rent. Nor does the Legislation state whether the landlord must refund any of the security deposit if the rent drops below the level it was when the security deposit was paid, and the security deposit then held by the landlord is greater than the current monthly rent paid by the tenant.

Approximately 12.7% of tenants reported in the survey that they did not pay a security deposit when they first moved into their premises.¹⁰⁵ Of the 87.3% of tenants who paid a security deposit, the average amount paid was less than one month's rent.¹⁰⁶ Furthermore, landlords have advised us that where vacancy rates are high, they tend

¹⁰⁴ Act, Section 37

¹⁰⁵ Survey Report, Appendix 1, page 9

¹⁰⁶ See 9.4 "Amount of Security Deposit"

to ask for lower security deposits, since they believe that lower security deposits make the suites more marketable. As vacancy rates decline, landlords are able to raise the level of their security deposits.

It is the Committee's view that greater certainty in the security deposit area is required and this could be accomplished by linking the maximum amount of security deposit to the amount of rent paid during the **first** month of the tenancy. Security deposits would not be increased or decreased if the rent increases or decreases during the tenancy. If a tenant could establish that a landlord deliberately charged a high rent only for the first month or two of the tenancy to extract a large security deposit, the tenant should be able to apply for refund of a portion of the security deposit.

RECOMMENDATION

The Committee's recommends that the security deposit be fixed throughout the tenancy at a maximum amount equivalent to the amount of rent paid by the tenant during the first month of the tenancy.

9.6 Interest on the Security Deposit

It is the Committee's observation, from a review of written and oral submissions, that the industry practise is not in harmony with the Act insofar as the payment of interest on security deposits is concerned. The Act presently requires that the interest is to be paid annually by the landlord to the tenant, unless agreed otherwise. It

would appear that landlords do not pay interest on the security deposit annually unless the tenant asks for it and that very few lease agreements contain a clause specifically providing that the tenant waives his right to receive interest annually.

This departure by the industry from the requirements of the Act could be due to a number of factors. The first and most obvious is that landlords, in almost all cases, have superior bargaining power and can dictate the terms and conditions of the tenancy agreements. It is more convenient for a landlord not to have to pay interest on a security deposit to the tenants annually. Secondly, it is the Committee's observation that there is a lack of basic public education as to the provisions of the Act. Landlords and tenants simply do not, in a large number of cases, understand the legislation to the extent that they should. Lastly, a significant percentage of Alberta landlords do not retain the security deposit in an interest bearing account, but rather utilize it as part of their general revenue, retaining only sufficient amounts to meet their current security deposit refund requirements. In these cases no interest is earned to be paid to the tenant, and the landlord has little incentive to pay interest to the tenant since the "interest" payment would come from his general revenue.

The average security deposit in Alberta as determined by the Committee's survey is \$335.74. The approximately 316,000 rental units in the Province would therefore represent security deposit funds of approximately \$106,093,840. It is estimated that the potential interest earned on an annual basis on the estimated level of security deposits in the Province, at present rates, is approximately \$11,700,000.

Interest accumulated on security deposits can be dealt with in one of several ways:

- 1) it can be paid to landlords as a fee for administering the funds;
- 2) it can be paid to tenants to compensate them for the use of the money;
- 3) it can be paid to a third party who is responsible for administering dispute resolution mechanisms dealing with security deposits and to handle those deposits if they are deposited with that agency; or
- 4) to provide a fund to compensate landlords and tenants for damages and judgments that they are unable to recover from their respective tenants and landlords.

Under the section in this report dealing with the administration of security deposits, and security deposit disputes, the Committee has made alternative recommendations concerning the issue of interest on security deposits and we refer the reader to those sections for the ultimate disposition of this issue.

9.7 Other Deposits and Fees

ISSUE: Some landlords charge deposits and fees in addition to the original security deposit.

DISCUSSION: The Committee observed, in reviewing the submissions and presentations, that a large number of landlords throughout the province require tenants who wish to have pets on the premises to provide an additional deposit. This deposit is not referred to as a "security deposit" but as a "pet deposit". Since the pet deposit is considered separate from and additional to a security deposit, the tenant might provide to the landlord a total deposit which would exceed one month's rent. The landlord's justification for requesting a pet deposit is that pets can cause damage to premises exceeding that expected of tenants who do not have pets. Those damages often result in extra costs being incurred by a landlord, in cleaning and repairing the premises for a new tenant, in excess of the security deposit.

The present definition of security deposit¹⁰⁷ provides as follows:

"Security Deposit" means any money, property or right paid or given by a tenant of residential premises to a landlord or to anyone on his behalf to be held by or for the landlord as security for the performance of an obligation or the payment of a liability

¹⁰⁷ Act, Section 1 (g)

by the tenant or to be returned to the tenant on the happening of a condition" (emphasis added)

It is the Committee's view that this definition can mean that a pet deposit in reality is a security deposit. Therefore, where the pet deposit would result in the total security deposit being in excess of one month's rent, it should be prohibited by the present Legislation.

The Committee is sympathetic to the concerns of a landlord with the presence of pets in residential premises. The Committee heard submissions from landlords demonstrating substantial damage to residential premises as a result of tenants' inadequate control of the behaviour of pets. In addition, the Committee is mindful of those tenants who have allergies to animals and who would be affected by the presence of an animal in those premises under a prior tenancy.

Issues raised by pet deposits are also related to other forms of additional deposits suggested by landlords. For instance, some landlords require the tenant to provide a "key deposit". This deposit is designed to reimburse the landlord for the cost of rekeying the premises when the tenant leaves without returning the keys. Other landlords suggest that a person who smokes should be required to provide an additional deposit. Landlords observe that smoking leads to additional expenses for cleaning the accumulation of smoke deposits from walls, draperies, and carpets.

If landlords were allowed to collect extra deposits for pets, keys, smokers and so on, there would be no end to the list of items for which an extra deposit could be imposed. We do not believe this is reasonable from the tenant's point of view.

The Committee received information that some landlords in Alberta require tenants to pay a non-refundable "up front fee". This fee is stated to be for replacement of keys, cleaning carpets, damage from pets and other expenses which the landlord anticipates he may incur as a result of the tenancy. Where this payment is structured as a non-refundable fee rather than a deposit it appears not to be caught by the definition of security deposit and is therefore not prohibited. The Committee is concerned that the payment of this fee does not recognize that there may be circumstances where the damages or expenses which the landlord seeks to be covered by the fee may not, in the end result, either occur or be the responsibility of the tenant. However, with the payment of a fee in this manner the tenant is not in a position to recover the funds if the anticipated event does not occur or he is not liable for the damage or expenses.

The principle which the Committee feels should be applied in dealing with such fees is to initially determine whether the damage or expenses will in fact occur. The next stage is to determine whether the tenant should make good any loss suffered by the landlord. If both tests are answered in the affirmative, such a fee, if proportionate to the actual expense or damage, would not be prohibited. However, where the item for which the fee is stated to cover may not occur or may not be a liability of the tenant, such a fee should be prohibited.

RECOMMENDATION

The Committee recommends that all extra deposits and conditional fees be prohibited.

9.8 Pre/Post Occupancy Inspection Reports

ISSUE: In order for security deposits to operate efficiently, the condition of the premises at the beginning and the end of the tenancy must be determined.

DISCUSSION: The majority of tenants (64.1%) reported that they completed with the landlord a written inspection report of the premises when they moved in. Of those that completed such a report, 84% reported that they received a copy of that report.

It is the Committee's opinion that the use of a written report outlining the condition of the premises, both at the beginning of the tenancy and at the end would greatly assist in resolving disputes concerning the deductions from security deposits.

It is the Committee's view that the precise contents of the report are not critical. The primary use of the report would be to allow the landlord and the tenant to prepare a document in which there is an agreement as to the condition of the premises at the beginning of the tenancy. This would provide a starting point for evaluation of the condition of the premises at the end of the tenancy.

It should be clear that the Committee does not intend the inspection report to bind the tenant to payment of any particular sum of money for the deficiencies noted on the report. The report would simply be a factual way of comparing the condition of the premises at the beginning and the end of the tenancy. The cost associated with rectifying defects would be a separate matter. Also the report would not resolve the issue as to whether any of the differences, on the two

reports, are attributable to "normal wear-and-tear", or are liabilities of the tenant.

The Committee proposes that, in order to encourage use of the inspection report, the landlord should only be in a position to apply the security deposit towards damages caused by the tenant to residential premises if the landlord has completed with the tenant a pre-occupancy inspection report which is signed by both the landlord and tenant and a copy provided to the tenant. The failure of the landlord to use the pre-occupancy inspection report, would result in the landlord being prohibited from applying the security deposit to any liabilities of the tenant related to the condition of the premises.

There would also be a time limit in which the inspection must be completed, to encourage a timely resolution of security deposit disputes.

It is important that both the landlord and the tenant have copies of the inspection report for this recommendation to work effectively. It is proposed that the failure to give the tenant a copy of the inspection report should allow the tenant to withhold rent until a copy is given.¹⁰⁸

Both reports (pre- and post-occupancy) should be signed by the tenant. However, where that post-occupancy report is not signed by the tenant, the landlord would have to show why he was unable to obtain the tenant's signature on the report. Justifiable reasons would be the tenant could not be located by the landlord or the tenant refused to sign the report. The tenant may be reluctant to sign the

¹⁰⁸ Addition to Act, Section 15(2)

report because he disagrees with the landlord on the description of the premises as listed on the report, and that his signature to the report may be interpreted as agreement with its contents. The report will need a clause allowing the tenant to sign but indicating that he does not agree with the condition of the rental unit as described in the report. If it could be demonstrated that the tenant was available to sign the report but the landlord took no steps to obtain it he would, be prevented from applying the security deposit towards the alleged damage.

It is also the Committee's view that the Department of Consumer and Corporate Affairs could assist in educating the public in the proper understanding of the tenant's responsibility for cleanliness of the premises, the landlord's responsibility for maintenance and repair, and the proper interpretation of normal wear-and-tear. These efforts would also assist in the prevention and resolution of these disputes.¹⁰⁹

RECOMMENDATION

The Committee recommends that the use of an inspection report, be made mandatory. The pre- and post-occupancy report would have the following features.

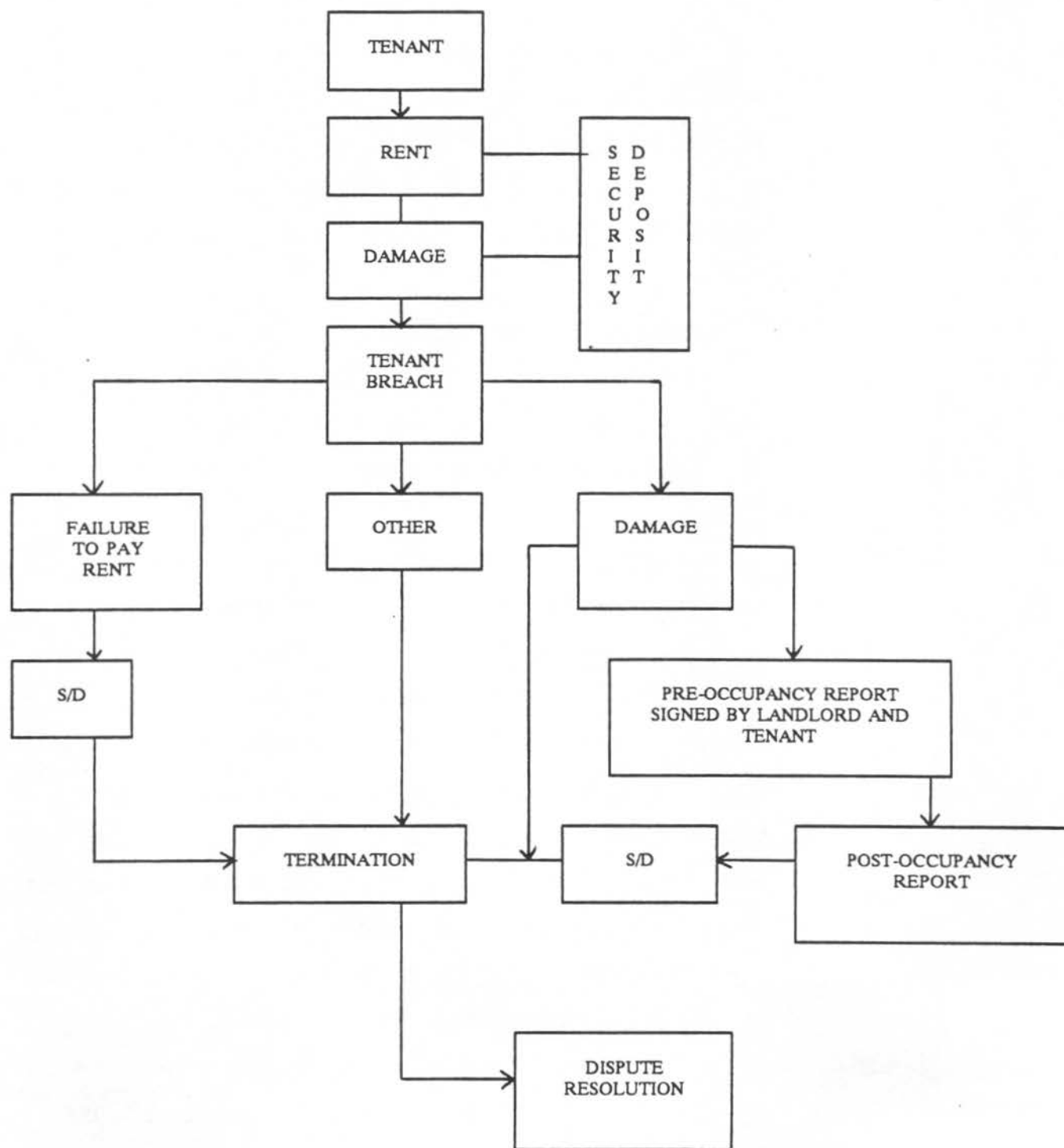
¹⁰⁹ See further discussion in 14. "Public Education".

9.9 Security Deposit Model

A flow chart outlining the Committee's proposal regarding the security deposit is shown below. The security deposit is shown on this flow chart as comprising two general components; one, a rental component and the other a damage component. These represent general categories to which the security deposit may eventually be applied rather than distinct deposits.

In all circumstances, the landlord would be in a position to apply the security deposit against rental arrears and any other liability of the tenant to the landlord not related to damage of the premises. However, there would be a restriction on the landlord's ability to apply that security deposit towards the tenant's damage to the premises. That restriction would be a condition precedent to the landlord's ability to so apply the damage deposit, namely the completion of a pre- and post-occupancy report, discussed above.

SECURITY DEPOSIT MODEL



9.10 Security Deposit Disputes

The Committee believes that the security deposit is an effective means for the landlord to protect the integrity of his property in the hands of a tenant. We also believe, a procedure must be established for a more equitable and timely resolution of disputes concerning the application of the security deposit.

9.10.1 Who will hold the Security Deposit?

ISSUE: There are several options for the holding of the security deposit which may result in a decrease in disputes.

DISCUSSION: The present Act does not specify any pertinent treatment of the security deposit after it is paid by the tenant to the landlord. Landlords in Alberta vary in their disposition of the security deposit. This discussion will focus on the owner-landlord, but the concepts apply equally to owners who use professional property managers. Some landlords place all security deposits received in a trust account, held separate from his general operating funds. Other landlords, deal with the security deposits received as part of their general revenue and immediately disperse it as he sees fit. Upon the tenant vacating the premises the landlord issues funds from his general account to reimburse the tenant.

It is the Committee's view that the security deposit is the property of the tenant and remains so until such time as the landlord proves that the tenant has caused damage to the premises

and the extent of that damage is determined. Only then is the landlord entitled to apply the deposit towards the cost of repairs and returns the excess, if any, to the tenant.

The Committee has observed that, in some instances where the security deposit is held by the landlord in a trust account, the landlord is either a licensed realtor or the landlord's property is managed by a real property management firm who are licensed realtors under the Real Estate Agents' Licensing Act¹¹⁰. The provisions of that legislation may allow a claimant to recover on a judgment against an a bankrupt landlord from The Real Estate Assurance fund.¹¹¹

It is the Committee's view that, at a very minimum, the Act should require that the security deposit paid by a tenant be held by the landlord throughout the term of the tenancy in a trust account separate from the landlord's own operating funds. Interest should also be paid on that security deposit at a statutory rate set by regulation.

If landlords are insistent on having the use of the security deposit funds throughout the term of the tenancy for their own purposes and that request overrides all other reasons for holding the security deposit, then it is the Committee's view that there is no other alternative but for the legislation to abolish a security deposit in its present form and provide as does Ontario for a

¹¹⁰ R.S.A., 1980 c. R-6

¹¹¹ Alberta Real Estate Association v. Tony Reuvers, unreported, Alberta Court of Queen's Bench, Mason, Q.B.J., Calgary, Action No. 8801-17453, March 8, 1989

deposit for the last month's rent only. In those circumstances the landlord would have complete access to and use of the rent deposit throughout the term of the tenancy for his own purposes. Our view is that the landlords in Alberta would reject this option in favour of having a trust account.

If landlords are insistent that they need a security deposit, in the Committee's view they are justified in that request, but those deposit funds must be kept separate from the landlords own funds.

RECOMMENDATION

The Committee recommends that:

- 1) At a minimum, the new Act should require the landlord to keep the security deposit funds in a trust account separate from the landlord's general revenue.
 - 2) Interest on the security deposits should be paid to the tenant annually.
-

9.10.2 Security Deposit Administration - Residential Tenancy

Commission

Despite the recommendation outlined above, the preferred course of action would reflect the acceptance of the Committee's recommendation contained later in this Report concerning a

Commission¹¹². If that Commission was accepted, all security deposits could be held and administered by it.

Almost universally, landlords and tenants were of the view that the present Provincial Court system for the resolution of security deposit disputes is unsatisfactory.

Tenants believe that the present system it is too complicated, too time consuming, intimidating, and biased in favour of the landlord. The system requires some familiarity with the Administration of Justice and caters to more sophisticated individuals or those for which legal advice is more readily available, namely the landlords. The length of time which the process takes also favours the landlord since tenants are not always in a position to either remain in the community or to attend Court as frequently as required to have the matter dealt with.

Landlords' complain that the Provincial Court system is too complicated, too time consuming and biased in favour of the tenants. Landlords generally believe that, all things being equal, the tenant is more likely to be successful in Provincial Court rather than the landlord.

The Committee also heard concerns from landlords and tenants that lead the Committee to conclude that the approach by Provincial Courts across the Province to the resolution of landlord and tenant disputes is not uniform. The Committee is of the view that uniformity of approach is a vital element to such a system. Without uniformity of approach, the system lacks the confidence of

¹¹² See 11. "Dispute Resolution"

landlords and tenants and is either not used or unfavourable experiences result.

Approximately 15% of tenants reported in the survey that they have had, in the last two years, a problem with their landlords regarding deductions from their security deposits. 31% of tenants indicated they spoke to the landlord concerning their problems but almost 52% of tenants reported that the landlord did nothing to rectify the concern. We recognize that not all of these tenants reported concerns may be legitimately solvable, but there must still be a significant number that can be solved.

It is, therefore, proposed that a Commission be established with representatives across the Province authorized to receive and administer security deposits and to resolve disputes between landlords and tenants in this area.

The advantages of the Commission holding all the deposits include the following:

- 1) It would allow for complete control over those deposits to ensure a timely resolution of all disputes with respect to them. Landlords' requests for indemnity for tenant damage and rent arrears would be dealt with quickly and with finality.
- 2) Tenants would no longer have to pursue other judicial remedies to secure repayment of their security deposit.

- 3) The Commissions decision would be final and binding and not subject to review or appeal in any manner by any court.
- 4) The time limits in which a dispute would be resolved would be short to ensure that a quick resolution of the conflict is achieved.
- 5) The loss of tenant's security deposit funds through a landlord's receivership, bankruptcy or defalcation would be prevented.
- 6) Interest earned on the security deposit funds would be used to finance the Commission's operations.
- 7) All residential tenancy concerns could be dealt with by one, independently funded agency.
- 8) A minimum of administrative processing would be required to ensure that those accessing the system are not intimidated by bureaucracy.
- 9) Disputes would be resolved in a summary fashion and the Commission need not be bound by the rules of evidence. This would allow all interested parties to the dispute an opportunity to fully present their positions.
- 10) The entire landlord and tenant dispute area would be removed from the provincial court system, allowing it to devote its time to matters more suited to the adversarial court process.

RECOMMENDATION

The Committee recommends that an alternative to, and in preference to the recommendation made above:

- 1) A Residential Tenancy Commission be created; authorized to receive and administer security deposits and to quickly resolve disputes arising from them.
 - 2) The Commission should be self-funding, from interest earned on the security deposit holdings.
-

9.10.3 Format for Resolution of Security Deposit Disputes

If a Residential Tenancy Commission is created, the Committee was concerned that the procedures used to return security deposits should be quick and efficient. The proposed mechanism for use by the Commission would be as follows:

- 1) At the end of a tenancy, the landlord would be required, within 10 days, to account to the tenant, in writing, regarding the disposition of the security deposit. This accounting would detail the amounts proposed by the landlord to be deducted from the security deposit, the reasons for it and the amount, if any, to be returned to the tenant. This accounting would include a copy of the post-inspection report.

The landlord would simultaneously file these with the Commission.

- 2) Following the tenant's receipt of this notification, the tenant would have five days in which to file with the Commission a copy of the tenant's objection.
- 3) If the tenant did not object within the five days the tenant would be deemed to have accepted the landlord's proposal for distribution of the security deposit. The Commission would then pay the landlord for the damages and pay the balance, if any, to the tenant. That would then end the matter and the tenant would not be in a position to bring any further action in any forum in respect of the security deposit.
- 4) If the tenant wished to object, the tenant would be obliged to serve a copy of that objection with the landlord and simultaneously filing it with the Commission. The copy served upon the landlord by the tenant would contain a notification of the date and time of the review to be conducted before the Board to resolve the dispute. This review date would be within 10 days of the date of filing.

- 5) Upon receiving the tenant's objection, undisputed amounts payable either to the landlord or the tenant would be paid out, forthwith.
- 6) Following the Commission's review, the disputed amount of the security deposit would be paid to the landlord and tenant in accordance with the Commission's recommendation. The Commission's recommendation would be final and binding upon both parties and not subject to appeal or review in any manner by any Court.
- 7) Any money that remains to the credit of the tenant may remain in the Commission to be applied towards the tenant's security deposits at his next rental unit. When the tenant ceases to rent in this Province the balance would be paid out to him.

RECOMMENDATION

The Committee recommends that the procedures used by the proposed Residential Tenancy Commission should be easy to use by both landlords and tenants and provide a prompt, final decision. A proposed mechanism is suggested by the Committee.

10. RENT INCREASES AND RENT CONTROL

10.1 Overview

During the course of the Committee's activities, the residential rental market, in certain areas of the province, tightened considerably. Specifically, the vacancy rates in the City of Calgary plummeted during the spring and summer of 1989 to less than 1%¹¹³. Tightening residential markets were also experienced in most other areas of the Province but not to as great a degree.

As a result of the tightening rental market in Calgary, the Committee received numerous submissions from tenants in that city requesting rent control. These requests were a direct result of rent increases being experienced by some tenants in Calgary in the 25% to 30% range. The Committee turned to the issue of rent control in order to respond to the requests made by tenants. We received a great deal of information on the subject, and we summarize the key points in this section.

10.2 Definition of Rent Control

There must be a clear distinction between control of the number of rent increases and the control of the size of the rent increases. "Rent control" as used in this report means the control of the size of the rent increases. Presently, Alberta has no rent control in either sense. The rent increases can be of any size, be made at any time during the tenancy, and be made as often as the tenant wishes. The only restriction

¹¹³ CMHC Rental Market Survey Report, April & October 1989

in the present Act is that the increased rent cannot be collected until three months after a notice of the increase is given to the tenant.

10.3 Arguments for Rent Control

Proponents for rent control argue that it is necessary in an inflationary market and that it has the following benefits:¹¹⁴

- (a) Rent control protects the poor;
- (b) Rent control is necessary to stop inflation;
- (c) Rent control is necessary to stabilize the economic characteristics of the city's population;
- (d) Rent control benefits racial minorities;
- (e) Rent control prevents arbitrary eviction;
- (f) Rent control is necessary to prevent rent gouging;
- (g) Rent control is necessary to improve housing quality and reduce the number of some dwellings.

The reports reviewed by the Committee lead us to conclude that few, if any, of the alleged benefits of rent control are likely to be realized

¹¹⁴ See 21, Appendix "D"

under any rent control regime¹¹⁵. If market forces are allowed to regulate the rents that are charged, rent levels will reach a level that is consistent with the value of the rental accommodation in comparison to the value of other basic living necessities. When the economy in Alberta worsened, rent levels fell, without government intervention.

10.4 Arguments against Rent Control

The disadvantages of rent control are stated to be as follows:

- (a) Rent control discourages the construction of rental housing;
- (b) Rent control causes maintenance of rental housing to be reduced;
- (c) Rent control erodes the tax base by leading to deteriorated state of maintenance of rental property, a consequential decline in property values and assessment values, creating a relative tax burden to home owners;
- (d) Rent control reduces mobility;
- (e) Rent control increases the cost of providing rental housing;
- (f) Rent control increases the amount of expensive public housing;

¹¹⁵ See item #10 in Appendix "D"

- (g) Rent control is an unsatisfactory means of redistributing income.

The literature reviewed by the Committee suggests that all of these disadvantages are seen in long-term rent control jurisdiction¹¹⁶.

10.5 Rent Control in Alberta

ISSUE: Should rent control be instituted in Alberta?

DISCUSSION: Without reviewing all of the financial statements of all rental properties in the Province, which is not a realistic possibility, the Committee is unable to determine what appropriate rental levels should be on various units throughout the province, or an appropriate profit margin for the landlord. Such a task would not be productive, in our view, since the level of profitability of any rental unit is dependant on a number of factors, including the capital cost of that unit to the landlord and the present financing structure.

Despite the size of the increases, the Committee was not presented with any convincing evidence that landlords were "gouging" their tenants. It is the Committee's view that the open market conditions in this Province, over the last 10 to 12 years, have allowed rent levels to be set by market conditions and,

¹¹⁶ For additional discussion of these concepts the reader is referred to Appendix "D", particularly item #10

therefore, prevented "gouging" by landlords. The present increases may be considered differently by tenants if they had available to them the full historical context of rent increases. An historical analysis of rent levels in the City of Calgary over the last ten years revealed that, even with the current round of 20% to 30% rental increases, the current rents of the units affected by those increases were below the rents being paid for those same units in 1980/1981. The history of rent levels over that 10 year period from 1980/1989 reveal that the level of rents has fluctuated with the strength of the Alberta economy. In the late 70's to early 80's, with a strong economy, rent levels were 20%, 30% and even 40% higher than experienced through the middle of the 1980's. With the downturn of the economy, rent levels declined, and as the economy has improved over the last couple of years, the rent levels have climbed.

Written information and follow-up discussions were held with representatives from landlord and tenant segments of the market in Ontario to determine the operation, scope and effect of rent controls in that province. Our conclusion from the review of this material, and these investigations, is that rent control is neither an appropriate nor desirable response to the problems experienced by tenants in this Alberta.

If none of the alleged benefits of rent control can be achieved, and it has been demonstrated that the disadvantages of rent control are clearly evident in the jurisdictions in which rent control has been in effect, rent control would not be an appropriate resolution of the present problems in the Alberta

market place. Still, some tenants experiencing substantial rental increases have advised the Committee that they are not able to afford the increases and will have no choice but to look for other, lower priced, accommodation.

RECOMMENDATION

The Committee recommends that rent control not be imposed in Alberta.

10.6 Timing of Rental Increases

ISSUE:

If rent control is not accepted, what else might be accomplished within the framework of residential tenancies legislation?

DISCUSSION:

Some tenants who have experienced large rental increases agreed in discussion with the Committee that the level of rent that they are paying after the increase is not inappropriate for the unit in which they are residing, but they are concerned that the increases should have been phased-in over a longer period of time in smaller increments. This would have allowed them an opportunity to accommodate the increases in their family budgets.

Tenant's may be unable to deal with rental increases that occur too frequently. Some tenants have complained that they are experiencing rental increases almost on a monthly basis. They indicate that this is disruptive to their budgetary process and causes

a constant need to realign and adjust their finances. With monthly increases they have little opportunity to plan over the longer term.

It is the Committee's view that an appropriate balance should be struck between the tenant's request for phased-in rental increases and for some breathing room between increases, and the landlord's right to increase rents when the landlord deems it appropriate for economic reasons. Therefore, it is proposed that the Act¹¹⁷ be modified to prohibit any rental increase by the landlord any more frequently than three clear tenancy months from any prior increase. In addition, the reference to "at least 90 days" in the Act should be deleted and replaced with a reference to "at least three clear tenancy months".

The Act should provide that any increase in rent for a fixed term tenancy is only available to a landlord at the end of the term, unless alternative provisions are contained in the lease. The notice period in such cases should still be a minimum of three months.

The rent payable on a unit should be tied to the tenant rather than the tenancy. This would clearly allow the landlord the opportunity to increase or decrease the rent at the end of one tenancy and prior to the commencement of the next tenancy without the need for three clear tenancy month;s notice and without restriction as to when the prior rental increase occurred.

¹¹⁷ Act, Section 13

RECOMMENDATION

The Committee recommends that:

- 1) A rental increase should not be permitted any more frequently than three clear tenancy months from any prior increase.
 - 2) This limitation should not apply when a new tenant is moving into the premises.
-

11. DISPUTE RESOLUTION

11.1 An Alternate Dispute Resolution Mechanism

The creation of a Residential Tenancy Commission ("Commission") or has been proposed as a response to the problem of efficiently resolving disputes between landlords and tenants over security deposit issues. As a result of court decisions in Alberta and Ontario it was felt that it may not be possible for the Provincial government to create a body to deal with termination of tenancies and eviction of tenants, or that there is a "Section 96 problem" with doing this. We propose to outline the basic "Section 96" issues and suggest some possible characteristics of the Commission that may allow it to achieve the goals of a comprehensive dispute resolution mechanism, while minimizing the constitutional questions. No recommendation can absolutely ensure that such a Commission will be safe from a challenge on constitutional grounds but, after examining the tests which the courts may use to determine the constitutionality of such a body, it may be possible to discourage challenges through careful drafting of the Commission's powers and functions in new legislation.

11.2 Section 96, The British North America Act

The Governor General shall appoint the Judges of the Superior, District and County Courts in each Province, except those of the Courts of Probate in Nova Scotia and New Brunswick.

During the century since this clause was written, the meaning of its bare words has been refined. "Governor General"

now means "federal government only". In the case of Alberta, "Superior, District and County Courts" means "Court of Queen's Bench". Section 96 reads as a mere division of the power of appointment of judges, but it has been interpreted to mean that Provincial Governments are not able to validly create bodies which have powers similar or "analogous" to the courts described in that clause.

11.2.1 The Problem

Section 96 is used when a decision of a provincially created body is appealed. In addition to questioning the substance of the decision, one of the grounds used on appeal is that the body that gave the decision was not properly established because it infringes the jurisdictions normally given to "Superior, District and County Courts" ("Section 96 courts"). In other words, the decision of such a body cannot stand because the body itself is unconstitutional.

Provincial governments would prefer to create a body that will not be challenged, and potentially declared invalid, after time, money and effort has been spent in establishing and running such a body. The task is to establish the Commission proposed in this Report, without facing these challenges. A logical place to look for guidance in this task would be in the court decisions where the constitutionality of similar bodies has been challenged.

11.2.2 The Test

What do the courts look at to determine whether a particular provincial body infringes the powers of the Section 96 courts? The primary test comes from the decision of the Supreme Court of Canada in Reference Re: The Residential Tenancies Act, 1979, written by Mr. Justice Dickson¹¹⁸.

This case arose in order to finally deal with questions that were raised concerning a Residential Tenancies Act proposed by the Ontario Legislature. The Ontario Cabinet submitted the following questions to the Ontario Court of Appeal:

1. *Is it within the legislative authority of the Legislative Assembly of Ontario to empower the Residential Tenancy Commission to make an order evicting a tenant as provided in The Residential Tenancies Act, 1979?*
2. *Is it within the legislative authority of the Legislative Assembly of Ontario as provided in The Residential Tenancies Act, 1979, to empower the Residential Tenancy Commission to make orders requiring landlords and tenants to comply with obligations imposed under that Act?*

¹¹⁸ [1981] 1 S.C.R. 714

To both questions, the Ontario Court of Appeal answered "no". The Province appealed to the Supreme Court of Canada.

Mr. Justice Dickson derived from the existing case law a three step test to determine what was beyond the power of the Province when the Province created a decision making body. A summary of the three steps follows.

STEP ONE

The first step is to examine the historical powers of Section 96 courts. The question to be asked is:

"Does the power or jurisdiction of the provincial body in question conform to the power or jurisdiction exercised by superior, district or county courts at the time of Confederation?"

If the power or jurisdiction is not "broadly conformable" to the jurisdiction formerly exercised by Section 96 courts, that is the end of the matter, and the provincial body is validly established. If the historical evidence indicates that the powers exercised by the provincial bodies are identical or analogous to those exercised by Section 96 courts at Confederation, the test proceeds to step two.

STEP TWO

The second step is to consider the function within its institutional setting to determine whether the *function* is different when viewed in its context. The question to be asked is:

"Can the function still be considered to be a judicial function carried out by Section 96 courts when the institutional setting is examined?"

One of the issues examined in this step is the nature of the question which the tribunal is called upon to decide. A judicial task, carried out by Section 96 courts, generally involves questions of 'principle'; the consideration of the competing rights of individuals or groups and the resolution of private disputes between parties. This can be contrasted with the resolution of questions of 'policy', involving competing views of the collective good of the community as a whole.

A Section 96 court is generally called upon to make a judgement through the application of a recognized body of rules in a manner consistent with fairness and impartiality. The wider the scope the provincial body has in arriving at a decision and the broader the issue that is considered, the less likely it will be considered to be infringing on Section 96 powers. However, if the power or jurisdiction is exercised in a judicial manner, then it becomes necessary to proceed to the third and final step in the test.

STEP THREE

The third step is to determine the importance of the judicial function in the entire institutional context of the provincial tribunal. The question to be answered is:

"Are the judicial powers central to the establishment of the Provincial tribunal?"

The grant of judicial power to a provincial body may still be valid (even though step one and step two have been failed) if the impugned judicial powers are merely incidental to the achievement of a broader policy goal of the legislation or if they are merely subsidiary or ancillary to general administrative functions assigned to the tribunal. The provincially created scheme is only invalid when the adjudicative function is a sole or central function of the tribunal so that the tribunal can be said to be operating 'like a Section 96 court.' The more administrative tasks that such a council has, the less likely the Commission would be considered to infringe on Section 96.

11.2.3 The Result

At each step of the test, the Supreme Court found that the Residential Tenancy Commission established by the Ontario Residential Tenancies Act was acting like a Section 96 court. The provisions of the Act creating the Commission were held to contravene Section 96 of the British North America Act and they were declared invalid or ultra vires the Province of Ontario. As a consequence, the Ontario Government did not proclaim the sections of the Residential Tenancies Act that infringed the British

North America Act, and landlord and tenant disputes¹¹⁹ are still dealt with by the Ontario court system.

A decision of the Supreme Court of Canada is the final word on the issues discussed in the decision, and is applicable everywhere in Canada. It is therefore important to remember that the Supreme Court did not decide that all provincially created bodies dealing with landlord and tenant issues are invalid. There are other provinces in which Rentalsmen or other bodies give eviction orders to tenants and possession orders to landlords and are still operating today, despite the Supreme Court of Canada's decision¹²⁰. Mr. Justice Dickson's decision provides a set of rules which govern the proper creation of such a provincial body. He specifically left open the possibility that such bodies having such powers could be created in a constitutionally valid way¹²¹. The next section will attempt to give some suggestions for the use of those rules in the creation of the Commission.

11.3 An Alternate Dispute Resolution Mechanism in Alberta -- A Proposal

The following are suggestions of what might be used to validly create a Commission with the widest possible powers, following the three step test outlined by the Supreme Court.

¹¹⁹ With the exception of rent control which is dealt with by a separate body, and separate legislation

¹²⁰ Particularly New Brunswick which has a comprehensive rentalsman

¹²¹ [1981] ISCR 714 at p.750

STEP ONE

Any scheme that purports to give to the Commission the power to deal with evictions and possession of property will fail the first part of the test.

The Alberta Court of Appeal¹²² answered 'yes' to the following question:

Would provincial legislation that authorized a provincially or municipally appointed tribunal to:

- (a) grant Orders of Possession to a landlord in respect of premises occupied by a tenant, or,*
- (b) grant Orders for Specific Performance of a tenancy agreement*

contravene any provision of the British North America Act, 1867, as amended?

The important powers (granting orders of possession, eviction orders) that are needed to allow the Commission to deal effectively with landlord and tenant matters will undoubtedly tread upon the jurisdiction normally considered to be part of the historical Section 96 powers.

Unless the powers to grant eviction and possession orders are not given to the Commission, the first step of the test will be failed. In order to have a body that is able to deal with all landlord and tenant matters, these powers should be given to the Commission.

¹²² Reference Re Constitutional Questions Act (Alberta), (1978) 7 R.P.R. 104, Alta.S.C.A.D.

STEP TWO

The Alberta Court of Appeal, in the decision described above, had no institutional context to look at, so that decision cannot be of much use in assessing what factors may be considered in this second step of the test. Even though the powers the Commission exercises may infringe on the historical powers of section 96 courts, the way the Commission is structured to carry out its tasks might preserve its overall validity. Issues to be considered include:

- (a) Normally, a landlord and tenant dispute is one between a landlord and a tenant, and there is usually no question of collective or group rights and obligations. It is difficult to describe a clear, overall policy goal of the Commission, meaning the Commission would be similar to a Section 96 court in this aspect.
- (b) Having an independent investigative function may differentiate the Commission from a Section 96 court. Unlike the passive courts, who rely on the parties to bring disputes to them and lawyers to argue each side, the Commission may be empowered to actively gather information upon which to determine the issues before it. The New Brunswick Rentalsman, for example performs a separate investigative role prior

to the issuing of a compliance order, notice to quit or eviction order. The order is issued as a consequence of that investigation and it lacks formal procedures because of limited time frames. In addition, the New Brunswick Rentalsman is empowered to carry out the obligations of the landlord, which it also distinguishes it from a court.

- (c) A statutory direction to determine a matter on "the real merits" or "as appears just" apparently will not be sufficient to allow a provincially appointed Commission to render a decision apart from the strict legal rights of the parties¹²³, and that makes it similar to a Section 96 court. However, a further statutory qualification specifically dispensing with the strict application of legal precedent might allow a policy-oriented, non-judicial decision¹²⁴, and may distance the Commission from a section 96 court.
- (d) Having an adjudicative process involving a judicial form of hearing is one of the hallmarks of a power that is exercised judicially. New Brunswick has no requirement and indeed no provision for a formalized hearing before a Rentalsman for the adjudication of

¹²³ [1981] ISCR 714 at p. 742

¹²⁴ Pepita v. Doukas (1979), 16 B.C.L.R. 120 (C.A.)

rights, and this may tend to distinguish the Rentalsman from a Section 96 court. It is important to note that the administrative law concepts of "procedural fairness", "natural justice" will still apply to the Commission so the council will have to be fair to the parties before it, whatever procedures it uses.

STEP THREE

A judicial power or function may be validly exercised by a provincially appointed Commission where the power or function is not divorced from but intertwined in a broader administrative scheme, and is not the Commission's sole or central function. The Supreme Court of Canada found that the Ontario Residential Tenancy Commission had at as its central function the judicial powers reserved for Section 96 courts, and that these powers could not be separated from the other matters the Commission was to handle. On the other hand, the major tasks of the New Brunswick Rentalsman are clearly non-judicial, such as administering the security deposit fund, and education and mediation functions. The Ontario Commission did not deal with security deposits since these were abolished in that Province.

There may be more likelihood of a Section 96 problem occurring if the Commission is established only to deal with disputes. If it held and administered security deposits, there may be a better argument that the "judicial function" related to the eventual disposition of the security deposit and was only ancillary to the overall administrative scheme.

The overall decision that has to be made in order to have the provincially appointed body declared valid is that: "The powers exercised by the Commission in their institutional setting are not conformable or analogous to the functioning of a Section 96 court". The simple solution to this question is to avoid giving the Commission the powers that have historically been used by Section 96 courts, avoid step one of the test, and therefore avoid any constitutional question. It may be possible, through careful drafting of the tasks and roles of the Commission, to give it the powers to deal effectively with all landlord and tenant matters and to make its adjudicative powers secondary to its broad mandates and still avoid constitutional challenges. There is also the possibility that, due to the cyclical nature of constitutional decisions (from centralist to federalist decisions), and the constitutional climate in the country at the moment, that this legislation may be upheld even if there was a challenge.

The advantages of having a body that deals only with landlord and tenant matters in the limited security deposit context have already been described.¹²⁵ The Committee has already recommended that a separate dispute resolution body be established for the administration of security deposits at least. The issues which arise in security deposit disputes will not infringe Section 96 powers. However, the best result, and the one which the Committee recommends is to remove all landlord and tenant matters from the courts and place them with a specialized, self-

¹²⁵ See 9. "Security Deposits"

funding body called the "Residential Tenancy Commission". Although the remedies required by landlords and tenants are obtainable in the courts, the landlord and tenant relationship is specific enough and the concerns of landlords and tenants about the current system are great enough to warrant a new dispute resolution mechanism.

RECOMMENDATION

The Committee recommends that a Residential Commission be established to deal with all landlord and tenant matters in Alberta.

12. SUBSIDIZED PUBLIC HOUSING

12.1 Special Status of Subsidized Public Housing

ISSUE: The Committee was acutely aware of the need in Alberta for an adequate supply of housing for families on social assistance or with low incomes.

DISCUSSION: Subsidized housing is particularly important when vacancy rates are low and families in lower economic categories most deal with a tight rental market. Relatively fewer units are available and low income households experience reduced access to available units as a result of higher rental rates.

As rental rates continue to rise, families at the low end of the rental market may find themselves unable to afford any rental housing. It is the Committee's view that a continued adequate supply of subsidized public housing units is necessary for this portion of society. In Alberta, this segment is presently being served through grants administered by Alberta Mortgage and Housing Corporation for various Provincial and Federal funding agencies. The evidence presented to the Committee is that these programs operate effectively throughout the Province and meet the needs of the households that are targeted. The largest single complaint regarding public housing received was that substantially more subsidized public housing units are required.

The Committee has concluded that, for subsidized public housing programs to function properly, provisions in the Act relating to rent increases, security deposits and termination of tenancies must be modified.

RECOMMENDATION

The Committee recommends that:

- 1) Subsidized public housing programs continue to receive support and that they be expanded in areas of demonstrated need.
 - 2) A separate part of the Act should be added to recognize subsidized public housing and to modify the general provisions of the Act to ensure proper operation of these programs.
-

12.2 Recognition

ISSUE: How can subsidized public housing be recognized in the Act?

DISCUSSION: The Act should specifically recognize the existence of subsidized public housing and protect its unique forms of operation. A definition is required to determine which units the special protection extends to.

RECOMMENDATION

The Committee recommends the following definition of "subsidized public housing" be added to the Act:

"subsidized public housing" means a rental unit rented to persons or families of low or modest income at reduced rents by reason of public funding provided by the Government of Canada, Alberta or a municipality, or by any

agency thereof, pursuant to the National Housing Act (Canada), the Alberta Mortgage and Housing Corporation Act, and where the amount of the reduced rent is determined by the income of the tenant."

12.3 Fluctuating Rents

ISSUE: Subsidized housing tenants pay a fluctuating rent, which causes problems in the operation of the Act.

DISCUSSION: ***RENT INCREASES***

The amount of rent paid by a tenant in a subsidized public housing unit is determined by the gross household income of the tenant. Under one program, when a subsidized housing tenant first moves into a unit, the "lease rate" is fixed for a one year term based on 25% of the gross household income at the beginning of the tenancy. It is proposed that the standard three month notice period for rental increases apply to this "lease rate" when the landlord proposes to increase that rate following a review of the household income prior to the expiry of the lease.

During the one year term, if the tenant's household income were to drop to a level such that 25% of that monthly income is less than the amount of rent specified as the "lease rate" for that term, the actual rent payable by the tenant would be "abated" to that lower level. These abatements could occur monthly depending on the frequency of fluctuation in the tenant's income. If the tenant's income rises following an abatement, the degree of rent

abatement would be reduced, increasing the actual amount of rent paid by the tenant up to the amount of rent specified as the "lease rate". Any additional increase in the tenant's income would not increase the rent above the "lease rate" until the end of that one year term. The operation of the rent abatement system should be exempted from the three month notice period normally required for an increase in rent. The subsidized public housing authority would be able to raise or lower the abatement on a monthly basis in accordance with a formula based on the gross household income of the tenant, to the maximum of the lease rate or equivalent base rate for that year.

SECURITY DEPOSITS

Problems occur with security deposits when, as a result of a substantial reduction in a tenant's income, the amount of rent actually paid by a tenant is substantially less than paid by the tenant at the beginning of the tenancy. Abatements may be extensive enough to reduce the rent payments made by tenants to as low as \$25 per month. A Master's decision in Alberta¹²⁶ has held that "rent" for the purpose of the Act is the amount actually paid by a tenant in a subsidized public housing project rather than the amount specified as the "lease rate". Given the current statement in the Act¹²⁷ that the amount of security deposit is

¹²⁶ Strathmore Housing Authority and AMHC v. Debbie Lee Wakelam, unreported, Calgary, Court of Queen's Bench, Action No. 8901-11604, Master Dalglish

¹²⁷ Act, Section 37

limited to one month's "rent", subsidized public housing authorities may be required to refund a portion of security deposits to tenants during periods of substantial rent abatement.

The Committee's earlier proposal¹²⁸ that the amount of security deposit be fixed at the commencement of the tenancy to a maximum amount equivalent to the rent payable at that time should rectify this problem.

We are advised that not all subsidized housing programs use rental agreements in which a base rent is referred to as the "lease rate". However, all subsidized housing programs do determine the actual rental rate as a percentage of the gross household income of the tenant. Therefore, to solve the security deposit problem and problems with fluctuating rents, we propose a separate definition of "rent" in the subsidized housing portion of the legislation which will apply to those units only.

RECOMMENDATION

The Committee recommends that, for subsidized public housing only:

- 1) *"Rent" shall mean: that percentage figure which, when applied to the income of the tenants determines both the tenants eligibility for entitlement to subsidized public housing and the amount of payment therefore."*
 - 2) The rent abatement system should be exempted from the three month notice period ordinarily required for an increase in rent.
-

¹²⁸ See discussion 9. "Security Deposits"

12.4 Termination of Tenancies

ISSUE: Additional causes for termination are needed for subsidized public housing units.

DISCUSSION: ***FAMILY SIZE***

Subsidized public housing units are designed to provide a specific size and configuration of unit for a particular household size and make-up. Flexibility must be available to move households to more appropriate accommodation when family size changes.

QUALIFICATION FOR PROGRAMS

Eviction must be available where the tenant household no longer qualifies for the subsidized housing program. To allow such units to continue to be occupied by ineligible families would result in those units being taken out of the available subsidized public housing inventory and would create a hardship for households who do require such accommodation.

TRANSFER OF UNITS

Eviction must also be possible where subsidized public housing units are being transferred into a subsidized public housing program or being removed from a subsidized public housing program. For units that are being removed from the program, the tenant would have the option of paying the rent at the unsubsidized rate or moving, on appropriate notice.

REPORTING

Eviction should also be available where the tenant fails to comply with the income reporting requirements of the subsidized public housing authority. These reporting requirements are essential for proper operation of the program and for ensuring that the program is made available to only those households who qualify.

RECOMMENDATION

The Committee recommends that subsidized public housing authorities have the ability to evict tenants for the following reasons in addition to the existing causes in the Act:

- 1) Change in family size;
- 2) Failure to continue to qualify for programs;
- 3) Transfer of units in or out of the program;
- 4) Failure to report income as required.

The Committee recommends a three month notice period for these causes.

13. LICENSING OF PROPERTY MANAGERS

ISSUE: Some problems that are currently experienced in landlord and tenant relationships may be alleviated by requiring property managers to be licensed.

DISCUSSION: Presently there is very little Government regulation of residential fee managers or residential property managers within the Province. The only legislation that may apply is the Real Estate Agents' Licensing Act¹²⁹. This Act has the following deficiencies in its application to the licensing of residential property managers and fee managers:

- 1) The legislation only applies to individuals collecting rent on behalf of third parties. It does not apply to individuals collecting for properties entirely owned by the individual doing the collecting or their employees. This forms a significant percentage of managers.¹³⁰
- 2) The legislation and licensing requirements are primarily directed at real estate brokers rather than property managers.

¹²⁹ R.S.A., 1980, Chapter R-5

¹³⁰ See Survey, and also 3.2 "Current Marketplace, Landlords"

The Committee believes that the following problems exist in the Province as a result of the lack of specific licensing of property managers:

- 1) There is inconsistency in the treatment of tenants by different property managers and fee managers in the Province. With no licensing or regulatory body to assist managers with consistent interpretation of the legislation or the development of administrative practises, the interpretation and application of the legislation varies considerably. In keeping with the Committee's emphasis on education, it would be useful if at least the landlord had a good background in the Act.
- 2) The Committee has observed vast differences in the quality of property management throughout the Province. Formal, consistent, universal licensing would raise the minimum standard of property management in Alberta. Increased property management skills can assist with reducing landlord and tenant disputes.
- 3) Landlords are in receipt of large sums of money by way of security deposits from tenants. The Committee is not aware of any other industry in the Province where such large deposits are received from

so many people by an essentially unregulated industry. Licensing and testing requirements would assist in the protection of tenants interests with respect to those security deposits. Licensing requirements would also serve to foster a consistent equitable approach to the administration of those security deposits with respect to authorized deductions.

The Committee proposes that the Real Estate Agents' Licensing Act be amended by adding a section dealing specifically with the licensing and regulation of residential property managers. It is the Committee's view that the Real Estate Agents' Licensing Act must clearly provide for an appropriate distinction between real estate salesmen and real estate managers. Property managers have very separate and distinct functions from real estate brokers and merit separate treatment.

It is not the Committee's intention that the licensing requirements apply to all persons in the Province who are lessors of residential property. However, the scope of the legislation should be broad enough to cover all those individuals who derive a significant portion of their livelihood from the rental of residential property. Rather than using an economic means test to determine applicability of the legislation the Committee suggests that perhaps a threshold of a certain number of residential units be used. While the Committee has not conducted an in-depth analysis of where the proper threshold should be, it is suggested that an individual who leases less than ten residential units, whether

comprising one property or several, would not be deriving the bulk of their livelihood from that enterprise.

RECOMMENDATION

The Committee recommends that:

- 1) Residential property managers be licensed and regulated under the Real Estate Agents' Licensing Act;
 - 2) Property managers should be treated separately from real estate brokers;
 - 3) The licensing requirement should extend to individuals who derive a significant portion of their livelihood from the rental of residential premises. Possibly this could be defined as anyone who leases more than ten residential units.
-

14. PUBLIC EDUCATION

14.1 Need for Public Education

ISSUE: Public education about landlord and tenant issues may serve to reduce the number of landlord and tenant disputes.

DISCUSSION: As the Committee conducted a review of the written submissions and its hearings across the Province, it became apparent that a significant number of both landlords and tenants were mistaken about their rights and responsibilities under the current legislation. Even when landlords or tenants indicated they were aware of the contents of the Act and had recently reviewed it, their answers to the Committee's questions indicated an alarming level of misunderstanding. The survey of tenants indicated that¹³¹: almost 10% completed formal education to grade nine; almost 15% had only some high school education; 34% indicated that they were high school graduates; 37% indicated they either had some university or college education or had graduated from university; and only 2.7% indicated they had graduate school or professional training. This indicates a substantial number of tenants had not completed the basic education system. As a result they may be ill prepared to review the existing legislation to determine their own rights and responsibilities.

Only 20% of tenants indicated that they had a copy of the legislation while, when asked if they had read a copy of the Act, 40% of tenants gave a positive response. While a significant

¹³¹ Survey Report, Appendix 1, p. 13

number of tenants responded to questions in the survey in a manner which is consistent with a correct understanding of the legislation, a substantial number answered incorrectly.¹³² For example, the tenant survey reported that 35% of tenants believed that the landlord can give the tenant one month's notice to vacate residential premises without a reason. This indicates a substantial lack of knowledge by tenants of fundamental issues and highlights the need for public education.

RECOMMENDATION

The Committee recommends that the new Act must promote public education on landlord and tenant issues.

14.2 Role of Written Lease Agreement

ISSUE: The written lease agreement can be used as a tool for public education.

DISCUSSION: It is the Committee's view that landlords are in a position of influence over, and control the details of, the landlord and tenant relationship. They are in a position to positively affect the public education process. The Committee's experience with the written

¹³² Survey Report, appendix 1, p. 8

leases utilized by landlords is that a substantial number contain information which is not in compliance with the present legislation.

Since there already is widespread use of written lease agreements¹³³, they could be easily used to help alert tenants to the fact that there is legislation governing the tenancy relationship, and to which they may refer to determine their rights and responsibilities.

RECOMMENDATION

The Committee recommends that, where there is a written lease document used by the landlord, the lease should contain at the foot or end, in larger print than the remainder of the lease, the following:

"Notwithstanding the terms of this lease, this landlord and tenant relationship is governed by the terms of the Residential Tenancy Act."

14.3 Other Bodies

RECOMMENDATION

The Committee recommends that:

- 1) The Department of Consumer and Corporate Affairs and the proposed Residential Tenancy Commission could expand current

¹³³ Survey, Page 12, Table 10

programs and develop new ones on the area of public education on landlord and tenant issues.

- 2) Being literate in the area of landlord and tenant relationships is a fundamental life skill and the Department should consider

recommending to Alberta Education that it form a portion of the mandatory curriculum in elementary education.

15. LANDLORD AND TENANT RELATIONSHIPS
IN RESORT COMMUNITIES

15.1 Banff and Jasper -- Overview

The Committee met with Banff residents and discovered a number of unique concerns about the Act which exist in that community. Problems faced by landlords in Banff are no different than landlords in the rest of the Province and we believe their concerns are reviewed and addressed in the general portion of this report. However, tenants in Banff presented unique problems. The issues raised by the tenants fall into the following categories:

- 1) security of tenure;
- 2) rooming house, staff and shared accommodation;
- 3) security deposits;
- 4) physical condition of housing;
- 5) rent control;
- 6) discrimination; and,
- 7) privacy.

As an indicator of the degree of the problem in Banff the Committee was presented with an 1,150 signature petition calling for an amendment to the legislation which would include all of the Banff residential accommodation within the Act. The Committee

was advised that, as of the last census, there were approximately 6,200 permanent Park residents.

The Committee did not visit nor interview anyone from Jasper in order to determine whether that community experiences the same residential tenancy problems as Banff. However, development restrictions are the same in Jasper and it is likely similar problems exist although perhaps not to as great an extent as Banff.

15.2 Application of the Act

ISSUE: A large portion of the accommodation in Banff is not covered under the present Act.

DISCUSSION: The Committee's recommendation to include all residential accommodation, whether or not self-contained in the legislation (with certain well-defined exceptions) should alleviate some of the problems experienced by tenants in Banff. The issues raised by Banff tenants involving security of tenure, security deposits, privacy, maintenance and discrimination stem from the present exclusion of certain types of accommodation from the legislation.

The Committee heard that evictions with one hour notice are common in staff accommodations. Accommodations not governed by the legislation have no minimum notice requirement for evictions.

The Committee heard of frequent security deposit problems in Banff. Problems with security deposits should be alleviated once

the shared and staff accommodations come within the legislation. As at present there is no legislation governing security deposits for those types of accommodations and therefore no legislative obligation for the landlord to return them or to account to the tenant in any way with respect to them.

Banff tenants expressed a concern over privacy. For accommodation that is presently not included in the Act, there is no legislative restriction on the landlord's ability to enter the premises at will and without notice. The Committee heard this frequently occurs and occasionally the tenant involved alleges sexual harassment. The protection of privacy provisions recommended by the Committee would address this concern and would extend to the types of accommodation common in Banff.

The Committee has proposed that the legislation require that landlords maintain their premises in a habitable condition throughout the tenancy and make repairs from time to time. Once the types of accommodation common in Banff are included in the legislation this recommendation will help alleviate Banff tenants' concerns over the physical condition of their housing.

The Committee has addressed the issue of discrimination in a recommendation requiring that the landlord comply with Federal and Provincial legislation dealing with discrimination. It is our view that recommendation will address the concerns of the Banff tenant community on the issue of discrimination, and will apply to the majority of accommodation in Banff.

If the Committee's recommendations concerning the scope and application of the Act are accepted, we believe that the

problems described above will be solved in Banff as well as in other communities in the Province.

15.3 Rent Control

ISSUE: One of the major problems that Banff tenants have expressed relates to high rents and large increases in rent.

DISCUSSION: Banff workers are calling for rent control because of the very tight housing market and the very high rental rates, while being among the lowest paid employees in the Province, often making little more than minimum wage.

The average rental rate throughout the Province of Alberta is \$442.00. The average rental rate for similar accommodation in Banff is twice that figure. The cause of the high rental rates in Banff is a combination of many factors some of which were able to identify as follows:

- 1) Banff has, in the last twenty years, become a four season resort community. Prior to that, worker requirements during the winter months in Banff were substantially less than during the summer and the accommodation requirements were less in the winter as a result. Furthermore, accommodation that is suitable for summer habitation might not be suitable for use in the winter. The Committee heard that often the summer accommodation would have no

running water, electricity or heat. Such accommodation is not habitable during the winter.

- 2) In conjunction with the expansion of Banff into a four season resort the businesses in the community also expanded to service that growing tourist traffic. The expansion of businesses increased the number of workers which, in turn, put an increased demand on the rental housing market.
- 3) The development in the townsite of Banff is controlled by the Federal Government through its Parks Canada policy. The policy of Parks Canada has been to restrict development and, as a direct result, there has been a restriction in the development of residential accommodation.

The research done by the Committee on the issue of rent control clearly pointed out that rent control is only justifiable under circumstances where the supply of residential housing is artificially restricted. The development restrictions in the housing market in Banff cause precisely such an artificial supply shortage. The rent situation in Banff is a classic case where rent control may be appropriate.

The Committee recognizes that the Province can not unilaterally effect the changes necessary to alleviate the accommodation problems in Banff, but it is suggested that dialogue be implemented with Parks Canada and the Federal Government in order to adequately address these housing problems.

The solutions to the problems in Banff are not simple nor is there one solution which will alleviate all of the problems. Raising

the development moratorium will result in additional residential accommodation. However, we doubt that sufficient additional units will be constructed to entirely relieve the pressure on rental units in that community. It is also perceived that there is not the political climate to allow for a complete lifting of such development moratorium in the setting of a National Park, nor does the Committee perceive that an absolute lifting of the moratorium is desirable in that setting. Therefore a moderate lifting of the moratorium to allow for the construction of additional residential rental accommodation would be necessary in conjunction with rent controls. Even with some additional rental accommodation, the market in Banff will continue to be very, very tight allowing for rental rates to rise well above appropriate market levels and continuing to cause a hardship on tenants requiring those accommodations.

RECOMMENDATION

The Committee recommends that:

- 1) Consultation should take place between the Province, the Federal Government and Parks Canada with a view to addressing the housing problems.
 - 2) A combination of lifting development restrictions with a view to increasing the supply of rental accommodation, together with imposing some rent controls should be considered for Banff.
-

16. GENERAL ADMINISTRATIVE MATTERS

16.1 Acquisition of the Interest of Landlord and Tenant

ISSUE: The present Act is not clear as to the responsibilities of a purchaser of rental property.

DISCUSSION: We reviewed the Alberta Court of Appeal decisions of R. v. Touche Ross Limited and Property Stewards Western Ltd.,¹³⁴ and Waverly Management¹³⁵ in connection with the interpretation of the present Act¹³⁶. In addition, a representative of the Institute of Law Research and Reform was requested to speak to the Committee and comment on their recommended changes to the Act as a result of the Touche Ross and Waverly Management cases.

The Institute was concerned about the effect of the Touche Ross and Waverly Management cases on the general (Torrens) system of land registration in Alberta. The Institute's desires uniformity in the application of that system as it relates to the registration and determination of interests in land. The decisions in Touche Ross and Waverly Management upset the established system by placing security deposits in a position preferential to an encumbrance on a title which predates the payment of his security deposit, even though the tenant's interest in the security deposit is not registered at the Land Titles Office. As a result, a person who

¹³⁴ Unreported, June 28, 1985, affirmed, unreported March 5, 1986, Alberta Court of Appeal

¹³⁵ Waverly Management Ltd. and Sobie and Dunn, 1985 62 A.R. 343

¹³⁶ Sections 14 and 40

forecloses on residential rental property is liable to the tenants for the amount of the tenant's security deposit even though this liability is not registered on the Title in any form and may have arisen well after the registration of the security holder's interest in the land.

The original proposal of the Institute was not, in their opinion, satisfactorily carried forward into the present Act, so that the decisions of Touche Ross and Waverly Management found that the Act provided for a totally different priority system than the one intended.

The Institute recommends that Section 40 of the Landlord and Tenant Act be amended to read as follows:

"For the purposes of Section 19 (1) the respective rights and obligations of the landlord and of the tenant, based on a security deposit with respect to a Residential Tenancy Agreement, are based on real covenants relating to the tenancy".

The Institute's report to this Committee concludes by commenting that both decisions referred to create the possibility of an interpretation of Section 40 which goes far beyond the meaning which was originally intended to be given to that provision by the Institute. Their original intention could be restored by ensuring that Section 40 be read in conjunction with Section 19 and by

ensuring that both sections are subject to the fundamental principles of the Land Titles Act¹³⁷ and the Law of Property Act¹³⁸.

The Institute in their original report, on Residential Tenancies¹³⁹ proposed a mechanism whereby potential purchasers of property would be put on notice with respect to the status of security deposits.

It is the Committee's perception that there exists in Alberta a system developed by the legal profession for the determination by purchasers of residential property of the status of security deposits. That system was developed as a result of an understanding by purchasers that they were assuming the obligations of vendors with respect to those security deposits. The Committee intends that those obligations continue under the new Act. It is felt that, rather than imposing a new administrative procedure for identifying and dealing with security deposits on a sale of residential property, the legal profession and the marketplace should be allowed to continue to develop practises and procedures to protect the interest of the parties in those transactions. It is the Committee's view that Governmental intervention in those areas is only necessary where the parties involved are not in a position to deal with those issues adequately on their own. The Committee is of the view that this is not the case with respect to the determination of the rights and

¹³⁷ Revised Statutes of Alberta 1980, Chapter L-5

¹³⁸ Revised Statutes of Alberta 1980, Chapter L-8

¹³⁹ I.L.L.R. Report #29

responsibilities with respect to security deposits on the sale of residential property and, therefore, we recommend no change in the Legislation in respect of those issues.

Finally, if the Committee's recommendation for the establishment of a Residential Tenancy Commission is accepted, the problem of security deposits in the context of purchasers of residential property will not arise since they will be held by the Council.

RECOMMENDATION

The Committee recommends that:

- 1) the Institute's proposed wording for Section 40 be adopted;
 - 2) if the Commission is established, these sections could be abolished since security deposits would be held by the Commission.
-

16.2 Role of Landlord and Tenant Advisory Boards

ISSUE: If a new Residential Tenancy Commission is created, what will be the role of the existing Landlord and Tenant Advisory Board?

DISCUSSION: The Committee proposes that the entire operations and jurisdiction of the Landlord and Tenant Advisory Boards, as

presently constituted under the Act¹⁴⁰, be incorporated into the operations of the Commission and that the Landlord and Tenant Advisory Boards in their present form be abolished.

The staff of the Boards presumably would be absorbed into the staffing requirements of the Commission. The funds that the Province presently makes available to municipalities for their Landlord and Tenant Advisory Boards would no longer be required since the Commission would be self-funding through interest revenue on security deposits held by it.

This incorporation of the present Landlord and Tenant Advisory Board function into the Commission will ensure that the Commission is responsible for all aspects of landlord and tenant law in the Province. This would include dispute resolution in respect to security deposits, possession and termination notices and the dissemination of information for the purposes of educating and advising landlords and tenants about rental practises, rights and remedies.

The Commission, would over the passage of time, develop substantial expertise in the area of residential tenancy law and administration, and would thereby become an extremely effective tool in administering residential tenancy relationships in Alberta.

¹⁴⁰ Act, Section 49

RECOMMENDATION

The Committee recommends that if a Commission is established the Landlord and Tenant Advisory Boards be abolished.

16.3 Transition Provisions

ISSUE: The Committee recognizes that commercial leases of some small business premises are not governed by written lease agreements and such landlords or tenants may assume that the provisions of the Act govern their relationship.

DISCUSSION: It is the Committee's belief that commercial arrangements should be governed by their own written lease agreements independent of the Act proposed in this report. The Committee is also of the view that, if it is felt that legislation governing the relationship of persons in commercial landlord and tenant relationships is necessary then it should be in separate legislation. The Committee has taken a belief that commercial landlord and tenant relationships are substantially different than those governing residential relationships and are governed by very different economic and factual circumstances.

Nevertheless, it is proposed that the Act contain a provision which would allow the Act to apply to commercial leases if there is no written lease agreement and so far as the provisions of the

legislation are capable of applying to those tenancies for a short transitional period only.

RECOMMENDATION

The Committee recommends that a transitional provision should be in effect for a period of one year from the enactment of new legislation to allow smaller commercial tenants an opportunity to rearrange their affairs.

16.4 Role of Provincial Court

ISSUE: If a Commission is accepted, what will be the role of the Provincial Court?

DISCUSSION: In the event the Committee's recommendation for the establishment of a Commission to resolve disputes with respect to security deposits and other monetary items related to a tenancy is adopted, the Act should specifically remove landlord and tenant disputes from the Provincial Court. The Act should also provide that the Commission's jurisdiction is absolute and not subject to appeal or review by any Court at any level for any reason.

RECOMMENDATION

The Committee recommends that:

- 1) if the Commission is established to deal with only security deposit issues, the Provincial Court's jurisdiction should be eliminated,

- 2) if a Commission is established to deal with all residential tenancy matters, all references to "Court" could be deleted from the Act.
-

16.5 Offenses and Enforcement

ISSUE: Some obligations added to the Act need to be enforced through the use of penalties and prosecutions.

DISCUSSION: The present Act¹⁴¹ provides for the offenses for contravention of certain portions of the legislation. Those offenses are restricted to the following areas:

- 1) locks and security devices;¹⁴²
- 2) the amount of a security deposit;¹⁴³
- 3) interest payments on security deposits;¹⁴⁴
- 4) payment of interest on security deposits;¹⁴⁵ and,

¹⁴¹ Act, Section 50

¹⁴² Act, Section 18

¹⁴³ Act, Section 37

¹⁴⁴ Act, Section 38(1)

¹⁴⁵ Act, Section 38(2)

5) return of security deposits¹⁴⁶.

The Committee recognizes that not all breaches by a landlord or tenant are of a serious enough nature to require prosecution. However, there are some landlord covenants which are very difficult to control by means other than prosecution.

RECOMMENDATION

The Committee recommends that breaches in the following areas of should also be made offenses under the Act:

- 1) landlord responsibility for the physical condition of the rental complex, which includes the compliance with all applicable building codes and regulations as recommended by the Committee.¹⁴⁷
- 2) timing of rental increases¹⁴⁸,
- 3) improper notice to terminate, either due to cause or timing¹⁴⁹,
- 4) disturbance of the tenant's peaceful enjoyment of the premises.¹⁵⁰

¹⁴⁶ Act, Section 39(1)

¹⁴⁷ See 6.1.1 "Landlord's Duty to Repair, Maintain and Clean"

¹⁴⁸ See 10. "Rent Increases and Rent Control"

¹⁴⁹ See 6.2.2 "Peaceful Possession"

¹⁵⁰ See discussion "landlord obligations"

16.6 Other Matters

The Committee proposes that Section 25, 26, 27 and 28 be retained in their present form with modification necessary in the event an Administrative Board is established.

To bring Section 20 in line with the Committee's recommendation that the Act apply to residential tenancies only, the words in Subsection (e) "in the case of a Residential Tenancy Agreement" should be eliminated.

RECOMMENDATION

The Committee recommends that the current provisions¹⁵¹ that state that the tenant is not able to waive the rights provided in the Act should be maintained. Not only should the tenant be directed to the Act in the lease document, but, despite the contents of the lease, the tenant should also have the guarantee of having the minimum rights under the Act.

¹⁵¹ Act, Section 2 (4)

17. CONCLUDING REMARKS

The Committee believes that this Report contains recommendations which address the major problems with the current legislation and proposes solutions which balance the interests of landlords and tenants. A great deal of information was reviewed and many points of view were considered in formulating these recommendations. The input of numerous individuals and groups in Alberta helped to create what we believe is a set of balanced and fair recommendations.

The Committee believes it has achieved the goal of creating a landlord and tenant system which establishes appropriate minimum standard of conduct for landlords and tenants. We believe the recommendations recognize the special characteristics of tenants in Alberta while protecting the rights of landlords to deal reasonably with their property.

The Committee's proposals, like the problems which they try to solve, tend to be interrelated. Any single recommendation in the Report should be read in the context of the whole Report in order to assess its effect on the balance of interests of landlords and tenants. For example, the increased security of tenure for tenants who comply with the Act and their lease agreement is balanced by the increased ability of the landlord to remove tenants who breach the Act or their lease agreement.

The Committee believes that the overall effect of these recommendations is to achieve a balance of landlord and tenant interest in Alberta. We look forward to seeing these proposals implemented in new landlord and tenant legislation in the near future.

18. APPENDIX "A" -- SUMMARY OF
WRITTEN SUBMISSIONS

Summary with submissions received by and oral presentations made to the Committee.

BANFF

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	0	3	3
Tenant:	2	8	10
Other:	1	0	1

BEAVERLODGE

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	1	0	1
Tenant:	0	0	0
Other:	0	0	0

CALGARY

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	24	0	24
Tenant:	38	8	46
Other:	9	13	22

CAMROSE

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	0	1	1
Tenant:	0	0	0
Other:	0	2	2

COCHRANE

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	0	0	0
Tenant:	1	0	1
Other:	0	0	0

COLLEGE HEIGHTS

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	1	0	1
Tenant:	0	0	0
Other:	0	0	0

DEWINTON

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	1	0	1
Tenant:	0	0	0
Other:	0	0	0

EDMONTON

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	37	7	44
Tenant:	32	6	38
Other:	18	6	24

FORT MCMURRAY

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	1	0	1
Tenant:	0	1	1
Other:	1	5	6

FORT SASKATCHEWAN

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	0	0	0
Tenant:	1	0	1
Other:	0	0	0

GRANDE PRAIRIE

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	4	3	7
Tenant:	3	2	5
Other:	2	1	3

HINTON

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	0	0	0
Tenant:	1	0	1
Other:	0	0	0

INNISFAIL

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	0	0	0
Tenant:	1	0	1
Other:	0	0	0

LEDUC

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	0	0	0
Tenant:	1	0	1
Other:	0	0	0

LETHBRIDGE

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	3	0	3
Tenant:	2	1	3
Other:	6	0	6

MEDICINE HAT

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	0	0	0
Tenant:	1	0	1
Other:	3	3	3

MIDNAPORE

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	0	0	0
Tenant:	0	0	0
Other:	1	0	1

OLDS

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	0	0	0
Tenant:	0	0	0
Other:	2	0	2

PEACE RIVER

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	0	3	3
Tenant:	0	2	2
Other:	0	1	1

RED DEER

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	3	0	3
Tenant:	2	0	2
Other:	4	0	4

RIMBEY

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	0	0	0
Tenant:	1	0	1
Other:	0	0	0

SHERWOOD PARK

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	0	0	0
Tenant:	1	0	1
Other:	0	0	0

SLAVE LAKE

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	1	0	1
Tenant:	0	0	0
Other:	0	0	0

ST. ALBERT

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	3	0	3
Tenant:	0	0	0
Other:	1	0	1

STETTLER

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	0	1	1
Tenant:	0	0	0
Other:	0	0	0

TORONTO

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	1	0	1
Tenant:	0	0	0
Other:	0	0	0

WILLINGDON

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	0	0	0
Tenant:	1	0	1
Other:	0	0	0

WINTERBURN

	<u>Written</u>	<u>Verbal</u>	<u>Total</u>
Landlord:	0	0	0
Tenant:	1	0	1
Other:	0	0	0

TOTALS	<u>217</u>	<u>77</u>	<u>285</u>
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Note: "Other" category includes property managers, advisory boards and other interest groups that could not be classified as strictly landlords or tenants. If a person provided written material AND made a presentation to the committee, they were classified under "Verbal".

19. APPENDIX "B" - COMMITTEE
COMMUNITY TOUR SCHEDULE

The Committee made itself available to attend the following Alberta Communities on the dates indicated.

DATE	COMMUNITY
September 27	Wetaskiwin
September 28	Red Deer
September 29	Stettler
October 2	Calgary
October 3	Medicine Hat
October 16	Cardston
October 17	Hinton
October 18	Edson
October 19	Edmonton
October 26	Camrose
October 30	Grande Prairie
October 31	Peace River
November 2	Lethbridge
November 3	Brooks
November 6	Banff
November 8	Lloydminster
November 14	Fort McMurray
November 15	St. Paul
November 16	Bonneyville

As a result of no requests being made for attendances to make presentation to the Committee with respect to the legislative review the following Communities were not visited: Wetaskiwin, Stettler, Cardston, Hinton, Edson, Lethbridge, Brooks, Lloydminster, St. Paul, Bonneyville.

20. APPENDIX "C" - LEGISLATION
REVIEWED

The Committee examined some aspects of all of the following jurisdictions' Landlord and Tenant Legislation:

1. British Columbia
2. Saskatchewan
3. Manitoba
4. Ontario
5. Quebec
6. Newfoundland
7. Nova Scotia
8. New Brunswick
9. Prince Edward Island
10. North West Territories
11. United Kingdom
12. Australia
13. New Zealand
14. Washington, USA
15. Montana, USA

21. APPENDIX "D" - RENT
CONTROL BIBLIOGRAPHY

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4. "Future Rental Housing", George Sternlieb, James W. Hughes, Center for Urban Policy Research, Rutgers University, New Jersey, 1981.
5. "Rent Control - Concepts, Realities and Mechanisms, Monica R. Lett, Center for Urban Policy Research, Rutgers University, 1976.
6. "Government Intervention in Housing Markets: An Overview", Eric B. Adams. Pearl Ing, Janet Ortved and Mary Jane Park, Research Study Commissioned by the Commission of Inquiry into Residential Tenancies in Ontario, Research Study No. 29.
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9. "Rent Controls in Ontario", Nicholas J. Patterson, Canadian Development Institute, Ottawa, Ontario, 1985.
10. "Residential Rent Controls-An Evaluation", Anthony Downs, The Urban Land Institute, Washington, D.C., 1988.

22. APPENDIX "E" -- SURVEY OF
TENANTS, LANDLORDS AND
PROPERTY MANAGERS

EXECUTIVE SUMMARY

- o As part of its review of current provincial legislation, the Advisory Committee on Residential Tenancy engaged Prairie Research Associates to undertake a survey of landlords and tenants. The purpose of these surveys was to help determine:
 - the extent of problems and concerns of landlords and tenants; and,
 - the types of complaints made by landlords and tenants, especially in different dwelling types.

TENANT SURVEY

- o A random number generator was used to draw a sample of telephone numbers. These numbers were in the same proportion as the telephone exchanges in the province.
- o In total 604 individuals participated in the survey with 2036 calls being placed. The sample size provides a theoretical error rate of ± 4 percent (19 times out of 20). Overall, 18.5 percent of those eligible to participate refused. This compares favourably with other telephone surveys we have conducted.
- o The respondent sample conforms closely to Census information on tenants. However, the data have been weighted to correct for gender differences and rural over-representation. This weighting makes no statistical difference to the results.

LANDLORD SURVEY

- o A sample of 541 was constructed from the following sources:
 - 1) the Building Owners and Managers Association (BOMA) listing;
 - 2) the Yellow Pages listing for rental accommodation; and,
 - 3) classified ads in newspapers.
- o A three-wave mail survey was sent to all individuals identified as owners, residential managers, or property managers.
- o The first mailing consisted of a cover letter signed by the Chairman of the Committee on Residential Tenancy, the questionnaire, and a self-addressed return envelope (pre-stamped). Two weeks following this initial mailing a letter from Prairie Research Associates was sent to all individuals who had not then returned the survey. Finally, four weeks after the initial mailing, another letter, questionnaire and return envelope were mailed to those who had not responded.

- o In total 358 surveys were returned. A total of 287 surveys were returned completed in time for inclusion in this analysis. This represents a response rate of 61 percent (287/470).

TENANT FINDINGS

- o The data gathered from respondents suggest that there are no major problems common to the majority of renters. Problems do exist, but tenants, in general, do not feel exploited or uneasy in their relationship with landlords.
- o Problems in the last two years were recorded in fairly large numbers, but the seriousness of these problems (a third have had problems with untended repairs or lack of upkeep) is less clear. Since over 60 percent of respondents agree that in general, landlords treat tenants fairly, it would seem that the majority of these problems are not serious.
- o There seems to be some lack of knowledge as to some of the rights and privileges that renters have. Some confusion exists over damage deposit deductions and what constitutes normal wear and tear. For example, well over half indicated that they thought a deduction from their deposit for cleaning the carpet was legitimate. Of the respondents who had reported deductions in the last two years, half mention carpet cleaning as a reason.
- o Most tenants appear to feel they have little recourse in dealing with a problem. While most would discuss it with the landlord there appears to be little knowledge of any other action that could be taken. An example is found in the fact that half the tenants stated that if their rent was increased "unfairly", they would move out. Besides talking to the landlord, respondents felt there was little else they could do.
- o There are very few differences based on income and age. The higher the income, the more stable respondents' leasing arrangements are (ie., longer leases, longer notice for vacating, etc.). Those with lower family incomes were more likely to have complaints about their landlords. Younger respondents also have less stable leasing arrangements and more problems. While there are differences among respondents in different housing types, these are mostly in the type of rental arrangements they have (eg. verbal versus written lease).

LANDLORD FINDINGS

- o The survey of landlords has demonstrated several important features of this vital segment of the housing market.
 - There is considerable diversity in opinion, with most respondents having a generally positive attitude toward tenants.

- Owners of smaller properties tend to have a slightly less favourable attitude toward tenants than managers (residential and property) in larger properties.
 - There is a high degree of familiarity with the law, and most respondents reported using face-to-face discussions as their primary method for resolving disputes with the tenant.
 - Most respondents agreed that there were a few problem tenants and there was some support for a clarified regulatory base to assist in these cases.
 - In general, the level of concern over the current regulatory framework was not high. Clarification of the rules and regulations would be desirable.
-
- o There appears to be some need for clarification regarding the rights and privileges of both landlords and tenants. Currently, there are some differences of opinion as to the powers of a landlord. This lack of understanding may result in a number of the problems which are cited by both groups. Obviously, the fact that most complaints are settled by discussion is a good indication that once the problem is clarified, some form of resolution results.
 - o Tenant and landlord concerns are often different. For example, tenants are much more likely than landlords to be concerned about the security systems found in rental accommodations.
 - o Generally, tenants and landlords have a favourable opinion of each other and the state of rental accommodations in Alberta.

23. INDEX OF RECOMMENDATIONS

RECOMMENDATION 1

Pg 45

The Committee recommends that the references to "commercial tenancies" be deleted from the Act entirely and that there be a statement to the effect that the Act applies only to residential tenancies.¹⁵²

RECOMMENDATION 2

Pg 51

The Committee recommends that the definition of "residential premises" be expanded to include "any place occupied by an individual as a residence", subject to the following exceptions:

- (a) Premises occupied for business purposes with living accommodation attached and rented under a single agreement;
- (b) A single room, or series of rooms that do not comprise a self-contained dwelling unit occupied by the landlord;
- (c) Accommodation provided to the travelling and vacationing public in a hotel/motel or motor hotel, resort, lodge, tourist camp, cottage or cabin establishment in campground, trailer park, tourist home, bed and breakfast establishment or farm vacation home where the tenant resides in the premises for a period less than six months;
- (d) Accommodation provided by an educational institution to its students where:
 - (i) the accommodation is provided primarily to persons under the age of majority; or
 - (ii) all major questions related to the accommodation are decided after consultation with a Councillor or association representing the students.
- (e) Nursing homes and some Senior Citizen lodges;

¹⁵² Act, Section 2(2)

- (f) Half-way houses for the mentally or physically disabled used primarily as a rehabilitative centre where placement in the facility is controlled by the treatment agency; and,
- (g) Correctional institutions.

RECOMMENDATION 3

Pg 52

The Committee recommends that a definition of "tenant" should be added. The suggested definition is:

"Tenant" means a person who is party to or executes a tenancy agreement or is listed in the tenancy agreement as an occupant or is approved as a Tenant by the landlord expressly or by implication, and includes a Lessee, authorized occupant, authorized subtenant together with the heirs and successors of any of those individuals.

RECOMMENDATION 4

Pg 53

A definition of "landlord" should be added. The suggested definition is:

"Landlord" includes the owner, a person who permits or gives occupation while in ostensible control of residential premises, a Lessor, and any of their heirs, assigns and personal representatives and successors in title.

RECOMMENDATION 5

Pg 54

The Committee recommends that a definition of "rent" should be added. The suggested definition is:

"Rent" includes consideration, whether in money, services or goods, paid, given or agreed to be paid or given by a tenant to a landlord in respect of residential premises, including consideration for a privilege, benefit, service, facility or other thing provided, directly or indirectly, by a landlord to a tenant that relates to the use, occupation, or enjoyment of residential premises, but does not include a security deposit or utility charge paid directly by a tenant.

RECOMMENDATION 6

Pg 65

The Committee recommends that landlords should be required to maintain their premises throughout the term of the tenancy. The suggested wording for an additional landlord's covenant¹⁵³ is:

"The landlord shall keep the premises (including common areas) in a reasonable state of repair and fit for habitation and shall comply with any statutory enactment or law respecting standards of health, safety or housing."

RECOMMENDATION 7

Pg 67

The Committee recommends that¹⁵⁴:

- (1) The landlord should be required to list in the lease agreement all the amenities rented with the suite.
- (2) The landlord should have to give notice of a reduction in collateral services or amenities equivalent to that required for a rental increase (three months).
- (3) The landlord should be required, through refurbishing, to maintain the standards and physical make-up of the suite as those factors existed at the beginning of the tenancy.

RECOMMENDATION 8

Pg 73

The Committee recommends that:

1. The landlord must have a "reasonable belief based on reasonable grounds" in order to enter the suite as a result of an emergency or in an abandonment situation.
2. The landlord should be required to give at least 24 hours notice, but not more than 30 days notice of any entry.

¹⁵³ Act, Section 14

¹⁵⁴ Act, Section 14

3. Where the entry is for the purpose of carrying out normal repairs or decoration, the landlord should give at least 7 days notice.
4. Entry should be restricted to the hours between 8:00 a.m. and 8:00 p.m. and prohibited on Sundays or Holidays.
5. During the last month of the tenancy, entry should be permitted on Sundays and Holidays.
6. The landlord should be required to state a reason for the entry in the notice.

RECOMMENDATION 9

Pg 75

The Committee recommends that the name of the landlord and an address for service should be posted in the premises or served on the tenant at the beginning of the tenancy. Alternatively, the fee manager may be identified to the tenant and the fee manager's address shall be deemed to be the address for service of the landlord.

RECOMMENDATION 10

Pg 81

The Committee recommends that:

1. In a dispute about maintenance and repair issues the tenant should be able to access the Commission who will decide the legitimacy of the tenant's complaint and either order the landlord to make the repairs or allow the tenant to perform the repairs and deduct the cost from rent owing to the landlord.
2. Where collateral services have been reduced without notice, the tenant should be able to apply to the Commission for an abatement of rent.

RECOMMENDATION 11

Pg 84

The Committee recommends that the current remedies for the failure of the landlord to provide vacant possession or peaceful possession should be maintained.

RECOMMENDATION 12

Pg 86

The Committee recommends that the Act¹⁵⁵ be amended to include the following tenant covenant:

"The premises should not be used for any purpose in addition to use as residential premises, except with the consent of the landlord; such consent not to be unreasonably withheld subject to all applicable municipal zoning and land use bylaws and regulations."

RECOMMENDATION 13

Pg 87

The Committee recommends that:

- 1) the formation and activities of tenant associations should be explicitly recognized and approved in the legislation;
- 2) landlords should be prohibited from evicting a tenant if one of the reasons for such eviction is the tenant's involvement in the tenant association;¹⁵⁶
- 3) landlords should be required to recognize, meet with and discuss tenant issues, in good faith with such tenant associations.

¹⁵⁵ Act, Section 16

¹⁵⁶ See also 8.3.6 "Retaliatory Evictions", 8.3.4 "Tenant's Remedy for Improper Evictions"

RECOMMENDATION 14

Pg 89

The Committee recommends that:

1. "Normal wear and tear" should not include the removal of stains, dirt and debris accumulated by the tenant through the tenant's style of living.
2. This would be further accomplished by a change in the wording of the tenants' covenants¹⁵⁷ as follows:

"The tenant shall be responsible for ordinary cleanliness and maintenance reasonably required under the circumstances and for damage caused by wilful or negligent conduct of the tenant or the tenant's invitees."

RECOMMENDATION 15

Pg 91

The Committee recommends that the proposed definition of "tenant" be used to prohibit an existing tenant from subletting the premises to unauthorized persons.

RECOMMENDATION 16

Pg 93

The Committee recommends that the landlord should have an eviction remedy if there are unauthorized tenants on the premises.

- 1) If the original tenant or authorized tenant has abandoned the premises, those remaining on the premises should be subject to a 24 hour eviction notice.
- 2) If the original tenant or authorized tenant is still occupying the premises the notice period should be one month.

RECOMMENDATION 17

Pg 94

The Committee recommends that the landlord should be entitled to sue or distrain to recover rent without terminating the tenancy.

¹⁵⁷ Act, Section 16(f)

RECOMMENDATION 18

Pg 95

The Committee recommends that the Act should codify all aspect of residential tenancy law and refer to relevant rights and responsibilities in other Acts.

RECOMMENDATION 19

Pg 97

The Committee recommends that the provisions relating to repudiation¹⁵⁸ and the provisions¹⁵⁹ relating to acceptance of payments from overholding tenants be retained in their present form.

RECOMMENDATION 20

Pg 100

The Committee recommends that:

1. present 14 day notice period¹⁶⁰ with respect to the non-payment of rent be reduced to ten (10) days.
2. the tenant be allowed to nullify the notice if the amount of rent that is due and owing is paid in full within five (5) days of receipt of notice.
3. payment of rent after the five (5) days would not nullify the notice and the tenant would be required to give up possession of the premises at the end of the tenth day.

RECOMMENDATION 21

Pg 102

The Committee recommends that if the tenant has demonstrated his rent will "more likely than not" be paid late, the landlord should be able to apply for an order terminating the tenancy even though the tenant does eventually pay the rental arrears.

¹⁵⁸ Act, Section 21

¹⁵⁹ Act, Section 22

¹⁶⁰ Act, Section 23

RECOMMENDATION 22

Pg 104

The Committee recommends that:

- 1) where it can be demonstrated that the tenant is causing substantial physical damage to the premises, the landlord should have the ability to evict on 24 hours notice;
- 2) this notice would have to be in writing and served upon the tenant personally;
- 3) the tenant would have the right to object to the notice¹⁶¹ and the landlord could apply for an Order for possession after the objection.¹⁶²

RECOMMENDATION 23

Pg 107

The Committee recommends that:

- 1) the dollar value of goods mentioned in the Act be increased to \$1,000.00;
- 2) the storage period be reduced to 30 days;
- 3) the landlord be able to apply the sale proceeds against the tenant's "liabilities" to the landlord; and,
- 4) the landlord be required to justify or prove the "liabilities" of the tenant to a third party through a taxation procedure.

RECOMMENDATION 24

Pg 112

The Committee recommends that the Act contain clear definitions of fixed term and periodic tenancies which contain the following items:

¹⁶¹ Act, Section 23(3)(a)

¹⁶² Act, Section 23(4)

RECOMMENDATIONS

- 1) the definition of periodic tenancy should clearly provide that it is one which renews itself without notice at regular intervals whether that interval is weekly, monthly or some other period of time.
- 2) the definition for a fixed term tenancy should state that it is a tenancy entered into for a definite period. The tenancy will come to an end at the end of that fixed term.
- 3) the fixed term tenancy may provide for renewal of that tenancy either for a further fixed term or for periodic terms following the end of the fixed term.

RECOMMENDATION 25

Pg 122

The Committee recommends that:

- 1) the Act be amended to allow for the tenant to serve his notice to quit on the first day of the last month of the tenancy to be effective the last day of that month.
- 2) the Act state that transfer of possession of the premises will be at 12:00 noon on the final day of the tenancy.
- 3) the times stated in the Act should prevail unless the landlord specifically provides in the lease otherwise.
- 4) forms of notice should be standardized in a schedule to the Act.

RECOMMENDATION 26

Pg 124

The Committee recommends that:

- 1) The landlord be prohibited from terminating the tenancy for the following reasons:
 - (a) Eviction solely for the purpose of raising the rent;

- (b) Discrimination prohibited by Federal or Provincial legislation;
 - (c) Presence of children in the tenant's family, except a possible exception for residential complexes in which it is clearly stated that it is operated for households without children;
 - (d) Use of the residential premises by a friend or acquaintance of the landlord and not the landlord personally or to members of his immediate family;
 - (e) Retaliatory evictions as a result of the tenants complaining over the landlord's breach of covenants.
- 2) That if the tenant is able to show that termination occurred as a result of one of these causes, the tenant should be entitled to damages.

RECOMMENDATION 27

Pg 129

The Committee recommends that the tenant should have a remedy if the landlord evicts the tenant through a rent increase. The remedy should have the following features:

- 1) The tenant will be entitled to damages, including actual moving expenses and other costs if he can show that one of the purposes of the rent increase was eviction.
- 2) If a tenant actually vacated and within two months of vacating, the premises were not re-rented at a rate at least 90% of the total rental rate, the increase will be deemed to be for the purpose of eviction.

RECOMMENDATION 28

Pg 131

The Committee recommends that the new Act should provide protection from retaliatory evictions for a tenant who exercises his rights or remedies under this Act or any other laws or regulations which apply to residential premises.

RECOMMENDATION 29

Pg 132

The Committee recommends that the present one clear tenancy month's notice, required to be given by a tenant of his intention to vacate the premises, under the terms of a month to month tenancy, should be maintained.

RECOMMENDATION 30

Pg 136

The Committee recommends that the landlords breach of the minimum notice period for termination of a tenancy that arises from employment be made an offence under the Act.

RECOMMENDATION 31

Pg 141

The Committee recommends that landlords continue to be permitted to request security deposits.

RECOMMENDATION 32

Pg 142

The Committee recommends that the definition of "security deposit" should refer not only to liabilities of the tenant to the landlord (inclusive of rental arrears) but to those that may attach to the premises.

RECOMMENDATION 33

Pg 143

The Committee recommends that the maximum of one month's rent should be maintained as the maximum for the security deposit.

RECOMMENDATION 34

Pg 145

The Committee's recommends that the security deposit be fixed throughout the tenancy at a maximum amount equivalent to the amount of rent paid by the tenant during the first month of the tenancy.

RECOMMENDATION 35

Pg 150

The Committee recommends that all extra deposits and conditional fees be prohibited.

RECOMMENDATION 36

Pg 153

The Committee recommends that the use of an inspection report, be made mandatory. The pre- and post-occupancy report would have the following features.

RECOMMENDATION 37

Pg 158

The Committee recommends that:

- 1) At a minimum, the new Act should require the landlord to keep the security deposit funds in a trust account separate from the landlord's general revenue.
- 2) Interest on the security deposits should be paid to the tenant annually.

RECOMMENDATION 38

Pg 162

The Committee recommends that an alternative to, and in preference to the recommendation made above:

- 1) A Residential Tenancy Commission be created; authorized to receive and administer security deposits and to quickly resolve disputes arising from them.
- 2) The Commission should be self-funding, from interest earned on the security deposit holdings.

RECOMMENDATION 39

Pg 164

The Committee recommends that the procedures used by the proposed Residential Tenancy Commission should be easy to use by both landlords and tenants and provide a prompt, final decision. A proposed mechanism is suggested by the Committee.

RECOMMENDATION 40

Pg 170

The Committee recommends that rent control not be imposed in Alberta.

RECOMMENDATION 41

Pg 172

The Committee recommends that:

- 1) A rental increase should not be permitted any more frequently than three clear tenancy months from any prior increase.
- 2) This limitation should not apply when a new tenant is moving into the premises.

RECOMMENDATION 42

Pg 185

The Committee recommends that a Residential Commission be established to deal with all landlord and tenant matters in Alberta.

RECOMMENDATION 43

Pg 188

The Committee recommends that:

- 1) Subsidized public housing programs continue to receive support and that they be expanded in areas of demonstrated need.
- 2) A separate part of the Act should be added to recognize subsidized public housing and to modify the general provisions of the Act to ensure proper operation of these programs.

RECOMMENDATION 44

Pg 188

The Committee recommends the following definition of "subsidized public housing" be added to the Act:

"subsidized public housing" means a rental unit rented to persons or families of low or modest income at reduced rents by reason of public funding provided by the Government of Canada, Alberta or a municipality, or by any agency thereof, pursuant to the National Housing Act (Canada), the Alberta Mortgage and Housing Corporation Act, and where the amount of the reduced rent is determined by the income of the tenant."

RECOMMENDATION 45

Pg 191

The Committee recommends that, for subsidized public housing only:

- 1) *"Rent" shall mean: that percentage figure which, when applied to the income of the tenants determines both the tenants eligibility for entitlement to subsidized public housing and the amount of payment therefore."*
- 2) The rent abatement system should be exempted from the three month notice period ordinarily required for an increase in rent.

RECOMMENDATION 46

Pg 193

The Committee recommends that subsidized public housing authorities have the ability to evict tenants for the following reasons in addition to the existing causes in the Act:

- 1) Change in family size;
- 2) Failure to continue to qualify for programs;
- 3) Transfer of units in or out of the program;
- 4) Failure to report income as required.

The Committee recommends a three month notice period for these causes.

RECOMMENDATION 47

Pg 198

The Committee recommends that:

- 1) Residential property managers be licensed and regulated under the Real Estate Agents' Licensing Act;
- 2) Property managers should be treated separately from real estate brokers;

- 3) The licensing requirement should extend to individuals who derive a significant portion of their livelihood from the rental of residential premises. Possibly this could be defined as anyone who leases more than ten residential units.

RECOMMENDATION 48

Pg 200

The Committee recommends that the new Act must promote public education on landlord and tenant issues.

RECOMMENDATION 49

Pg 201

The Committee recommends that, where there is a written lease document used by the landlord, the lease should contain at the foot or end, in larger print than the remainder of the lease, the following:

"Notwithstanding the terms of this lease, this landlord and tenant relationship is governed by the terms of the Residential Tenancy Act."

RECOMMENDATION 50

Pg 201

The Committee recommends that:

- 1) The Department of Consumer and Corporate Affairs and the proposed Residential Tenancy Commission could expand current programs and develop new ones on the area of public education on landlord and tenant issues.
- 2) Being literate in the area of landlord and tenant relationships is a fundamental life skill and the Department should consider recommending to Alberta Education that it form a portion of the mandatory curriculum in elementary education.

RECOMMENDATION 51

Pg 208

The Committee recommends that:

- 1) Consultation should take place between the Province, the Federal Government and Parks Canada with a view to addressing the housing problems.
- 2) A combination of lifting development restrictions with a view to increasing the supply of rental accommodation, together with imposing some rent controls should be considered for Banff.

RECOMMENDATION 52

Pg 212

The Committee recommends that:

- 1) the Institute's proposed wording for Section 40 be adopted;
- 2) if the Commission is established, these sections could be abolished since security deposits would be held by the Commission.

RECOMMENDATION 53

Pg 214

The Committee recommends that if a Commission is established the Landlord and Tenant Advisory Boards be abolished.

RECOMMENDATION 54

Pg 215

The Committee recommends that a transitional provision should be in effect for a period of one year from the enactment of new legislation to allow smaller commercial tenants an opportunity to rearrange their affairs.

RECOMMENDATION 55

Pg 215

The Committee recommends that:

- 1) if the Commission is established to deal with only security deposit issues, the Provincial Court's jurisdiction should be eliminated,

- 2) if a Commission is established to deal with all residential tenancy matters, all references to "Court" could be deleted from the Act.

RECOMMENDATION 56

Pg 217

The Committee recommends that breaches in the following areas of should also be made offenses under the Act:

- 1) landlord responsibility for the physical condition of the rental complex, which includes the compliance with all applicable building codes and regulations as recommended by the Committee.¹⁶³
- 2) timing of rental increases¹⁶⁴,
- 3) improper notice to terminate, either due to cause or timing¹⁶⁵,
- 4) disturbance of the tenant's peaceful enjoyment of the premises.¹⁶⁶

RECOMMENDATION 57

Pg 218

The Committee recommends that the current provisions¹⁶⁷ that state that the tenant is not able to waive the rights provided in the Act should be maintained. Not only should the tenant be directed to the Act in the lease document, but, despite the contents of the lease, the tenant should also have the guarantee of having the minimum rights under the Act.

¹⁶³ See 6.1.1 "Landlord's Duty to Repair, Maintain and Clean"

¹⁶⁴ See 10. "Rent Increases and Rent Control"

¹⁶⁵ See 6.2.2 "Peaceful Possession"

¹⁶⁶ See discussion "landlord obligations"

¹⁶⁷ Act, Section 2 (4)

NO. 6

May 28, 1990

Officer In Charge
The Council
City of Red Deer
P.O. Box 5008
Red Deer, T4N-3T4

THE CITY OF RED DEER	
CITY'S DEPARTMENT	
RECEIVED	
TIME	12:45
DATE	June 26/90
BY	SL

Dear Sir/Madam:

May I request from your good office to Rezone to R2 my property located at 4020-51 St., Red deer which is presently R1.

The above matter is discretionary for approval of permission to build an apartment.

Thank you.

Truly yours,

Edith G. Sison
Edith G. Sison
3944-51 St. Close
Red Deer, Alberta
347-7319



RED DEER
REGIONAL PLANNING COMMISSION

85

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

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

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

June 29, 1990

Mr. C. Sevcik,
City Clerk
City of Red Deer
Box 5008
Red Deer, Alta.
T4R 3T4

Dear Sir:

Re: Lots 25-26, Block 9, Plan 3586 A.E.
Rezoning Request, 4020 - 51 Street

The applicant is requesting City Council to change the Land Use Bylaw designation from existing R1 (single family) to R2 (general residential) to permit the construction of an apartment on the above site.

The existing house is an older type house and occupies a 50 foot lot frontage on the north side of 51st Street. The area is predominantly single family housing and has been designated R1 for the past ten years.

We are not in favour of changing the Land Use Bylaw, for the following reasons:

- 1 - The site is not large enough for an apartment building. The maximum allowed on a 50 foot lot is a duplex.
- 2 - The area is single family housing and spot rezoning in the middle of the block will discourage renovations and rebuilding of single family housing in this area.

We recommend the request for redesignation be denied.

Yours truly,

D. Rouhi, MCIP
SENIOR PLANNER
DR/cc

c.c. Director of Community Services
Director of Engineering Services
Bylaws and Inspection Manager
City Assessor

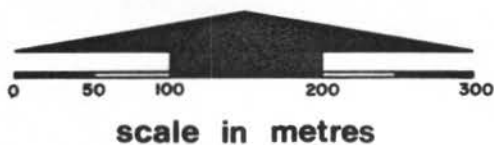
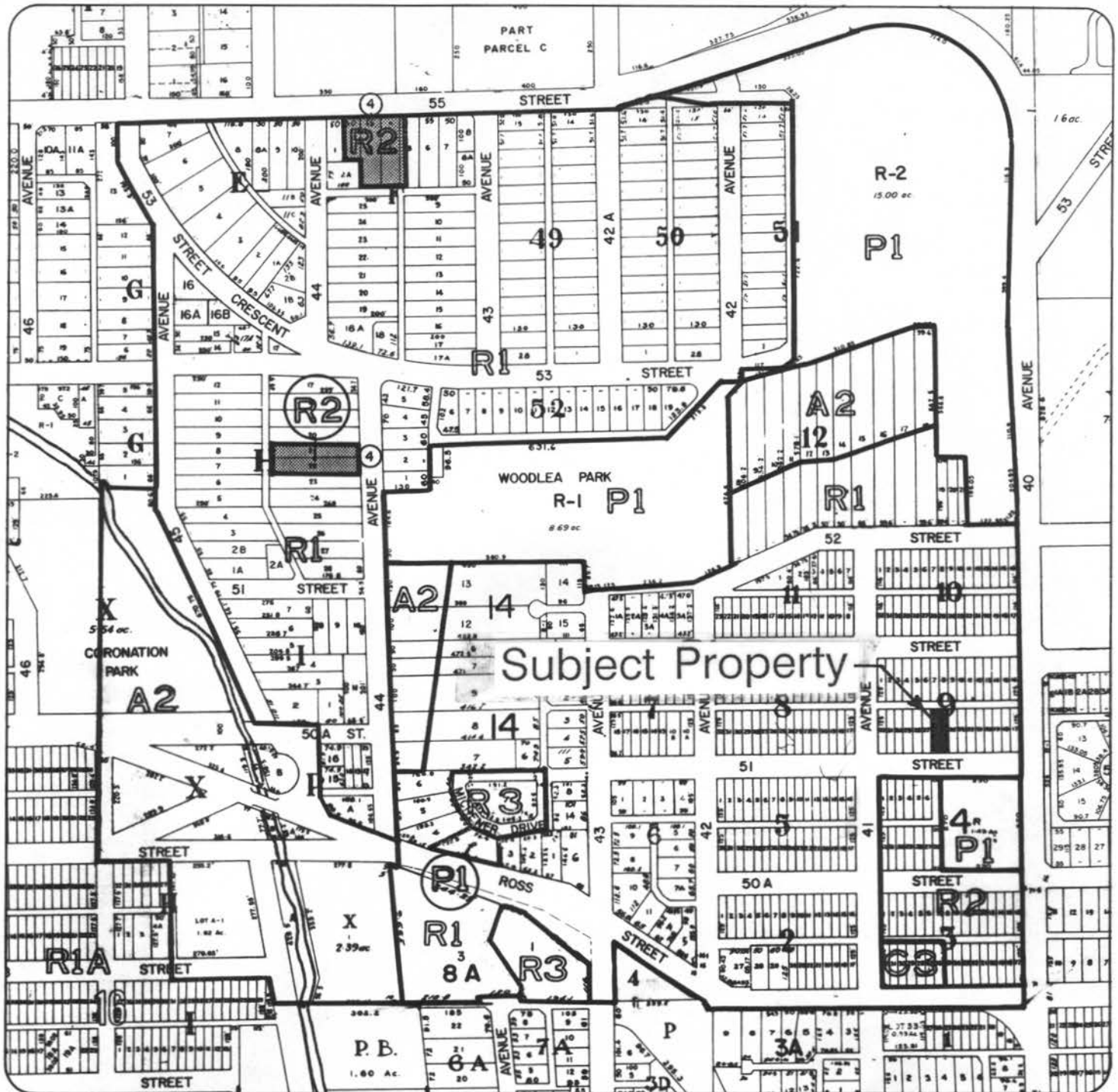
MUNICIPALITIES WITHIN COMMISSION AREA

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 DELBURN • VILLAGE OF DONALDA • VILLAGE OF ELMORA • 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

H9

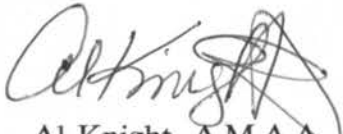


Revisions :

2672/1-88 (11/07/88)

DATE: June 27, 1990
TO: City Clerk
FROM: City Assessor
RE: REZONING REQUEST - 4020 - 51 STREET
LOTS 25 & 26, BLOCK 9, PLAN 3586AE

On review of the zoning bylaw, it is apparent that all properties adjacent to the above-noted, to the east and west, are zoned R-1. Properties on the south side of 51 Street, are zoned R-2 and P-1. It is our considered opinion that it would not be logical to rezone two, 25 ft. lots within a block to a density that would permit an apartment without due consideration to incorporating and/or altering the zoning of adjacent properties as well, as this would have a serious effect on the neighbouring properties. Therefore, respectfully request that this rezoning not be approved. Should the owner of this property gain a petition from neighbouring properties throughout the block that a rezoning is in order, thereby not creating a detriment to neighbours within the immediate vicinity, approval could be granted.



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

AK/ngl

CS-2.837

DATE: June 28, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: CRAIG CURTIS
Director of Community Services

RE: REZONING REQUEST: 4020 - 51 STREET
Your memo dated June 26, 1990 refers.

1. Edith G. Sison is requesting the City to redesignate the property at 4020 - 51 Street from R1-RESIDENTIAL to R2-RESIDENTIAL in the City's Land Use By-Law.
2. I have discussed the proposed redesignation with the Parks and Recreation & Culture Managers. The site in question falls within the Michener Hill residential district, which is primarily designated for single-family housing. We are, consequently, opposed to a spot zoning of this nature, which would likely affect the amenities of the neighbourhood. It is assumed that Red Deer Regional Planning Commission will provide more comprehensive comments on this proposal.



CRAIG CURTIS

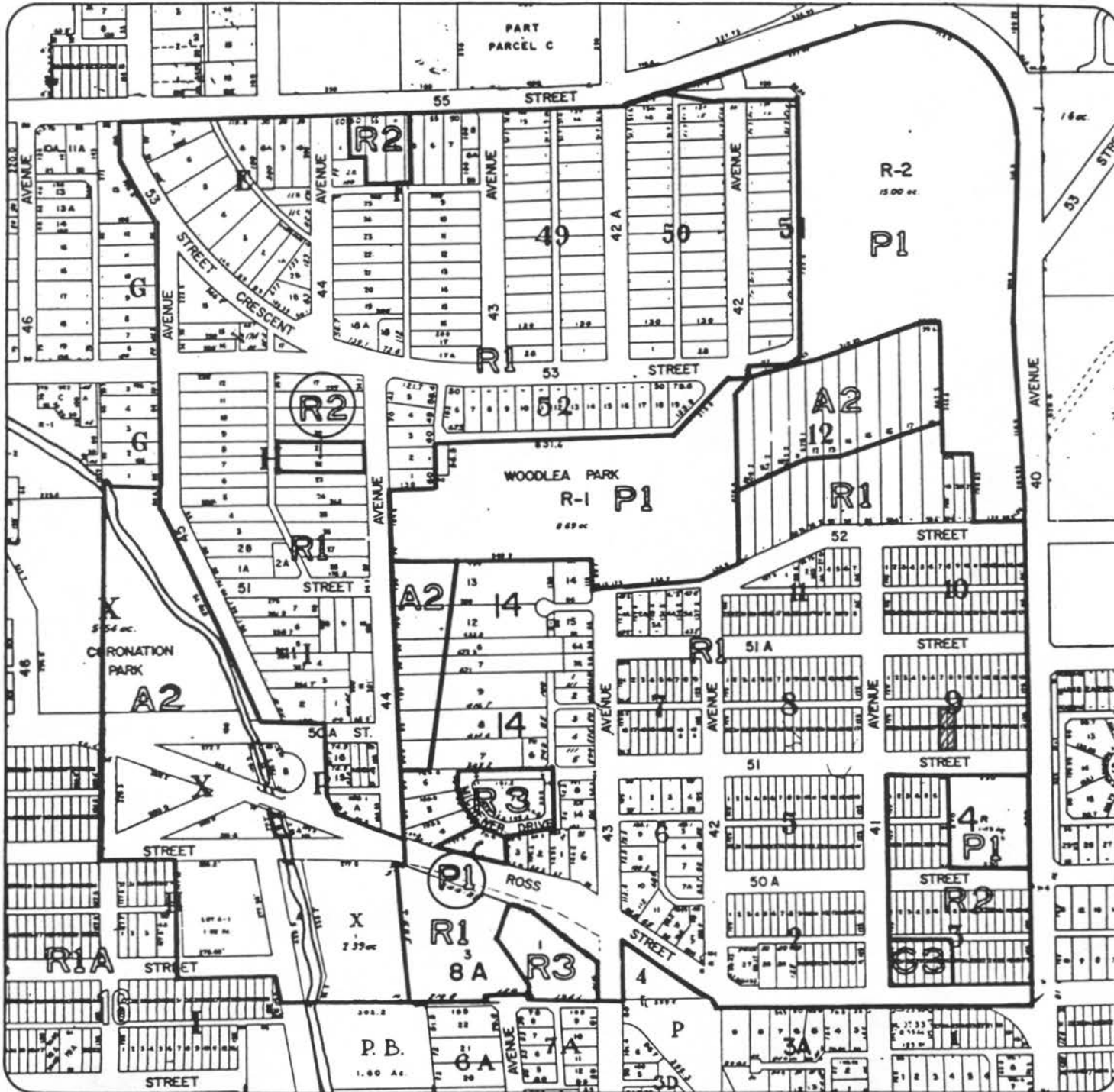
CC:dmg

- c. Don Batchelor, Parks Manager
Lowell Hodgson, Recreation & Culture Manager
Paul Meyette, Principal Planner, R.D.R.P.C.

City of Red Deer --- Land Use Bylaw

Land Use Districts

H9



scale in metres

Revisions :

2672/1-88 (11/07/88)

DATE: June 28, 1990

FILE NO.

TO: City Clerk

FROM: Bylaws and Inspections Manager

RE: 4020-51 STREET
LOTS 25-26, BLOCK 9, PLAN 3586 A.E.

In response to your request, the above site is presently zoned R1 by the City of Red Deer Land Use Bylaw, in which multiple family buildings are neither permitted nor discretionary.

The site in question does not provide enough frontage to build anything larger than a duplex, which, if it were to comply with the sideyard requirements of the Bylaw, could only be 17 feet wide, per side. We feel that this site would be too small for development as an R2, and we, therefore, recommend the application be denied.

Yours truly,

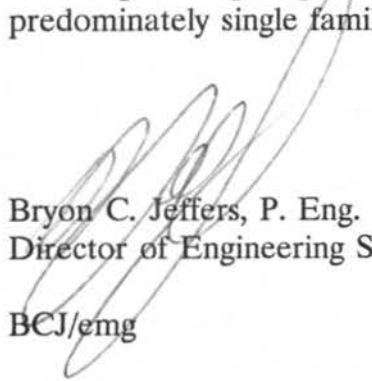


R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

DATE: June 29, 1990
TO: City Clerk
FROM: Director of Engineering Services
RE: REZONING REQUEST - 4020-51 STREET
LOTS 25 AND 26, BLOCK 9, PLAN 3586 A.E.

The Engineering Department could not support an isolated rezoning of a property, in a predominately single family area, to allow an apartment building.



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. E. L. & P. Manager
c.c. Public Works Manager
c.c. Urban Planning Sections Manager

Commissioners' Comments

The applicant is requesting Council to rezone her property from R1 to R2. As outlined in the comments from the Administration this property appears to be too small to accommodate an R2 development, as well the rest of the block is currently zoned R1. In light of these concerns, we cannot support the request for rezoning.

"R.J. MCGHEE"

Mayor

"M.C. DAY"

City Commissioner

TO:

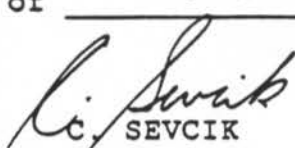
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FROM:

CITY CLERK

RE: REZONING REQUEST - 4020 - 51 STREET

Please submit comments on the attached to this office by July
3 for the Council Agenda of July 9, 1990.


C. SEVCIK
City Clerk



THE CITY OF RED DEER

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

June 26, 1990

Ms. Edith G. Sison
3944 - 51 Street Close
RED DEER, Alberta
T4N 4J7

Dear Ms. Sison:

RE: REQUEST FOR REZONING - 4020 - 51 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 July 9, 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,

K. KLOSS
Assistant City Clerk

/jt



*a delight
to discover!*

TO:

<input checked="" type="checkbox"/>	DIRECTOR OF COMMUNITY SERVICES
<input checked="" type="checkbox"/>	DIRECTOR OF ENGINEERING SERVICES
<input checked="" type="checkbox"/>	DIRECTOR OF FINANCIAL SERVICES
<input checked="" type="checkbox"/>	BYLAWS & INSPECTIONS MANAGER
<input checked="" type="checkbox"/>	CITY ASSESSOR
<input type="checkbox"/>	COMPUTER SERVICES MANAGER
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<input type="checkbox"/>	ENGINEERING DEPARTMENT MANAGER
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<input type="checkbox"/>	TREASURY SERVICES MANAGER
<input checked="" type="checkbox"/>	URBAN PLANNING SECTION MANAGER
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FROM:

CITY CLERK

RE: REZONING REQUEST - 4020 - 51 STREETPlease submit comments on the attached to this office by July3 for the Council Agenda of July 9, 1990.

10
objection
De

Li. Swick
C. SEVCIK
City Clerk

May 28, 1990

Officer In Charge
The Council
City of Red Deer
P.O. Box 5008
Red Deer, T4N-3T4

TAX DEPT OF RED DEER
COUNCIL DEPARTMENT

RECEIVED	
TIME	12:45
DATE	June 26/90
BY	SL

Dear Sir/Madam:

May I request from your good office to Rezone to R2 my property located at 4020-51 St., Red Deer which is presently R1.

The above matter is discretionary for approval of permission to build an apartment.

Thank you.

Truly yours,

Edith G. Sison

Edith G. Sison
3944-51 St. Close
Red Deer, Alberta
347-7319

DATE: June 27, 1990

TO: C. Sevcik
City Clerk

FROM: A. Roth,
E. L. & P. Manager

RE: REZONING REQUEST
4020 - 51 STREET

E. L. & P. have no objections to this proposed rezoning request.

If you have further questions or comment, please advise.

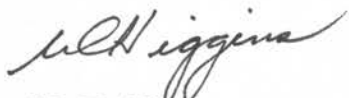
A handwritten signature in dark ink, appearing to be 'A. Roth', written in a cursive style.

A. Roth,
Manager

/jjd

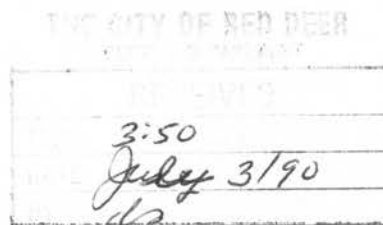
DATE: July 3, 1990
TO: City Clerk
FROM: Public Works Department
RE: Rezoning Request 4020 - 51 Street

The Public Works Department has no objection to the requested zoning change.



W. E. Higgins
Acting Public Works Manager

WEH/sh





THE CITY OF RED DEER

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

City Clerk's Department 342-8132

July 11, 1990

Edith Sison
3944 - 51 Street Close
RED DEER, Alberta
T4P 1G8

Dear Madam:

At The City of Red Deer Council meeting held on July 9, 1990, your letter dated May 28, 1990 requesting the rezoning of 4021 - 51 Street from R1 to R2, received consideration and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Edith Sison dated May 28, 1990 re: Rezoning Request / 4020 - 51 Street / R1 to R2, hereby agrees that said request be not approved, and as recommended to Council July 9, 1990."

The decision of Council in this instance is submitted for your information. As indicated at the Council meeting, in approximately 1980 the residents of this area requested City Council to rezone the neighbourhood to R1 in order to ensure that single family dwellings were the predominate structures. The R1 zoning has remained intact to date with no redesignations allowed.

If you have any questions, please do not hesitate to contact the undersigned. Thank you for taking the time to attend the Council meeting.

Sincerely,

K. KLOSS
Assistant City Clerk
KK/jt

c.c. Director of Community Services
Director of Engineering Services
Bylaws & Inspections Manager

Senior Planner
City Assessor



*a delight
to discover!*

NO. 7

WEST CENTRAL REGIONAL TOURISM INITIATIVE**#504, 4901 - 48 STREET****RED DEER, ALBERTA****T4N 6M4****(403) 342-2059****FAX 347-6980**

May 30, 1990

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

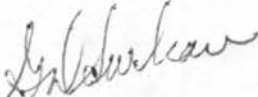
Dear Mr. Sevcik:

The municipalities of Red Deer, Sylvan Lake, Rocky Mountain House, and M.D. of Clearwater and Olds are currently working together to develop and implement a regional tourism strategy. The objective is to link existing and potential attractions, events and facilities in the region together to create a tourist product with greater potential market impact.

The West Central Regional Task Force, representing the partner communities, has recently completed a study outlining the proposed regional strategy. The study recommendations will be presented and discussed at a joint meeting on June 18th, to which the Mayor and Council have been invited. A copy of the Executive Summary of the study will be provided to each member at that time.

Following the June 18th release, the Task Force plans to make an individual presentation to each Council to review the implications of study in greater detail and to seek endorsement to proceed with the project. I would appreciate your arranging for such a presentation to Red Deer City Council on the agenda of June 25, 1990.

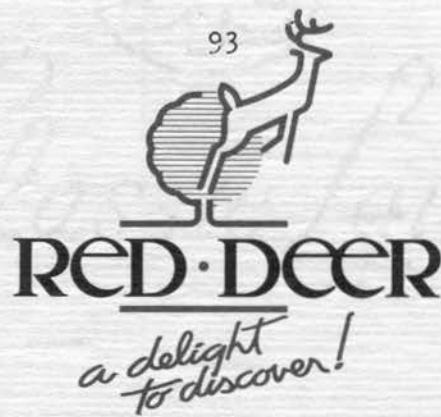
Yours truly,



GAIL SURKAN

Co-ordinator

West Central Regional Tourism Initiative



DATE: June 21, 1990
TO: Charlie Sevcik, City Clerk
FROM: Wendy Martindale
RE: REGIONAL TOURISM GENERATOR STUDY

At the June meeting of the Red Deer Tourist and Convention Board, the following resolution was adopted unanimously:

That the Red Deer Tourist and Convention Board endorse the West Central Regional Tourism Generator Study, and further recommends that City Council endorse the study.

A copy of the Executive Summary of this study is attached. Copies have already been distributed to members of Council.

On behalf of the Tourist Board and the West Central Regional Tourism Task Force, we request the opportunity to present the study results and recommendations to Council at the July 9 meeting. We estimate that the presentation would be approximately 20 minutes in length.

Wendy Martindale

Wendy Martindale
Manager
RED DEER TOURIST AND CONVENTION BOARD

WM/mm

cc: Gail Surkan

DATE: June 26, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: CRAIG CURTIS
Director of Community Services

RE: REGIONAL TOURISM GENERATOR STUDY
Your memo dated June 25, 1990 refers.

1. The Red Deer Tourist & Convention Board is recommending that City Council endorse the West Central Regional Tourism Generator Study.
2. In 1988, the Red Deer Region Community Futures Corporation hired Surkan Consulting to undertake the study referred to as "Adventure West: A Community Initiatives Proposal". Upon completion in 1989, this study proposed an "adventure/exploration theme" for the west central portion of David Thompson Country, including Red Deer. The study proposed a regional tourism corridor with a number of theme attractions.
3. During 1988, the Red Deer Tourist & Convention Board was simultaneously exploring a facility or theme through its Major Attraction Committee. This committee finally proposed a "transportation theme" for Red Deer, which was endorsed by City Council on April 3, 1989.
4. The City and regional committees finally pooled their resources, and it was agreed that two studies should be undertaken by a single consultant (Pannel Kerr Forster), with funding through the Canada Alberta Tourism Agreement (C.A.T.A.). These two studies may be summarized as follows:
 - The Red Deer Tourism Opportunity Study - to investigate and assess the proposed "transportation theme" for Red Deer;
 - The West Central Regional Tourism Generator Study - to investigate the promotion of the region under an "adventure/exploration theme".
5. The Red Deer Tourism Opportunity Study was completed in April 1990. The consultant recommended that Red Deer should develop, package and sell its major attractions and events within the following three major themes:

Charlie Sevcik
Page 2
June 26, 1990
Regional Tourism Generator Study

- the natural environment;
- agriculture;
- transportation.

The consultants also recommended enhancing the role of Red Deer as a major "travel crossroads", and developed a proposed facility concept entitled, "The Crossing". The concept of "The Crossing" was considered by City Council at its meeting on May 14, 1990, when the following resolution was adopted:

"RESOLVED that Council of The City of Red Deer hereby approves providing a special allocation of up to \$5,000 in order to proceed with the design stage of "The Crossing" in 1990, and as recommended to Council May 14, 1990."

6. The West Central Regional Tourism Generator Study has now been completed and is presented to Council for consideration. Due to the use of a common consultant, and liaison by the Tourist & Convention Board manager, this study is fully complementary to the Red Deer Tourism Opportunity Study. It further develops the proposed "adventure/exploration theme", and identifies the building of "The Crossing" at Red Deer as a first priority project (refer pg. 20).
7. I have discussed the West Central Regional Tourism Generator Study with the Parks and Recreation & Culture Managers. We support the overall theme for the west central portion of David Thompson Country, and we are pleased to see the emphasis placed on "The Crossing" as a major regional tourism facility.
8. RECOMMENDATION

I support the comments of the Red Deer Tourist & Convention Board and recommend that City Council endorse the West Central Regional Tourism Generator Study.



CRAIG CURTIS

CC:dmg

- c. Don Batchelor, Parks Manager
Lowell Hodgson, Recreation & Culture Manager
Wendy Martindale, Tourist & Convention Board Manager

FILE NO.: R-33846

DATE: JUNE 27, 1990
TO: CHARLIE SEVCIK
City Clerk
FROM: LOWELL R. HODGSON
Recreation & Culture Manager
RE: REGIONAL TOURISM GENERATOR STUDY

This memo is in response to the circular dated June 25 and the attached report as prepared by Pannell Kerr Forster of Edmonton.

I have reviewed this executive summary, and I have no particular comment on its content with the exception of what appears to me to be a lack of recognition for the impact of sporting events as a tourist generator. Red Deer is becoming more and more of a tournament city with many groups from Edmonton and Calgary meeting here for sport and socialization. Likewise, we host many regional, provincial, and even national sporting events which attract spectators from across the province.

I believe this report should recognize this significant traffic generator.



LOWELL R. HODGSON

/cjm

c. Craig Curtis



**RED DEER
REGIONAL PLANNING COMMISSION**

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

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

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

June 29, 1990

Our File: City 12.27

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

Dear Sir:

Re: Regional Tourism Generator Study

The Regional Tourism Generator Study was recently completed by Pannel Kerr Forester and is now being presented to Council for consideration. The Red Deer Tourist and Convention Board recommends that City Council endorse the study.

The "Adventures West" concept outlined in the study has the potential to link tourism operators and communities in the region together in a concerted effort at economic development through tourism. Furthermore, the study incorporates the concept of "The Crossing" as proposed in the "Red Deer Tourism Opportunity Study" which was endorsed by Council.

We support the proposed concept and recommend that City Council endorse the West Central Regional Tourism Study.

Yours truly,

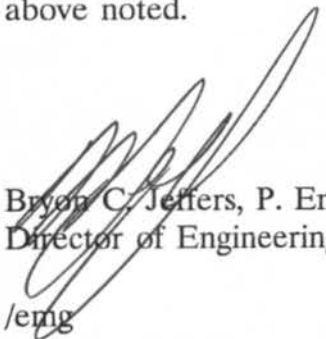
Gary Klassen, ACP, MCIP
ASSOCIATE PLANNER
GK/cc

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 PAINTERTON 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 INNISFAIR • 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 ELMORA • 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 NORGLANDWOLD • SUMMER VILLAGE OF ROCHON SANDS • SUMMER VILLAGE OF WHITE SANDS

DATE: June 28, 1990
TO: City Clerk
FROM: Director of Engineering Services
RE: REGIONAL TOURISM GENERATOR STUDY

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

/eng

Commissioners' Comments

We would concur with the comments of the Dir. of Community Services that Council endorse the West Central Regional Tourism Generator Study with a clear understanding that as Council has appointed the Red Deer Tourist & Convention Board as the vehicle for promoting Red Deer's interest in tourism, any portion of the approximately 1/2 million dollar budget outlined in the Tourism Generator Study should come from the Tourist & Convention Board budget. Please note that in the letter from West Central Regional Tourism Initiative, they had requested to come to Council on June 25, 1990, however verbally requested to be referred to the July 9 Council meeting.

"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

City Clerk's Department 342-8132

July 10, 1990

West Central Regional Tourism Initiative
No. 504, 4901 - 48 Street
Red Deer, Alberta
T4N 6M4

Attention: Gail Surkan, Co-ordinator

Dear Mrs. Surkan:

At the City of Red Deer Council meeting on July 9, 1990, your letter dated May 30, 1990, was considered and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the West Central Regional Tourism Initiative dated May 30, 1990 re: Regional Tourism Generator Study, hereby endorses the West Central Region Tourism Generator Study with the understanding that the Red Deer Tourist and Convention Board has been appointed by Council as the vehicle for promoting Red Deer's interest in Tourism and that any funds required for said Study would come from the Tourist and Convention Board budget, and as presented to Council July 9, 1990."

The decision of Council in this instance is submitted for your information. I would like to take this opportunity to thank all municipalities involved in this initiative for their time and foresight in developing such a joint venture.

If you have any questions, please do not hesitate to call.

Best wishes for a very successful venture.

Sincerely,

R. Kloss
Assistant City Clerk
KK/ds

c.c. Red Deer Tourist & Convention Board
Dir. of Community Services
Parks Manager
Recreation & Culture Manager
Urban Planning Section Manager



DATE: June 21, 1990
TO: Charlie Sevcik, City Clerk
FROM: Wendy Martindale
RE: REGIONAL TOURISM GENERATOR STUDY

At the June meeting of the Red Deer Tourist and Convention Board, the following resolution was adopted unanimously:

That the Red Deer Tourist and Convention Board endorse the West Central Regional Tourism Generator Study, and further recommends that City Council endorse the study.

A copy of the Executive Summary of this study is attached. Copies have already been distributed to members of Council.

On behalf of the Tourist Board and the West Central Regional Tourism Task Force, we request the opportunity to present the study results and recommendations to Council at the July 9 meeting. We estimate that the presentation would be approximately 20 minutes in length.

Wendy Martindale

Wendy Martindale
Manager
RED DEER TOURIST AND CONVENTION BOARD

WM/mm

cc: Gail Surkan

**WEST CENTRAL REGIONAL
TOURISM GENERATOR STUDY
EXECUTIVE SUMMARY**

WEST CENTRAL REGIONAL TOURISM INITIATIVE

**WEST CENTRAL REGIONAL
TOURISM GENERATOR STUDY**

EXECUTIVE SUMMARY

PREPARED FOR:

WEST CENTRAL REGION TOURISM TASK FORCE

PREPARED BY:

**PANNELL KERR FORSTER
EDMONTON**

APRIL 1990

WEST CENTRAL REGIONAL TOURISM GENERATOR STUDY

ACKNOWLEDGEMENTS

This report represents a journey of discovery. Through its completion the representatives of the five municipal partners who sponsored the project have shared information, traded views and reshaped one another's perspectives. They have built and benefitted from a direct working relationship with the David Thompson Country Tourist Council, the Red Deer Regional Planning Commission and Alberta Tourism. Finally, they have found common ground and reached a strong consensus on the "critical path" of tourism development in this west central region of Alberta. The challenge now is to carry that sense of direction and that synergy to the major stakeholders who must work together to realize the objectives. It is a challenge keenly taken.

The West Central Regional Tourism Task Force members are to be commended for their willingness to persevere through the uncertainties associated with such a unique cooperative project and to move forward with unfailing common sense and determination. It has been a great pleasure to work closely with these people:

Hugh Bodmer (Town of Olds)
Roland Pigeon (Municipal District of Clearwater)
Wendy Martindale (Red Deer Tourist and Convention Board)
Beverly Anderson and Bill Martynes (Town of Rocky Mountain House)
Kevin Burns and Sue Samson (Town of Sylvan Lake)
Virginia Hays and Tony Maxwell (David Thompson Country Tourist Council)
Phil Newman (Red Deer Regional Planning Commission)
David Milne and Don Syrnky (Alberta Tourism)

Together we wish to thank the consulting team of Pannell Kerr Forster for their dedication to this project, though it grew to be a task larger than anticipated. We particularly thank Kent Stewart for his willingness and ability to pick up the project in mid-course and carry it through to a very successful completion. The final product clearly reflects his professionalism as project manager.

We thank all those who provided valuable input through the information gathering stage of the project. These community leaders, tourism operators and public representatives have provided the practical perspective so critical to any strategy.

We gratefully acknowledge the financial assistance provided for this study by the five municipal partners of Olds, The Municipal District of Clearwater, Red Deer, Rocky Mountain House and Sylvan Lake; and by the federal and provincial governments through the Canada Alberta Tourism Agreement.

Task Force members recognize that the tourism development strategy incorporated in this report cannot be achieved quickly or even in its entirety. They are, however, convinced of the need to bring together the major stakeholders in the region -- the communities, the operators and the public agencies -- to establish a cooperative working relationship and pursue common goals. They regard this report as a blue print to begin. New partnerships will evolve as individual projects are initiated throughout the region. These are welcome. We are all partners in a larger work.



Chairman
West Central Regional Task Force

WEST CENTRAL REGIONAL
TOURISM GENERATOR STUDY

EXECUTIVE SUMMARY

T A B L E O F C O N T E N T S

ACKNOWLEDGEMENTS

1.0	The West Central Regional Tourism Generator Study Began As A Community-Based Development Initiative.	1
2.0	Pannell Kerr Forster Was Retained to Assess the Tourism Generation Potential of the Exploration and Adventure Theme For the West Central Region.	2
3.0	The West Central Region Offers Natural and Man-Made Assets Which Support the Theme	4
4.0	The West Central Region As Gaps in Its Tourism Product Which Must be Addressed as Tourism Development Challenges.	6
5.0	Tourism Market Analysis for the Region Suggests That Theme Development Offers Excellent Potential for Success.	10
6.0	Marketing Strategy Should Focus on Positioning the Region as an Adventure Destination with Two Major Corridors and Several Destination Nodes.	16
7.0	Tourism Development Initiatives Should Focus on Two Adventure/ Exploration Corridors. Region-Wide Initiatives Should Also Be Developed.	19
8.0	Market Tactics Should Focus Effort on Awareness, Lure and Service Programs.	23
9.0	Strong Development and Marketing Partnerships Must be Created for the West Central Region to Succeed.	35

1.0 THE WEST CENTRAL REGIONAL TOURISM GENERATOR STUDY BEGAN AS A COMMUNITY-BASED DEVELOPMENT INITIATIVE.

In 1988 and 1989 a number of communities in West Central Alberta worked together to develop a tourism concept for the region under the Community Futures Project of the Federal Department of Employment and Immigration.

This project resulted in the preparation of a broad tourism theme development concept called Adventures West.

The Adventures West concept was just that -- a concept. But a good concept, and a good idea which had the potential to link tourism operators and communities in the region together in a concerted effort at community economic development through tourism.

An idea alone is not enough. The idea must be tested; a concept must be defined; a marketing plan must be outlined; a staging plan must be developed.

Five communities in the West Central Region put their time and their money together in a collaborative effort to get this job done. The Federal and Provincial Governments endorsed the concept and financially supported the study through the Canada/Alberta Tourism Agreement.

2.0 PANNELL KERR FORSTER WAS RETAINED TO ASSESS THE TOURISM GENERATION POTENTIAL OF THE EXPLORATION AND ADVENTURE THEME FOR THE WEST CENTRAL REGION.

The five municipal organizations which financed the project include:

- Red Deer Tourist and Convention Board
- Town of Sylvan Lake
- Town of Olds
- Town of Rocky Mountain House
- Municipal District of Clearwater

The Province of Alberta and the Canada/Alberta Tourism Agreement were the major financial supporters of the project.

The tourism consulting firm of Pannell Kerr Forster was retained in October, 1989 to "investigate the feasibility of developing a regional tourism generator utilizing existing facilities and assets and to enhance facilities, particularly nodal attractions throughout the region".

The study was conducted in three major phases:

- Marketing, Community and Resource Assessment
- Conceptualization and Feasibility Assessment
- Implementation Program and Funding

Pannell Kerr Forster worked closely with the West Central Region Tourism Task Force during the ensuing seven months to undertake the following steps in the process:

- Community Tourism Resource Assessment
- Tourism Market Assessment
- Analysis of Product and Market Gaps

- Product Development Recommendations and Preliminary Feasibility Analysis
- Marketing Strategy
- Implementation

Three documents were produced as a result of the study:

- West Central Regional Tourism Generator Study: Executive Summary
- West Central Regional Tourism Generator Study: Volume I: Report
- West Central Regional Tourism Generator Study: Volume II: Appendices

These documents may be inspected by the public at the offices of the respective partners in the project.

3.0 THE WEST CENTRAL REGION OFFERS NATURAL AND MAN-MADE ASSETS WHICH SUPPORT THE THEME.

After studying the tourism assets of each community in the region, after analyzing the natural and man-made attractions of the region, and after meeting major community groups to discuss strengths and challenges, Pannell Kerr Forster concluded that the West Central Region has tourism assets which offer strong support for the adventure/exploration theme:

- The exploration and adventure themes have already been embraced as marketing logos and themes by many communities. These communities support the development of these themes for the entire region.
- Those communities which had not specifically adopted these themes in their existing or proposed literature possess assets which could clearly be incorporated within the proposed themes.
- The natural assets of the western portion of the region are exceptional and are directly related to the proposed themes. The man-made, outdoor recreation assets, however, are underdeveloped.
- The heritage theme potential of the region is excellent. There is a strong opportunity to connect or link the heritage assets of the regional communities in a "storyline" which can be told using exploration and adventure themes.
- Agriculture is a separate, identifiable asset of the region which can be interpreted within the exploration adventure theme. The region offers a large number of diverse attractions and events in the asset area. An opportunity to thematically link communities around this asset is evident.

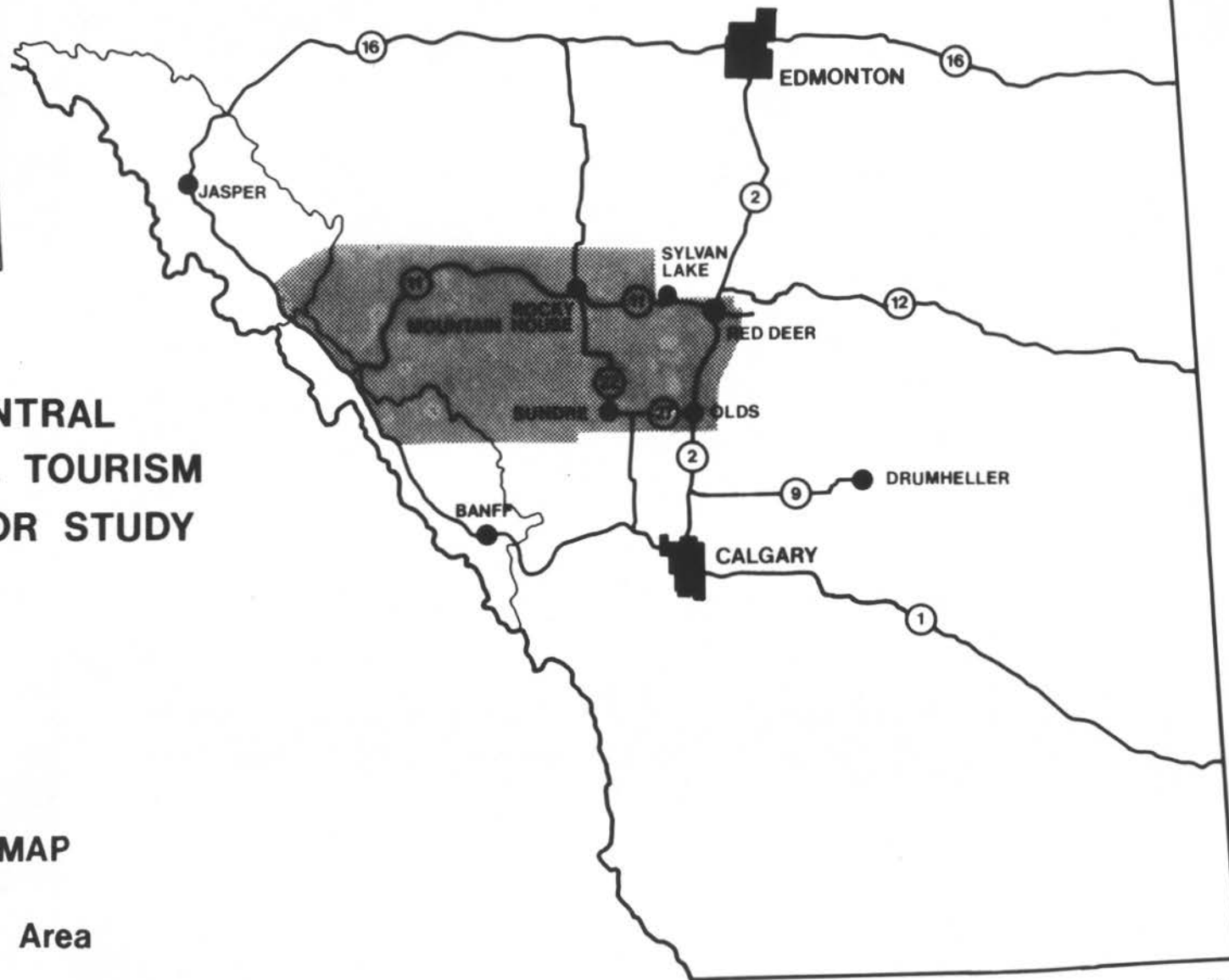
WEST CENTRAL REGIONAL TOURISM GENERATOR STUDY

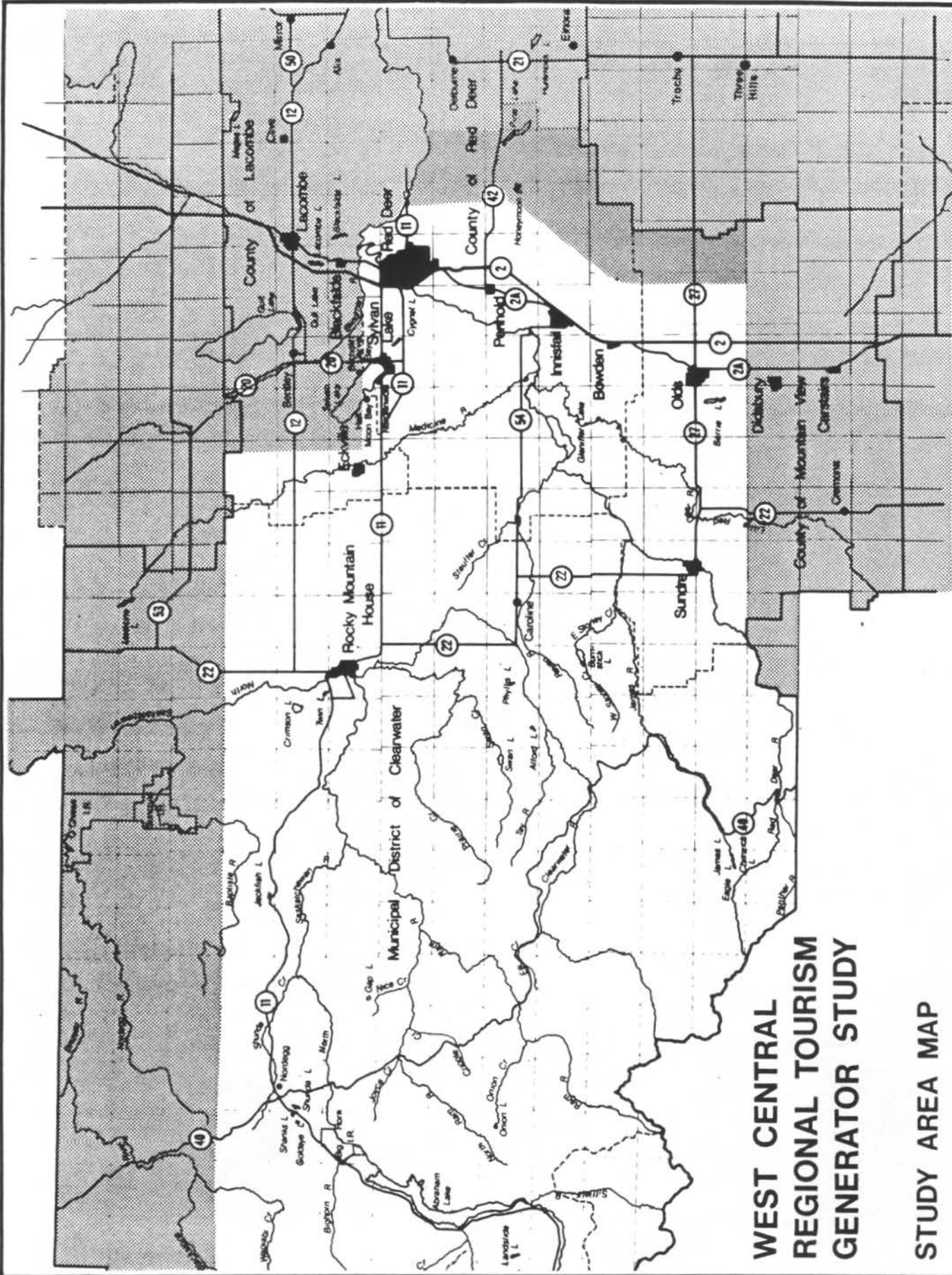
LOCATION MAP

 Study Area

MAY 1990

Prepared by: RED DEER REGIONAL PLANNING COMMISSION





WEST CENTRAL REGIONAL TOURISM GENERATOR STUDY

STUDY AREA MAP

MAY 1990

Prepared by: RED DEER REGIONAL PLANNING COMMISSION



The West Central Region offers superb natural assets which would interest all potential visitors to the region:

- panoramic mountain scenery and wilderness;
- clean lakes and challenging rivers;
- mountain, foothill, aspen parkland and prairie ecological zones all over a very short distance; and
- ecological and biological areas of interest.

It also offers some excellent man-made assets which have potential:

- historic sites and attractions;
- "western" attractions, hospitality and community-based events;
- cultural sites, museums and attractions;
- community art and craft producers;
- recreation vehicle parks and camping facilities;
- provincial parks, wilderness areas and recreation areas; and
- a good, well-serviced road system.

The West Central Region is one with very strong natural assets and some excellent man-made assets. It is a region poised for growth in tourism; a region which, if its communities and operators work together in a concerted effort under well-considered themes, can make great strides forward in tourism development during this decade and beyond.

4.0 THE WEST CENTRAL REGION HAS GAPS IN ITS TOURISM PRODUCT WHICH MUST BE ADDRESSED AS TOURISM DEVELOPMENT CHALLENGES.

While its assets are strong, the West Central Region also has a number of gaps in the tourism system which must be addressed:

Attractions

- The superb natural attraction of the West Country is relatively undeveloped. Environmentally sensitive man-made improvements are needed.
- Private operators have opened the natural attractions of the area to tourism. However, these operators do not collaborate in product quality assurance nor in marketing.
- While community tourism nodes exist along major corridors, they lack tourism generators of significance. Key communities for the development of man-made attractions include Red Deer, Rocky Mountain House, and Olds in the near term.
- Attractions which conform with the evident tourism trends are relatively undeveloped:
 - educational tourism
 - experiential tourism
 - soft adventure tourism
 - cultural tourism
 - eco-tourism

Where such attractions do exist, they are not marketed collaboratively.

Events

Events in the region are predominately local or regional in nature, with some notable exceptions:

- Many major rodeos, agricultural shows and equestrian activities.

- The Red Deer International Airshow.
- Major water-based events at Sylvan Lake.

Two identifiable gaps exist in the events products of the region.

- Existing events are stand-alone products for individual communities. They are not connected with similar products in the region, and they are not marketed together. For example, rodeos could be connected with farm/ranch vacations, equestrian summer camps, and guiding/outfitting trips. Thus, a bundle of tourism activities with a western theme could be marketed as adventure or exploration.
- Events are not purposely themed and oriented to existing tourism markets and tourism market trends.

Services

- The West Country lacks the fixed roof and recreation vehicle accommodation necessary to open it to tourism.
- Recreation vehicle product in the region, and particularly product for longer term stays, would benefit from upgrading and expansion. It also requires collaborative marketing.
- Some existing fixed roof accommodation is not approved by Alberta Tourism. Quality control is critical to future success in all markets and this should be addressed.
- The cultural goods retailers (crafts, art, etc.) are one of the unique and interesting strengths of the region. However they are dispersed geographically, are alone in their marketing, and do not have any common retail outlets which specifically target tourism.

Infrastructure

- While the major highways of the region are excellent by all standards, the Forestry Trunk Road, if paved, would attract many more visitors, particularly from the R.V. segment of the market.
- The Province of Alberta and its communities offer outstanding highways and roadways for the mobile visitor. Major highways and most secondary highways are well maintained and in excellent condition.
- Only a few communities have airports. For the most part, the airports in the West Central region are used by charter and recreational operators. Although international airports at Edmonton and Calgary are within a 75 minute drive of Red Deer, there is a lack of regularly scheduled commercial air service into the region.
- The railway offers freight service and Greyhound Bus Lines offer bus service to communities throughout the region. Red Deer and Innisfail have community bus service for residents and visitors.
- There are many recreation facilities found throughout the region. Most communities have community leagues, arenas, tennis courts, and golf courses for the resident and visitor to enjoy.

Promotion and Hospitality

The same gaps in promotion which are found in many regions exist in the West Central.

- Operators of businesses serving similar "tourism experiences" are not marketing together.
- Operators are not grouped thematically to sell a tourism experience.
- Events and attractions compete for business instead of working together.
- Target market identification, marketing techniques, tools, and marketing planning do not appear to be at a sophisticated level in the region.

Gaps in hospitality are also common to all tourism regions.

- Hospitality awareness training is not uniform throughout the region.
- Hospitality staff vary in quality and friendliness. This threatens the ability of the region to "guarantee" the friendly western welcome which it may wish to market.

5.0 TOURISM MARKET ANALYSIS FOR THE REGION SUGGESTS THAT THEME DEVELOPMENT OFFERS EXCELLENT POTENTIAL FOR SUCCESS.

The David Thompson Country Tourist Zone, within which lies the West Central Region, is as well placed a zone from a market perspective as one could hope to find in Alberta. It is virtually the only zone in the province located within two road hours of 75% of the population of Alberta.

The zone lies within two hours of over 1.5 million Albertans who collectively receive over 2.3 million visitors annually.

The zone is close to the two great gateways to the Canadian Rockies, Calgary and Banff, and it is adjacent the popular Icefields Parkway.

As a result of its preferred location as well as its great natural assets and its hospitality, the zone receives over 2.4 million visitors.

Most zone visitors arrive during the high season, and most (70-73%) come for pleasure or to visit their friends and relatives. These visitors engage in the following activities while in the zone:

- outdoor recreation and camping
- visit events and attractions
- sightseeing
- visit friends and relatives
- rest and relaxation
- shopping

Major trends in tourism also place the West Central Region in a positive position.

The burgeoning baby boom market will continue to dominate tourism market trends in the foreseeable future. The life stage of the core purchasing groups within this market has caused rapid growth in:

- **The Short Getaway Vacation** -- a pleasure travel experience most often taken on a weekend or long weekend within three hours by car of the home. Price is not a constraint to this group. Time is the constraint and the demand is for a programmed, complete experience in their holiday.
- **High Risk (or Hard) Adventure** -- this market segment has grown rapidly in recent years, driven by adult couples and small adult groups who are physically active and desire challenge, danger and excitement in their pleasure travel.

The **Mature Market** will increase its demand in the foreseeable future, and it will be a growing segment of the travel market. The 50+ mature market controls more disposable income than any other group in society today.

These mature travellers have caused motorcoach tours and "fly and coach" tours to increase significantly during the past 5-10 years. This segment prefers historic sites and attractions, shopping and staying in safe, secure, moderately priced accommodation.

Recent studies indicate this segment is also responsible in part for wholly new travel segments such as:

- **Soft Adventure:** Travellers who seek active adventure trips combined with safety, good accommodation and sophisticated guides.
- **Cultural Tourism:** Travel which immerses the traveller in the life and culture of the area.
- **Soft Adventure/Cultural:** Travellers who seek both soft adventure and culture in the same trip.
- **Cruise Travel:** The cruise industry has grown 600% since 1980. It competes with land based destination areas.

- **Eco-Tourism:** Travel to experience and to study the ecological aspects of other regions.

Changing Leisure Trends increase the future potential of the West Central Region due to its strong natural and locational assets.

The major general trend has been toward increasing demand for a complete, immersion experience in travel. The travellers want information, knowledge about heritage and culture, and education in their travel experiences. They are educated, informed, and well travelled. They must be served with increasing sophisticated and programmed products.

This major change in interest has spawned the "new" tourism categories, including:

- Cultural Tourism
- Heritage Tourism
- Educational Tourism
- Eco Tourism

The West Central Region has great assets in these areas, but these assets need to be developed for tourism.

The priority target markets for the West Central Region today and in the foreseeable future, and the approximate size of those markets today, are described below:

**Priority Target Markets
By Origin and Market Potential
West Central Region, 1988**

<u>Priority Target Market</u>	<u>Estimated Market Potential</u>
● Existing Travellers to the Zone	2,403,900
● Edmonton Residents and VFR Visitors	786,000 1,026,080
● Calgary Residents and their VFR Visitors	730,000 792,880
● Other Albertans	1,300,000
● Travellers on the Icefields Parkway	345,000
● Other Non-Albertans Visiting Alberta (e)	1,000,000

The present market share of the West Central Region is minuscule relative to this total market potential. The region could enjoy many years of strong tourism growth by selling more visitors from the top three markets on the experiences and activities of the region.

The priority target markets by demographic characteristics should be as follows:

Families with Children - primarily Albertans with school age children seeking a "rest and relax", outdoor recreation pleasure travel experience. The market trends applicable to this market include:

- soft adventure
- short getaway
- educational travel
- experiential travel
- nature/environment travel (eco-tourism)

An active recreation component, and especially water-based recreation is appropriate. Geographic markets include, predominately, Edmonton, Calgary, and U.S. enroute markets.

Adult Couples - primarily Albertans, but with significant national and international product -- specific interest. Trends of interest include:

- adventure travel
- short getaway (adventure)
- experiential travel

National and international markets should be sold:

- cultural tourism
- educational experiences
- soft adventure
- nature/environmental travel (eco-tourism)

Mature Market - predominantly an "adult couples" market, this market still deserves special mention. Geographic origins are predominately Alberta, Western Canada, Ontario, sunbelt USA, and international. Interests include:

- getaway - rest and relax, nature
- experiential tourism
- soft adventure
- cultural tourism

The motorcoach tour component of this market requires a separate and specific approach by regional marketers.

The potential for success of the Adventure and Exploration theme for West Central Alberta is judged to be excellent. It is very compatible with the theme and slogans used in David Thompson Country and many of its communities. This theme conjures up images of history, culture, soft and hard adventure. It appeals to the sense of curiosity and adventure of the target visitor. While it is not unique to the province or to North America, it describes the essence of the reason for travel -- to have an adventure, experience a new geographic region, its past, its products, and its hospitality.

The market segments with the greatest potential for visiting this region are those markets which will enjoy its major assets:

- outdoor recreation
- scenic, untrammelled beauty
- history, heritage, culture
- education and experiential travel
- environmental/ecological travel

While the region has abundant assets, it lacks the following:

- The threshold level of tourism generating attractions necessary to start the regional tourism growth process.

- **Focus** on linear corridors or circle routes which can place geographic framing around bundles of tourism experiences and tourism activities.
- **Co-ordinated product** (experience)-based marketing messages within key theme areas.

If the West Central Region can focus its priorities and its energies in these three areas, it will increase its tourism steadily.

The Theme Development Opportunities which will meet these challenges are outlined as major themes and sub-themes as follows:

MAJOR THEME

SUB-THEME

EXPLORE OUR WESTERN HERITAGE

Major Elements

- Native Culture
- Exploration
- Settlement
- Culture Ethnicity
- Agriculture
 - Education
 - Processing
 - Technology
- Energy
- Events

Native Heritage
David Thompson Heritage
Agricultural Heritage
Cultural Heritage
Eco-tourism

ADVENTURE WEST

Elements

- Natural Features
- Scenery
- Rivers and Lakes
- Natural Environment
- Protection Areas
- Events

Soft Adventure
Hard Adventure
Natural/Scenic Adventure
Eco-tourism

The region can be differentiated from other regions of the province using either (or both) of these major themes. It is important to note, however, that it is the **TOURISM EXPERIENCES** and the **TOURISM ACTIVITIES** which are the tangible products the consumer purchases. While the region clearly has the potential to provide thematic differentiation, it must develop activity opportunities, attractions, services, and events to support the themes.

6.0 MARKETING STRATEGY SHOULD FOCUS ON POSITIONING THE REGION AS AN ADVENTURE DESTINATION WITH TWO MAJOR CORRIDORS AND SEVERAL DESTINATION NODES.

The focus of effort for the West Central Region in coming years must be on the following activities:

FOCUS ON INTEGRATION: The West Central Region has some excellent tourism product. It has attractions, destination communities, services, accommodations, and tour guides which compare favourably with product anywhere in Alberta.

However, operators in the region are marketing on their own. They do not work together in a focused and integrated manner in defined target markets.

FOCUS ON DIFFERENTIATION: The West Central Region does not differentiate between one part of the region and the other in terms of target markets and tourism product.

The target markets do differ for different parts of the region, and the marketing message must also differ. Examples of the difference in target markets for various tourism corridors of the zone is outlined below:

Olds-Sundre Corridor - Family markets from Calgary, Edmonton, other Alberta cities travelling for weekend relaxation and recreation experience. Mainly weekend destination traffic who choose their accommodation and plan their trip immediately prior to the travel period. White water adventure markets for Alberta and beyond.

Highway 11 Corridor - Calgary, Edmonton family markets seeking recreation, rest, and relaxation in a mountain setting. Mountain adventurers, hikers horse-packers, and other higher risk adventure tourists. Lake-based family recreationalists seeking the sun and sand of the lakes of the West Central Region. National and international enroute traffic by auto, recreation vehicle, motorcoach tour, and other rubber tire forms. These people seek to learn about the region, its history, and its people.

Olds-Red Deer Corridor - Pass through markets from national and international origins who are intent on travelling between Edmonton and Calgary or Banff and Jasper.

Clearly different strategies are needed for different market/product combinations. The West Central Region can improve its effort in this area.

FOCUS ON IDENTIFIABLE CORRIDOR PRODUCT - The David Thompson Country Tourist Council has produced an excellent service brochure which outlines a number of circle tour products in the zone. This is excellent for the touring market segments from Alberta. However it fails to recognize the destination-oriented, linear travel pattern of most visitors to and through the region. By grouping product around linear corridors, and by offering circle touring as an enhancement, the tourism offerings of the West Central Region will improve immensely.

FOCUS ON MAN-MADE TOURISM PRODUCTS - The region lacks man-made tourism products which will act as tourism generators for the corridors. This lack of product is particularly evident in the western portion of the region.

FOCUS ON CERTAIN DESTINATION NODES - The region lacks destination nodes which act as the jumping-off point to a variety of major activities. Sylvan Lake and Red Deer can be marketed as nodes immediately. Rocky Mountain House, Olds and Sundre can become destination nodes once product has been developed.

The theme development opportunities of the region can be realized by overcoming these gaps, in the view of the study team. The first step needed to overcome these gaps is to create and market two distinguishable tourism corridors:

THE DAVID THOMPSON EXPLORATION TRAIL - The Highway 11 corridor would be developed and marketed to serve Albertan, Canadian, National and International target markets. Short exploration "loops" off this major trail would be encouraged.

THE ANTHONY HENDAY ADVENTURE TRAIL - The Highway 27 corridor would be packaged, developed, and marketed for the urban Albertan family market.

In addition to the two corridors, initiatives which are regional in nature should also be pursued. The study team considered such initiatives on their sessions.

By focusing effort around these two corridors, the West Central Region can overcome many of its tourism gaps in the shorter run and be very well positioned for longer term development and tourism growth.

7.0 TOURISM DEVELOPMENT INITIATIVES SHOULD FOCUS ON TWO ADVENTURE/EXPLORATION CORRIDORS. REGION-WIDE INITIATIVES SHOULD ALSO BE DEVELOPED.

The development initiatives for the West Central Region were chosen and prioritized according to their relative value in bridging tourism gaps, in supporting existing assets, in differentiating the region and in addressing the needs of the key target markets. These initiatives were grouped in three priority groupings.

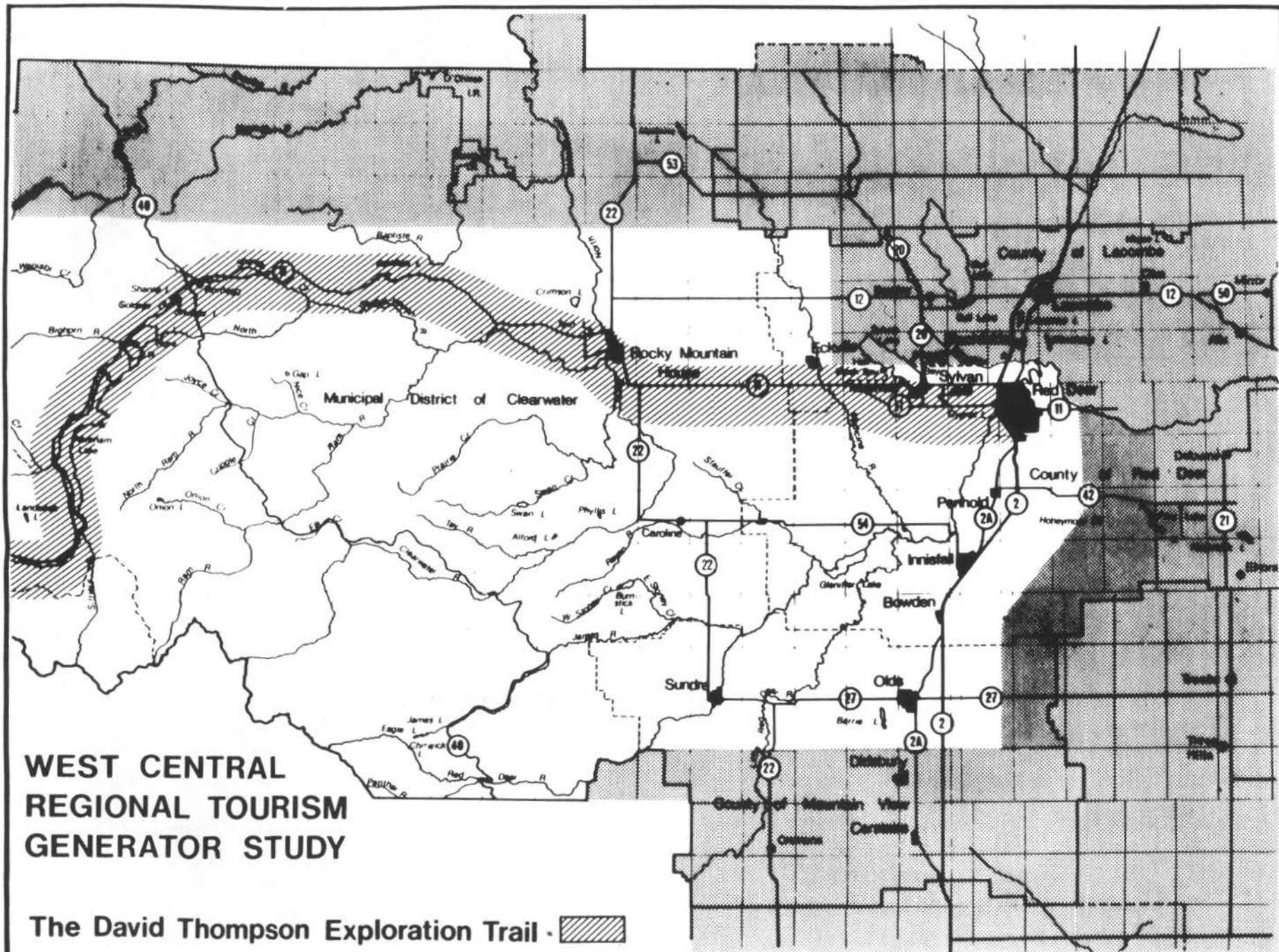
THE DAVID THOMPSON EXPLORATION TRAIL SHOULD FOCUS ON INTERNATIONAL AS WELL AS ALBERTA MARKETS.

The David Thompson Exploration Trail will take visitors from "Prairie to Majestic Mountains" along one of the shortest ecological zone transects in Alberta. The David Thompson Exploration storyline will be the focus of travel. However through that thematic baseline, travellers will be invited to explore:

- nature, culture and settlement
- history, heritage and patterns of settlement
- our water adventure playground
- our mountains adventure playground
- our environment
- our western hospitality

The major tourism development initiatives which would help to establish and focus this corridor, include:

- nodal attraction development at Red Deer, Sylvan Lake, Rocky Mountain House, Nordegg and Cline River area
- destination area marketing development at Red Deer and Sylvan Lake
- Co-ordination of adventure product suppliers



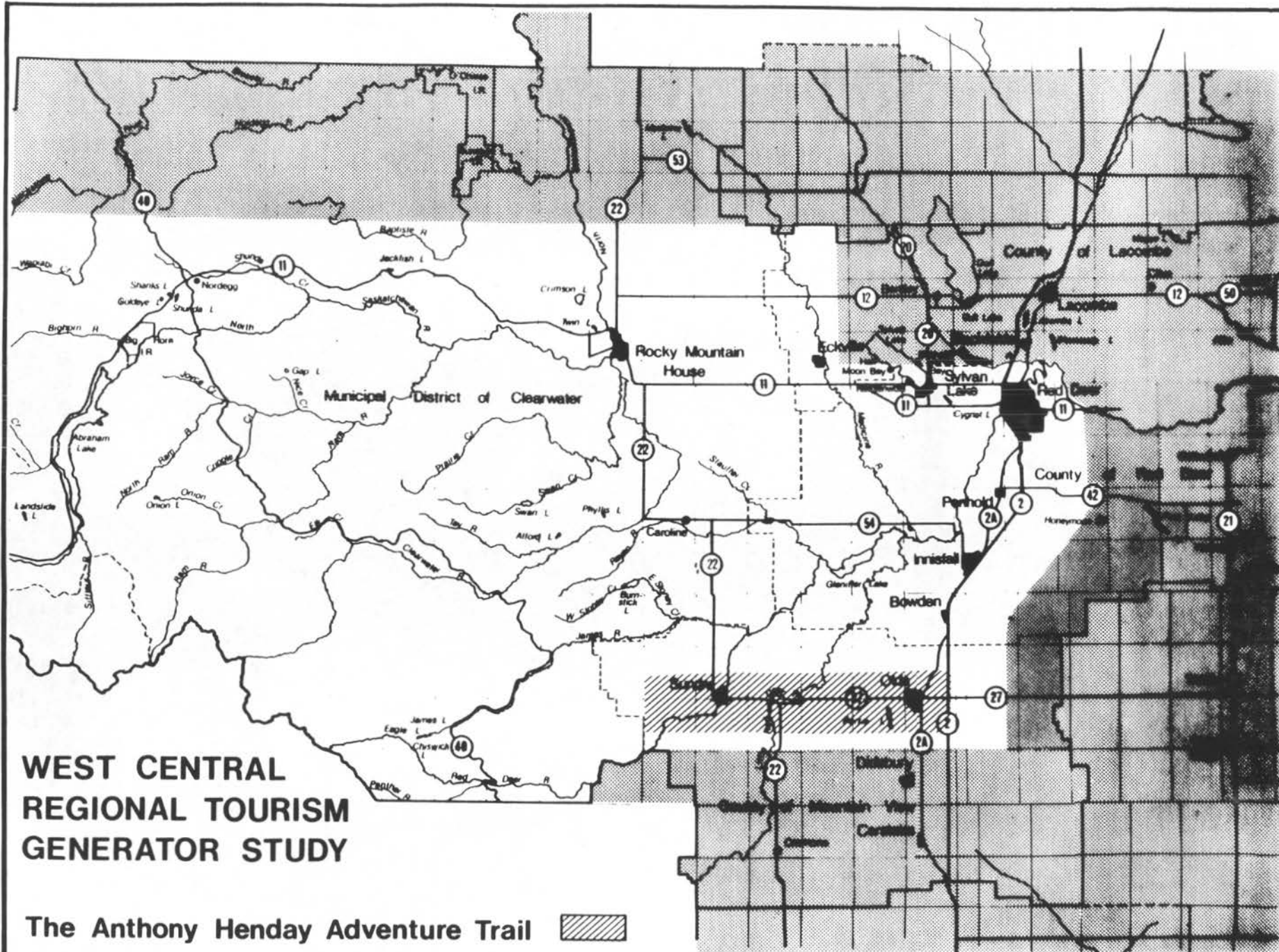
WEST CENTRAL REGIONAL TOURISM GENERATOR STUDY

The David Thompson Exploration Trail - 

MAY 1990

Prepared by: RED DEER REGIONAL PLANNING COMMISSION





WEST CENTRAL REGIONAL TOURISM GENERATOR STUDY

The Anthony Henday Adventure Trail



MAY 1990

Prepared by: RED DEER REGIONAL PLANNING COMMISSION



The development of the David Thompson Exploration Trail should be the first priority of the region if the objective remains the attraction of national and international tourism. While the natural attractions along the trail are superb, man-made attractions must be developed to enhance and interpret those natural attractions.

The priority tourism development initiatives for the corridor are as follows:

Priority 1

- Build "Adventure Centre" at Rocky Mountain House
- Co-ordinate outfitting activities
- Position Sylvan Lake as adventure playground
- Develop a Native Cultural Centre near Rocky Mountain House
- Build "The Crossing" at Red Deer

Priority 2

- Develop the Bighorn Wildland Recreation Area
- Restore Nordegg
- Build a mountain resort near Abraham Lake
- Position Red Deer to "Explore the Natural Environment"

Priority 3

- Build accommodation near Ram Falls
- Develop Chambers Creek for motorized recreation

THE ANTHONY HENDAY ADVENTURE TRAIL SHOULD OFFER FAMILY ADVENTURE ACTIVITIES FOR ALBERTA MARKETS.

The Anthony Henday Adventure Trail already serves as a destination area for Albertans. Its role should be enhanced and co-ordinated marketing should be undertaken to increase sales for the private businesses along the Trail.

The Anthony Henday Adventure Trail can be positioned to sell "adventure for the whole family" to the "families with children" market primarily from Alberta. This trail can be a destination corridor which sells:

- scenic adventure on the Forestry Trunk Road
- Ram Falls family camping experience
- guest ranch/farm vacation adventures
- adventures on the western saddle horse
- adventures in agriculture

The exploration theme would be the sub-theme in most cases, and the dominant theme in certain cases.

The primary tourism initiatives along this trail follow.

Priority 1

- Develop the attraction at Olds College
- Develop/link the ranch and farm vacation product

Priority 2

- Co-ordinate the equestrian product.

While this trail does not require the development of major attractions, a number of the region-wide initiatives identified in the following section would be applied in this corridor area.

REGION-WIDE INITIATIVES WILL BRING STRENGTH WHERE IT IS NEEDED.

The Committee identified initiatives which were region-wide in nature or which were basic, co-ordinating activities that are fundamental to regional tourism development. These initiatives were as follows:

Priority 1

- Develop R.V. parks in key locations
- Expand the soft adventure guided product

Priority 2

- Expand lodges, link lodges in a system
- Develop scenic/environmental tours
- Develop heritage storylines/guides

The main effect of these initiatives will be to develop new product which meets tourism trends, to provide tourism services (particularly accommodation) where they are most needed, and to co-ordinate the guide and outfitting community in both product development and marketing.

A full section of the Main Report has been dedicated to the conduct of preliminary feasibility studies for each of the tourism development initiatives.

In addition to aggressive product development initiatives, the West Central Region will need a concerted strategy and plan for marketing its tourism experiences.

8.0 MARKET TACTICS SHOULD FOCUS EFFORT ON AWARENESS, LURE, AND SERVICE PROGRAMS.

GOALS FOR THE CORRIDOR REGION

The tourism marketing goals for the Corridor Region should be as follows:

- To increase visitation, length of stay, and expenditures in the West Central Region significantly between 1990 and 1995.
- To establish the corridor region as the Adventure/Exploration destination region for travellers who seek an alternative to the congestion and pace of other Alberta destination regions.
- To provide specific, identifiable tourism experiences for target markets, and to promote those experiences with concise, well articulated, and co-ordinated marketing messages.
- To focus visitor enquiries on the "1-800-EXP-LORE" line which would connect the visitor with trained counsellors who can actually provide ticket sales for regional opportunities.

TOURISM MARKETING OBJECTIVES

Our tourism marketing activities should drive towards the achievement of three major objectives within the coming five years:

Objective #1

- To increase tourism traffic on the David Thompson Trail by 25% by December, 1995.

Objective #2

- To increase tourism traffic on the Anthony Henday Adventure Trail by 25% by December 1995.

Objective #3

- To increase overnight motorcoach traffic to the region by 100% by December 1995.

STRATEGY AND TACTICS

Strategy

The broad strategic principles which should drive the marketing of the corridor region are as follows:

- The corridor should be marketed as part of David Thompson Country. It should build on the strength of the zone marketing and the marketing messages should be co-ordinated. However, it is differentiable from Zone marketing thrusts as it will be focused, activity or product based tourism experiences sold along specific travel routes.
- Two corridors should be given specific, separate effort and positioning, even in those cases where they are sold together at the same venue.
- The David Thompson Exploration Trail should be positioned as both a destination route for nearby markets and as an "enroute" experience for national and international target markets.
- The Anthony Henday Adventure Trail should be positioned as a destination region for families and adult groups from urban centres in Western Canada and close-in states.
- Two destination nodes should be marketed now - Red Deer and Sylvan Lake. They should develop separate positioning, but remain within the theme. Future destination nodes should include Rocky Mountain House, Olds and Sundre.
- The corridor region should be marketed around experience-based product lines. Each product line would include core activities, support activities, services and related events all connected thematically with adventure and exploration.

- Circle routes and destination routes should be developed around the two corridors over time as the tourism product of the region grows.

Tactics

The major tactics to be used in this plan include the following:

- Organize the marketing projects into three tactical thrusts:
 - Awareness Program
 - Lure Program
 - Service Program
- Develop marketing projects as "windows of opportunity" for private and public sector marketing partnerships. Prioritize the projects within each program on the basis of urgency, relationship to need, direct applicability, and necessary sequence.
- Evaluate the success of each tactic and each implemented project against expected results. Ensure industry partners are aware of the success level of each initiative.

TACTICS FOR THE DAVID THOMPSON EXPLORATION TRAIL

- Develop the high priority tourism initiatives as identified previously.
- Promote specific product or activity based tourism experiences to near-in urban markets. Describe the experience (adventure/exploration), the benefits, and the educational content in each marketing message.
- Promote weekend packages to destination nodes targeted at interesting, educational experiences for families and for adults couples from nearby urban markets. Highlight the short-trip activities around those destination nodes to enhance the packages.
- Promote the entire product line along and near Highway 11 to national and international markets targeted by Alberta Tourism. Tie the products thematically to adventure and

exploration. Stress Services, safety, amenities and scenery in all literature. Fulfillment literature should be rich in information on all cultural and logistical aspects of the Region, including ecological/environmental assets.

TACTICS FOR THE ANTHONY HENDAY ADVENTURE TRAIL

- Develop the high priority initiatives of the corridor as identified previously
- Develop promotion packages around specific product or product lines. Promote these to families with children from major nearby urban centres and to adult couples and small groups.
- Introduce product to the long haul traveller with lure material in specific centres, such as "The Crossing" at Red Deer.
- Promote weekend packages to destination nodes targeted at interesting, educational experiences for families and for adults couples from nearby urban markets. Highlight the short-trip activities around those destination nodes to enhance the packages.

TOURISM MARKETING PROGRAMS AND PROJECTS

Awareness Program

The purpose of the Awareness Program is as follows:

- to develop an awareness of the corridor idea in the minds of key target markets;
- to increase awareness of the tourism product lines available in the corridor region, including outdoor adventure products, heritage/cultural products and entertainment.
- to increase awareness of the anchor communities on the corridors, particularly Red Deer, Sylvan Lake, Rocky Mountain House and Olds.

- to increase awareness of Red Deer and Sylvan Lake as existing destination nodes in the region.
- to increase awareness of the corridor region in critical international group and FIT touring segments.

This purpose can be achieved in conjunction with the David Thompson Country Tourist Council and by increasing marketing activity in key target markets to the zone. In addition, the corridor region must "tag on" to the provincial marketing campaign in order to increase awareness.

Program Focus

The awareness program should focus the target markets on the idea of corridors, the benefits of a corridor travel experience (variety, time savings, scenery, education, information, adventure, exploration), and the potential to travel as a weekend getaway, a package experience, or a group travel experience.

The program focus should emphasize Highway 11 as a route for both long haul and close-in markets. Highway 27 should place more emphasis on the close-in markets. The major destination nodes of the region should be a key part of the awareness program and a highlight of activity and event-based promotion.

The Awareness campaign must still focus on the idea of adventure and exploration in west central Alberta. This focus is more important than specific product highlights, provided the product, activity, and event highlights illustrate the best the zone has to offer.

The major marketing activities to be undertaken in the corridor region, in approximate order of their priority for implementation, include the following:

<u>Order</u>	<u>Budget</u>	<u>Product</u>
1	\$35,000	Print Material Development <ul style="list-style-type: none">● focused on development of the basic print messages needed to lure corridor customers.
2	\$17,000	Provincial "Tag-On" Initiative <ul style="list-style-type: none">● focused on developing basic awareness in key short and long haul target markets
3	\$ 5,000	Video Product Development <ul style="list-style-type: none">● focused on promotion of a high quality video for use in all target markets.

Lure Program

The purpose of the Lure Program is to encourage the priority target markets for the corridor region to visit the region. In order to realize this purpose, the priority target markets identified must receive a specific invitation to visit which describes the visitor experience in terms which the target market perceives to be most desirable.

Program Focus

The lure materials developed and the lure promotional campaigns implemented must focus on "bundles" of experiences which explore or are adventurous and which surround a core set of activities.

The high risk adventurer, whether a climber of mountains or a paddler of rivers, requires a different marketing message than does the group tour/historic site visitor. These tailored messages addressing the priority target markets by offering core activities within the adventure theme is the main message to be developed here. Support activities and events - shopping, craft viewing, related events, and related product areas should be communicated in this material.

The David Thompson Exploration Trail should be focused on products for the motorcoach market, the long-haul independent traveller, and the weekend getaway travellers.

The Anthony Henday Adventure Trail should be focused on products for the family with children and the adults in the small groups market who are travelling by car.

Destination Nodes

The destination nodes in the near future will be Red Deer and Sylvan Lake, and projects to support these nodes have been identified.

In the longer term, however, Rocky Mountain House, Olds, and Sundre will develop as destination nodes from which visitors will travel out to enjoy the outdoor opportunities of the region.

It is important to the success of the overall plan that each destination node develop a strong position of its own, but within the exploration and adventure themes. Co-ordination between these communities and promotion people in the region is critical to success.

The projects within the lure program, in the approximate priority for implementation include are listed on the page following:

<u>Order</u>	<u>Budget</u>	<u>Project</u>
1	\$28,000	The "Getaway" Promotion <ul style="list-style-type: none">● focused on short-haul markets and weekend "Getaway" experiences
2	\$76,000	"The Crossing" at Red Deer <ul style="list-style-type: none">● focused on promoting Red Deer as a destination
3	\$76,000	Sylvan Lake Destination Area <ul style="list-style-type: none">● focused on increasing visits to Sylvan Lake
4	\$ 2,800	Hard Adventure Promotion <ul style="list-style-type: none">● focused on developing the high risk adventure markets
5	\$22,000	Soft Adventure Promotion <ul style="list-style-type: none">● focused on developing the growing soft adventure market
6	\$14,000	"Explore Our Heritage" <ul style="list-style-type: none">● focused on culture and settlement assets
7	\$10,000	"Explore Our Environment" <ul style="list-style-type: none">● focused on the growing eco-tourism interest
8	\$10,000	Explore Our Western Hospitality <ul style="list-style-type: none">● focused on rural, agricultural, and Western" assets of the region
9	\$ 9,000	"Explore Our Crafts" <ul style="list-style-type: none">● focused on marketing regional crafts
10	\$ 5,000	"Explore our Agriculture" <ul style="list-style-type: none">● focused on the agriculture story-line of the region
11	\$ 2,000	"Explore Our Energy Industry" <ul style="list-style-type: none">● focused on area energy resources

Service Program

The purpose of the service program is to provide the necessary sales, information/direction, and industry co-operation infrastructure to support the marketing initiatives identified.

Two major elements of the service program have already been identified in the new attractions section:

- Build "The Crossing" at Red Deer
- Build "Adventure Centre" in Rocky Mountain House

Both of these initiatives are conceived to be information, retail, booking and service centres for the region. These will be the anchors of corridor development and the focus points for much of the service program.

Program Focus

Since this program focuses on ensuring that the required infrastructure, directional information, customer services, and hospitality are in place to ensure visitors both enjoy their stay and return to the region, there is no particular focus on one route or the other. However, both major information centres are on the David Thompson Exploration Trail, a fact which emphasizes the importance of this corridor in the near future.

The following projects are listed in their approximate order of priority for implementation:

<u>Order</u>	<u>Budget</u>	<u>Product</u>
1	\$36,000	Corridor Logo/Lettermark Project <ul style="list-style-type: none">● focused on development of a distinctive lettermark for each corridor
2	\$ 5,000	Operator Promotion Project <ul style="list-style-type: none">● focused on ensuring that regional operators participate in the marketing program
3	\$15,000	Distribution Project <ul style="list-style-type: none">● focused on ensuring that marketing materials are distributed to target markets and to operators.
4	\$15,000	Tourism Awareness Training Project <ul style="list-style-type: none">● focused on ensuring that employers and employees are dedicated to service excellence throughout the region.
5	\$15,000	"1-800-EXPLORE" <ul style="list-style-type: none">● focused on installing a single telephone point of sales.
6	\$50,000	Corridor Signing Project <ul style="list-style-type: none">● focused on ensuring proper outdoor signing of both trails is implemented.

MARKETING BUDGET

The marketing budget required to achieve the objectives set out in this report cannot be identified except in the broadest sense. The marketing budget must be set according to projected revenue on an annual basis and by the partners in the initiative.

The table following outlines an approximate budget for the promotions identified. This is not an annual budget, as many of the projects are developmental infrastructure, signing, and service components which have not been annualized. This might best be considered as the budget which would be desirable to move the West Central Region to the threshold point of a major destination.

ESTIMATED MARKETING COSTS

<u>Marketing Activities</u>	<u>Ad- Vertising</u>	<u>Pub- lications</u>	<u>A.V. Material</u>	<u>Display Materials</u>	<u>Trade & Consumer Shows</u>	<u>Media Relations</u>	<u>Trade Relations</u>	<u>Promos & Promo Material</u>	<u>Market Research & Material</u>	<u>Total Dollars</u>
<u>Awareness Program</u>										
1. Print Material Development		25,000		5,000					5,000	35,000
2. Provincial "Tag-On Initiative"			5,000		5,000	5,000	2,000			17,000
3. Video Product Development			5,000							5,000
<u>Lure Program</u>										
1. The "Getaway" Promotion	10,000	5,000	5,000	1,000	3,000	1,000	1,000	2,000		28,000
2. "The Crossing at Red Deer"	50,000	5,000	5,000	3,000	5,000	2,000	3,000	3,000		76,000
3. Sylvan Lake Destination Area	50,000	5,000	5,000	3,000	5,000	2,000	3,000	3,000		76,000
4. Hard Adventure Promotion	10,000	5,000	5,000	2,000	5,000	1,000				28,000
5. Soft Adventure Promotion	5,000	5,000	5,000	2,000	3,000	1,000	1,000			22,000
6. "Explore Our Heritage"	5,000	5,000	2,000	1,000	1,000					14,000
7. The "Explore Our Natural Environment" Promotion	5,000	5,000		2,000		1,000	1,000	1,000		15,000
8. The "Explore our Western Hospitality" Promotion		5,000		2,000	1,000	1,000		1,000		10,000
9. "Explore Our Crafts"	5,000	2,000		1,000	1,000					9,000
10. The "Explore Our Agriculture" Promotion		2,000	1,000	1,000	1,000					5,000
11. The "Explore Our Energy Industry" Promotion		2,000								2,000
<u>Service Program</u>										
1. Corridor Logo/Lettermark Project	2,000	2,000	2,000	5,000				20,000	5,000	36,000
2. Operator Promotion Project									5,000	5,000
3. Distribution Project		2,000	2,000	5,000				2,000	4,000	15,000
4. Tourism Awareness Training	3,000		5,000	5,000				2,000		15,000
5. "1-800-EXPLORE"	10,000								5,000	15,000
6. Corridor Signing Project									50,000	50,000
TOTAL	155,000	75,000	47,000	38,000	30,000	14,000	11,000	34,000	74,000	478,000

9.0 STRONG DEVELOPMENT AND MARKETING PARTNERSHIPS MUST BE CREATED FOR THE WEST CENTRAL REGION TO SUCCEED.

This concept of Regional Tourism Development began with a vision for the West Central Region -- a vision of tourism development, community development, growth and prosperity all centred around visitors who come to this region to experience its adventure and to explore its assets.

The concept comprises physical development initiatives, strategies, and marketing tactics all targeted at achieving the vision.

The key element, however, needed to achieve this vision is people -- people from communities who normally compete for business; operators who normally compete for business; public sector representatives; and all other people who are related less directly to tourism. These people must agree to co-operate with one another for the good of the West Central Region in order to achieve the vision.

The vision won't be realized overnight. It can be realized in measured, step-wise fashion over time provided key players are prepared to work together and record their successes.

The movement may begin with a few operators co-operating informally. It may begin with a co-operative promotion developed under Team Tourism.

Whatever the landmark first step, we can be sure that change will occur a step at a time, that challenges will be surmounted one at a time. The people of the region must work together to make this happen.

If people work together towards this plan, the West Central Region will enter the twenty first century a safe, secure, unspoiled tourism destination which tells a captivating, multi-faceted Alberta story to its many national and international visitors.

**WEST CENTRAL REGIONAL
TOURISM GENERATOR STUDY**

VOLUME I: MAIN REPORT

Prepared for:

**West Central Regional
Tourism Generator Task Force**

Prepared by:

**Pannell Kerr Forster
Management Consultants
Edmonton, Alberta**

May, 1990

WEST CENTRAL REGIONAL TOURISM GENERATOR STUDY

ACKNOWLEDGEMENTS

This report represents a journey of discovery. Through its completion the representatives of the five municipal partners who sponsored the project have shared information, traded views and reshaped one another's perspectives. They have built and benefitted from a direct working relationship with the David Thompson Country Tourist Council, the Red Deer Regional Planning Commission and Alberta Tourism. Finally, they have found common ground and reached a strong consensus on the "critical path" of tourism development in this west central region of Alberta. The challenge now is to carry that sense of direction and that synergy to the major stakeholders who must work together to realize the objectives. It is a challenge keenly taken.

The West Central Regional Tourism Task Force members are to be commended for their willingness to persevere through the uncertainties associated with such a unique cooperative project and to move forward with unfailing common sense and determination. It has been a great pleasure to work closely with these people:

Hugh Bodmer (Town of Olds)
Roland Pigeon (Municipal District of Clearwater)
Wendy Martindale (Red Deer Tourist and Convention Board)
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We thank all those who provided valuable input through the information gathering stage of the project. These community leaders, tourism operators and public representatives have provided the practical perspective so critical to any strategy.

We gratefully acknowledge the financial assistance provided for this study by the five municipal partners of Olds, The Municipal District of Clearwater, Red Deer, Rocky Mountain House and Sylvan Lake; and by the federal and provincial governments through the Canada Alberta Tourism Agreement.

Task Force members recognize that the tourism development strategy incorporated in this report cannot be achieved quickly or even in its entirety. They are, however, convinced of the need to bring together the major stakeholders in the region -- the communities, the operators and the public agencies -- to establish a cooperative working relationship and pursue common goals. They regard this report as a blue print to begin. New partnerships will evolve as individual projects are initiated throughout the region. These are welcome. We are all partners in a larger work.



Chairman
West Central Regional Task Force

WEST CENTRAL REGIONAL TOURISM GENERATOR STUDY
TABLE OF CONTENTS

	<u>PAGE</u>
1.0 INTRODUCTION	1
1.1 Background	1
1.2 Process	1
1.3 Content	2
2.0 TOURISM RESOURCES AND TOURISM MARKETS FOR THE WEST CENTRAL REGION	4
2.1 The Exploration and Adventure Theme	4
2.2 Tourism Resources of the West Central Region	8
2.2.1 Inventory of Tourism Resources	8
2.2.2 Assessment of Tourism Resources	8
2.2.3 Zone Tourism Resource Assessment	13
2.3 Tourism Markets for the West Central Region	14
2.3.1 Tourism to the Region	13
2.3.2 Visitor and Geographic Markets	15
2.3.3 Trends in Tourism	23
2.3.4 Tourism Target Markets	28
2.4 Potential Success of the Theme	30
3.0 ASSESSMENT OF TOURISM DEVELOPMENT INITIATIVES	32
3.1 Introduction	32
3.2 Theme Development Opportunities	33
3.3 Tourism Development Initiatives	37
3.3.1 The David Thompson Exploration Trail	42
3.3.2 The Anthony Henday Adventure Trail	44
3.3.3 Region-Wide Initiatives	44
3.4 Conclusion	46
4.0 PRELIMINARY FEASIBILITY REVIEWS	47
4.1 Introduction	47
4.2 The David Thompson Exploration Trail	47
4.3 The Anthony Henday Adventure Trail	74
4.4 Region-Wide Initiatives	82
4.5 Conclusion	95

	<u>PAGE</u>
5.0 IMPLEMENTATION PROGRAM	96
5.1 Marketing Strategy and Plan	96
5.1.1 Goals for the Corridor Region	96
5.1.2 Tourism Marketing Objectives	97
5.1.3 Strategy and Tactics	97
5.1.4 Awareness Program	100
5.1.5 Lure Program	106
5.1.6 Service Program	136
5.2 Organization Considerations	147
5.3 Budget and Funding	147
5.3.1 Budget	147
5.3.2 Funding	149
APPENDIX I	Tourism Resources Summary
APPENDIX II	Sources of Grants/List of Foundations
APPENDIX III	Glossary of Terms

1.0 INTRODUCTION

1.1 Background

The West Central Region Tourism Task Force contracted Pannell Kerr Forster to conduct a tourism generator study in October, 1989. The purpose of the study was "to investigate the feasibility of developing a regional tourism generator utilizing existing facilities and assets and enhance facilities particularly nodal attractions throughout the region." The study was financed by the Red Deer Tourist and Convention Board, Town of Sylvan Lake, Olds, Rocky Mountain House and Municipal District of Clearwater No. 99, in conjunction with the federal and provincial governments through the Canada-Alberta Tourism Agreement.

The study was conducted in three phases:

- Marketing, Community and Resource Assessment
- Conceptualization and Feasibility Assessment
- Implementation Program and Funding

1.2 Process

The work process involved the following major components:

- Community Tourism Resource Assessment
- Tourism Market Assessment
- Analysis of Product and Market Gaps
- Product Development Recommendations and Preliminary Feasibility Analysis
- Market Strategy
- Implementation

The consulting team reported to the West Central Region Tourism Task Force at regular intervals throughout the study process.

WEST CENTRAL REGIONAL TOURISM GENERATOR STUDY

LOCATION MAP

 Study Area

MAY 1990

Prepared by: RED DEER REGIONAL PLANNING COMMISSION



1.3 Content

This report contains the substantive recommendations of Pannell Kerr Forster to the Task Force and constitutes the main report for this project.

Two support documents have been prepared:

- **West Central Regional Tourism Generator Study: Executive Summary**
 - A document which summarizes the major findings and recommendations of the main report.
- **West Central Regional Tourism Generator Study: Volume II: Appendices**
 - A document containing the detailed documentation, tables, and data supporting the findings of the study.
 - This document has been produced in limited quantities for the use and reference of the Committee.

2.0 TOURISM RESOURCES AND TOURISM MARKETS OF THE WEST CENTRAL REGION

This section of the report addresses the following aspects:

- The Exploration and Adventure Theme
- Tourism Resources of the West Central Region
- Tourism Markets for the West Central Region

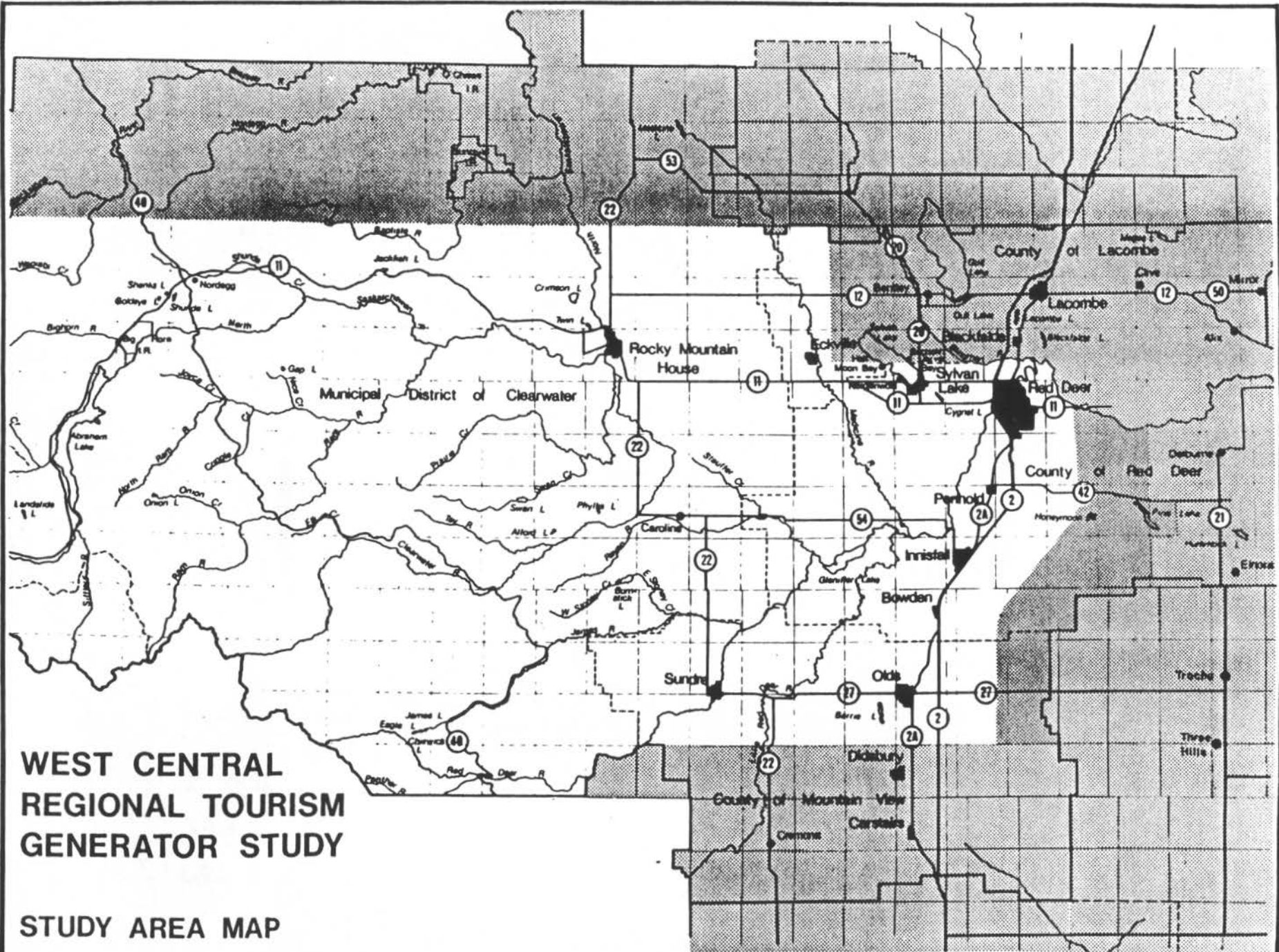
2.1 The Exploration and Adventure Theme

The West Central Region is located within Zone 4, David Thompson Country. It is situated east of the Rocky Mountains, between the two major cities of Alberta, Edmonton and Calgary, and includes the city of Red Deer. The region is characterized by striking scenery, clean and clear rivers and lakes, and forested foothills.

The David Thompson Country Zone is named after David Thompson, one of Canada's greatest cartographers and geographers. During the late 1700's he travelled across Western Canada by canoe, river boat, on foot and horseback. He explored this region and established a trade route to the Pacific.

Today a variety of tourism themes and slogans are used in the Zone to attract visitor attention to this rich history and the nature and man-made resources. Themes and slogans used to date include:

- Explore Zone 4
- You're Invited
- Making Tourism Work For You
- Picture Yourself



WEST CENTRAL REGIONAL TOURISM GENERATOR STUDY

STUDY AREA MAP

MAY 1990

Prepared by: RED DEER REGIONAL PLANNING COMMISSION



Tourism resources include attractions and events, services, infrastructure, promotion and hospitality. The Zone is particularly well known for its breathtaking scenery, historical attractions, western events, beautiful parks and warm western hospitality.

The Exploration and Adventure theme has been proposed for the West Central Region. This theme is compatible with the theme and resources of the greater Zone area. This theme can represent zone history and culture; it can incorporate a storyline that conjures up thoughts of native peoples, explorers and fur traders that once inhabited the land. It also brings to mind images of soft adventure in a sophisticated urban environment and hard adventure in a wilderness and wildlife environment.

To be successful, the theme must capture the attention of present and potential visitor markets. In addition, tourism resources throughout the region must support the theme, satisfy visitor markets and encourage visitors to stay longer, spend more and return in the near future. This can be accomplished through development of tourism resources that are compatible with the theme and are built around visitor activities and interests.

Tourism resources compatible with the theme and interests of visitors might include, but are not limited to:

- natural features
 - lakes
 - mountains
 - wilderness
- historical sites and attractions
- cultural sites and attractions
- industries
- local sporting and recreational events
- competitions
- conventions and convention facilities
- walking and driving tours
- accommodation facilities

- hotel, motel, campground, R.V. park
- food and beverage facilities
- service stations
- retail stores
- transportation networks
 - air
 - rail
 - bus
 - highways and roadways
- recreational facilities

Visitor interests and activities include, but are not limited to:

- recreational activities
 - hiking, horseback riding
 - golfing
 - swimming, boating, fishing
 - camping
 - hunting
 - cycling
 - cross country skiing, snowmobiling
- historical and cultural activities
 - museums
 - multicultural centres
 - fairs and festivals
 - sightseeing
 - tours
- competitions
- conventions

Each community in the region must work to establish a network of tourism resources that support the theme and satisfy visitor interests. These resources must be promoted to enhance visitor awareness and attract interest. Hospitality of residents and merchants must be encouraged and established to ensure the visitors' stay is enjoyable and their needs are satisfied.

The tourism resources of the region and our priority target markets in relation to the major themes are evaluated in subsequent sections.

2.2 Tourism Resources of the West Central Region

2.2.1 Inventory of Tourism Resources

Pannell Kerr Forster conducted a complete summary of the tourism resources of the West Central Region. Appendix 1 presents the results in tabular form. Further detail is provided in Volume II. This inventory approach records the major assets of each community with respect to its:

- Tourism Attractions
- Tourism Events
- Tourism Services
- Tourism Infrastructure
- Tourism Promotion and Hospitality

It is evident from the inventory of resources that the West Central Region has a large number of very interesting and marketable tourism assets, some of which are almost unknown in major target markets. The inventory also forms the foundation for an assessment of the gaps which are evident.

2.2.2 Assessment of Tourism Resources

The major gaps (or opportunities for improvement) evident from our assessment of the tourism resources of the West Central Region are summarized in this section.

Attractions

- The superb natural attraction of the West Country is relatively undeveloped. Ecologically sensitive man-made improvements are needed.

- Private operators have opened the natural attractions of the area to tourism. However, these operators do not collaborate in product quality assurance nor in marketing.
- While community tourism nodes exist along major corridors, they lack tourism generators of significance. Key communities for the development of man-made attractions include Red Deer, Rocky Mountain House, and Olds in the near term.
- Attractions which conform with the evident tourism trends are relatively undeveloped:
 - educational tourism
 - experiential tourism
 - soft adventure tourism
 - cultural tourism
 - eco-tourism

Where such attractions do exist, they are not marketed collaboratively.

Events

Events in the region are predominantly local or regional in nature, with some notable exceptions:

- Many major rodeos, agricultural shows and equestrian activities.
- The Red Deer International Airshow.
- Major water-based events at Sylvan Lake.

Two identifiable gaps exist in the events products of the region.

- Existing events are stand-alone products for individual communities. They are not connected with similar products in the region, and they are not marketed together. For example, rodeos could be connected with farm/ranch vacations, equestrian summer camps, and guiding/outfitting trips. Thus, a

bundle of tourism activities with a western theme could be marketed as adventure or exploration.

- Events are not purposely themed and oriented to existing tourism markets and tourism market trends.

Services

- The West Country lacks the fixed roof and recreation vehicle accommodation necessary to open it to tourism.
- Recreation vehicle product in the region, and particularly product for longer term stays, would benefit from upgrading and expansion. It also requires collaborative marketing.
- Some existing fixed roof accommodation is not approved by Alberta Tourism. Quality control is critical to future success in all markets and this should be addressed.
- The cultural goods retailers (crafts, art, etc.) are one of the unique and interesting strengths of the region. However, they are dispersed geographically, are alone in their marketing, and do not have any common retail outlets which specifically target tourism.

Infrastructure

- While the major highways of the region are excellent by all standards, the Forestry Trunk Road, if paved, would attract many more visitors, particularly from the R.V. segment of the market.
- The Province of Alberta and its communities offer outstanding highways and roadways for the mobile visitor. Major highways

and most secondary highways are well maintained and in excellent condition.

- Only a few communities have airports. These are Innisfail, Rocky Mountain House, Olds and Red Deer (The Red Deer Industrial Airport at Penhold). For the most part, the airports in the West Central region are used by charter and recreational operators. Although International Airport at Edmonton and Calgary are within a 75 minute drive of Red Deer, there is a lack of regularly scheduled commercial air service into the region.
- The railway offers freight service and Greyhound Bus Lines offer bus service to communities throughout the region. Red Deer and Innisfail have community bus service for residents and visitors, and Highway 2 communities have Red Arrow bus service.
- There are many recreation facilities found throughout the region. Most communities have community leagues, arenas, tennis courts, and golf courses for the resident and visitor to enjoy.

Promotion and Hospitality

Most communities in the West Central Region have tourism information centres (TIC) and are members of David Thompson Country Tourist Council. Membership has its benefits for these communities as they are included in promotional literature developed and distributed by the Council in cooperation with Alberta Tourism.

However, the same gaps as are found in many regions exist in the West Central.

- Operators of businesses serving similar "tourism experiences" are not marketing together.

- Operators are not grouped thematically to sell a tourism experience.
- Events and attractions compete for business instead of working together.
- Target market identification, marketing techniques, tools, and marketing planning do not appear to be at a sophisticated level in the region.

In terms of hospitality, most communities believe they have friendly residents and merchants who welcome the visitor and encourage them to stay longer. Communities such as Red Deer have hospitality training programs offered by Red Deer Tourist and Convention Board and Red Deer College. For most communities, Travel Alberta conducts hospitality seminars for those employed in the tourism and hospitality industry. Any gaps in hospitality are common to all tourism regions.

- Hospitality awareness training is not uniform throughout the region.
- Hospitality staff vary in quality and friendliness. This threatens the ability of the region to "guarantee" the friendly western welcome which it may wish to market.

Several weaknesses in promotion and hospitality characterize the region. Most communities appear concerned about directional and informational signage in and around their communities, quality tourism information centres, and resident awareness about and appreciation for the tourism industry.

2.2.3 Zone Tourism Resource Assessment

In addition to reviewing the resource listing for each community, personal interviews were conducted with officials from many of the fourteen Alberta tourism zones to identify significant tourism resources and themes, and assess:

- strengths and weaknesses of tourism resources
- proposed tourism resources
- perceived ability to serve tourism markets.

Volume II: Appendices profiles each tourism zone in detail with respect to the foregoing.

The importance of this review to David Thompson Country and the use of the Exploration and Adventure themes is as follows:

- Zone slogans commonly refer to the natural assets of the Zone -- "Wilderness", "Nature", "Evergreen", "Blue Skies", etc.
- All Zones, in one manner or another, incorporate the concepts of discovery, adventure, or exploration in their marketing messages. This fact is common to thousands of tourism regions in North America.
- It is the tourism activities and tourism experiences offered (and their quality, comprehensiveness, and price) which differentiate a region, not its theme alone. Slogans help to create the mental image and expectation of benefits in the mind of the traveller.

2.3 Tourism Markets for the West Central Region

Major visitor markets to the West Central Region were identified and assessed to determine the potential tourist demand. Primary and secondary sources of market data were compiled in order to analyze present tourism demand and also to recognize relevant tourism trends.

In this section we shall examine the following:

- Tourism to the Region
- Visitor and Geographic Markets
- Trends in Tourism
- Target Markets

2.3.1 Tourism To The Region

The Alberta Travel Survey (1982) is one source of information that specifies markets of international origin. The following points summarize the survey:

- 3.9 million people visited Alberta during 1982 and stayed an average of 6.1 nights for total person nights in the Province equal to 23.8 million.
- Of the visitors to Alberta, 754,000 people visited the David Thompson Zone and 229,000 stayed overnight, 39% of which stayed overnight in Red Deer.
- Of the visitors to Alberta, 121,000 specified the David Thompson Zone as their main destination.
- Most visitors travel in the summer season by private vehicle and originate from Canada, in particular, British Columbia, Saskatchewan and Ontario. Quite a large percentage of the Alberta visitor market (23%) originates from the United States. Of those that visit the Zone, 17% are of U.S. origin.
- Visitors to Alberta, the Zone and Red Deer favour accommodation with friends and relatives, and hotels/motels.
- Visitors expenditures are primarily for meals, lodging and fuel. The average expenditure per household party is higher

for visitors to the Zone (\$417) and overnight in the Zone (\$516) versus visitors to Alberta (\$295).

- Sporting activities, visiting events and attractions, and sightseeing are popular visitor activities.

The results of the Canadian Travel Survey conducted in 1986 are summarized below. This survey provides information on Canadians travelling to Alberta. The following points summarize the survey:

- A total of 1.6 million people travelled to the Zone in 1986 and 95% of these visitors were Albertans. The majority of Albertans originate from Calgary (29%) and Edmonton (22%).
- Only about 50% of travellers were on weekend trips.
- Slightly more men than women travelled to the Zone.
- The dominant travel mode by far was the automobile (94%).
- The Zone is popular with adults who are employed.
- Pleasure travel (36%) and Visiting Friends and Relatives (35%) were the major trip purposes.

2.3.2 Visitor and Geographic Markets

Visitors to the West Central Region have been segmented according to their major trip purpose:

- Pleasure
- Business
- Visiting Friends and Relatives (VFR)
- Passing Through
- Personal Business

Visitor Markets According to Trip Purpose

The major travel surveys recording travel behaviour to David Thompson Country agree that the primary trip purposes, in ranked order of importance, are as follows:

- Pleasure/Vacation
- Visiting Friends and Relatives
- Business
- Personal Business

Approximately 70-73% of all visitation can be attributed to the first two trip purposes. Whether visiting friends and relatives, or travelling for pleasure, visitors in these two trip purpose categories are interested in the following activities:

- outdoor recreation
- visiting events/attractions
- sightseeing
- rest/relaxation
- shopping

Table 2.1 shows characteristics of visitor markets travelling to the West Central Region:

Table 2.1
Characteristics of Visitor Markets

	Pleasure	Business	VFR	Pass Through	Personal Business
<u>Activities</u>					
Visit Events/Attractions	X				
Recreation/Adventure	X				
Motorcoach Tours	X				
Attend Conventions/Meetings		X			
Visit Friends and Relatives			X		
Personal Business					X
<u>Season</u>					
Spring	X	X	X	X	X
Summer	X	X	X	X	X
Fall	X	X	X	X	X
Winter		X	X	X	X
<u>Mode of Transportation</u>					
Automobile	X	X	X	X	X
Plane	X	X			
Bus	X	X	X		
<u>Origin</u>					
Alberta	X	X	X	X	X
Other Provinces	X	X	X	X	
U.S.	X	X	X	X	
Overseas	X		X	X	
<u>Per Capita Expenditure</u>	\$5-\$200	\$15-\$200	\$5-\$50		\$1-\$200

Source: Community Tourism Action Plans

This information, gathered from Community Tourism Action Plans in the region, confirms the findings of the other surveys concerning major trip purpose, mode of travel, and visitor origin. Each major trip purpose market is considered briefly below.

Pleasure Market

Pleasure travellers to the West Central Region have the following characteristics:

- The majority travel in the late spring to early fall.
- They participate in outdoor recreation and adventure activities.
- They attend events, attractions, historic sites.
- They travel as families or adult couples.
- They originate from the immediate area, from Calgary, Edmonton, and from the USA.

- They stay from 1 to 14 days and spend from \$5 to \$100 per day.

Motorcoach tours are popular with some segments of the pleasure and pass-through markets. Approximately 90 motorcoach tour companies are based in Alberta. Numerous operators originating from other parts of Canada and the U.S. travel to the West Central Region. They visit year round, especially during the spring, summer and fall. To date, most motorcoach tours travel through the region enroute to the Canadian Rockies and few stay overnight in the region. Several circle tour packages include Edmonton, Red Deer and Calgary. Of all the communities in the West Central Region, Red Deer hosts the greatest number of overnight motorcoach travellers.

A sizeable proportion of the pleasure travel/vacation market (over 46%) seeks accommodation in campgrounds and RV parks. Relevant recent data from provincial parks in the region demonstrates the seasonal nature of camping and of campground operations.

Table 2.2
West Central Region
Campground Summary Report - 1989

	<u>Total</u>	<u>Aspen Beach</u>	<u>Crimson Lake</u>	<u>Jarvis Bay</u>	<u>Red Lodge</u>
April	129	18	47	64	0
May	2,581	617	602	716	646
June	7,820	2,698	1,700	2,262	1,160
July	19,893	9,143	3,907	5,130	1,713
August	16,482	7,353	3,381	4,415	1,333
September	2,914	1,131	626	677	480
1989	49,819	20,960	10,263	13,264	5,332
1988	48,488	19,318	10,390	13,501	5,279
% Change	2.7	8.5	(1.2)	(1.8)	1.0
Turned Away	--	0	0	189	0

Source: Alberta Recreation and Parks

Visiting Friends and Relatives (VFR) Market

The VFR market visits the West Central Region year round. They tend to travel by private vehicle and commercial bus lines. Their length of stay is intermediate, one to seven days, during which they spend between \$5 and \$50 per day. They originate from Alberta, other provinces, the U.S. and overseas. Clearly Albertans dominate this group. VFR visitors seek to participate in essentially the same activities as pleasure/vacation travellers. The outdoor recreation opportunities of this region would be sought and used by VFR visitors.

Business Market

The business market to this region consists of:

- suppliers servicing business in communities throughout the region; and
- convention and business meetings groups.

The convention market is primarily a Red Deer market and will remain so for the foreseeable future.

Passing Through/Enroute Market

The pass through market simply drives through the Region without stopping. This market is large in the West Central Region due to Highway 2. However, only a small portion of the market may be captured.

The enroute market is a touring market which may be interested in the opportunities for Adventure and Exploration in the West Central Region. The enroute market is predominately a pleasure travel market, and exhibits the characteristics of that market.

Personal Business

Visitors travelling throughout the region for purposes of personal business originate within the region or central Alberta. They travel by private vehicle and spend from \$1 to \$200 depending on length of stay and type of business transacted (shopping, entertainment, legal, medical). These visitors generally travel to communities in the region that can accommodate a variety of needs. Accordingly the larger communities in the region generally have more services for the personal business visitor than do smaller communities.

Visitor Markets According to Geographic Origin

Visitor markets to the West Central-Region come from the following origins:

- Alberta - 95% of all Canadian visitors to the zone. Edmonton and Calgary dominate.
- Other Provinces - Saskatchewan residents dominate.
- United States - Accounts for 15,000 to 20,000 person-trips.
- International - A small percent of total visitation.

All target markets arrive predominately by automobile or recreation vehicle. All are interested in sightseeing, outdoor activities, historic sights, and the natural amenities of the area.

Travel Information Centre (TIC) data from communities in the region demonstrates an increase of 8.61% in visitor enquiries between 1985 and 1989.

Total visitor enquiries at the TIC's within the region can be segmented according to visitor origin. Table 2.3 shows the pattern in visitation for the David Thompson Zone over the past five years according to visitor origin.

From this table we can see that most visitors originated from Alberta, followed by the United States and other provinces. Only 3% of the visitors were from overseas locations.

Table 2.3
Origin of Visitors

<u>Year</u>	<u>Alberta</u>	<u>Other Provinces</u>	<u>U.S.A.</u>	<u>Overseas</u>
1985	73.9%	17.6%	6.1%	2.4%
1986	72.9%	16.4%	7.6%	3.1%
1987	70.5%	15.4%	11.1%	3.0%
1988	63.0%	22.0%	12.0%	3.0%
1989	62.0%	17.0%	18.0%	3.0%

Source: David Thompson Tourism Zone

The activity preferences of TIC registrants in the region were recorded as follows:

●	Sightseeing	(30%)
●	Camping	(28%)
●	VFR	(20%)
●	Attending Event(s)	(8%)
●	Fishing	(6%)
●	Business	(4%)
●	Other	(4%)

Source: David Thompson Zone, 1989

Over 34% of the market enjoys outdoor activities including camping and fishing, and about 50% enjoy more relaxed activities such as sightseeing and VFR. Only 4% of the market indicate they engage in business activities.

Demographic information gathered on visitors indicated they were most often 25 to 40 years (34%), 40 to 65 years (36%) of age, and a first time visitor (61%). The average length of stay in the Zone was reported to be 4.8 days.

The tourism markets to Banff and Jasper are critical markets for the West Central Region. While visiting Banff and Jasper, many visitors use the Icefields Parkway. Table 2.4 indicates the number of vehicles travelling along this route for the period of 1984 to 1988. Alberta Transportation estimates that 12% of this traffic turns at Highway 11 and travels through the West Central Region. Of those visitors to Banff and Jasper, approximately 41,300 per annum over the past five years have chosen to travel Highway 11 through the West Central region. This volume has steadily increased over the past four years and was estimated at 45,400 in 1988.

Table 2.4
Icefield Parkway Two-Way Traffic Volumes
1984 - 1988

<u>Years</u>	<u>Number of Vehicles</u>	
	<u>Icefield Parkway</u>	<u>Highway 11 (e)</u>
1984	325,877	39,100
1985	323,296	38,800
1986	342,045	41,000
1987	352,201	42,300
1988	378,408*	45,400
5 Year Average	344,365	41,300

Source: Canadian Parks Service

- * - Significantly larger volume in 1988 corresponds with an upgrading of the traffic counter system.
e - Estimated.

A major travel survey of the Rocky Mountain national parks was conducted between June 1987 and June 1988. During that period it was estimated that 3.2 million visitors came to Banff National Park and 1.6 million travelled to Jasper National Park. Those visitors interviewed indicated their main trip purpose to be pleasure (Banff 76%, Jasper 74%). They cited popular activities to be:

- Sightseeing (79%)
- Viewing wildlife (55%)
- Shopping (50%)

- Shopping (50%)
- Visiting museums (26%)
- Watersports (22%)
- Hiking, jogging, climbing (21%)
- Skiing (14%)
- Birdwatching (13%)

While the West Central region sees only a small portion of this market today, it represents a large and high potential target market for the Region.

2.3.3 Trends in Tourism

A number of major trends which are affecting tourism destinations in North America are relevant to West Central region:

- Demographic Trends
- Leisure Trends
- Changing Leisure Interests

Demographic Trends

The two major demographic facts influencing travel and tourism today and in the future are the:

- The growing mature market
- The baby boom segment

The Mature Market

The mature market, as defined today, are those who are 50+ years, wealthy, active, and mobile. They are educated and interested in experiencing a wide variety of activities. Those over 65 years will grow from 9-10% of the population to around 14-15% of total population in the next decade. The over 50 population will increase from 25% to some 40% of the population.

These mature travellers have caused motorcoach tours and "fly and coach" tours to increase significantly during the past 5-10 years. This segment prefers historic sites and attractions, shopping and staying in safe, secure, moderately priced accommodation.

Recent studies indicate this segment is also responsible in part for wholly new travel segments such as:

- **Soft Adventure:** Travellers who seek active adventure trips combined with safety, good accommodation and sophisticated guides.
- **Cultural Tourism:** Travel which immerses the traveller in the life and culture of the area.
- **Soft Adventure/Cultural:** Travellers who seek both soft adventure and culture in the same trip.
- **Cruise Travel:** The cruise industry has grown 600% since 1980. It competes with land based destination areas.
- **Eco-Tourism:** Travel to experience and to study the ecological aspects of other regions.

The growing mature market may change the definition of tourism in the coming decade. A growing number of people may become temporary

dwellers in a community, living in homes, R.V. parks and other accommodation. They will "swap" homes with people in other cities and stay months instead of days to experience a given destination and its culture. Of the foregoing travel segments, the West Central region should appeal to those seeking adventure, cultural and eco-tourism experiences and resources.

The Baby Boomers

The baby boomers generation, born between 1946 and 1963, are a dominant force in the marketplace. Like the mature market, this segment is large, very broad in its travel preferences and dominant because of its size. As this segment has aged, it has had a tremendous impact on the economies of the countries which comprise North America. It has "created" new destinations, and influenced the development of attractions and types of services offered.

The dominant generalization one can make about the baby boom generation is that it is the most educated, wealthy, mobile and sophisticated market segment in our history. It is also very diverse, and cannot be treated as a single segment.

The boomers will continue to influence tourism in the future. Firstly, they will begin to retire by the year 2000 and by 2010 they will swell the retired population, changing demand patterns very significantly. Secondly, the baby boom generation delayed having children until later years, causing the "baby bust" of 1965 -1976. This will cause significant declines (15-20%) in the population 18-34 years old by the year 2000. Thus, those who are selling a product which has age appeal in this range might consider repositioning the product in the coming decade.

Leisure Trends

During the decade of the 70's it was understood that leisure time was increasing and would continue to increase. Futurists predicted three day work weeks, movement away from cities and computerized cottage industry networks. This hasn't happened in a significant way. In fact, leisure time has decreased since 1977. Urban professionals report significant decreases in leisure time due to workaholism, single family parenting and dual income households.

Short Getaway Market

The travel segment known as the "short getaway", "short break", "weekend vacation", or "short trip" market has grown rapidly. This segment looks for:

- high end intercity weekend travel to major destinations such as Los Angeles, San Francisco and Vancouver
- resort destination travel for the weekend in nearby resort areas
- in-city hotel getaway weekends
- short, special interest tours in city destinations
- crossover between business and pleasure travel

The short getaway traveller characteristically drives less than 400 kilometres, stays two nights in a hotel, and desires proximity to shopping and night life.

The short getaway traveller is buying "an experience" - one which may come packaged with highly interesting, educational, and special interest tours of short duration. With respect to the West Central region, the short getaway traveller will likely originate from Edmonton, Calgary and other locations in Alberta.

Changing Leisure Interests

Changing leisure interests are tied to demographics and leisure time. These leisure trends include the following:

- **Adventure Travel** - Adventure travel segments have been growing rapidly in recent years. Exotic destinations and highly educational trips are in demand. High risk adventure is a small but rapidly growing area of adventure, with exotic destinations as targets.
- **Special Interest Tours** - Special interest tours are a rapidly growing segment of the travel industry. At present this segment has only a small share of the travel market.
- **Educational Travel** - Educational travel is a major and growing trip purpose for leisure travellers. The phenomenal growth of Elder Hostel, university based educational tours, and the cultural and ecological tourism segment supports education as a major trip purpose.
- **Experiential Travel** - People travel for an experience. The market today wants to be totally immersed in the experience and participate at every chance they get. Thus destinations must bundle the various components of the "experience" for the potential customer.
- **Nature/Environment Travel** - The interest in the natural environment has exploded in recent years. Whale, wildlife adventure, photographic, biological and bird watching tours have grown at a tremendous rate. Highly educational, these tours are often staffed with renowned experts in scientific fields relating to the area, and

cost a great deal of money. The term eco-tourism has been used generically to describe this travel phenomenon.

The West Central Region has the type of natural tourism resources which appeal to markets for many of the trends identified in this section. The region can plan and develop the man-made attractions and services which, together with the natural assets, will enhance the West Central product and increase visitation.

2.3.4 Tourism Target Markets

The priority target markets for the West Central Region today and in the foreseeable future, and the approximate size of those markets today, are described below:

**Priority Target Markets
By Origin and Market Potential
West Central Region, 1988**

<u>Priority Target Market</u>	<u>Estimated Market Potential</u>
● Existing Travellers to the Zone	2,403,900
● Edmonton Residents and VFR Visitors	786,000 1,026,080
● Calgary Residents and their VFR Visitors	730,000 792,880
● Other Albertans	1,300,000
● Travellers on the Icefields Parkway	345,000
● Other Non-Albertans Visiting Alberta (e)	1,000,000

The present market share of the West Central Region is minuscule relative to this total market potential. The region could enjoy many years of strong tourism growth by selling more visitors from the top three markets on the experiences and activities of the region.

The priority target markets by demographic characteristics should be as follows:

Families with Children - primarily Albertans with school age children seeking a "rest and relax", outdoor recreation pleasure travel experience. The market trends applicable to this market include:

- soft adventure
- short getaway
- educational travel
- experiential travel
- nature/environment travel

An active recreation component, and especially water-based recreation is appropriate. Geographic markets include, predominately, Edmonton, Calgary, and U.S. enroute markets.

Adult Couples - primarily Albertans, but with significant national and international product - specific interest. Trends of interest include:

- adventure travel
- short getaway (adventure)
- experiential travel

National and international markets should be sold:

- cultural tourism
- educational experiences
- soft adventure

Mature Market - predominantly an "adult couples" market, this market still deserves special mention. Geographic origins are predominately Alberta, Western Canada, Ontario, sunbelt USA, and international. Interests include:

- getaway - rest and relax, nature
- experiential tourism
- soft adventure
- cultural tourism
- eco-tourism

The motorcoach tour component of this market requires a separate and specific approach by regional marketers.

2.4 Potential Success of the Theme

The Exploration and Adventure theme proposed for the West Central Region is very compatible with the theme and slogans used in David Thompson Country and many of its communities. This theme conjures up images of history, culture, soft and hard adventure. It appeals to the sense of curiosity and adventure of the target visitor. While it is not unique to the province or to North America, it describes the essence of the reason for travel -- to have an adventure, experience a new geographic region, its past, its products, and its hospitality.

The market segments with the greatest potential for visiting this region are those markets which will enjoy its major assets:

- outdoor recreation
- scenic, untrammelled beauty
- history, heritage, culture
- education and experiential travel
- environmental/ecological travel

Trends in tourism suggest that certain demographic and leisure trends will have an impact on the West Central Region. The mature market is demanding cultural and soft adventure tourism products, while the baby boom generation is favouring the short getaway vacation that offers "an experience", is highly interesting or educational. The West Central Region has the natural assets and human resources to serve these trends.

The West Central Region lacks:

- The threshold level of tourism generating attractions necessary to start the regional tourism growth process.

- Focus on linear corridors or circle routes which can place geographic framing around bundles of tourism experiences and tourism activities.
- Co-ordinated product (experience)-based marketing messages within key theme areas.

If the West Central Region can focus its priorities and its energies in these three areas, it will increase its tourism steadily.

In the next sections, tourism development and co-ordination initiatives which respond to our gap analysis are suggested and described.

3.0 ASSESSMENT OF TOURISM DEVELOPMENT INITIATIVES

3.1 Introduction

The Pannell Kerr Forster study team, after having completed the background inventory and market research, the community interviews, and the analysis of the proposed themes, came to the following conclusions:

- The exploration and adventure themes have already been embraced as marketing logo and themes by many communities. These communities support the development of these themes for the entire region.
- Those communities which had not specifically adopted the theme in their existing or proposed literature possess assets which could clearly be incorporated within the proposed themes.
- The natural assets of the western portion of the region are exceptional and are directly related to the proposed themes. The man-made, outdoor recreation assets, however, are underdeveloped.
- The heritage theme potential of the region is excellent. There is a strong opportunity to connect or link the heritage assets of the regional communities in a "storyline" which can be told using exploration and adventure themes.
- Agriculture is a separate, identifiable asset of the region which may be interpreted within the exploration adventure theme. The region offers a large number of diverse attractions and events in the asset area. An opportunity to thematically link communities around this asset is evident.
- While the region is rich in natural assets and offers a large number of smaller attractions and services, it lacks the major attractions which would act as the tourism generators to draw and retain visitors in the region.

- The David Thompson Country Tourist Council, as well as communities in the region, has produced many very high quality, informative and useful print products which serve to lure and service the traveller to this region. Much of this material is thematically close to the exploration and adventure themes, if not directly supportive. The narrative history about David Thompson at the introduction of the Tourist Guide is a good example of this thematic linkage.
- There is an opportunity to link the operators within various product categories into networks with a uniform theme, a defined product line, and potentially with a co-ordinated and cost-effective strategy.

In this section of the report, twenty major tourism opportunities are suggested and assessed using the exploration and adventure themes as the linking themes. Twenty initiatives were identified and assessed. Preliminary feasibility assessments were conducted on the attractions, while the remaining initiatives were described and brief action plans were prepared.

3.2 Theme Development Opportunities

Two major areas of theme development opportunities have been identified using the exploration and adventure themes. These two major product-based theme areas break out further into sub-theme development areas as follows:

MAJOR THEME

SUB-THEME

EXPLORE OUR WESTERN HERITAGE

Major Elements

- Native Culture
- Exploration
- Settlement
- Culture Ethnicity
- Agriculture
 - Education
 - Processing
 - Technology
- Energy
- Events

Native Heritage
David Thompson Heritage
Agricultural Heritage
Cultural Heritage
Eco-tourism

ADVENTURE WEST

Elements

- Natural Features
- Scenery
- Rivers and Lakes
- Natural Environment
- Protection Areas
- Events

Soft Adventure
Hard Adventure
Natural/Scenic Adventure
Eco-tourism

The region can be differentiated from other regions of the province using either (or both) of these major themes. It is important to note, however, that it is the **TOURISM EXPERIENCES** and the **TOURISM ACTIVITIES** which are the tangible products the consumer purchases. While the region clearly has the potential to provide thematic differentiation, it must develop activity opportunities, attractions, services, and events to support the themes.

The study team considered the many alternative ways one might bring the regional themes to life. The study team conducted personal interviews in major communities. We reviewed most existing literature.

The study team conducted a major "brainstorming" session to identify or confirm the major nodal attractions which would create the tourism generation desired in the region. At this brainstorming session, after having considered markets for the region, regional assets, and existing development, the study team arrived at the following conclusions concerning the tourism focus for the West Central Region to succeed.

FOCUS ON INTEGRATION: The West Central Region has some excellent tourism product. It has attractions, destination communities, services, accommodations, and tour guides which compare favourably with product anywhere in Alberta.

However, operators in the region are marketing on their own. They do not work together in a focused and integrated manner in defined target markets.

FOCUS ON DIFFERENTIATION: The West Central Region does not differentiate between one part of the region and the other in terms of target markets and tourism product.

The target markets do differ for different parts of the region, and the marketing message must also differ. Examples of the difference in target markets for various tourism corridors of the zone are outlined below:

Olds-Sundre Corridor - Family markets from Calgary, Edmonton, other Alberta cities travelling for weekend relaxation and recreation experience. Mainly weekend destination traffic who choose their accommodation and plan their trip immediately prior to the travel period. White water adventure markets for Alberta and beyond.

Highway 11 Corridor - Calgary, Edmonton family markets seeking recreation, rest, and relaxation, in a mountain setting. Mountain adventurers, hikers horse-packers, and other higher risk adventure tourists. Lake-based family recreationalists seeking the sun and sand of the lakes of the West Central Region. National and international enroute traffic by auto, recreation vehicle, motorcoach tour, and other rubber tire forms. These people seek to learn about the region, its history, and its people.

Olds-Red Deer Corridor - Pass through markets from national and international origins who are intent on travelling between Edmonton and Calgary or Banff and Jasper.

Clearly different strategies are needed for different market/product combinations. The West Central Region can improve its effort in this area.

FOCUS ON IDENTIFIABLE CORRIDOR PRODUCT - The David Thompson Country Tourist Council has produced an excellent service brochure which outlines a number of circle tour products in the zone. This is excellent for the touring market segments from Alberta. However it fails to recognize the destination-oriented, linear travel pattern of most visitors to and through the region. By grouping product around linear corridors, and by offering circle touring as an enhancement, the tourism offerings of the West Central Region will improve immensely.

FOCUS ON MAN-MADE TOURISM PRODUCTS - The region lacks man-made tourism products which will act as tourism generators for the corridors. This lack of product is particularly evident in the western portion of the region.

FOCUS ON CERTAIN DESTINATION NODES - The region lacks destination nodes which act as the jumping-off point to a variety of major activities. Sylvan Lake and Red Deer can be marketed as nodes immediately. Rocky Mountain House, Olds and Sundre can become destination nodes once product has been developed.

The theme development opportunities of the region can be realized by overcoming these gaps, in the view of the study team. The first step needed to overcome these gaps is to create and market two distinguishable tourism corridors:

THE DAVID THOMPSON EXPLORATION TRAIL - The Highway 11 corridor would be developed and marketed to serve Albertan, Canadian, National and International target markets. Short exploration "loops" off this major trail would be encouraged.

THE ANTHONY HENDAY ADVENTURE TRAIL - The Highway 27 corridor would be packaged, developed, and marketed for the urban Albertan family market.

In addition to the two corridors, initiatives which are regional in nature should also be pursued. The study team considered such initiatives in their sessions.

By focusing effort around these two corridors, the West Central Region can overcome many of its tourism gaps in the shorter run and be very well positioned

for longer term development and tourism growth. The twenty initiatives considered by the study team focus in this corridor notion.

3.3 Tourism Development Initiatives

The study team developed the twenty priority initiatives for the region as follows:

Regional Tourism Initiatives

- Develop Bighorn Wildland Recreation Area
- Build R.V. Parks in Key Locations
- Build "Adventure Centre" in Rocky Mountain House
- Develop/Link Ranch/Farm Vacation Product
- Co-ordinate Outfitting Activities
- Position Sylvan Lake as Adventure Playground
- Expand the Soft Adventure Guided Product
- Restore Nordegg
- Expand Lodges, Link Lodges in a System
- Build a Mountain Resort Near Abraham Lake
- Develop a Native Cultural Centre Near Rocky Mountain House
- Build Accommodation Near Ram Falls
- Develop Chambers Creek for Motorized Recreation
- Build "The Crossing" in Red Deer
- Position Red Deer to Explore the Natural Environment
- Develop the Attraction at Olds College
- Develop Scenic/Environmental Tours
- Co-ordinate the Equestrian Product
- Develop Heritage Storylines/Guides
- Develop Trails Close to Communities

All twenty initiatives and most of the support activities identified in the previous tables are important to the development of the tourism generator themes for the region.

In Table 3.1 following, the initiatives which support the "Explore Our Western Heritage" theme are identified, and linked to various sub-themes identified earlier. In Table 3.2 the "Adventures West" theme is developed in a similar manner. In both cases the communities are grouped in such a way that they broadly reflect the two corridors which have been identified.

The twenty tourism development initiatives were also grouped or clustered on the basis of:

- importance or urgency of development
- geographic location
- relationship to target markets and their needs

Finally, they were also grouped according to the corridor which they serve to develop. The initiatives were grouped into three priority levels to identify the importance of each initiative.

Priority 1: Initiatives needed in the near future in order to realize tourism growth in the corridor.

Priority 2: A longer range development opportunity which may require time, significant public money, or regional tourism growth before it can be realized. These priorities are, however, considered important to the development of the region and the corridor.

Priority 3: Initiatives which, while desirable in themselves, are not critical to development of the corridor in the short term.

The twenty initiatives are grouped by priority and by corridor in the following subsections.

TABLE 3.1
SIGNIFICANT INITIATIVES SUPPORT MAJOR THEME: EXPLORE OUR WESTERN HERITAGE

	THE DAVID THOMPSON EXPLORATION TRAIL							THE ANTHONY HENDAY ADVENTURE TRAIL				
SUB-THEME	RED DEER	COUNTY OF RED DEER	SYLVAN LAKE/ COUNTY OF LACOMBE	ECKVILLE/ COUNTY OF LACOMBE	ROCKY MOUNTAIN HOUSE	M.D. OF CLEARWATER	NORDEGG	OLDS	SUNDRE/ M.D. OF MOUNTAINVIEW	CAROLINE	BOWDEN	INNISFAIL
AGRICULTURAL HERITAGE Major Elements	Processing Technology Farm Economy Horticulture	Ethnicity Culture Settlement Farm Practice	Settlement Farm Practice	Farm Practice Culture Settlement Ethnicity	Settlement Farm Practice	Ethnicity Culture Settlement Farm Practice		Education Processing Technology Horticulture	Farm Practice	Farm Practice	Settlement Farm Practice	Settlement Farm Practice
Community Role & Place	Primary Node	Primary Attractions - Farm Viewing - Ranch Land - Rodeos	Support Role - Services	Primary Node	Support Role - Services	Primary Attractions		Primary Node - Olds College	Primary Node	Support Role	Support Role	Support Role
Existing Significant Attractions	Westerner - Many Events - Ag. Processing - Ag. Service - Heritage Ranch - Red Deer Museum - Ethnic Attraction	- Farm/Ranch Vacations Markerville Creamery Stephannson House Canyon Summer Camps		Pinto Farm Honey Farm Hyttelite Colony		- Farm Vacations - Ranch Vacations - Rodeos - Outfitter/Guides - Elk Ranch - Donkey Farm		Homesteads College Equine Artists Fairs Horticulture	- Ya Ha Tinda - Rodeo - The Gathering - Trails - Museum	Barlou Ranch	Berry Farm Dairy Farming Museum	Museum Hereford Centre Bucking Horse Sale Ivan Daines Rodeo
New Attractions	"The Crossing" Interpretation and Sales Centre Sunnybrook Farm	- Develop Trails - Ranch Vacation - Farm Vacation	None	None	None	- Develop Trails - Enhance Farm/Ranch Vacation - Enhance Horse Holidays		Reception/Agriculture Interpretive Centre	None	None	None	None
Support Attractions/Events	- Processing Tours - Implement Displays	- Packaging - Event Co-ordination	Packaging	- Packaging - Events	Packaging	- Packaging - Event Co-ordination		- Events - Booking Centre - Co-ordination Role	Packaging	Packaging	Packaging	Packaging
NATIVE HERITAGE Major Elements	Native Culture				Native Culture							
Community Role					Primary Node							
Existing Significant Attractions					- Interpreters at Historic Site - Pow Wow							
New Attractions	"The Crossing" Interpretation and Sales				- Indian Village - Native Cultural Centre							
Support Attractions/Events					- Native Craft Outlet	- O'Chiese Craft Centre - Native Guiding			- Native Guiding			

TABLE 3.1 (Continued)
SIGNIFICANT INITIATIVES SUPPORT MAJOR THEME: EXPLORE OUR WESTERN HERITAGE

	THE DAVID THOMPSON EXPLORATION TRAIL							THE ANTHONY HENDAY ADVENTURE TRAIL				
SUB-THEME	RED DEER	COUNTY OF RED DEER	SYLVAN LAKE/ COUNTY OF LACOMBE	ECKVILLE/ COUNTY OF LACOMBE	ROCKY MOUNTAIN HOUSE	M.D. OF CLEARWATER	NORDEGG	OLDS	SUNDRE/ M.D. OF MOUNTAINVIEW	CAROLINE	BOWDEN	INNISFAIL
DAVID THOMPSON HERITAGE Major Elements	<ul style="list-style-type: none">- Exploration/Adventure- H&A & Northwest- Rivers/Mountains- Opening of Country				Exploration							
Community Role & Place	Primary Node											
Existing Significant Attractions	Fort Normandeau Museum				<ul style="list-style-type: none">- Natural Historic Site- Pow Wow							
New Attractions	The Crossing" <ul style="list-style-type: none">- Interpretation and Sales				<ul style="list-style-type: none">- Indian Village- Indian Cultural Centre	<ul style="list-style-type: none">- Major Resort with David Thompson and Native Theming						
Support Attractions/Events	<ul style="list-style-type: none">- Fort Normandeau Events, Re-enactments, etc.- Henday- Drummond				<ul style="list-style-type: none">- David Thompson Pageant Events, Re-enactments- Stories of Henday, Drummond, etc.- Bus Tour Restaurant	<ul style="list-style-type: none">- David Thompson Pageants- David Thompson River Events- Re-enactments						
CULTURAL HERITAGE Major Elements												
Community Role	Primary Role	Primary Nodes	Primary Role	Support Role	Primary Role	Support Role	Primary Node	Support Role	Support Role	Support Role	Support Role	Support Role
Existing Significant Attractions	<ul style="list-style-type: none">- Museum- Arts and Cultural Events- Cronquist House- Multicultural Centre- Old Court House- Heritage Square- St. Mary's Church- Red Deer College Arts Centre	<ul style="list-style-type: none">- Markerville Attractions- Historic Figures- Points of Interest- Leslieville- Spokeshave- Beaverflats- Pottery- Spruceview- Timberland Toys- The Butterchurn	<ul style="list-style-type: none">- "Sun" Culture- Craft Studios- 1913 Days- Many events	<ul style="list-style-type: none">- Pottery Studio- Art Studios- Handicrafts	<ul style="list-style-type: none">- Native Centre & Crafts- Craft shows- Arts & Cultural Events	<ul style="list-style-type: none">- Historic Figures- Points of Interest	<ul style="list-style-type: none">- Coal Mine	Museum	<ul style="list-style-type: none">- Museum- The Gathering- Canoe Race		Museum	<ul style="list-style-type: none">- Museum- Gold Panning Contest
New Attractions	"The Crossing" <ul style="list-style-type: none">- Cultural Story: line of Region is Told Here	<ul style="list-style-type: none">- Enhance Icelandic Heritage Story		None	<ul style="list-style-type: none">- "Adventure Centre"- Multi-use facility	<ul style="list-style-type: none">- Historic Points of Interest	<ul style="list-style-type: none">- Build Coal Mine Attractions	None	<ul style="list-style-type: none">- Norwegian Culture Stories/Events	None	None	None
Support Attractions/Events	<ul style="list-style-type: none">- Events- Packaging- Starting Point- Heritage Day- International Folk Festival- Westerner Days- Galleries/Craft		Packaging	Packaging		<ul style="list-style-type: none">- Develop Re-enactments of major cultural events tied to historic figures	<ul style="list-style-type: none">- Develop Services- Develop Events Around the Coal Operation- Open the Wilderness Nearby- Develop Train Ride	Packaging	<ul style="list-style-type: none">- Events- Packaging		Packaging	Packaging

TABLE 3.2
SIGNIFICANT INITIATIVES SUPPORTING MAJOR THEME: ADVENTURES WEST

	THE DAVID THOMPSON EXPLORATION TRAIL					THE ANTHONY HENDAY ADVENTURE TRAIL		
SUB-THEME	RED DEER	COUNTY OF RED DEER	SYLVAN LAKE/ COUNTY OF LACOMBE	ROCKY MOUNTAIN HOUSE	M.D. CLEARWATER	OLDS	SUNDRE/M.D. OF MOUNTAINVIEW	CAROLINE
HARD ADVENTURE Major Elements	Gateway to Active Adventure	Pastoral Area/Staged Events	Adventure Playground - Sun, Water, Active Recreation for Family	- Mountains - North Saskatchewan - Scenic Rivers, Falls, Lakes	- Mountains - Whitewater - Lakes, Falls - Scenery - Wilderness	Access to white-water		
Role and Place	Primary Node - Service - Information - Sales - Staging	Support Role - Services - Information	Primary Role - Active Outdoor Recreation and Leisure Living Node	Primary Node - Staging - Information - Bookings	Primary Node		Primary Node - Staging - Information - Bookings	
Existing Attractions	- Waskasoo and River Valley - Air Show	- Canyon - Free style Skiing, Naturbahn Luge	- Many Lake-based Attractions and Events	- Guides/Outfitters	- Rivers, Lakes, Falls, Mountains, Trails, etc.		- Guides/Outfitters	
New Attractions	"The Crossing" - Staging - Sales	- Develop Active Recreation Trails	Expand Events as Appropriate	Adventure West Centre - Coordinated Booking - Information - Rental Equipment - Control Point	- Develop Equestrian Product - Build Accommodation near Ram Falls - Expand Lodges/Link Lodges - Build RV Parks in Key Locations - Develop Bighorn Wildland Recreation Area		- Staging Centre/Rental Centre for River Adventure - Guides/Outfitters - Event Staging	
Support Events/Attractions	- Many events can be created around adventure theme - Competitive events in Red Deer (numerous) - Great West Adventure Park	- Competitive Events (See: Clearwater) - To Speed Races - Motorcycle Races	- Market Positioning as Adventure Playground for families is the key element - Link soft and active adventure elements	- Competition Staging and Service Node	Coordinated Outfitting Develop Competitive Events - Mountain Bike - Mountain Iron Man - Mountain Man - ATV/4 Wheel Drive - Kayak - Other Whitewater - Orienteering - Trap Shooting - Fishing/Hunting		- Competitive Events Staging	
SOFT ADVENTURE NATURAL/SCENIC ADVENTURE Major Elements	River Valley, Protection Areas, Natural Habitat	Scenery, Pastoral Setting, Rivers	Lakes, Beaches, Developed Recreation, Sun, Services	Lakes, Scenery, Rivers, Forest	Scenery, Falls, Rivers, Lakes, Mountains, Forest		Rivers, Scenery, Forest	
Role and Place	Primary Node	Support Role	Primary Node	Support Role	Primary Node		Support Role	
Existing Attractions	- Waskasoo Park Natural Areas - Many Attractions	- Gleniffer Lake Waterfowl Nesting	- Numerous Outdoor Recreation Attractions		- Raven Brook Trout Station - Siffleur, Crescent, Ram Falls - Ecological Reserves - Kootenay Plains			
New Attractions	- Expand river valley for environmental interpretation - Expand soft adventure product - equestrian - wagon rides - Kerry Wood Nature Centre	- Build RV parks in key locations - Develop environmental areas for interpretation - Develop farm and ranch vacation product for more mature market - Develop/coordinate guided products appropriate for soft adventure markets	- Build trails close to communities - Bicycle trail between Sylvan and Red Deer	- Trails near community - Trail to Nordegg developed - Adventure West Centre - Staging - Booking - Coordinated Guides/Outfitters - Services	- Trails near scenic elements - Equipment rentals - Develop Heritage storyline/guides - Expand guided soft adventure product - Develop/coordinate equestrian product - Build RV parks in key locations - Develop environmental areas for interpretation - Develop heli-hiking - Develop mountain resort near Abraham Lake - Trails at historic site - Expand lodges/link lodges		- Trail near community - Guided river expedition/rentals - Booking Centre - Staging Centre	
Support Attractions/Events	- Position Red Deer as urban centre of Explore the natural environment - Three Mile Bend - Trails		- Position Sylvan Lake as the Centre of Soft Adventure - a sun-based leisure centre which is fun for the whole family	Develop river area from Rocky Mountain House to National Historic Site as heritage/environment/soft adventure system	- Develop historic adventure tours - Develop soft adventure products around key lodges			

3.3.1 The David Thompson Exploration Trail

The development of the David Thompson Exploration Trail should be the first priority of the region if the objective remains the attraction of national and international tourism. While the natural attractions along the trail are superb, man-made attractions must be developed to enhance and interpret those natural attractions.

The priority tourism development initiatives for the corridor are as follows:

Priority 1

- Build "Adventure Centre" at Rocky Mountain House
- Co-ordinate outfitting activities
- Position Sylvan Lake as adventure playground
- Develop a Native Cultural Centre near Rocky Mountain House
- Build "The Crossing" at Red Deer

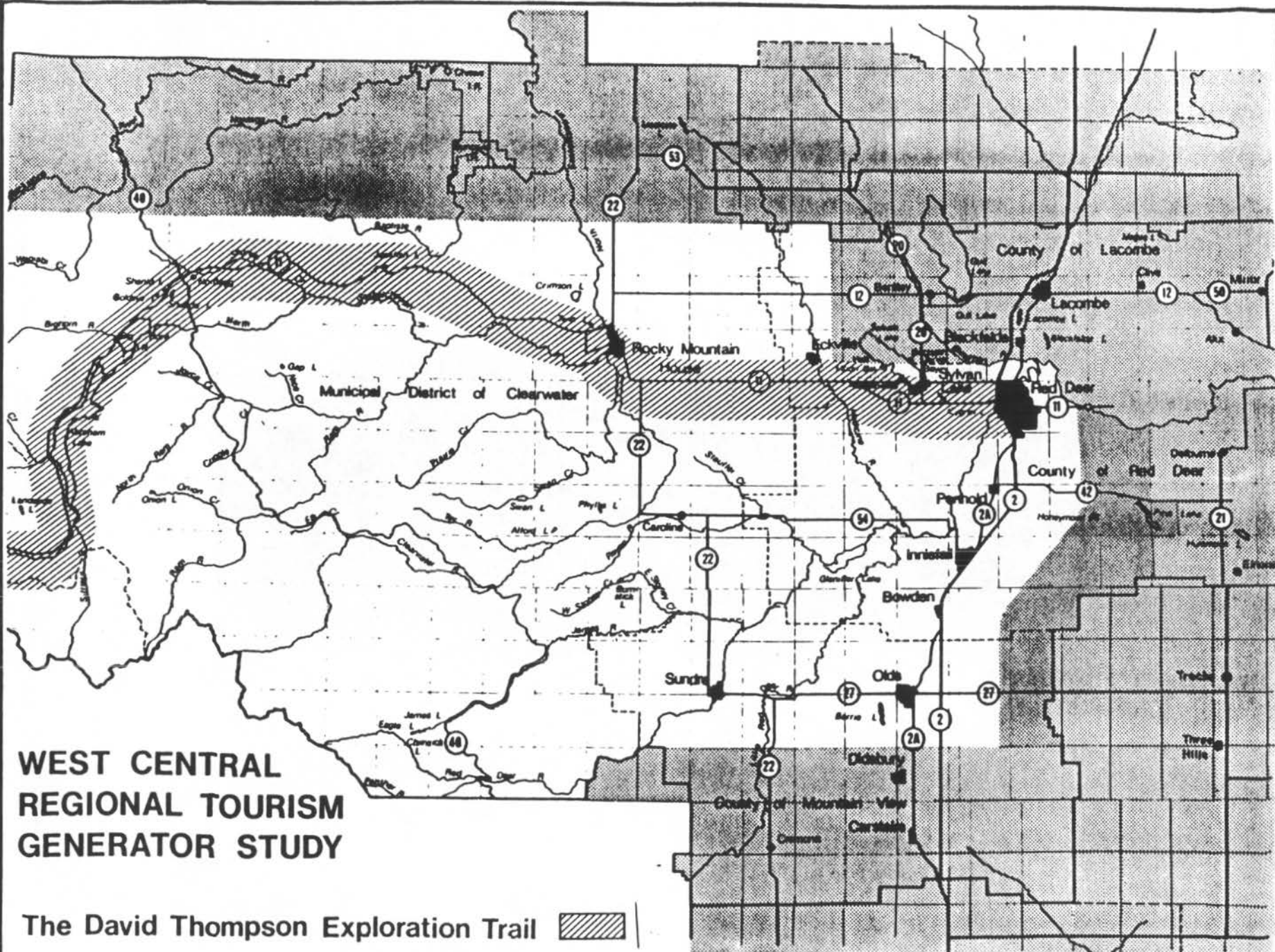
Priority 2

- Develop the Bighorn Wildland Recreation Area
- Restore Nordegg
- Build a mountain resort near Abraham Lake
- Position Red Deer to "Explore the Natural Environment"

Priority 3

- Build accommodation near Ram Falls
- Develop Chambers Creek for motorized recreation

Each of these priority initiatives is assessed in more detail in the following chapter.



WEST CENTRAL REGIONAL TOURISM GENERATOR STUDY

The David Thompson Exploration Trail 

MAY 1990

Prepared by: RED DEER REGIONAL PLANNING COMMISSION



3.3.2 The Anthony Henday Adventure Trail

The Anthony Henday Adventure Trail already serves as a destination area for Albertans. Its role should be enhanced and co-ordinated marketing should be undertaken to increase sales for the private businesses along the Trail.

The primary tourism initiatives along this trail follow.

Priority 1

- Develop an attraction at Olds College
- Develop/link the ranch and farm vacation product

Priority 2

- Co-ordinate the equestrian product.

While this trail does not require the development of major attractions, a number of the region-wide initiatives identified in the following section would be applied in this corridor area.

3.3.3 Region-Wide Initiatives

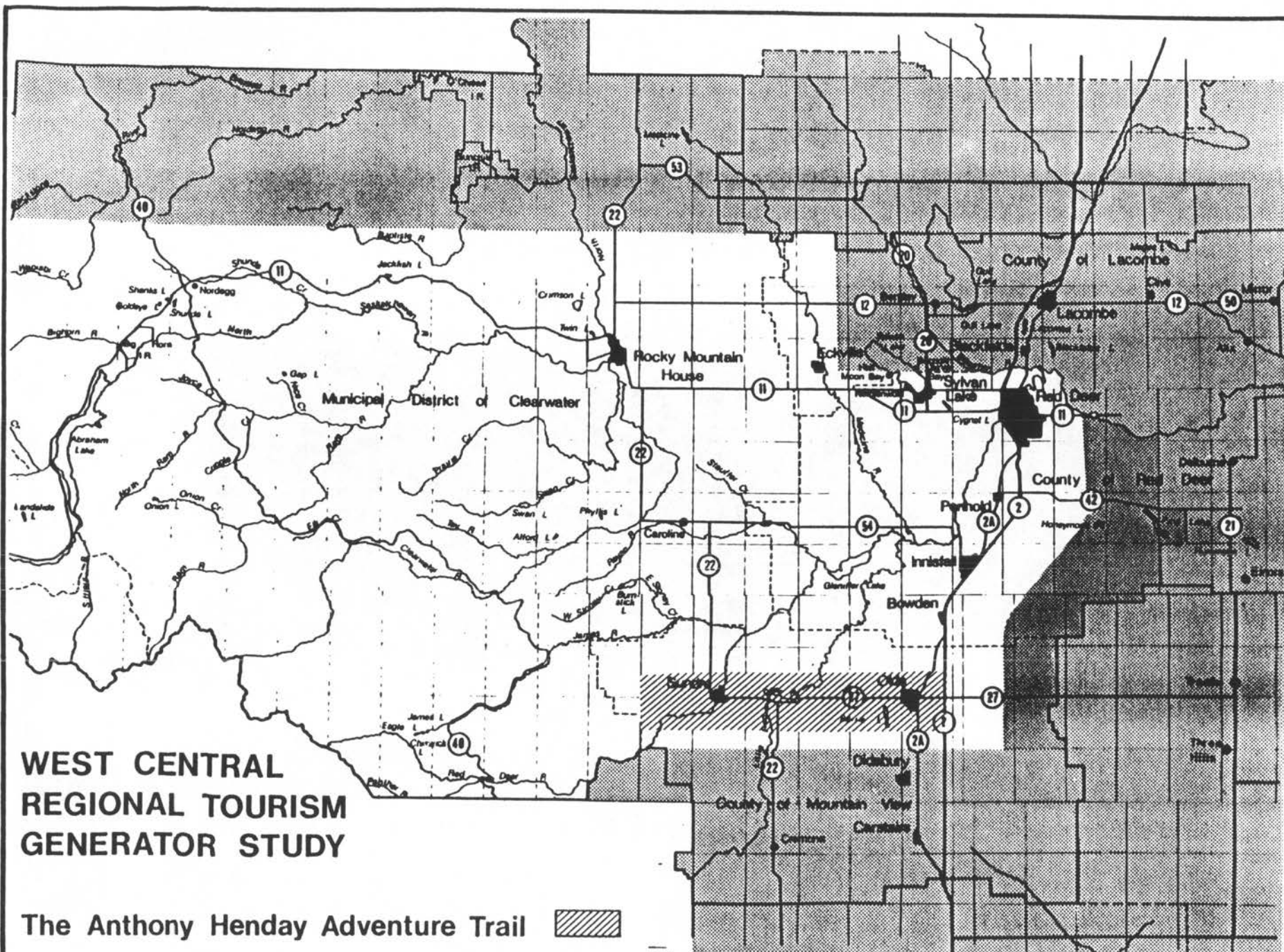
The priority initiatives which apply to the entire west central region are identified below.

Priority 1

- Develop R.V. parks in key locations
- Expand the soft adventure guided product

Priority 2

- Expand lodges, link lodges in a system
- Develop scenic/environmental tours
- Develop heritage storylines/guides



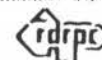
WEST CENTRAL REGIONAL TOURISM GENERATOR STUDY

The Anthony Henday Adventure Trail



MAY 1990

Prepared by: RED DEER REGIONAL PLANNING COMMISSION



Priority 3

- Develop trails close to communities

3.4 Conclusion

The West Central Region offers many powerful natural and man-made tourism assets which can be marketed using the exploration and adventure themes. These two themes should focus the target markets on **TOURISM ACTIVITIES** which will provide the kind of experience sought by these markets.

Two linear corridors can be used to provide geographic focus for target markets:

- The David Thompson Exploration Trail
- The Anthony Henday Adventure Trail

The twenty tourism development initiatives identified in response to the analysis of "gaps" in the tourism product of the region have been grouped and prioritized within these linear corridors and on a region-wide basis.

4.0 PRELIMINARY FEASIBILITY REVIEWS

4.1 Introduction

The twenty priority initiatives were subjected to a preliminary market feasibility assessment, using existing information where available.

Those initiatives which required major capital investments were assigned order-of-magnitude capital and operation costs, and preliminary financial feasibility was assessed. For those initiatives which did not require major capital investment, preliminary action plans were prepared. It should be stressed that individual detailed market feasibility assessments should be conducted on each of those major attractions prior to any further work proceeding.

Action plans have been organized within the two major "trails" which will focus development.

4.2 The David Thompson Exploration Trail

The David Thompson Exploration Trail will take visitors from "Prairie to Majestic Mountains" along one of the shortest ecological zone transects in Alberta. The David Thompson Exploration storyline will be the focus of travel. However through that thematic baseline, travellers will be invited to explore:

- nature, culture and settlement
- history, heritage and patterns of settlement
- our water adventure playground
- our mountains adventure playground
- our environment
- our western hospitality

The major tourism development initiatives which would help to establish and focus this corridor, include:

- nodal attraction development at Red Deer, Sylvan Lake, Rocky Mountain House, Nordegg and Cline River area
- destination area marketing development at Red Deer and Sylvan Lake
- Co-ordination of adventure product suppliers

The eleven initiatives for the David Thompson Exploration Trail are detailed in the pages following.

THE DAVID THOMPSON EXPLORATION TRAIL

INITIATIVE: Develop an "Adventure" Centre in Rocky Mountain House

Priority: 1

Description

The "adventure" centre concept, as conceived by the people of Rocky Mountain House, would include the following components:

- Complete visitor information services
- Booking Centre for all activities, events, outfitters, etc. near Rocky Mountain House
- A rental centre for recreation equipment
- Co-ordinated contact with the rest of the province
- Offices of the tourism co-ordinators

In separate initiatives, a native cultural centre has been proposed for Rocky Mountain House and a native village has been proposed for the national historic site area.

The study team advises that all three initiatives be combined in the "adventure" centre concept. The concept would become an adventure and exploration centre.

The centre would be divided into two halves. One half would be the adventure centre as described above. The other half would explore our native heritage. In this second half of the centre would be:

- Native exhibits -- history, culture, religion, settlement, lifestyle, present day life
- Native Events area -- outdoor area suitable for dance, a small encampment and other demonstrations
- Craft production and sales area acting as regional sales centre for high quality native arts and crafts

Two options exist for the native village. It could be located at the national historic park, where it would enhance the storyline significantly. It could also be located at or immediately adjacent to the native heritage centre, provided a suitable area could be identified for such a native village.

This Exploration and Adventure Centre would itself be a Rocky Mountain House attraction, drawing a good portion of the en route motorcoach tour and pleasure travellers through the community. The native exhibits would be the anchor attraction, while the service aspects would include the booking, rental, and retail functions.

Target Markets

Target markets would include the following:

- All existing travellers through Rocky Mountain House.
- All hard adventure enthusiasts from Calgary, Edmonton, other Alberta, and from international markets.
- All segments interested in viewing historic attractions and events.
- The emerging markets -- the mature market, the cultural tourism market, and the soft adventure markets.
- Motorcoach touring markets to Banff, Jasper, the Icefields Parkway, and the Tyrrell Museum.

Together these markets would number in the hundreds of thousands of potential visitors.

Assessment

- The market size is sufficient to warrant development of the concept above.
- The concept should be reconsidered if the native attraction component or other "attractions" at the development do not materialize.

- The native village component could be a major drawing card for the area. Obtaining native co-operation and leadership is critical.
- Demonstrating the friendship and co-operation between David Thompson and the native community should be a key element of the development.
- As market grows, the feasibility of developing a "dinner theatre" type restaurant targeted at the motorcoach market should be considered. Such a theatre could display the Rocky Mountain heritage of native and non-native cultures.
- The concept as identified here would have strong appeal for the national and international markets to Alberta.

Financial Feasibility

- Capital cost of the facility, exclusive of land cost, would be between \$600,000 and \$850,000 dollars. These figures assume a 6,000 square foot facility with up to \$250,000 in higher-cost exhibit space (500 square feet).
- The facility would be divided into the 2,000 square foot interpretive centre and visitor centre including offices, storage. The cost would be \$450,000 including the high-cost exhibit space.
- The native cultural facility, at 3,000 square feet, would cost some \$300,000 without accounting for exhibit costs.
- A retail craft shop, gift shop, and potentially a rental operation could account for 1,000 square feet and \$100,000 of the cost.
- The operating cost would be around \$250,000, assuming a full time staff of four people and a seasonal part time staff of twenty.
- Revenue to the facility would include:
 - gift shop revenues
 - commission on bookings
 - revenue from staged events
 - revenue (if any) from native heritage exhibits

The centre would not reach break-even on operations in our judgement. The businesses of the region or the public sector would have to subsidize the

operation to make it viable. However, the operation could possibly become self-sufficient if it internalized food and beverage operations.

Support Services/Facilities

The key support elements for this attraction would include:

- the other attraction developments recommended for this corridor
- all marketing and co-ordination recommendations for the region

This centre would act both as a Visitor Information Centre and as a major attraction. It would be a tourism generator and a tourism service. Thus all the attractions and services of the region could be support for this facility.

Should the native village ultimately be developed at the national historic site, an appropriate trail system linking the town with the site should be developed. This system would include staging, bicycle rentals, and a multi-use trail near the river.

THE DAVID THOMPSON EXPLORATION TRAIL

INITIATIVE: Co-ordinate Outfitting/Guiding Activities

Priority: 1

Description

A number of outfitters/guides operate successfully from locations in the region. These outfitters/guides offer Rocky Mountain adventures or exploration tours which vary widely:

- horseback holidays in the mountains
- heli-hiking
- river rafting, kayaking and canoeing
- * mountain hiking/climbing

While many of these operators are linked to each other through their industry associations, they are not linked strongly on a regional basis from a product quality and a marketing point of view. Such linkages would be an asset to everyone involved.

Target Markets

- Adult, no children markets from major urban centres in Alberta -- Edmonton, Calgary, all other cities.
- Families with children from Alberta urban markets.
- International markets, focusing on Germany, Australia, other Europe.

Action Plan

1. Identify guiding/outfitting suppliers in the region. Group suppliers by appropriate categories, and approach outfitters who are already working in the region first.
2. Contact suppliers concerning agreement to work together in quality control and packaging.

3. Identify/approach attractions, accommodation, food and beverage, and rental suppliers to encourage participation in co-op advertising and packaging.
4. Identify highest priority target markets.
5. Develop practical packages which include all operators
 - cafeteria style plan
 - price based packages
6. Develop product quality assurance measures for regional suppliers using peer-ratified standards.
7. Develop promotion material which is tied to operator, regional, provincial, and national tourism marketing approaches to the extent possible.
8. Identify promotion channels which may ensure maximum reach for the product in qualified target markets. Tie local plans with Provincial initiatives. Use a packaging firm if appropriate.
9. Develop tools to monitor and evaluate product and to develop new, market responsive product for the active recreationalist.

THE DAVID THOMPSON EXPLORATION TRAIL

INITIATIVE: Position Sylvan Lake as Adventure Playground

Priority: 1

Description

Sylvan Lake is the major water-based recreation resource in the region. It has strong, province-wide positioning which is already well established.

Sylvan Lake can position itself as a recreation playground for the Edmonton and Calgary family market using both the Adventure and the Exploration themes. This can be done without changing existing material a great deal, and in a manner which is in keeping with the aspirations of Sylvan Lake residents.

A market opportunity study which deals specifically with the Sylvan Lake area is presently nearing completion. This study envisions development opportunities in three categories as follows:

Four Season Resort Destination Product

- Develop four season attractions, facilities, entertainment and cultural/historic features in Sylvan Lake.
- Examine the feasibility of a themed comprehensive development targeting the mature and baby boom markets.
- Consider a four season destination resort outside the Town of Sylvan Lake.
- Develop provincially recognized events for summer and winter.
- Relocate lakefront commercial properties which do not require lake access.
- Encourage themed accommodation and food and beverage establishments in town.
- Develop a variety of quality facilities targeted at the RV market.
- Encourage year round commercial operations.

- Launch beautification project to enhance facilities on Lakeshore Drive.

Infrastructure and Access Around Sylvan Lake

- Develop attractions and infrastructure for the eco-tourist market.
- Encourage tourism services close to Highway 11.
- Open public access to water-based recreation activities around Sylvan Lake, outside the town and the summer villages.
- Develop program to sell road allowances in summer villages, using funds to improve public access points.
- Present development plans to all municipalities around the lake.

Promotion and Marketing

- Develop a promotional program to market existing services, attractions and events.
- Develop promotional materials and programs to sell the Sylvan Lake development opportunities to commercial land developers.

If these ambitious development plans are implemented by the Sylvan Lake municipalities, it will truly grow as a destination node for tourists. Promoting that area will then be the challenge.

Target Markets

- Families with children, primarily seeking sun, water, and outdoor recreation on the weekend. Core markets are Calgary and Edmonton, followed by all markets within two hours.
- Families with children from national and international origins who are en route on Highway 2 and Highway 11.
- Mature travellers seeking rest and relaxation in a lake setting -- urban Alberta, rural Alberta and en route markets.

Action Plan

1. Review all Sylvan Lake promotion material and all David Thompson promotion material which includes Sylvan Lake.
2. Develop adventure and exploration concepts or ideas for the key target markets:
 - nature exploration
 - environmental exploration
 - adventure in the sun

Concepts might highlight adventure for youth, while parents "bounce back" from their busy work weeks. Concepts should include education, activity for children, fun/entertainment, family fitness. Adventure for the mature target markets might include images of nature viewing, short hiking near (visible) facilities and other more sedentary activities. Product outside Sylvan Lake might also be highlighted as part of the visitor experience.

3. Develop packaging for key target markets. Develop marketing activity plan for Sylvan Lake in its key geographic target markets.
4. Identify measurement tools to be used to monitor and evaluate marketing success.
5. Implement strategy, monitor success, adjust strategy, and continue to review results.
6. Develop new product/experiences to respond to demand of visitors to Sylvan Lake. Research the needs and respond accordingly.
7. Continue to monitor and evaluate results.

THE DAVID THOMPSON EXPLORATION TRAIL

INITIATIVE: Develop a Native Cultural Centre near Rocky Mountain House

Priority: 1

This initiative was incorporated into the "adventure centre" concept for Rocky Mountain House". If it is feasible to locate these two initiatives on the same site, they would be much more powerful from a marketing perspective.

THE DAVID THOMPSON EXPLORATION TRAIL

INITIATIVE: Develop "The Crossing" at Red Deer

Priority: 1

Description

"The Crossing" at Red Deer is a major tourist attraction, visitor information centre, and service node to be located on Highway No. 2 in the Red Deer area.

The concept of "The Crossing" at Red Deer is like that of a major interpretive centre. Its name, of course, is based on the historic role of Red Deer as the river crossing place. This theme of "crossing" will, however, be expanded to highlight the heritage, the people, the industry and the active recreation aspects of the Red Deer area and the region.

"The Crossing" will also act as the major regional sales centre for all markets to the region. These markets will be introduced to the adventure available in the area and be invited to explore this corridor. Outdoor exhibits would include equestrian, agricultural, heritage, environmental and transportation assets of the region.

The facility would be a provincial "travelling on" centre. It would sell Alberta travel experiences throughout the province, and it would be the major in-Alberta information stop for all non-Albertan traffic.

"The Crossing" at Red Deer would be the stage on which the ethnic, cultural, industrial, and experiential diversity of the region is displayed during the high season. Indoor and outdoor areas would highlight various aspects of the region on a rotating basis.

Finally, "The Crossing" at Red Deer would be a major service stop along the Calgary-Edmonton trail, offering fuel, food, washrooms, a gift shop, and other features desired by the travelling public.

Travel Markets

"The Crossing" at Red Deer is a sales centre for the region and for the province. All market segments travelling on Highway 2, Highway 11, and all major north-south, and east-west linkages are markets for "The Crossing".

The key target markets by size of market are expected to be as follows:

- Calgarians and their visitors.
- Edmontonians and their visitors.
- U.S. visitors enroute from Calgary to Edmonton.
- Regional traffic.
- Highway 11 corridor traffic.

Assessment

- The target markets for the facility number in the millions. If strong anchor food and beverage businesses are attracted the facility will attract many visitors just as a fuel and food stopping place.
- "The Crossing" at Red Deer will sell the region, and particularly the corridor, with the intention that people make a destination trip to the region on their return. It will expose the regional themes to the travelling public.

Financial Feasibility

- The capital cost of the facility, exclusive of land costs, will be between \$3.6 million and \$7.7 million. A portion of this cost will be allocated to vehicle service, food service, and parking functions. However, the indoor exhibits, outdoor display areas, and the structure itself will account for a good portion of this total cost.
- The operation will generate 7.5 full time equivalent person-years of direct employment, and the operating budget will require some

\$267,000 per year. These figures exclude the service station operation.

- "The Crossing" at Red Deer will generate a great deal of volunteer investment by communities in the region. The available display spaces will be leased to communities, individual operators, and groups of operators for a nominal charge.
- Visitation to "The Crossing" could be expected to reach 160,000 to 200,000 people per annum by full operation.

"The Crossing" at Red Deer will be the starting point for all major tours to and through the region. In the future it may offer step-on guide service, its own motorcoach tours, and its own special events caravan functions. In this regard, "The Crossing" at Red Deer will be the support/service and sales operation for the entire concept. It will sell the adventure and exploration theme to all target markets.

THE DAVID THOMPSON EXPLORATION TRAIL

INITIATIVE: Develop the Bighorn Wildland Recreation Area

Priority: 2

Description

The Bighorn Wildland Recreation Area contains much of the mountain environment of the region. This area is a major natural asset of the region. While there are already about 1,000 kilometres of trails in the region, the staging areas, service nodes, and amenities are not designed to handle large numbers of visitors.

The Wildland Recreation resource must be managed carefully to ensure its long term use. The Bighorn Wildland Recreation Management Plan has been in progress at the Alberta Forest Service for some time, and it is now in its second draft stage of planning. It is critical that this management plan be completed and in place to guide development. The plan will ensure that proper regard is paid to the long term environmental capacity of the resource, to sensitive and unique ecological areas, and to the appropriate development guidelines and standards for the region.

Target Markets

The recreation area will capture those travellers who are interested in:

- sightseeing (79%)
- viewing wildlife (55%)
- hiking, jogging, climbing (21%)
- birdwatching (13%)

It is fundamental that these public sector developments occur. In the absence of access development, the majority of the tourist segments which would otherwise be interested in the area would not travel to the region.

The public investment required in the other wilderness areas in the region - the White Goat Wilderness and the Siffleur Wilderness - must also be made if the hard adventure markets are to reach their potential in the area.

All key markets to the region are appropriate to this initiative, because it is fundamentally opening the natural asset to the enjoyment of all people.

Visitation resulting from these developments cannot be estimated at this time. However, in the absence of these developments, growth in visitation to the western portion of the region will not be large during the foreseeable future.

Financial Feasibility

- The total capital cost of building out the recreation area has not been estimated by Alberta Forest Service. The operating cost can be expected to increase in proportion to the use of the area.
- The revenue which would accrue as a result of this investment will be minimal, and we may treat it as zero for the purpose of this assessment.
- The investment required would be a public investment, as there is no direct return to this development.

The economic impact of this development can only be measured along with the other facilities, and support services which are developed in conjunction with area development.

Support Services/Facilities

The critical nodal service community for this development is Rocky Mountain House. Its "adventure centre" proposal is designed to package the "man-made" portion of this product so that the Bighorn realizes the visitation for which it has potential.

THE DAVID THOMPSON EXPLORATION TRAIL

INITIATIVE: Restore Nordegg

Priority: 2

Description

Nordegg is the site of the only intact coal processing and briqueting operation in North America. The town is unique, in as much as it was the only pre-planned coal town in the province. It remains an example of industrial archaeology which is ideal for reconstruction and development.

A non-profit society, using private donations and government grants, is presently working on the redevelopment of the community. Plans to 1994 include the restoration of seven major buildings at a cost of almost \$6 million. The society is presently awaiting designation of the site by Alberta Culture.

The restoration of the site is at a conceptual stage at this time. It is the intention of the society that eventually all major buildings will be restored. A portion of the main drift of the mine is identified for restoration, and it is their hope that the rail line between Nordegg and the mine site can be restored. Since the estimated cost of this development would be in the order of \$25 million, a decision concerning public support will likely be required before it can proceed.

It is the hope of the society that a service centre will grow in Nordegg outside the historic townsite. Services would include accommodations, food and beverage, vehicle services, and guiding, outfitting, and touring staging areas.

Target Markets

A study is underway to identify the primary target markets for the Nordegg development. The following segments are expected to be significant:

- Existing pleasure travellers through the region.

- Icefields Parkway travellers.
- Calgary residents and their visitors.
- Edmonton residents and their visitors.
- Alberta elementary and high schools.

Assessment

- The development of the Nordegg attraction is a major opportunity if it is done in conjunction with other provincial attractions.
- The industrial/manufacturing era in Alberta has not, to date, been developed or interpreted for tourism markets. Major assets include:
 - Coal in Crowsnest Pass (ecomuseum)
 - Gas at Turner Valley
 - Ceramics industry at Medicine Hat
 - Oil at Leduc
 - Forestry at Hinton, Whitecourt and Grande Prairie
 - Oil sands at Bitumount (Fort McMurray)
- The Nordegg development, if completed as part of a number of related industrial products, could be sold to national and international markets as a provincial heritage attraction.
- In the absence of a provincial-level sales campaign the Nordegg attraction might generate 30,000 to 40,000 visitors per year. With the development of other regional assets, and with a provincial sales campaign, the Nordegg site could be expected to achieve 80,000 to 100,000 visits during development and 100,000 to 150,000 visitors thereafter.

Financial Feasibility

- The complete investment in the Nordegg development can be expected to cost \$15 million to \$25 million, based on the development cost of attractions of this nature which have been studied by Pannell Kerr Forster.

- Based on the performance of similar attractions studied by Pannell Kerr Forster in the past year, revenue can be expected to be as follows: (Assuming 100,000 visitors)

- Gate Revenue (average \$2.25 per capita)	\$ 225,000
- Food and Beverage Revenue (average \$1.50 per capita)	150,000
- Merchandise Revenue (average \$2.00 per capita)	200,000
- Other Revenue (events, movies, rentals, etc.)	<u>100,000</u>
Total Revenue	<u>\$ 675,000</u>

- If we assume cost of sales to be 50% on all operations, the net revenue before principal, interest, taxes and depreciation would be \$337,500. Administration and general expenses can be expected to amount to at least this amount. These revenues include costs of the director, marketing costs, office and secretarial utilities, and other non-departmental expenses.
- Financially the Nordegg attraction will not break even, if the assumptions related to the above analysis are correct. It will require public investment, either in the form of capital injections, operating injections, or both to keep it alive.
- The regional impact of the Nordegg development can only be measured conservatively on the basis of these investment assumptions. However it is one of the several major tourism generators which can begin to get traffic moving through this region. To the extent that it helps achieve this flow, the Nordegg development may be justified as a regional income generator.

Support Services/Facilities

The other major attractions and tourism services on Highway 11 will support this development.

A full range of services in Nordegg itself would be required to support the development. To the extent that these services could be themed and the revenue internalized in the Nordegg operation, the bottom line may be improved.

THE DAVID THOMPSON EXPLORATION TRAIL

INITIATIVE: Develop a Mountain Resort near Abraham Lake

Priority: 2

Description

The potential for the development of resort accommodation in the Rocky Mountains near Abraham Lake has been discussed since 1970.

Recent studies of the feasibility of such a resort have identified the following components:

- A 280 room hotel with 20 cabins
- Meeting, conference and craft facilities
- An 18 hole first class golf course
- A variety of recreation amenities
- Trail development

This resort would operate on a 245 day basis until sufficient year-round demand could be proven to justify the development.

Target Markets

The target markets for the resort would include the following markets:

- Pleasure travellers from Alberta, from Canada, the USA and internationally who are travelling by car.
- Tour groups travelling predominantly by motorcoach or van.
- Meetings and conference groups -- predominantly from Calgary and Edmonton, but potentially from around the world.

Assessment

- A first class accommodation in the west portion of the region will open the region.

- All other activities must be developed in conjunction with the accommodation -- guiding, access trails, and nearby trail systems for the less active.
- A major cultural attraction attached to the resort would, if it were feasible, add appeal to the property.
- This development would attract the existing Banff, Jasper, and Icefields Parkway markets, and it offers good potential to draw this market off that route and into a "new" circle route.

Financial Feasibility

- A conservative estimate for the capital cost of the hotel, cottages, golf course, and the associated infrastructure costs is some \$30 to \$35 million.
- Conservative estimates of projected revenue indicate the hotel property would yield a positive net profit before interest, depreciation and taxes.
- The conclusion of the work is that the hotel could be a private sector investment provided a major hotel management firm with a "long" marketing reach was retained to operate the property.

Support Services/Facilities

The physical and perceptual accessibility of this mountain region is the critical support service required for this initiative. The other initiatives on Highway 11 will support it as well.

This mountain resort may be the first development to open the western portion of the region to the upscale international market which is interested in a more rustic Canadian Rockies experience than that which is offered by Banff.

THE DAVID THOMPSON EXPLORATION TRAIL

INITIATIVE: Position Red Deer to Explore the Natural Environment

Priority: 2

Description

The City of Red Deer can offer reasonably unique urban environmental/natural areas, interpretation, human resources, interpretive facilities, and outdoor recreation/environmental trail systems.

While these facilities, amenities, and linear systems have been well-developed, particularly in Waskasoo Park, they have not been developed or marketed as resources of interest to tourist markets.

Red Deer should position itself as an urban centre within which one can experience:

- protection areas and parkland
- unique ways in which man has chosen to deal with nature (the biological mosquito control program)
- the Red Deer Canyon - a quiet and natural, scenic river valley

Red Deer should develop the environmental tour product in the City. It should be highlighted at The Crossing, and it should be sold to the convention market. "The Crossing" at Red Deer could become the major point of sales and jumping-off point to the environmental opportunities of Red Deer.

Red Deer should also position itself as the "jumping off" point to environmental interpretation in the entire region. This could be done by interpreting the ecology of the Red Deer River system as it flows from the mountains to the badlands, through the four major ecological zones between Mountaineer Lodge and the Canyon area. It should be the interpretive centre from which people travel out to see and experience the various ecosystems of the region and to look at regional settlement and culture as adaptations of environment.

Target Markets

Target markets from this Red Deer opportunity include:

- all enroute, pass through, and destination traffic to "The Crossing" at Red Deer
- Albertans who are interested in environment, ecology, and man's adaptation, including:
 - Alberta school groups
 - motorcoach markets
 - families with children, seeking an educational experience
 - organized environmental/wildlife clubs, groups and associations
 - national and international group tours which are travelling between Edmonton and Calgary
 - national and international independent travel markets which are enroute between Edmonton and Calgary

Action Plan

1. Co-ordinate efforts of the City, existing clubs and associations and the business community in Red Deer to develop the product.
2. Develop and staff a touring product for the Waskasoo and Red Deer Canyon areas, focusing on the major protection areas.
3. Develop "introductory" exhibits for the whole region and place them at "The Crossing" at Red Deer. Co-ordinate with entire region.
4. Develop lure and service print material targeted at schools, the convention and meetings market, and group markets.
5. Identify distribution channels, audiences, and launch the product.
6. Monitor, evaluate and adjust the product.

THE DAVID THOMPSON EXPLORATION TRAIL

INITIATIVE: Develop Accommodation Near Ram Falls

Priority: 3

Description

Ram Falls is a major regional natural asset and attraction. It presently offers a limited service campground and no other accommodation. It is fairly central to the Eastern Slopes area between Nordegg and Sundre, and offers opportunity as a development node.

Ram River Falls lacks accommodation for the non-camping fully-independent rubber tire traveller. The development of a rustic lodge offering rooms for up to forty people or about twenty cabins would act as a generator of tourism rather than just a service. It also has a landing strip which would appeal to a certain small segment of the market.

The development would include hiking, cross-country ski, and/or nature trails positioned for the more sedentary traveller.

The property would only be open during the high season.

Target Markets

Target markets for this development would include:

- Calgary, Edmonton, and Red Deer residents and their visitors for short getaway weekends.
- International fully independent travellers from Germany, Britain and Australia for short stays as part of their Canadian visit.
- Mature markets from Alberta, BC, Saskatchewan and Montana seeking adventure and exploration away from the normal Rocky Mountain crowds.
- All other Albertans.

Assessment

- Overnight accommodation in this setting would open the area to the non-camping, non-recreation vehicle market.
- A quality operator with character, excellent food, and quality, rustic lodging and appointments would be desirable.
- The property could not function on a year round basis. It could operate on a 245 day year.
- The property would primarily sell "getaway", "retreat to nature" and "soft adventure" experiences.

Financial Feasibility

- Capital cost of the property would be approximately \$1 million for a 40 room property or 20 cabins with a limited, rustic dining room. Servicing the site would cost at least an additional \$500,000.
- Room revenue, at 50% occupancy for the 180 day season and assuming an overall yield of \$60 per room, would be \$324,000.
- Food and beverage revenue, using an average \$20 per person per day (1.8 people per room), would be \$194,400.
- Miscellaneous revenue could include revenue from a store operation, rental income, and potentially vehicle service income. Net revenue from the services is assumed to be \$30,000.
- The annual net revenue before principal interest and taxes, assuming normal costs of sales and a family run business, would be in the order of \$116,000 per year. This figure assumes departmental expenses of 40% for food, 50% for rooms, and administration and general expenses of 26% of gross revenue.
- Assuming that half the capital was borrowed, this property would be able to pay its annual debt. However, the return on equity would be very low.

THE DAVID THOMPSON EXPLORATION TRAIL

INITIATIVE: Develop Chambers Creek for Motorized Recreation

Priority: 3

Description

The Chambers Creek Snowmobile Trail area presently serves a few thousand visitors a year who come to use the snowmobile trails. These visitors are primarily local and regional visitors, with some participation from major urban centres.

While the area is limited environmentally, and by the low annual snowfall, its position could be enhanced through limited basic improvements and marketing.

Target Markets

The target markets for this attraction are primarily Alberta residents. They are ATV/snowmobile and motorcycle enthusiasts and owners from:

- the Red Deer region and central Alberta
- Calgary and area
- Edmonton and area
- all other Albertans

Assessment

- The Chambers Creek development would enhance the range of product in the area.
- The Chambers Creek development increases the adventure product, and specifically the high risk/active recreation adventure product.
- The creation of major events surrounding all terrain vehicle could bring broader markets to the area.

Financial Feasibility

- Trail development itself would be undertaken by the public or by non-profit groups.
- Service development would logically be consolidated at Rocky Mountain House. It would include existing accommodation, food and beverage, vehicle service, and potentially vehicle rental operations with no new operations anticipated.
- Private operations would not be initiated unless markets were proven for the area. Individual feasibility would be assessed for each development.
- Public investment might include trail development, parking and access, area mapping, access co-ordination, and development of shelters.
- Operating costs could reasonably be expected to be in the order of \$100,000 per year if one accounts for clearing, maintenance, and limited policing requirements.
- In our judgement visitation could be increased easily to 5,000 visits per year, provided sufficient support services are developed.

Support Services/Facilities

The services of Rocky Mountain House would be the primary support area for Chambers Creek.

4.3 The Anthony Henday Adventure Trail

The Anthony Henday Adventure Trail can be positioned to sell "adventure for the whole family" to the "families with children" market primarily from Alberta. This trail can be a destination corridor which sells:

- scenic adventure on the Forestry Trunk Road
- Ram Falls family camping experience
- guest ranch/farm vacation adventures
- adventures on the western saddle horse

● adventures in agriculture

The exploration theme would be the subtheme in most cases, and the dominant theme in certain cases.

Three major initiatives are described for this trail in the pages following.

THE ANTHONY HENDAY ADVENTURE TRAIL

INITIATIVE: Build the Attraction at Olds College

Priority: 1

Description

Olds College can be the anchor location from which to tell the story of agriculture throughout the region.

The College is an attraction itself. It hosts horse shows, rodeos, special event weeks, 4H events, and it receives over a tour bus a week now.

The College is renowned for its library of horticulture. Its experimental or demonstration attractions include:

- a municipal composter
- a waste handling system
- equine demonstration items
- a compressed hay forage system

A small demonstration area could be developed at the College. This area would expose the visitor to the major attractions at the College, to the Agriculture Heritage sub-theme for the region, and to all other regional attractions. It would be able to book farm and ranch vacations, to arrange agricultural tours, and to provide all collateral material about the region.

The facility at the College would provide guided tours of the College attractions and could also provide step-on tours of the region.

The facility itself might utilize an existing space at the College or it could be a simple shell structure with interior demonstration areas.

Models of the major college attractions could display their operation, their uses and their value. Agricultural practices could be highlighted as well.

Target Markets

All travellers on Highway 2 would be target market segments for the College. However, the following target markets would be of particular interest:

- motorcoach travellers between Edmonton and Calgary
- national and international rubber tire travellers between Edmonton and Calgary
- Calgarians and their visitors
- Edmontonians and their visitors
- school children from Alberta

The College would appeal to those urbanites who have a casual interest in agriculture but a strong interest in food production and waste handling issues in our society. These themes would tie closely with the natural/environmental themes being developed in and around Red Deer.

Temporary displays of regional art, craft, and cultural attractions could be included in the facility.

Assessment

- The Olds College attraction, with proper highway signing and promotion, could draw a large number of visitors off Highway 2.
- The College would expose the visitor to the agricultural heritage sub-theme of the region, entertain and educate them, and invite them back to see the other agricultural attractions of the area.

Financial Feasibility

- A new shell structure, exclusive of land cost, could be completed for under \$150,000. Interior exhibits and displays could be developed for under \$100,000 for a total cost of \$250,000.
- The College attraction could operate during the high season with a seasonal full time staff of four. The total staffing cost could be

approximately \$25,000. The total operating cost could be held to below \$50,000.

- Revenue for the operation will come from the following sources:
 - charges for guided tours
 - food and beverage concession revenue
 - commissions from tour sales
 - subsidy from the community
- Visitation could easily be increased from 22,000 visits per year at present to 40,000 to 50,000 visits at full operation.

The Olds College attraction would be the anchor facility of the Anthony Henday Trail. It could tell the story of modern agriculture. It could describe the history and settlement patterns of the area. It might also introduce historical information regarding the era of Henday and the exploration opening of "The West".

THE ANTHONY HENDAY ADVENTURE TRAIL

INITIATIVE: Develop Link Ranch/Farm Vacation Product

Priority: 1

Description

The region offers a strong farm and ranch vacation product. However, co-ordination, packaging, and co-operative advertising could enhance this product significantly. There is potential for growth in the bed and breakfast product, particularly in larger centres. An operator development and training program would assist to fill this gap. Additionally, a common reservation system for both farm and ranch vacations and bed and breakfast operations would be an asset.

These products are most evident now on Highway 27. From the Henday Trail, the area visitors could be introduced to ranch/farm vacation opportunities in the Caroline area, in the Glennifer Lake area, and in the mountains.

Target Markets

Major markets include:

- Calgary families and their visitors
- Edmonton families and their visitors
- Other Albertans
- National and international visitors

Action Plan

1. Identify all ranch vacation and farm vacation opportunities in the region.
2. Contact all operators; meet to ensure participation.
3. Assess product quality; ensure quality upgrades to uniform standards by agreed target dates.
4. Develop target market priorities, audience lists, and successful marketing approaches from the past.

5. Prepare print and collateral material and ensure its distribution through appropriate channels. Link product within theme area "Explore Ranch/Farm Heritage", "Adventures on a Horse", or other appropriate positioning.
6. Implement promotion campaign in key target markets.
7. Monitor and evaluate success. Use appropriate research methods and data to track reasons for booking, promotion tool used in sale, use of telephone lines, etc.
8. As market grows, assess potential to link lodges/ranches in arrangements which will allow people to ride from one lodge to another. Conduct proper feasibility study.
9. As the product matures, develop more refined products:
 - specific soft adventure products
 - short wagon rides
 - short horseback excursions
 - "fly and ride"
 - group products for the mature market, including motor-coach tour markets
10. Develop co-operative marketing approaches between operators to get more efficiency from the marketing effort.
11. Consider potential to upgrade product through operator awareness training, new operator development (including bed and breakfast) and a common booking system.

THE ANTHONY HENDAY ADVENTURE TRAIL

INITIATIVE: Co-ordinate the Equestrian Product

Priority: 2

Description

The equestrian product in the region is very strong and can be interpreted to include at least the following:

- Western horse events, particularly rodeos
- English riding events
- Horse shows, sales and competitions
- Horse camps for children and adults
- Guest ranches
- Horse touring
- Championship equestrian events

There is an opportunity in the study region to group this product into a cohesive, co-ordinated "sales pitch". This would give each operator more marketing reach and more market power.

The connecting logo might be "Adventure West on the Horse", "Explorations on the Western Saddle Horse" are some other such logo which connects the regional theme to the equestrian product.

Target Markets

Target markets for this product include:

- The regional urban population
- Calgary families and visitors to Calgary
- Edmonton families and their visitors
- Organized equestrian and agricultural organizations worldwide
- International target markets to the province

Action Plan

1. Review all literature/products of all operators in the region.
2. Identify and assess all equestrian events in the region.
3. Contact all appropriate operators discuss target markets, marketing, size and capacity and interest in co-operative approach.
4. Develop/plan co-operative approach. Identify the "product line", and develop draft material for each product.
5. Co-ordinate operators in logical distribution plan or use single promotion house.
6. Launch the "product line" on the most appropriate markets to grow the business.
7. Monitor, evaluate, and adjust the product. Encourage operators to develop internal quality and hospitality control procedures which will ensure a uniform standard is delivered to customers.

4.4 Region-Wide Initiatives

The study team identified seven initiatives which were region-wide in nature or which were basic, co-ordinating activities that are fundamental to regional tourism development. These initiatives were as follows:

- Develop Recreation Vehicle Parks in Key Locations
- Expand the Soft Adventure Guided Product
- Expand Lodges, Link Lodges in a System
- Develop Scenic/Environmental Tours
- Develop Heritage Storylines/Guides
- Develop Trails Close to Communities

The main effect of these initiatives will be to develop new product which meets tourism trends, to provide tourism services (particularly accommodation) where they are most needed, and to co-ordinate the guide and outfitting community in both product development and marketing.

REGION-WIDE INITIATIVES

INITIATIVE: Develop Recreation Vehicle Parks in Key Locations

Priority: 1

Description

High quality recreation vehicle accommodation will serve to open this portion of the eastern slopes of the Rockies to tourism. It is particularly important to offer such accommodation near the major travel generator areas. Thus excellent accommodation at attractions such as Ram Falls is important.

The term "high quality" R.V. park must be defined for the purposes of this region. The internationally accepted rating system of the Woodalls Guide would rate the highest level a "5W" based on facilities and "5W" based on recreation amenities. Such parks often permit longer stays, are fully paved, offer full "village" services, have clubs, community centres and live entertainment, and have complete indoor and outdoor recreation facilities. Most "5W" parks can be found in the sunbelt areas or near major urban centres. Rates hover around \$30 US a day, and many people rent for four to six months.

The Tall Timber Campground (3W) near Sundre, the Wilderness Village operation at Crimson Lake (5W) and the Leisure Campgrounds Inc. (3W) operation on Pine Lake are the closest examples in the region to the highest level recreation vehicle park in the Woodalls Guide.

Due to the seasonal nature of the RV product in Alberta and the distance of this region from major centres, the 5W rating cannot be expected at major sites. Rather, one might expect to achieve a "2W" or "3W" rating at most sites. Where sites are beyond power services they must be relatively primitive by RV park standards. This involves most of the Forestry Trunk Road sites and the mountain portion of the region.

It is important to the Alberta recreation vehicle market that sites which permit longer lengths of stay be developed. This recreational vehicle "cottage" approach offers flexibility to the owner of the RV and stability to the owner of the park.

Target Markets

The target markets, in order of priority, for these parks, will be as follows:

- Existing Travellers to the Zone
- Edmonton Residents and their VFR Visitors
- Calgary Residents and their VFR Visitors
- Other Albertans - and Particularly Regional Residents

The market would include only those who now own a recreation vehicle, of course. The Recreation Vehicle Industry Associations in Canada and the United States recorded very strong industry growth in the late 1980's. The demographic changes in North America, and particularly the maturing of the population, are expected to cause increased ownership of recreation vehicles. As ownership grows, so too will the demand for these parks.

Assessment

- The market size is sufficient to warrant development of many hundreds of sites. However, seasonality and competitive developments will limit feasibility in this region.
- Recreation vehicle resorts are important to open the region to greater visitation.
- Expansion of existing major resorts, if feasible, would be the first approach. This may involve privatization of provincial campgrounds in certain locations.
- Key expansion/upgrading areas would include:
 - The Anthony Henday Adventure Trail
 - Olds Area
 - Tall Timber Leisure Park

- Ram Falls
- West of Caroline
- The David Thompson Exploration Trail
- Cline River Area
- Rocky Mountain House Area
- Sylvan Lake Area
- Red Deer Area

Financial Feasibility

- Development of 1,000 new sites at these locations would cost in the order of \$6 million.
- If these sites can achieve an average \$13 rate and a 60% occupancy during the 153 day high season in this region, they will yield a gross revenue of approximately \$1.2 million a year. With costs of sales at 60% of gross revenue, this volume of business would yield about \$480,000 in return before interest on capital, taxes, and depreciation.
- The above analysis indicates that the feasibility of developing these sites is marginal. It is therefore more important that expansions to existing areas be encouraged, that upgrading of provincial facilities occur, and that the existing high quality developments are properly marketed.

Support Services/Facilities

The key support elements to this accommodation development include leisure activity opportunities, guided and self-guided outdoor recreation opportunities, tourism services, and good collaborative marketing.

REGION-WIDE INITIATIVES

INITIATIVE: Expand the Soft Adventure Guided Product

Priority: 1

Description

This initiative deserves particular consideration in view of the trends in market demographics and demands for different experiences.

The soft adventure product would vary significantly across the region. It is a product which would appeal to those people who are more interested in the exhilaration of arriving at the destination than the thrill and sweat of getting there.

This is not to say that the soft adventure market does not seek thrills. This market might like to run a stretch of mountain river in a raft. However, they do not wish to be required as paddlers, nor do they wish to carry the raft to and from the river.

This market may like to take a hot air balloon adventure trip, take in an air show, experience a short horse packing trip, or try a host of other adventures which have low risk.

The heli-hiking experience may be the best example of a soft adventure experience in the region. A soft adventure individual wants to experience the excitement, the exhilaration, and the educational experience associated with hiking a hanging valley in the Rockies. That individual, however, may not wish to climb for 15 kilometres to arrive at that valley.

Target Markets

- Mature adults from Calgary, Edmonton, and national and international urban-centred markets.

- Families with children from Calgary, Edmonton and Alberta urban centres.
- National and international markets to Calgary and Banff.

Action Plan

1. Identify existing soft adventure operators in the region. Segment suppliers by product categories.
2. Meet existing suppliers. Identify product expansion possibilities for region based on successful examples elsewhere.
3. Identify services suitable for support roles and approach suppliers.
4. Develop co-operative material along thematic lines:
 - Explore Our Heritage
 - Adventure West
5. Position Red Deer, Sylvan Lake, and Olds as major soft adventure nodes -- explore heritage, environment, Alberta's sunbelt. Package services, numerous attractions in the approach.
6. Design monitor/feedback tools for each initiative in each target market.
7. Implement strategy and adjust actions as feedback occurs.

REGION-WIDE INITIATIVES

INITIATIVE: Expand Lodges, Link Lodges in a System

Priority: 2

Description

The assets of the region include a number of quality lodge operations in close proximity to the mountains. For the most part, these lodges are not highly profitable, due primarily to the short season over which many operate at reasonable capacity.

If the lodges of the region could be expanded, linked together in a system connected by trails, and co-operatively marketed, the potential to increase occupancy would be increased significantly.

Each of these facilities would have to be upgraded, expanded, and positioned to sell this touring product to the key target markets.

Target Markets

The major target markets for this experience in the foreseeable future include:

- Calgary families and their visitors
- Calgary clubs and associations
- Edmonton families and their visitors
- Edmonton clubs and associations
- Regional families and their visitors
- National and international small groups -- guided experience
- Nature groups/soft adventure groups
- Recreation enthusiasts -- cross-country, mountain bike, motorcycle

Financial Feasibility

This attraction is not sufficiently described to assess financial feasibility in any detail. However, minor upgrades to existing operations, combined with a resolve to market the attractions together as a tourism experience should yield positive returns to all operators. Market power will increase, marketing money will be invested more efficiently, and more visitors should result.

REGION-WIDE INITIATIVES

INITIATIVE: Develop Scenic/Environmental Tours

Priority: 2

Description

The region offers a natural, scenic, and environmental interpretation product which is virtually untapped for tourism at the present time. The scenic assets may be better developed through provision of access and development of literature. The environmental product may be ripe for more significant development.

Red Deer should position itself as the jumping off point to the regional environmental experience.

Olds should position itself as the centre in which we develop the techniques for man to deal effectively with waste. The systems the College is working with now would be the starting point.

Sundre, Rocky Mountain House and Nordegg can position themselves as the jumping off points to scenic/environmental exploration. In particular the Kootenay Plains and the two wilderness areas would be of interest to environmental tour types. The Voyageur Adventure Tours Ltd. operation, which provides guided canoe excursions on the North Saskatchewan, already provides historic interpretation. An environmental tour, perhaps planned in conjunction with biologists or other scientists, may be profitable.

Other communities should prepare a marketing position oriented to their particular assets:

- Waterfowl Nesting Area near Bowden
- Dickson Dam, Dodds Lake near Innisfail
- The Medicine River Conservation Camp, M.D. of Clearwater
- Alford Lake Conservation Camp, M.D. of Clearwater
- Raven Brood Trout Station, M.D. of Clearwater

- Wilderness, Lakes, Rivers, Mountains, M.D. of Clearwater
- Ducks Unlimited Sanctuary, Olds
- Goldeye Lake Centre, M.D. Clearwater

Target Markets

Target markets for the environmental interpretation product are growing rapidly. The key targets for this regional product would include:

- All markets travelling to the west country for adventure or to explore -- the environmental interpretation component should be the "education" element the traveller desires in his/her travel experience.
- Children and their parents -- from the region, from Calgary, and from Edmonton.
- Children and youth in schools.
- Convention and meeting markets to Red Deer.
- National and international markets to Alberta.

Action Plan

1. Inventory the natural/environmental existing product which is appropriate for interpretation. Assess resources available.
2. Prioritize areas in region for environmental tours.
3. Approach key players required to develop the product. Complete approach and workplan.
4. Identify and prioritize product enhancement requirements. Use colleges to keep abreast of latest issues, demands.
5. Develop lure and service material for self-guided and for guided experiences.
6. Launch product through planned distribution channels.
7. Monitor, evaluate, and adjust the product.

REGION-WIDE INITIATIVES

INITIATIVE: Develop Heritage Storylines/Guides

Priority: 2

Description

The region offers a very strong historical storyline which is virtually untapped:

- Native history - tribal areas and lifestyles, spiritualism, tribal relations, culture, arts and crafts
- Exploration history - stories of David Thompson's friendly relations with the native people, stories of Henday, Drummond, fur trade voyageurs and others
- Settlement - stories of ethnicity, multiculturalism, and settlement (Icelandic, Norwegian, Danish, Hutterite, and other ethnic groups)

The sum of these storylines forms the heritage of the region. It can be developed for tourism as one of the most powerful benefits to the visitor. It can form the base of the regional storyline, and can be the educational "benefit" which many travellers seek in their travels today.

Action Plan

1. Identify major heritage storyline groupings, attractions, communities and products.
2. Research major components of each storyline.
3. Identify key people to use to animate the regional story -- Henday, Thompson, Drummond, native leaders, etc.
4. Identify key events of the past which may be turned into events today.
 - the winter survival of Drummond
 - the trading and goodwill activities between Thompson and the native peoples (eg. fur trade suppers at the National Historic Park)

5. Discuss major attraction/event potential with appropriate people -- tourism co-ordinators, operators, municipal leaders. Confirm action by appropriate organizations.
6. Write storylines, articles, etc. around groupings of product. Develop interpretive materials to use at "The Crossing." Develop signing plan at points of interest throughout the region. Tie regional promotion literature to signing plans/activities.
7. Launch new product/events in a logical sequence so that each season/year a new product is added to a growing package of products surrounding a theme.
8. Continuously monitor impact, evaluate initiatives, and adjust the products.

REGION-WIDE INITIATIVES

INITIATIVE: Develop Trails Close to Communities

Priority: 3

Description

Trails close to communities will permit travellers staying in the community to enjoy natural assets of the region while remaining close to their hotels.

Trails near the community centres may well add to the attractiveness of the centre. However, Pannell Kerr Forster would not normally treat these as a major tourism attraction, unless the trails were part of a major urban park development such as the one in Red Deer.

Target Markets

Target markets for trails include:

- Travellers staying in local hotels, with friends and relatives, or in nearby recreation vehicle parks.
- Local populations.

Assessment

- Trails near urban centres are desirable as local development attractions.
- Trails are not, themselves, tourism generators, unless they form part of a major attraction such as the Red Deer Urban Park system.
- Trail development at Rocky Mountain House between Rocky and the National Historic Park has been recommended elsewhere.
- Sundre could consider trail development along the Red Deer River if the flood plain problem can be overcome.
- A trail between Sylvan Lake and Red Deer has been proposed in the past and deserves consideration.

Financial Feasibility

- Urban trails do not generate revenue and they are not normally counted as generators of tourism. They are part of the urban fabric, and part of the reason a community is a desirable place to live and to visit.
- Financial feasibility cannot be assessed. This is recreation infrastructure and must be measured as a community good.

4.5 Conclusion

The West Central Region can be developed and marketed around its two major themes and two linear corridors. The David Thompson Exploration Trail can be oriented more towards national and international markets. The Anthony Henday Adventure Trail will provide family-oriented adventure experiences. All regional opportunities can be packaged and sold as experiences which can be added to the corridor travel experience.

The marketing strategy for this conceptualization of development for the West Central Region would have three major components:

- Awareness Program
- Lure Program
- Service Program

Our attention turns toward these elements in the following section.

5.0 IMPLEMENTATION PROGRAM

The purpose of this section is to outline, in conceptual terms, the implementation program which could be adopted by the region. This implementation program involves the following major components:

- Marketing Strategy and Plan
- Organization Consideration
- Budget and Funding

In the following sections, an overview of these components is presented. It is important that detailed plans be developed from this overview prior to launching major campaigns.

5.1 Marketing Strategy and Plan

5.1.1 Goals for the Corridor Region

The tourism marketing goals for the Corridor Region should be as follows:

- To increase visitation, length of stay, and expenditures in the West Central Region significantly between 1990 and 1995.
- To establish the corridor region as the Adventure/Exploration destination region for travellers who seek an alternative to the congestion and pace of other Alberta destination regions.
- To provide specific, identifiable tourism experiences for target markets, and to promote those experiences with concise, well articulated, and co-ordinated marketing messages.
- To focus visitor enquiries on the "1-800-EXP-LORE" line which would connect the visitor with trained counsellors who can actually provide ticket sales for regional opportunities.

5.1.2 Tourism Marketing Objectives

Our tourism marketing activities should drive towards the achievement of three major objectives within the coming five years:

Objective #1

- To increase tourism traffic on the David Thompson Trail by 25% by December, 1995.

Objective #2

- To increase tourism traffic on the Anthony Henday Adventure Trail by 25% by December 1995.

Objective #3

- To increase overnight motorcoach traffic to the region by 100% by December 1995.

5.1.3 Strategy and Tactics

Strategy

The broad strategic principles which should drive the marketing of the corridor region are as follows:

- The corridor should be marketed as part of David Thompson Country. It should build on the strength of the zone marketing and the marketing messages should be co-ordinated. However, it is differentiable from Zone marketing thrusts as it will focus on activity or product based tourism experiences sold along specific travel routes.
- Two corridors should be given specific, separate effort and positioning, even in those cases where they are sold together at the same venue.

- The David Thompson Exploration Trail should be positioned as both a destination route for close-in markets and as an "enroute" experience for national and international target markets.
- The Anthony Henday Adventure Trail should be positioned as a destination region for families and adult groups from urban centres in Western Canada and close-in states.
- Two destination nodes should be marketed now - Red Deer and Sylvan Lake. They should develop separate positioning, but remain within the theme. Future destination nodes should include Rocky Mountain House, Olds and Sundre.
- The corridor region should be marketed around experience-based product lines. Each product line would include core activities, support activities, services and related events all connected thematically with adventure and exploration.
- Circle routes and destination routes should be developed around the two corridors over time as the tourism product of the region grows.

Tactics

The major tactics to be used in this plan include the following:

- Organize the marketing projects into three tactical thrusts:
 - Awareness Program
 - Lure Program
 - Service Program
- Develop marketing projects as "windows of opportunity" for private and public sector marketing partnerships. Prioritize the projects within each program on the basis of urgency, relationship to need, direct applicability, and necessary sequence.
- Evaluate the success of each tactic and each implemented project against expected results. Ensure industry partners are aware of the success level of each initiative.

TACTICS FOR THE DAVID THOMPSON EXPLORATION TRAIL

- Develop the high priority tourism initiatives as identified previously.
- Promote specific product or activity based tourism experiences to near-in urban markets. Describe the experience (adventure/exploration), the benefits, and the educational content in each marketing message.
- Promote weekend packages to destination nodes targeted at interesting, educational experiences for families and for adult couples from nearby urban markets. Highlight the short-trip activities around those destination nodes to enhance the packages.
- Promote the entire product line along and near Highway 11 to national and international markets targeted by Alberta Tourism. Tie the products thematically to adventure and exploration. Stress services, safety, amenities and scenery in all literature. Fulfillment literature should be rich in information on all cultural and logistical aspects of the Region.

TACTICS FOR THE ANTHONY HENDAY ADVENTURE TRAIL

- Develop the high priority initiatives of the corridor as identified previously
- Develop promotion packages around specific product or product lines. Promote these to families with children from major nearby urban centres and to adult couples and small groups.
- Introduce product to the long haul traveller with lure material in specific centres, such as The Crossing at Red Deer.
- Promote weekend packages to destination nodes targeted at interesting, educational experiences for families and for adult couples from nearby urban markets. Highlight the short-

trip activities around those destination nodes to enhance the packages.

5.1.4 Awareness Program

The purpose of the Awareness Program is as follows:

- to develop an awareness of the corridor idea in the minds of key target markets;
- to increase awareness of the tourism product lines available in the corridor region, including outdoor adventure products, heritage/cultural products and entertainment.
- to increase awareness of the anchor communities on the corridors, particularly Red Deer, Sylvan Lake, Rocky Mountain House and Olds.
- to increase awareness of Red Deer and Sylvan Lake as existing destination nodes in the region.
- to increase awareness of the corridor region in critical international group and FIT touring segments.

This purpose can be achieved in conjunction with the David Thompson Country Tourist Council and by increasing marketing activity in key target markets to the zone. In addition, the corridor region must "tag on" to the provincial marketing campaign in order to increase awareness.

Program Focus

The awareness program should focus the target markets on the idea of corridors, the benefits of a corridor travel experience (variety, time savings, scenery, education, information, adventure, exploration), and the potential to travel as a weekend getaway, a package experience, or a group travel experience.

The program should emphasize Highway 11 as a route for both long-haul and close-in markets. Highway 27 should place more emphasis on the close-in markets. The major destination nodes of the region should be a key part

of the awareness program and a highlight of activity and event-based promotion.

The Awareness campaign must still focus on the idea of adventure and exploration in west central Alberta. This focus is more important than specific product highlights, provided the product, activity, and event highlights illustrate the best the zone has to offer.

The major marketing activities to be undertaken in the corridor region, in approximate order of their priority for implementation, include the following:

<u>Order</u>	<u>Budget</u>	<u>Product</u>
1	\$35,000	Print Material Development <ul style="list-style-type: none">● focused on development of the basic print messages needed to lure corridor customers.
2	\$17,000	Provincial "Tag-On" Initiative <ul style="list-style-type: none">● focused on developing basic awareness in key short and long haul target markets
3	\$ 5,000	Video Product Development <ul style="list-style-type: none">● focused on promotion of a high quality video for use in all target markets.

AWARENESS PROGRAM

DETAILED PROJECT DESCRIPTIONS

Project #1 Print Material Development

Achieves: All Objectives

Concept

- Develop the basic print material/communications strategy for:
 - The David Thompson Exploration Trail
 - The Anthony Henday Adventure Trail
- Develop individual exploration and adventure sub-themes within the "Adventure" message:
 - Explore our Native Cultures
 - Explore Western Heritage and Hospitality
 - Adventures in Agriculture
 - Mountain Explorations
 - Rocky Mountain Adventures
 - Alberta's Adventure Playground
 - Explore our Natural Environment
- prepare/edit the basic service information to follow the same format and graphic message as the awareness material.

Priority Target Markets and Audience

- David Thompson Exploration Trail.
 - Motorcoach group markets planning to visit the Canadian Rockies. Sales pitch is to tour operators and wholesalers
 - Consumers and primarily urban families with children and adult couples from close-in markets.
 - all consumers who are interested in their definition of "adventure" in a modern, safe, secure and scenic setting.

- Anthony Henday Trail
 - consumers from all geographic market areas
 - tour wholesalers, tour operators, travel agents

Key Product Elements

- major destination nodes on corridors
- all major new product development
- major attractions, events
- David Thompson Exploration Trail
 - emphasize scenic rockies, adventure in the mountains, Native culture, historic sites, ecological assets, Red Deer, Rocky Mountain House, Sylvan Lake
- Anthony Henday Adventure Trail
 - emphasize family adventure, R.V. camping, ranch and farm vacations, family events, Olds, Sundre

Action Plan

- develop material, repackage existing information to the Adventure/exploration format and include all new developments and development plans where appropriate
- Test material with participating communities
- Open opportunity for operator participation through advertising
- Print material and make it available to all operators.
- Distribute material through all channels available to the region
- "Tag-on" to the provincial campaign in key target markets.

AWARENESS PROGRAM

DETAILED PROJECT DESCRIPTIONS

Project #2 Provincial "Tag-On" Initiative

Achieves: All Objectives

Concept

- Using the new awareness material, the corridor region operators, municipalities and tourism co-ordinators should promote their region in conjunction with Alberta Tourism where appropriate
- Should also tag closely to Calgary and Edmonton promotion campaigns

Priority Target Markets and Audience

- Families with school age children who live in urban centres within reasonable driving distance of the region.
- Adult couples and adult groups from urban centres within reasonable driving distance who respond to "adventure" activities.
- Montana, California, and Pacific Northwest destination and enroute markets who are travelling by car or on fly-and-drive trips and who are being promoted by Alberta Tourism.
- Motorcoach tour markets to the Canadian Rockies, to Calgary, and to Edmonton.
- All other rubber-tire markets being promoted by Alberta Tourism.

Key Product Elements

- All adventure/exploration products of the corridor region
- David Thompson Exploration Trail should be the main feature for long-haul markets.

Action Plans

- Determine Alberta Tourism plans for promotion in target markets identified.
- Build participation in key promotion activities
- Co-ordinate industry in region to participate
- Design and implement system of evaluating results of promotion activity

AWARENESS PROGRAM

DETAILED PROJECT DESCRIPTIONS

Project #3 Video Product Development

Achieves: All Objectives

Concept

- Develop high quality video product which specifically sells adventure and exploration in the corridor region, emphasizing connections to Banff, Jasper, and major cities.
- Video should be designed to permit development of product-specific modules

Priority Target Markets and Audience

- David Thompson Exploration Trail.
 - Motorcoach group markets planning to visit the Canadian Rockies. Sales pitch is to tour operators and wholesalers
 - Consumers and primarily urban families with children and adult couples from close-in markets.
 - all consumers who are interested in their definition of "adventure" in a modern, safe, secure and scenic setting.

Key Product Elements

- Major destination nodes and corridors
- All adventure/exploration products
- Major events throughout the corridor

Action Plan

- Develop communication messages from print material on awareness
- Identify key corridor elements for target audiences
- Edit existing video material and use video library to produce segments for each major adventure/exploration product area.
- Promote material to operators inside the region
- Use this material in conjunction with new material to "pre-sell" new attractions as they are being developed. Use publicity to promote them
- Evaluate usefulness of material on a regular basis

5.1.5 Lure Program

The purpose of the Lure Program is to encourage the priority target markets for the corridor region to visit the region. In order to realize this purpose, the priority target markets identified must receive a specific invitation to visit which describes the visitor experience in terms which the target market perceives to be most desirable.

Program Focus

The lure materials developed and the lure promotional campaigns implemented must focus on "bundles" of experiences which explore or are adventurous and which surround a core set of activities.

The high risk adventurer, whether a climber of mountains or a paddler of rivers, requires a different marketing message than does the group tour/historic site visitor. Thus tailored messages, addressing the priority target markets by offering core activities within the Exploration/adventure theme, must be developed. Support activities and events - shopping, craft viewing, related events, and related product areas should be communicated in this material.

The David Thompson Exploration Trail should be focused on products for the motorcoach market and the long-haul independent traveller as well as the short haul and weekend getaway markets.

In the project outlines to follow, in order of priority or sequencing, these would include:

- Soft Adventure Promotion
- "Explore Our Heritage" Promotion
- "Explore our Western Hospitality" Promotion
- Red Deer Destination Area
- Sylvan Lake Destination Area
- "Explore our Natural Environment" Promotion

- "Explore Our Crafts" Promotion
- Hard Adventure Promotion

The Anthony Henday Adventure Trail should be focused on products for the family with children and the adults in the small groups market who are travelling by car. Its main marketing promotion lure initiatives, in order of priority, would include:

- The "Getaway Promotion"
- Red Deer Destination Area
- Sylvan Lake Destination Area
- The "Explore Our Western Hospitality" Promotion
- * The "Explore Our Heritage" Promotion
- The "Explore Our Agriculture" Promotion
- The "Explore Our Crafts" Promotion
- The "Explore Our Energy Industry" Promotion

Destination Nodes

The destination nodes in the near future will be Red Deer and Sylvan Lake, and projects to support these nodes have been identified.

In the longer term, however, Rocky Mountain House, Olds, and Sundre will develop as destination nodes from which visitors will travel out to enjoy the outdoor opportunities of the region.

It is important to the success of the overall plan that each destination node develop a strong position of its own, but within the exploration and adventure themes. Co-ordination between these communities and promotion people in the region is critical to success.

The projects within the lure program, in the approximate priority for implementation, include the following:

<u>Order</u>	<u>Budget</u>	<u>Project</u>
1	\$28,000	The "Getaway" Promotion <ul style="list-style-type: none">● focused on short-haul markets and weekend "Getaway" experiences
2	\$76,000	"The Crossing" at Red Deer <ul style="list-style-type: none">● focused on promoting Red Deer as a destination
3	\$76,000	Sylvan Lake Destination Area <ul style="list-style-type: none">● focused on increasing visits to Sylvan Lake
4	\$ 2,800	Hard Adventure Promotion <ul style="list-style-type: none">● focused on developing the high risk adventure markets
5	\$22,000	Soft Adventure Promotion <ul style="list-style-type: none">● focused on developing the growing soft adventure market
6	\$14,000	"Explore Our Heritage" Promotion <ul style="list-style-type: none">● focused on culture and settlement assets
7	\$10,000	"Explore Our Environment" Promotion <ul style="list-style-type: none">● focused on the growing eco-tourism interest
8	\$10,000	The "Explore Our Western Hospitality" promotion <ul style="list-style-type: none">● focused on rural, agricultural, and● "Western" assets of the region
9	\$ 9,000	"Explore Our Crafts" Promotion <ul style="list-style-type: none">● focused on marketing regional crafts

- | | | |
|----|----------|--|
| 10 | \$ 5,000 | The "Explore our Agriculture" Promotion
● focused on the agriculture story-line of the region |
| 11 | \$ 2,000 | The "Explore Our Energy Industry" Promotion
● focused on area energy resources |

LURE PROGRAM

DETAILED PROJECT DESCRIPTION

Project #1: The "Getaway" Promotion

Achieves: Objective #1, Objective #3

Concept

- Develop "getaway packages" to market destinations in the Region which are easily accessible by the weekend traveller, offer rest and relaxation in comfortable accommodations, and offer variety in experience.

Target Markets

- Immediate area residents
- Edmonton and Calgary residents, particularly families with children or persons aged 40 and under
- Albertans and Central Saskatchewan residents
- Montana residents

Target Audience

- "The Crossing" in Red Deer
- All Consumer Markets in target urban centres
- Tour Wholesales and Operators and Travel Agents
- Travel Publications

Key Product Elements

- Central Service Nodes: Red Deer, Sylvan Lake, Olds, Rocky Mountain House;
- Packages developed for the mid-week, weekend and/or mature market, or for small groups. Packages to include accommodation, several attractions, food, rentals, etc., at discounted rates;
- Local operator participation;
- Easily accessible destinations;
- Easily identifiable unique characteristics of the destination;
- Slate of day-time and evening attractions and activities, as well as alternate activities in the event of inclement weather;

- Family-oriented accommodation and dining facilities;
- Accommodation and dining facilities oriented for singles and young couples;
- Adequate and accessible camping facilities;
- R.V. Parks in key locations;
- Mountain Resort near Abraham Lake;
- Native Cultural Centre near Rocky Mountain House;
- Activities which can be completed in less than one day (both nature-based and attraction-based).
- Events throughout the West Central Region.

Action Plan

- Identify those destinations which encompass the key elements required.
- Identify those destinations with "weekend get-away" potential.
- Encourage operator participation.
- Develop packages and a promotional campaign, with particular emphasis on the uniqueness of each destination.

Promotion Plan

Brochures: Identifying weekend rates, special discounts (i.e. for children), distance from major centres, targeted at luring the market.

Distribute through the Calgary and Edmonton Tourism channels and through Provincial Travel Information Centres.

Print Ads: In local newspapers such as the Edmonton and Calgary dailies and weeklies.

As well, in magazines (i.e. in-flight publications, the Alberta Motor Association Magazine).

Radio Ads: May be used to promote Getaway packages generally, as well as the 1 - 800 - EXP - LORE number specifically.

Tag-On Publicity: From Alberta Tourism Publications (such as the annual Accommodation Guide).

Display: Such as posters and backdrops, to be used at consumer and trade shows.

Fam. Tours: Familiarization trips for Alberta Tourism personnel, or Visitor Information Centre personnel in Edmonton and Calgary.

Direct Mail: To Associations, corporations, past customers and other direct mail candidates, ensuring that each "Getaway" package is tailored to the market targeted.

LURE PROGRAM

DETAILED PROJECT DESCRIPTIONS

Project #2: "The Crossing" at Red Deer

Achieves: All Objectives

Concept

- Promote Red Deer as an en route destination and introduce Red Deer as a travel destination through an attraction/service facility called "The Crossing" at Red Deer.
- "The Crossing" at Red Deer will also promote the entire corridor.

Target Markets

- En Route and pass through markets on Highways 2 and 11
- Destination traffic to the zone, seeking information/direction
- Destination traffic to Red Deer
- Event traffic to the zone

Target Audience

- Travellers on Highway No. 2
- Travellers on Highway No.11
- Calgary and Edmonton residents
- Tour wholesalers, tour operators

Key Product Elements

- Themed restaurant offering food, entertainment, and education
- Outdoor activities, and connections to the Red Deer River Valley
- Indoor/Outdoor high-technology exhibits promoting the entire region
- Travel information centre and booking centre for the region
- Craft shop which sells product from the entire region

Action Plan

- Develop "The Crossing" at Red Deer

- Develop highway-based promotion program beginning in Calgary and Edmonton - focus on people and vehicle services, but sell the curiosity and education "Draw" of "The Crossing" at Red Deer.
- Encourage co-operation of regional communities in "The Crossing"
- Develop comprehensive promotion campaign

The key elements would be as follows:

Signing: The development of creative, intriguing and captivating highway signing at critical locations on Highway 2 and on Highway 11.

Publicity: Develop and execute a publicity campaign which will establish "The Crossing" as the place for media people to go for information on the entire region.

Public Relations: Have all regional public relations announcements "Filed" from "The Crossing" at Red Deer. Develop articles about "The Crossing" targeted for magazines such as:

- Provincial Motor Association Magazines
- CAA magazine AAA magazine
- Others as appropriate

Radio : Use "The Crossing" at Red Deer as one on-location site for regional promotions. All other radio spots would be related to specific events and attractions of Red Deer.

Newspaper: "The Crossing" should get some position in all newspaper advertising of events, attractions and opportunities in Red Deer.

Brochures: Develop lure brochure specifically for "The Crossing". Distribute the brochure to information centres, border crossings, accommodations and the full distribution channel for the Zone.

Video: Develop a quality video for "The Crossing" at Red Deer prepared as a news story about a unique new traveller service concept. Promote the video to television stations in Edmonton and Red Deer.

Media Relations: Conduct FAM and media tours on a regular basis

Tour Planner: Develop material for tour wholesalers, operators, position with CTCB and Edmonton Tourism as the stopping place for motorcoach tours.

LURE PROGRAM

DETAILED PROJECT DESCRIPTION

Project #3: Sylvan Lake Destination Area

Achieves: Objective #1

Concept

- Sylvan Lake should be packaged and sold as a distinct destination
- Develop complete cooperative marketing campaign to Sylvan Lake and the surrounding area
- Focus should be on the getaway family markets seeking rest & relaxation

Target Markets

- Calgary and visitors to Calgary, particularly families with school age children
 - Edmonton and Visitors to Edmonton, particularly families with school age children
 - Albertans within 2 hour drive, particularly families with school age children
 - Mature Albertans seeking rest and relaxation, particularly during shoulder seasons.

Target Audience

- Consumers in major target markets

Key Product Elements

- The Lake and its beaches
- Accommodations, R.V. and camping areas
- Attractions - water slide, golf
- New Attractions - R.V. Resort, Four Season Resort, accommodation expansion, commercial development, provincial events, downtown beautification

Action Plan

- Identify critical elements of attractions, accommodation, food and beverage, events which must be incorporated in the marketing message
- Develop those new attractions which are instrumental in the future success of Sylvan Lake - "sell" them during the development phase
- Develop new events which have high market interest for key target segments - family events which can be participatory.

Print Advertising: During the week prior to events, and selling the core elements as well as the events.

Radio Advertising: For major events, including on location spots on a regular basis.

Publicity: Ensuring media is aware of major events and has every opportunity to cover these events.

Video Products: Develop videos of Sylvan Lake activities for use during shoulder season. Develop distribution plan.

Mall Display Program: Develop mall display package, perhaps tied to contests and draws for prizes. Plan display program for "The Crossing" at Red Deer.

Consumer Shows: Attend the major sportsmen, RV, recreation, and travel consumer shows in Edmonton and Calgary.

Media Relations: Maintain regular media contact.

Public Relations: Develop celebrity and charity events which will maintain interest in Sylvan Lake during the shoulder seasons.

- Develop co-operative or consortium approach and encourage involvement of all area operators
- Implement promotion campaign, develop annual schedule and plan (marketing activity grid) and review regularly.
- Equestrian opportunities, water-based.

Regional Attractions

- Red Deer - Natural/environment, Waskasoo, "The Crossing" at Red Deer.
- Olds - agricultural theme.
- Immediate Area - crafts, local culture.

Events

- Regional events should be a major marketing element, because we are looking to repeat visitors.
- water-based events which can be viewed or are participatory should be created over time.
- regional events from the Red Deer Airshow to horse pulls should be promoted by Sylvan Lake.

LURE PROGRAM

DETAILED PROJECT DESCRIPTION

Project #4: Hard Adventure Promotion

Achieves: Objective # 1, Objective # 2

Concept

- Create a mechanism for linking and enhancing the services (activities, accommodation and transportation routes) of local outfitters and guides into one promotional thrust.
- Develop a promotion plan, using brochures as the major marketing tool, to specifically market those services which cater to the visitor who is just as concerned with experiencing getting to the destination, as enjoying the amenities or activities once arriving at the destination.

Target Markets

- Adult Albertans living in urban areas and who participate in any higher risk recreation activity.
- Visitors to Alberta from the immediate markets in Alberta, British Columbia, Saskatchewan, Montana and the Pacific Northwest.
- Adventure visitors from Europe (primarily Germany), and Australia.
- Adult couples and singles between 18 and 40 years of age who participate in outdoor adventure activities".

Target Audience

- "The Crossing" in Red Deer and the "Adventure Centre" in Rocky Mountain House
- Outdoor Adventure Clubs
- Sports and Outdoor Adventure Magazines
- Sports and Outdoor Adventure Retailers
- Alberta Tourism Publications
- Tour Wholesalers and Operators and Travel Agents

Key Product Elements

- Central Service Nodes: Red Deer and Rocky Mountain House
- Development of the Bighorn Wildland Recreation Area
- Development and utilization of "The Crossing" at Red Deer and an "Adventure Centre" in Rocky Mountain House
- Coordination of all Outfitters/Guides
- Accommodation near Ram Falls
- Adequate Transportation routes to the Destinations

Action Plan

- Bring all suppliers (outfitters/guides) together to determine:
 - Areas of expertise;
 - Primary location(s) served;
 - Degree of amenities/services/equipment provided;
 - Degree of difficulty/ease of the type of travel.
- Use this information to create an "inventory" of the options available. Cross-reference the inventory by:
 - Location (and other "Hard Adventure" Options nearby);
 - Degree of difficulty;
 - Special attractions (i.e. which areas have more wildlife, versus which areas have more physical attractions).
- Develop "The Crossing" in Red Deer and the "Adventure Centre" in Rocky Mountain House, both of which will provide:
 - Visitor information services;
 - Rental for recreation equipment;
 - A reservations service for all activities, events, outfitters in the vicinity.
- Develop and print promotional material.

Promotion Plan

Brochures: A printed colour brochure which provides an index of all of the different types of adventure routes, attractions and amenities for the entire Region. This would primarily be a "lure" brochure.

Individual brochures may also be produced by single operators or groups of operators as a supplement to this index. These brochures would primarily be:

- Self-guided tours
- Theme tours

Print Ads: For magazines and newspapers.

Displays: Such as videos, posters and backdrops, to be used at consumer and trade shows.

Media Tours: Promotional trips for the writers of outdoor adventure publications, newspapers and other travel magazines.

Publicity: Preparation of human interest stories about climbing, rafting, kayaking etc. for magazines and newspapers.

FAM Tours: Familiarization trips for tour wholesales and operators.

Direct Mail: To the customer, using lists of outdoor adventure retailers, or the subscription lists of outdoor adventure magazines (if available).

Tag-On Promotions: With Alberta Tourism, thus ensuring the Region's services are included in any promotional material this department publishes.

LURE PROGRAM

DETAILED PROJECT DESCRIPTIONS

Project #5: Soft Adventure Promotion

Achieves: All Objectives

Concept

- Simultaneous with the coordination of outfitters/guides for the "Hard Adventure" product, to develop a similar concentrated marketing effort for the "Soft Adventure" product.
- Develop a promotion plan, using brochures, to promote those services, activities, accommodation and transportation routes which cater to the traveller who seeks adventure travel combined with safety, education, good accommodation, and sophisticated guides.

Target Markets

- motorcoach and rubber tire (auto & R.V.) visitors from national and international origins who are destined for Banff, Lake Louise, Jasper and points between.
- mature (50+) couples and single adults with no children from urban centres within a one day drive of the region.
- families with young children and older families from urban areas of Alberta and Saskatchewan who are interested in high education/information content in their adventure experience.

Target Audience

- Tour operators and wholesalers (primarily motorcoach operators), and travel agents
- "The Crossing" in Red Deer and the "Adventure Centre" in Rocky Mountain House
- Visitor Information Centres in the immediate area, and Calgary and Edmonton
- Consumers in Edmonton and Calgary
- Alberta Tourism Publications targeted at National, International markets

- International media

Key Product Elements

- Central Service Nodes: Red Deer, Sylvan Lake, Rocky Mountain House, Olds, Sundre
- Development and utilization of "The Crossing" at Red Deer and an "Adventure Centre" in Rocky Mountain House
- R.V. Parks
- Ranch and Farm Vacations
- Ease of access to destinations and attractions
- Seasonal and/or annual attractions and special events
- Cultural facilities
- Attraction at Olds College
- Equestrian Product
- Trails close to Communities
- Restore Nordegg
- Mountain Resort near Abraham Lake
- Establish Sylvan Lake as an Adventure Playground
- Circle trip itineraries which can be included by the motorcoach tour operators
- Day-trip itineraries which can be promoted from the central service nodes by their local Chambers of Commerce and the like

Action Plan

- Bring all outfitters/guides together to create an "inventory" of "Soft Adventure" attractions available.
- Include a similar "inventory" of cultural attractions or events.
- Develop and print promotional material, with particular emphasis on distribution at "The Crossing" in Red Deer and the "Adventure Centre" in Rocky Mountain House.

Promotion Plan

Brochures: A printed colour brochure which acts as a index and focuses on the variety of activities available (i.e. adventure as well as culture as well as good accommodation). Again, this would be a "lure" brochure.

Individual brochures developed by particular operator(s) for specific destinations or activities could also be produced.

Print Ad: For magazines and newspapers.

Display: Such as videos and backdrops, to be used at consumer and trade shows.

Personal Selling: Of the product to motorcoach operators

Tag-On Publicity: From the Alberta Tourism Publications

Media Tours: Promotional trips for the writers of outdoor adventure publications, newspapers and other travel magazines.

FAM Tours: Familiarization trips for Tour Wholesalers and Operators.

LURE PROGRAM

DETAILED PROJECT DESCRIPTIONS

Project #6: "Explore Our Heritage" Promotion

Achieves: All Objectives

Concept

- Develop a promotion plan, primarily using brochures for self-guided tours, to market the unique historical heritage of the Region; particularly for the traveller interested in obtaining knowledge and education while on vacation.
- Develop a promotion plan, primarily using self-guided tour publications, to market the cultural activities, facilities and displays which cater to the travellers who desire education while at their destination.

Target Markets

- National and international motorcoach travellers to the Canadian rockies
- National and international rubber-tire travellers to the Canadian rockies
- Students from throughout Alberta
- Albertans interested in our heritage

Target Audience

- Tour operators and wholesalers
- "The Crossing" in Red Deer and the "Adventure Centre" in Rocky Mountain House
- Schools in the immediate area and all of Alberta
- All consumer markets
- Alberta Tourism Publications
- International Travel Magazines
- Museums, Archives and Historical Societies in other cities nationwide

Key Product Elements

- Central Service Nodes: Red Deer, Olds, Rocky Mountain House.
- Develop "The Crossing" in Red Deer and the "Adventure Centre" in Rocky Mountain House
- Heritage Attraction's such as Stephanson House, Rocky Mountain House Historic Park, Markerville Creamery, National Historical Park, Fort Normandeau, and Community museums throughout the West Central Region
- Events such as an annual Heritage Day Festival or display in each settlement, or at one central location which varies each year.
- Scenic environmental tours
- Interpretive Centre and/or tours of the Briquetting Plant in Nordegg.
- Restoration of Nordegg.
- Development or refinement of historical and cultural attractions and facilities in each community.
- Interpretive centres and tours as applicable

Action Plan

- Identify the different types of Native and European settlements in the region.
- Liaise and coordinate with these groups, vis-a-vis chronology of historical settlement; existing historical facilities and attractions; relationship of the settlement area to the culture of the settlers.
- Identify major and minor events in the region.
- Identify historical points of interest in the region.
- Develop and print promotional material.

Promotion Plan

Brochures: Printed colour brochures, including maps, which identifies the location of historical attractions or facilities in the area.

These brochures reflect the concepts of:

- Self-Guided Tours
- Lure and Service
- Theme Tours

Signage: Indicating the various points of historical interest in the region.

Events: Such as festivals celebrating the first settlement of Europeans in the region.

Print Ads: Prior to dates of historical note (i.e. the birth of David Thompson) and for special events.

Tag-On From the Alberta Tourism Publications, as well as press
Publicity: releases prior to special events.

LURE PROGRAM

DETAILED PROJECT DESCRIPTION

Project #7: The "Explore Our Natural Environment" Promotion

Achieves: All Objectives

Concept

- Develop "Eco-tourism" products and promotion material which interpret and promote the significant natural environment of the West Central Region.
- Promote those facilities, groups and operators who now offer environmental interpretation in the region.
- Develop material for a self guided auto tour through the short transect from prairie to mountains. Promote this guide to encourage visitation to the region.

Target Markets

- Families with children from Calgary, Edmonton, and the rest of Alberta
- School children in western Canada
- Mature (50+) couples from Alberta urban centres
- Motorcoach and rubber-tire travellers to Alberta from national and international origins.

Target Audience

- Tour operators and tour wholesalers
- Schools in western Canada
- Consumer markets in Calgary, Edmonton and throughout Alberta
- Naturalist, interpretive and ecological clubs and organization throughout western North America
- "The Crossing" at Red Deer

Key Product Elements

- Waskasoo Park in the City of Red Deer; particularly Kerry Wood Nature Centre
- The Red Deer Canyon

- The ecological and biological protection zones of the region
- Olds College waste management processes and Arboretum
- The prairie, foothill, aspen parkland, and mountain ecological zones along each corridor
- Provincial Parks, Recreation areas, Wilderness Areas throughout the West Central Region

Action Plan

- Identify and prioritize all major urban and rural natural assets which can be readily interpreted
- Meet with government, not-for-profit organizations and operators interested in developing the product
- develop the product initiatives
- develop promotion plans and materials

Promotion Plan

Brochures: Develop lure and fulfilment brochures targeted at adults and at schools. Prepare for inclusion in soft adventure material as well.

Print Ads: Develop for naturalist magazines

Displays: For schools, for malls, and for "The Crossing"

Publicity: Ensure press is aware of uniqueness element and any new occurrences, developments or changes

Direct

Mail: To past customers, naturalists, and interpreters

LURE PROGRAM

DETAILED PROJECT DESCRIPTION

Project #8: The "Explore Our Western Hospitality" Promotion

Achieves: All Objectives

Concept

- Develop a promotion plan, focusing on special events and activities, to market the local "western" attractions in the area.
- Develop the promotion plan as a "service program", primarily catering to the VFR, "passing through", and motorcoach traveller. This project is to act as a supplement to other projects which act as "lure" programs.

Target Markets

- Immediate area local residents and their VFR visitors
- Calgary and Edmonton residents and their VFR visitors
- Visitors (both motorcoach and F.I.T.) from Alberta, British Columbia, Saskatchewan, Montana and the Pacific Northwest.
- Single persons and families of all ages from all other geographical markets.

Target Audience

- Tour operators (motorcoach) and wholesalers
- "The Crossing" and at Red Deer and the "Adventure Centre" in Rocky Mountain House
- All Consumer Markets in Alberta
- Edmonton and Calgary Visitor Information Centres

Key Product Elements

- Central Service Node: All areas
- Special events or activities in the Region (i.e. Rodeo, horse pulls, equestrian, etc.)
- Farm and Ranch Vacations
- Equestrian Product

Action Plan

- Identify unique events and activities in the Region.
- Divide events and activities into:
 - Location
 - Calendar of Events
 - Theme

Promotion Plan

Brochures: Printed colour brochures, including maps, which identify the location, theme and timing of events and attractions in the area.

Distribute through the Calgary and Edmonton Tourism channels and through Provincial Travel Information Centres.

Tag-On Publicity: From Alberta Tourism Publications (such as the annual Accommodation guide).

Publicity: Write public interest articles for provincial newspapers and national magazines

Media Tours: Inform media of events of interest

FAM Tours: Inform tour operators, wholesalers of major events and the key benefits for tour groups.

LURE PROGRAM

DETAILED PROJECT DESCRIPTIONS

Project #9: "Explore Our Crafts" Promotion

Achieves: All Objectives

Concept

- To enhance the heritage, cultural, and historic assets of the region by encouraging representative crafts and art.
- To make available through the use of retail distribution channels, the crafts made in the Region.

Target Markets

- All visitors to the Region
- All potential national and international target markets to the region

Target Audience

- "The Crossing" in Red Deer and the "Adventure Centre" in Rocky Mountain House
- Visitor Information Centres in the immediate area, and Calgary and Edmonton
- Alberta Tourism publications
- Tour Wholesalers and Operators (primarily motorcoach operators), and Travel Agents
- International Travel Magazines

Key Product Elements

- Central Service Nodes: Red Deer, Sylvan Lake, Rocky Mountain House, Olds, Sundre
- Development and utilization of "The Crossing" at Red Deer and an "Adventure Centre" in Rocky Mountain House
- Craft displays in urban retail outlets, particularly "The Crossing" in Red Deer
- Develop craft products around Native and European Settlements

- Adequate vehicular transportation access directly to the areas in which the crafts are made
- Community-based events such as farmer's markets, craft shows, auctions, and antique sales.

Action Plan

- Identify each of the different types of cultural and ethnic settlements in the Region for inclusion in the promotional material.
- Develop and print promotional material.

Promotion Plan

Brochures: A printed colour brochure which focuses on the cultural facilities and activities available. This brochure will also provide information regarding:

- Self-guided tours
- Maps

Displays: Such as posters and backdrops, to be used at retail outlets and the Visitor Information Centres.

Tag-On

Publicity From the Alberta Tourism Publications.

Signage: Indicating the direction or presence of cultural facilities, activities or attractions.

LURE PROGRAM

DETAILED PROJECT DESCRIPTION

Project #10: The "Explore Our Agriculture" Promotion

Achieves: All Objectives

Concept

- Develop, enhance and promote the unique agricultural facilities and attractions in the area as a "service product," to primarily cater to the VFR, "passing through", and motorcoach traveller.

Target Markets

- Immediate area local residents and their VFR visitors
- Calgary and Edmonton residents and their VFR visitors, particularly families with school age children.
- Visitors to the Canadian Rockies from Alberta, British Columbia, Saskatchewan, Montana and the Pacific Northwest.

Target Audience

- consumers in Edmonton and Calgary
- National and international en route traffic
- "The Crossing" in Red Deer
- Schools in Alberta, particularly from the immediate area
- Agricultural Trade Publications
- Post-secondary Educational Institutions in other centres featuring agricultural courses
- Tour operators (motorcoach) and tour wholesalers
- 4-H Clubs

Key Product Elements

- Central Service Node: Olds
- Interpretive centre and tours of Old's College
- Unique agricultural characteristics of the Region
- Farm and Ranch Vacations
- Related events throughout the West Central Region

Action Plan

- Identify unique agricultural characteristics of the Region.
- Compile list of key farm and ranch vacation experiences. Incorporate in brochure materials
- Develop Interpretive Centre theme and tours of Olds College

Promotion Plan

Brochures: Printed colour brochures, including maps, which identifies the location of agricultural attractions or facilities in the area. These brochures will reflect the concepts of:

- Self-Guided Materials
- Theme Tours

Displays: Such as posters and backdrops, to be used at consumer and trade shows, and educational institutions' open houses.

Personal

Selling: To schools and post-secondary institutions for field trips.

Signage: Indicating the direction or presence of agricultural facilities, activities or attractions.

Direct

Mail: To the subscription list of agricultural publications (if available). Past visitors can be invited to return and bring a friend.

LURE PROGRAM

DETAILED PROJECT DESCRIPTION

Project #11: The "Explore Our Energy Industry" Promotion

Achieves: All Objectives

Concept

- Develop a touring guide to market the unique energy industry facilities and attractions in the area.

Target Markets

- Immediate area local residents and their VFR visitors
- Calgary and Edmonton residents and their VFR visitors
- Visitors (both motorcoach and F.I.T.) from Alberta, British Columbia, Saskatchewan, Montana and the Pacific Northwest.
- Single persons and families of all ages from all other geographical markets.

Target Audience

- "The Crossing" in Red Deer
- Schools in Alberta, particularly from the immediate area
- Tour operators and tour wholesalers
- Post-secondary Educational Institutions in other centres featuring energy industry courses

Key Product Elements

- Central Service Node: Rocky Mountain House
- Unique energy industry characteristics of the Region
- A touring guide of the energy industry facilities

Action Plan

- Identify unique energy industry characteristics of the Region.
- Compile list of existing and potential energy industry attractions and facilities.
- Develop touring guide itinerary of the applicable energy industry locations.

Promotion Plan

Touring

Guide: Printed guide, including maps, which identifies the location of the energy-based attractions or facilities in the area. This brochure will reflect the concepts of:

- History of the facility;
- Unique statistics (i.e. daily production)
- Self-Guided Materials

Displays: Such as posters and backdrops, to be used at consumer and trade shows or educational institution's open houses.

Due to the security concerns at many of the facilities, it may be useful to offer interpretation of the facilities (through displays such as models of the plants) at the local municipal offices or libraries.

Signage: Indicating the direction or presence of the energy industry facilities, activities or attractions.

5.1.6 Service Program

The purpose of the service program is to provide the necessary sales, information/direction, and industry co-operation infrastructure to support the marketing initiatives identified.

Two major elements of the service program have already been identified in the new attractions section:

- Build "The Crossing" at Red Deer
- Build "Adventure Centre" in Rocky Mountain House

Both of these initiatives are conceived to be information, retail, booking and service centres for the region. These will be the anchors of corridor development and the focus points for much of the service program.

Program Focus

Since this program focuses on ensuring that the required infrastructure, directional information, customer services, and hospitality are in place to ensure visitors both enjoy their stay and return to the region, there is no particular focus on one route or the other. However, both major information centres are on the David Thompson Exploration Trail, a fact which emphasizes the importance of this corridor in the near future.

The following projects are listed in their approximate order of priority for implementation:

<u>Order</u>	<u>Budget</u>	<u>Product</u>
1	\$36,000	Corridor Logo/Lettermark Project ● focused on development of a distinctive lettermark for each corridor
2	\$ 5,000	Operator Promotion Project ● focused on ensuring that regional operators participate in the marketing program
3	\$15,000	Distribution Project ● focused on ensuring that marketing materials are distributed to target markets and to operators.
4	\$15,000	Tourism Awareness Training Project ● focused on ensuring that employers and employees are dedicated to service excellence throughout the region.
5	\$15,000	"1-800-EXPLORE" ● focused on installing a single telephone point of sales.
6	\$50,000	Corridor Signing Project ● focused on ensuring proper outdoor signing of both trails is implemented.

SERVICE PROGRAM

DETAILED PROJECT DESCRIPTIONS

Project #1: Corridor Logo/Lettermark Project

Achieves: All objectives

Concept

- Develop distinctive lettermarks, and graphic logos for:
 - The David Thompson Adventure Trail
 - The Anthony Henday Adventure Trail
- These lettermarks will be made available to operators in the region in a form which would permit use on:
 - outdoor signs and billboards
 - brochures and promotional material
 - mall display material
 - letterhead and other print material
- Transfer products can also be made available for merchandising applications such as:
 - Jackets, T-Shirts
 - Mugs, glasses, cups
 - All other promotional merchandise

Target Markets

All target markets

Target Audience

- All target audiences

Key Product Elements

- The graphic symbols and logos which are trademark-protected by the Zone or the consortium would be the key product elements

Action Plan

- develop range of graphic symbols and lettermark possibilities for each corridor
- test a variety of the symbols on the primary target markets
- test community, regional and operator acceptance of the symbols
- plan development strategy and action plan, orienting the work on the basis of urgency of need
- implement action plan
- register trademark, logo, or lettermark
- review, and evaluate regularly, ensuring operators have necessary incentives to use the logo and graphic symbols.

SERVICE PROGRAM

DETAILED PROJECT DESCRIPTION

Project #2: Operator Promotion Project

Achieves: All Objectives

Concept

- A project to promote all communities and operators in the corridor region to participate voluntarily and financially in the program
- Coaching of operators on marketing messages to provide fit with themes would be provided. Coaching or opportunities for operators to "tag" on the corridor campaign and to use video, audio, and photo products would be provided.
- Operator and Community initiatives could be strengthened and supported by corridor consortia as appropriate. (eg. development of signage, logos, individual marketing messages).

Target Markets

- All target markets

Target Audience

- All target audiences

Key Product Elements

- the print, audio, video and graphic materials developed for the awareness program would be used to encourage operator and community participation.
- Professional advice, would be a key element of the product

Action Plan

- Develop target list of all operators and communities along each corridor. Mail package explaining program to all operators and communities. Encourage operators to join consortia.
- Advise/consult with operators on appropriate use and benefits to operators of logos, lettermarks, and other materials
- Follow-up with advice on appropriate use and benefits to operators.
- Maintain regular communication with operators and operator consortia.

SERVICE PROGRAM

DETAILED PROJECT DESCRIPTION

Project #3: Distribution Project

Achieves: All Objectives

Concept

- Develop a system to ensure all promotion materials are distributed on a regular basis
- Monitor, evaluate and adjust the system to ensure delivery

Target Markets

- All target markets

Target Audience

- All target audiences

Key Product Elements

- The electronic and print material developed for each corridor is the main product
- Operator materials produced for specific segments would be part of the product.

Action Plan

- Develop distribution plan for:
 - awareness and lure material for international markets through "tag-on" relationship with Alberta Tourism
 - Awareness and lure material for Alberta markets
 - Awareness and lure material for National markets through "tag-on" relationships with Alberta Tourism
 - Product specific lure and service material
 - In-zone service material

- Identify roles and responsibilities for:
 - Communities (Convention and Visitor Bureau or Tourism Coordinator)
 - Operators
 - Zone professionals
- Join Calgary Tourist and Convention Bureau and use their distribution channels
- Join Edmonton Tourism and use their distribution channels.
- Monitor progress and adjust channels regularly.

SERVICE PROGRAM

DETAILED PROJECT DESCRIPTION

Project #4 **Tourism Awareness Training Program**

Achieves: **All Objectives**

Concept

- To ensure tourism hospitality, awareness training is delivered regularly throughout the region.

Target Markets

- All visitors to the region

Target Audience

- Chambers of Commerce
- Convention and Visitors Bureaux-
- Tourism and non-tourism employers
- Hospitality personnel

Key Product Elements

- The provincial tourism/hospitality awareness program (Alberta Best)
- West Central Region Product Awareness Training Program

Action Plan

- Work with province to ensure programs are known in region
- Work with potential program sponsors and facilitators to ensure regular and timely delivery, evaluation, and adjustment (if necessary) throughout the region.

SERVICE PROGRAM

DETAILED PROJECT DESCRIPTION

Project #5: "1-800-Explore"

Achieves: All Objectives

Concept

- The corridor region should have a "one call" information and sales approach.

Target Markets

- All target markets

Target Audience

- All target audiences

Key Product Elements

- "The Crossing" at Red Deer will be a provincial "travelling-on" centre and a regional sales centre. It will be the anchor visitor centre for the David Thompson Adventure Trail and will have trained staff who will produce tailored mailed responses to enquiries, who will book customers for regional operators, and who will pass calls on to the Rocky Mountain House Adventure Centre as appropriate.
- The "Adventure Centre" in Rocky Mountain House will also be an information and booking centre for the region, with much the same function as The Crossing at Red Deer.
- The regional telephone line must be tied to provincial enquiry systems. This could be achieved at the Crossing at Red Deer.

Action Plan

- Install "1-800 EXPLORE" lines in appropriate offices as an interim measure
- Develop the Rocky Mountain House and The Crossing at Red Deer information centres
- Staff the 1-800-EXPLORE line with trained sales personnel
- Design Program for operator buy-in and sales commissioning
- Monitor, evaluate, and adjust the program using operator feedback.

SERVICE PROGRAM

DETAILED PROJECT DESCRIPTION

Project #6: Corridor Signing Project

Achieves: All objectives

Concept

- Adventure Trail signing on major highways must be negotiated outside the region
- Inside the region, creative and informative signing of the two major trails should be initiated, using the appropriate graphic symbols developed by the Logo/Lettermark project.

Target Markets

- All travellers in the corridor region

Target Audience

- All travellers in the corridor region

Key Product Elements

- Priority development should be on Highway No. 11 and Highway #27, with signing on Highway 93, 22, 2 and Highway No. 1 in Banff, Lake Louise, Calgary, and Saskatchewan.

Action Plan

- develop messages for each major route to the corridors and for the corridor itself.
- identify target locations along each route.
- negotiate with Alberta Transportation for appropriate signing
- implement
- Develop program for private operator signing.

5.2 Organization Considerations

The organization structure which is required to implement the corridor region development and marketing strategy need not be large, complex, or cumbersome.

We recommend the organization work closely with the David Thompson Tourist Council, combining resources and marketing knowledge where appropriate, to get the marketing portion of the plan complete.

The organization would work as a consortium within the zone, focusing on the development of product-specific user-oriented marketing tools and the initiation of new product development for the corridors and destination nodes identified.

5.3 Budget and Funding

5.3.1 Budget

It is fortunate that the marketing of the two corridors may begin before all its new attractions are developed. As the traffic in the corridors increases, the private sector will be more likely to consider investing in physical development. Thus, corridor attractions can grow in pace with market development.

The market development process must, however, begin with marketing projects and plans. The approximate cost of these marketing projects is outlined broadly in the table following. There is very significant overlap in promotion projects listed here. It should also be clear that the budget estimates are for total private and public sector incremental spending.

The table following outlines an approximate budget for the promotions identified. This is not an annual budget, as many of the projects are developmental infrastructure, signing, and service components which have not been annualized. This might be considered as the budget which would be desirable to move the West Central Region to the threshold point of a major destination.

ESTIMATED MARKETING COSTS

<u>Marketing Activities</u>	<u>Ad- Vertising</u>	<u>Pub- lications</u>	<u>A.V. Material</u>	<u>Display Materials</u>	<u>Trade & Consumer Shows</u>	<u>Media Relations</u>	<u>Trade Relations</u>	<u>Promos & Promo Material</u>	<u>Market Research & Material</u>	<u>Total Dollars</u>
<u>Awareness Program</u>										
1. Print Material Development		25,000		5,000					5,000	35,000
2. Provincial "Tag-On Initiative"			5,000		5,000	5,000	2,000			17,000
3. Video Product Development			5,000							5,000
<u>Lure Program</u>										
1. The "Getaway" Promotion	10,000	5,000	5,000	1,000	3,000	1,000	1,000	2,000		28,000
2. "The Crossing at Red Deer"	50,000	5,000	5,000	3,000	5,000	2,000	3,000	3,000		76,000
3. Sylvan Lake Destination Area	50,000	5,000	5,000	3,000	5,000	2,000	3,000	3,000		76,000
4. Hard Adventure Promotion	10,000	5,000	5,000	2,000	5,000	1,000				28,000
5. Soft Adventure Promotion	5,000	5,000	5,000	2,000	3,000	1,000	1,000			22,000
6. "Explore Our Heritage"	5,000	5,000	2,000	1,000	1,000					14,000
7. The "Explore Our Natural Environment" Promotion	5,000	5,000		2,000		1,000	1,000	1,000		15,000
8. The "Explore our Western Hospitality" Promotion		5,000		2,000	1,000	1,000		1,000		10,000
9. "Explore Our Crafts"	5,000	2,000		1,000	1,000					9,000
10. The "Explore Our Agriculture" Promotion		2,000	1,000	1,000	1,000					5,000
11. The "Explore Our Energy Industry" Promotion		2,000								2,000
<u>Service Program</u>										
1. Corridor Logo/Lettermark Project	2,000	2,000	2,000	5,000				20,000	5,000	36,000
2. Operator Promotion Project									5,000	5,000
3. Distribution Project		2,000	2,000	5,000				2,000	4,000	15,000
4. Tourism Awareness Training	3,000		5,000	5,000				2,000		15,000
5. "1-800-EXPLORE"	10,000								5,000	15,000
6. Corridor Signing Project									50,000	50,000
TOTAL	155,000	75,000	47,000	38,000	30,000	14,000	11,000	34,000	74,000	478,000

5.3.2 Funding

Availability and amount of funding for the initiatives identified in this report can be identified only in the broadest terms. In the charts included in Appendix II, Pannell Kerr Forster has identified some of the government grant money and the listed private foundations with programs which may provide a fit with some of the projects identified.

The consortium partners would be responsible for completing a more exhaustive review of available funding and foundation programs and for approaching these foundations and agencies for support for the appropriate product development.

A P P E N D I X I
TOURISM RESOURCES SUMMARY

TOURISM RESOURCE SUMMARY TABLE: ATTRACTIONS

	<u>Historical/ Cultural</u>	<u>Visual and Performing Arts</u>	<u>Recreational</u>	<u>Nature, Science and Education</u>	<u>Business and Entertainment</u>
Bowden Population: 967	1	N/A	2	5	N/A
Caroline Population: 387	N/A	N/A	3	5	N/A
M.D. of Clearwater (Population: 9,848)					
Nordegg (Pop: 53 ('86))	4	N/A	1	4	N/A
Other Communities	2	3	6	4	N/A
Eckville Population: 869	1	3	3	3	1
Innisfail Population: 5,535	1	N/A	1	2	5
O'Chiese Indian Band #203 450 Members	N/A	N/A	2	1	N/A
Olds Population: 5,004	2	N/A	0	1	N/A
Penhold Population: 1,495	1	1	2	2	1
County of Red Deer (Population: 13,911)	6	3	4	2	1
Markerville (Pop:48 ('86))	5	N/A	2	1	N/A
Pine Lake	1	N/A	1	N/A	N/A
Spruceview (Pop: 116)	N/A	N/A	2	N/A	2
Red Deer Population: 55,950	6	3	4	2	1
Rocky Mountain House Population: 5261	2	3	3	3	N/A
Sunchild Indian Band #202 660 Members	N/A	N/A	1	N/A	N/A
Sundre Population: 1732	1	N/A	4	2	N/A
Sylvan Lake Population: 3,937	2	3	9	3	N/A

TOURISM RESOURCE SUMMARY TABLE: EVENTS

<u>Location</u>	<u>Sports</u>	<u>Festivals</u>	<u>Entertainment</u>	<u>Consumer & Trade Shows</u>
Bowden	N/A	2	3	N/A
Caroline	3	2	3	N/A
M.D. of Clearwater				
Nordegg	N/A	N/A	N/A	N/A
Other Communities	N/A	1	N/A	N/A
Eckville	1	1	N/A	3
Innisfail	7	3	N/A	1
O'Chiese Indian Band #203 450 Members	1	N/A	1	N/A
Olds	3	3	N/A	8
Penhold	2	2	N/A	N/A
Red Deer	4	7	10+	5+
County of Red Deer				
Markerville	N/A	N/A	N/A	N/A
Pine Lake	N/A	N/A	N/A	N/A
Spruce View	N/A	N/A	N/A	N/A
Rocky Mountain House	1	3	2	2
Sunchild Indian Band 600 Members	N/A	N/A	4	N/A
Sundre	3	N/A	3	1
Sylvan Lake	10	5	N/A	1

TOURISM RESOURCE SUMMARY TABLE: SERVICES

<u>Location</u>	<u>Accommodation</u>	<u>Campground</u>	<u>Parks</u>	<u>Food & Beverage</u>	<u>Convenience, Grocery & Specialty Stores</u>	<u>Service Stations</u>	<u>Financial Institutions</u>
Bowden	3	1	3	1	3	3	2
Caroline	5	2	N/A	4	7	4	1
M.D. of Clearwater							
Nordegg	4	1	2	1	2	1	N/A
Other Communities	2	35	5	N/A	12	N/A	N/A
Eckville	2	1	N/A	1	7	1	3
Innisfail	4	4	N/A	25	11, Mall	6	4
O'Chiese Indian Band	N/A	N/A	N/A	N/A	N/A	1	N/A
Olds	5	1	1	18	18+	10	7
Penhold	1	1	0	1	3	2	N/A
Red Deer	18	2	2+	150	2 malls n downtown outlets	n	n
Red Deer County							
Markerville	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Pine Lake	6	6	N/A	N/A	1	1	N/A
Spruce View	1	1	N/A	N/A	1	1	N/A
Rocky Mountain House	10	3	6	27	58	17	4
Sunchild Indian Band	N/A	1	N/A	N/A	N/A	1	N/A
Sundre	8	2	3	11	14	2	1
Sylvan Lake	N/A	1	N/A	N/A	N/A	1	N/A

TOURISM RESOURCE SUMMARY TABLE: INFRASTRUCTURE

	AIRPORT	HIGHWAY	RAILWAY	BUS	SEWAGE DUMP	BOAT LAUNCH	RECREATION	OTHER
Bowden	0	#2	CPR	G	N/A	N/A	5+	Library
Caroline	0	#54	N/A	N/A	N/A	N/A	4	Seniors drop-in Library Legion
M.D. of Clearwater								
Nordeg	heli	#11	N/A	N/A	N/A	N/A	3	Library Post Office Ranger Station
Other Communities	3	#11,22	CNR	G	N/A	N/A	17	
Eckville	0	#11	CNR	G	N/A	N/A	5+	
Innisfail	1	#2,2A,54	CPR	G,C	N/A	N/A	13+	Library Taxi, Handi Van
O'Chiese Indian Band	0	N/A	N/A	N/A	N/A	N/A	2	Mineral Water Wells
Olds	1	#2,2A,27,22	CPR	G	1	N/A	43+	Signage Library
Penhold	1	#2A,42	CPR	G	1	N/A	7+	Post Office Dog Training School Library
Red Deer	0	#2,2A,11	CPR	G,C	1	7	n	Complete
County of Red Deer								
Markerville								
Pine Lake	0	#42,816,590	N/A		1	1+	2	
Spruce View	0	#54	N/A	G	N/A	N/A	N/A	
Rocky Moun- tain House	1	#11,22	CNR	G	2	N/A	31	Library Prov. Centre Forestry Hqts Welcome Wagon
Sunchild Indian Band	0	N/A	N/A	N/A	N/A	N/A	4	
Sundre	0	#22,27	CPR	G	N/A	N/A	19+	Library
Sylvan Lake	0	#11,11A,20	CNR	G	1	3	21+	Library Churches

Bus: G = Greyhound Bus Service
C = Community Bus Service

n: numerous

A P P E N D I X I I

SOURCES OF GRANTS LIST OF FOUNDATIONS

**FUNDING SOURCES
AVAILABLE GRANTS**

GRANT	TYPE OF FUND	RANGE OF FUND	NATURE OF FUND	POSSIBLE USE OF FUND			OTHER CONSIDERATIONS		COMMENTS
				CAPITAL	OPERATING	OTHER	REQUIRES MATCHING FUNDS	CAN BE USED FOR MATCHING FUNDS	
TOURISM:									
Canada/Alberta Subsidiary Agreement on Tourism Development	Prov. Federal	\$500,000 to \$5,000,000	To provide major boost to tourism in Alberta	X			Yes (35/65)		Must directly increase tourism. Must have 20% equity (community) No stacking (other grants). Must apply before starting project.
Community Tourism Action Program	Prov.	\$500,000	To implement deve- lopment projects	X			Yes (25/75)	No	Project must be contained in the Tourism Action Plan.
Team Tourism Marketing Program	Prov.		To initiate more tourism marketing			Marketing	Yes		David Thompson Country receives \$300,000 a year for marketing.
ALBERTA RECREATION & PARKS:									
Municipal Recreation/ Tourism Areas Program	Prov.	\$100,000 Capital grant \$20,000/year Operating	To provide opportunities for recreation and tourism	X	X		No	No	Operating grants are available for a period of 25 years.
ALBERTA MUNICIPAL AFFAIRS:									
Alberta Municipal Partnership in Local Employment Program	Prov.	\$100,000 Capital grant \$20,000/year Operating	To provide opportunities for recreation and tourism	X	X		No	No	Unconditional grant available to all communities. (\$24 per capita).
ALBERTA CULTURE AND MULTICULTURALISM:									
Community Museum Program	Prov.	\$5,200	To offset operating cost		X		Yes		Will match funds raised up to \$12,200 if the centre is designated by the Minister.
Regional Museum Program	Prov.	\$12,200	To offset operating cost		X		Yes		
ALBERTA CAREER DEVELOPMENT AND EMPLOYMENT:									
Summer Temporary Employment Program (S.T.E.P.)	Prov.	\$3.80/Hour	Wage subsidy for full time summer employees			Wage subsidy	No	No	Position must last a minimum of four weeks.
Priority Employment Program (P.E.P.)	Prov.	\$4.50/Hour	Wage subsidy for full time employees			Wage subsidy	No	No	Position must last a minimum of sixteen weeks per trainee.

FUNDING SOURCES
AVAILABLE GRANTS
(Continued)

GRANT	TYPE OF FUND	RANGE OF FUND	NATURE OF FUND	POSSIBLE USE OF FUND			OTHER CONSIDERATIONS		COMMENTS
				CAPITAL	OPERATING	OTHER	REQUIRES MATCHING FUNDS	CAN BE USED FOR MATCHING FUNDS	
ALBERTA CAREER DEVELOPMENT AND EMPLOYMENT (Continued):									
Alberta Youth Employment & Training Program (A.Y.E.T.P.)	Prov.	Up to \$3.00/Hour	Wage subsidy for training young people			Wage subsidy	Yes (50/50)		Must hire on a full time basis for 26 weeks. Training cost will be reimbursed up to \$1,000 per trainee.
Alberta Alternative Program	Prov.	60% up to \$4.00/Hour	For people whose unemployment ran out, or are on social assistance			Wage subsidy	Yes 40%		Maximum of 26 weeks.
Alberta Business and Community Development Program	Prov.	Up to \$5.00/Hour	To provide opportunities for unemployed			Wage subsidy			Must provide 3 full-time position for 6 weeks to 1 year. \$125/week per employee may be available for expenses.
WESTERN DIVERSIFICATION OFFICE:									
Western Diversification Program	Federal	\$20,000 to \$10,000,000	To create new areas of economic growth in Alberta	X			(50/50)		Last "top off" will only fund as last resource. In this case would fund 20-35% of cost. To apply need to write a letter describing the centre, objectives, etc.
EMPLOYMENT AND IMMIGRATION CANADA:									
UI Job Creation - Section 38	Federal	Up to \$125/wk per worker	To link unemployed workers with organizations			Wage subsidy	Yes Top up		Must create at least 3 new jobs lasting between 6 to 52 weeks.
MINISTER OF STATE FOR YOUTH:									
Challenge	Federal		To create summer jobs			Wage subsidy	Yes Top up		Only available to employers who would otherwise not create the jobs.

LIST OF FOUNDATIONS

FOUNDATION	ADDRESS	CONTACT PERSON	INTEREST	GRANT INFORMATION	GRANT RANGE 1985
Arco Foundation, The	515 South Flower Street Los Angeles, CA USA 90071	Mr. Eugene R. Wilson, President	Arts, Education, Environment, Health, Community Services	Grants are given for special projects, operating funds, emergency funds, equipment funds, matching funds and seed money.	
Carthy Foundation	P.O. Box 2554, Calgary, Alberta T2P 2M7	Mr. Frederick L. Fenwick President	Arts and Culture, Social Services, Recreation, Health, Environment, Christian Orga- nizations, Education Institu- tions, Health Disorders, Universities, Hospitals, Cancer, Heart Disease, Sports, Youth, Environmental Research, Wildlife	Grants are made for research projects, special projects, operating funds, building funds, emergency funds, con- ferences, seminars, endowment funds, equipment funds, matching funds and for seed money.	\$150 to \$137,118
Dominion Textile Foundation	1950 Sherbrooke Street, West Montreal, P.Q. H3H 1E7	Mr. Michel DuFour, Director, Public Rela- tions	Arts and Culture, Social Services, Environmental, Educational Institutions, Adult and Continuing Educa- tion, Medical Research, Health Care, Health Disor- ders	Grants are made for special projects, building funds and emergency funds. Grants are made in four main areas of interest, health and welfare, educa- tion, culture and civics.	\$100 to \$10,000
Devonian Foundation	999 Eighth Street, South West, Suite 770, Calgary, T2R 1J5	Mr. William Dubas President	Conservation, Wildlife, Gardens and Parks	The Foundation is prepared to take risks in pioneering ventures, but will make no long-term commitment to any type of project and will endeavor to place an emphasis on innovative proj- ects. The Foundation will fund special projects. In order to avoid misunder- standing, applicants for financial assistance should read the guidelines carefully.	\$2,000 to \$200,000
Eaton Foundation, The	1 Dundas Street West, 20th Floor, Toronto	Mrs. Marion E. Fraser Coordinator/ Administrator	Universities, Hospitals, Performing Arts, Art Gal- leries, Environment, Physi- cally Disabled, Community Services, Youth, Aged	Grants are made for special projects and building funds. National and local organizations serving a useful purpose in the community and not duplicating the services of another organization are eligible. Limited funds are avail- able for new projects. Grants for capital funds are restricted to one campaign only, in a ten year period.	\$250 to \$1,000 for operating costs
Ivey Foundation, Charles H.	201 Consumers Road, Suite 105, Willowdale, Ontario M2J 4G8	Mr. C.R. Ivey, President	Arts and Culture, Special Needs Groups, Sports, Health, Environment, Vocational Training, Northern Affairs	Grants are made for special projects, equipment funds, building funds, matching funds and seed money.	\$500 to \$10,000 for one year grant and up to \$30,000 for a multiple year grant

LIST OF FOUNDATIONS
(Continued)

FOUNDATION	ADDRESS	CONTACT PERSON	INTEREST	GRANT INFORMATION	GRANT RANGE 1985
Ivey Fund, The Richard and Jean	Suite 2200, 380 Wellington Street, London, Ontario N6A 5B5	Mr. K.L. Sumner, Secretary/Treasurer	Arts and Culture, Community Services, Hospitals, Health Agencies, Medicine, Environment, Universities, Northern Affairs, Education Institutions, Health Care, Environmental Problems, Conservation, Volunteers, Community Development	Grants are made for special projects, building funds, equipment funds, matching funds, seed money, and the development and implementation of innovative projects.	\$3,000 to \$200,000
Jackman Foundation	c/o V.G. National Trust 21 King Street East Toronto, Ontario M5C 1B3	Mr. David R. Windeyer, Secretary/Treasurer	Universities, Hospitals, Environmental, Christian Organizations, Private Schools, Community Services, Family Services, Arts and Culture, Sports and Recreation, Special Needs Groups, Health Disorders, Health Care, Women, Wildlife, Housing and Shelters	The primary purpose of the Foundation is to make donations to charitable organizations, higher education, social welfare, hospitals and the arts in Canada.	\$1,000 to \$200,000
Kahanoff Foundation, The	321 - 6 Avenue South West Calgary, Alberta T2P 3L3	Mr. James B. Hume, Executive Director	Education, Arts and Culture, Community Services, Health, Medicine	Grants are made for special projects and seed money.	\$8,000 to \$835,000
Kane Foundation, Matthew Ralph	P.O. Box 755, Brockville, Ontario K6V 5W1		Historic Preservation, Music, Hospitals, Youth, Environment, Education Institutions		\$500 to \$5,000
McLean Foundation, The	30 St. Clair Avenue West Toronto, Ontario M4V 3A2		Education, Arts, Social Services, Health Sciences, Environment		
VanDusen Foundation, W.J.	c/o Canada Trust 505 - 3 Street South West Calgary, T2P 3E6	Mr. K. Meston, Director	Grants restricted to charitable organizations registered by Revenue Canada. Contributions are made to recognized institutions in any province and for research grants of Canada.	Grants are made for research projects, special projects, operating funds, building funds, endowment funds, equipment funds, matching funds, seed money, and for research grants.	\$10,000 to \$150,000
			Economics, Christian Religious Education, Churches, Medical Research, Native People, Physically Disabled, Conservation, Environment, Scientific Research, Canadian Studies, Community Services, Housing and Shelters, Museums, Universities, Secondary Schools, Education Research, Cancer, Heart Disease, Hospitals, Medical Education		

LIST OF FOUNDATIONS
(Continued)

<u>FOUNDATION</u>	<u>ADDRESS</u>	<u>CONTACT PERSON</u>	<u>INTEREST</u>	<u>GRANT INFORMATION</u>	<u>GRANT RANGE 1985</u>
Weyerhaeuser Company Foundation	Tacoma, Washington USA 98477	Dr. Mary Stewart Hall Vice-President and Executive Director	Conservation, International Activities, Technology, Arts, Community Colleges, Universi- ties, Environmental Problems, Environment, Mental Health, Alcohol and Drug Abuse, Vocational Training, Interna- tional Education, Social Services, Social Sciences	Grants are made for research projects, special projects, operating funds, building funds, emergency funds, con- ferences and seminars, equipment funds and employee-related scholarships.	\$500 to \$10,000
Nickle Family Foundation	1011 - 17 Avenue South West Suite 209, Calgary T2T 0A8		Performing Arts, Education Institutions, Health Agen- cies, Anglican Churches and Organizations, Transportation and Safety, Social Services, Historical Sites, Health Disorders, United Ways, International Relief Ser- vices	Grants are made for special projects, building funds, endowment funds (for educational scholarships and bursaries only), and equipment funds. All appli- cants must be registered charitable organizations.	
Textron Canada Charitable Foundation	c/o Borden & Elliot 250 University Avenue Toronto, Ontario M5H 3E9	Mr. Richard C. Meech, Director	Historic Preservation, Health Disorders, Salvation Army, Arts, Universities, Hospi- tals, Environmental Re- sources	The sole purpose of the Foundation is to make gifts, grants, contributions and donations for religious, charitable or educational purposes within Canada.	\$100 to \$3,000

A P P E N D I X III

GLOSSARY OF TERMS

Action plan - Specific steps planned to achieve a specific objective.

Attraction - An attraction is a physical feature of interest or significance which can either be natural or man-made.

Available room nights - the number of rooms available for rental in a hotel/motel during a specific period of time.

Baby Boomers - People in North America who were born between 1946 and 1963.

Break-even point - The point in which total revenues equal the combined value of fixed and variable costs.

Break-even analysis - A technique that examines the relationships between revenues, expenses, and profits. It is used to establish prices and to enhance the profitability of business.

Business plan - A comprehensive document that supports an application for financing

Capital budget - An itemized forecast of the costs of an expansion, renovation, acquisition, or construction of a property.

Circle tour - A private vehicle or motorcoach circular tour route that intersects several destinations or points of interest in a designated area.

Close-in-Markets - Markets situated in proximity to a defined community, usually thought to be areas within three hour drive of a major tourism generator.

Convention and Visitor Bureau (CVB) - Located in many centres, a bureau dispenses tourism materials and provides information upon request.

Co-operative advertising - A program in which advertising costs are shared between two or more groups.

Computer reservation system (CRS) - Interactive computerized systems used by some hotels, airlines and other travel - related industry in order to facilitate customer queries and reservations.

Cruise Travel - Travel on a cruise ship usually to a number of sea port destinations.

Cultural Tourism - Travel which immerses the traveller in the life and culture of the area.

Demographics - The statistical characteristics of populations (such as age, sex, and income level), used particularly to identify markets.

Distribution channel - Refers to the various marketing institutions and their interrelationships responsible for the physical and title flow of goods and services from producer to consumer or industrial user.

Eco-Tourism - Travel to experience and to study the ecological aspects of other regions.

Elder Hostel - A worldwide organization that offers educational programs such as liberal arts and nature-oriented courses for seniors 60 years of age and older.

Equity - The funds in a business that have been invested by the owners.

Event - An event is a transitory man-made celebration or activity of considerable interest and notability that is held either one-time only or on a regular basis.

Facility - A facility is a development whose primary purpose is to offer a particular service or recreational activity opportunity to residents or visitors.

Fair Market Value - The highest price available in an open and unrestricted market, which is reached between informed, objective parties.

FAM Tours - Familiarization trips for tour wholesalers and operators. These visits are sponsored by the operator as business promotion.

Fixed costs - Costs that do not vary with differences in output, such as depreciation and insurance.

Fixed-Roof Accommodation - Buildings designed primarily as overnight accommodations for travellers, including: hotels, motels, inns, motor inns, lodges and cabins.

Focus group interview - A marketing research/information - gathering procedure that typically brings 8-12 individuals together in one location to discuss a given subject.

Hard (High Risk) Adventure - A small, but rapidly growing area of adventure travel which involves personal risk. Examples include mountain climbing, diving, whitewater activities and other outdoor activities.

Heritage Resources - Historical sites, buildings, areas, cairns, points-of-interest, museums, archives, literature and spoken words representing the persons, places and events of the past.

Historic Corridor - A river, lake or overland trail that played a significant role in the exploration, trade and settlement of the area.

Hospitality - Hospitality involves how tourists are greeted and treated. As the most human aspect of tourism, hospitality relates to the ability and enthusiasm of people who deal with tourists.

Input/Output models - Quantitative forecasting techniques which show the impact of changing demand in an industry.

Infrastructure - Infrastructure embraces such things as roads, airports, railways, parking areas, sewage dump stations, water and power services, boat launches, and location and distance signs.

Lettermarks - Registered symbols using letters

Long-Haul Markets - Generally refers to international and overseas visitors through to the region.

Lure material - A type of promotional material that raises interest of the target customer and invites them to seek more information. It is usually less costly than the follow-up "service" or fulfilment material.

Marginal cost - The change in total cost that results from producing an additional unit of output.

Marginal revenue - The change in total revenue that results from producing an additional unit of output.

Market segmentation - Division of all persons into individual market units with similar characteristics.

Market share - The percentage of a market controlled by a particular seller.

Marketing concept - A managerial philosophy that all company decisions are based upon profitable satisfaction of consumer wants.

Marketing mix - The proper combination of various marketing elements such as product, price, packaging, and promotion.

Marketing channels - The path of good or service follows from producer to final consumer.

Mission Statement - A firm's philosophy in the definition of its primary purpose, its attitude towards its employees, and its clients.

National/Provincial Travel Corridor - A road, trail or other transportation route, such as highway crossing the Zone, serving as a major traffic artery between communities or attractions for the transportation of goods or people.

Organization structure - Fully-paid trips awarded to individuals or groups in a firm in exchange for achieving specific objectives or goals.

Person-night - One person spending one night at a location.

Person-trip - One person taking one trip.

Positioning - The "Position" a particular supplier attempts to occupy in the mind of the consumer. "Number 1 in Fun" is a positioning statement, for example.

Pretest - A test to assess the effectiveness of a marketing tool before it is actually used.

Primary data - Data collected from the source, rather than taken from books or other references. Survey research is an example of the collection of primary data.

Product line - A series of related products

Proforma - Refers to the forecast or projected financial statements of a business.

Promotion - Promotion involves how individuals and groups organize to market an area to potential tourists. It covers the tools communities use to attract visitors.

Regional Travel Corridor - A road, trail or other transportation route, such as a railway line, connecting communities or attractions within the Zone and serving as a major traffic artery between communities or attractions for the transportation of goods or people.

Sample - A statistically representative portion of a population.

Scenic/Historic Route - A paved or unpaved route that brings the traveller into contact with landscapes, natural and cultural features, historic sites or monuments of significance to the heritage of the province or the region.

Secondary data - Information that has been published or developed by previous researchers.

Service Centre - A community or stopping place along a road or trail providing services to users. Gasoline, food, accommodation, repairs and information are services most often sought by tourists at such centres.

Services - Services include the hotels, motels, campgrounds, restaurants, service stations, and other retail businesses in a community that take care of a visitor's needs.

Soft Adventure - Type of trip by travellers who seek active adventure trips combined with safety, good accommodation and sophisticated guides.

Soft Adventure/Cultural - Travellers who seek both soft adventure and culture in the same trip.

Step-on-Tours - Guided motorcoach tours to attractions and other points of interest in a community. The tour guide "steps-on" to the motorcoach to conduct the tour of a local area.

Strategic planning - The process of determining an organization's primary objectives, and planning a course of action to achieve those objectives.

Target Market - A specific segment of the overall potential market that has been analyzed and selected by the firm. The firm's marketing mix will be directed toward satisfying this chosen segment.

Tour Operator - A tour operator designs tour packages which usually combine a variety of travel facilities and services sold for an all inclusive price usually through tour wholesalers, travel agents or direct to consumers.

Tour Wholesalers - A tour wholesaler is a company that acts as a sales agent for a tourism facility or tour operator within a given geographic area, which is a long way from where the tourism product is offered.

Tourism Action Plan - A written document formally endorsed by Municipal Council produced on behalf of a community by a group of people representing a broad cross-section of the community. The plan provides a framework for businesses, local government, and other organizations to analyze tourism resources and concerns and to encourage tourism development and promotion within the community.

Tourist - A tourist or visitor is any person travelling away from home on a return trip for vacation, visiting friends and relatives, business reasons and shopping. Daily trips to work and school are not included.

Travel-on-Centre - An information facility for travellers who are en route through an area to a destination beyond the region.

Trend analysis - A quantitative sales forecasting method in which future sales are determined by statistical analysis of historical patterns.

Valuation - The techniques used to establish the value of a property or a business.

Variable costs - Costs that change when the level of production is altered. Examples are raw materials and employee wages.

Vertical Marketing Systems (VMS) - Professionally managed, centrally programmed networks used to attain operating economies and maximum impact in the marketing channel.

VFR - Visiting Friends and relatives, a major trip purpose activity

NO. 8

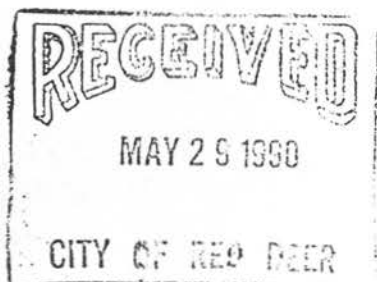
20 Kirby Street
Red Deer, Alta.
May 15, 1990

To: Recreation Parks and Culture Board

I am writing because of a concern about the lack of parks in Kentwood. Our family lived in Oriole Park and enjoyed the parks, playgrounds and bike paths but moving to Kentwood has been disappointing in this area. Kentwood is definitely lacking and/or has been neglected and I do hope that something can be done.

There is an oddly shaped vacant lot which I would really like to see developed into a park/playground to be enjoyed by adults and children of Phase 1 of Kentwood. I understand that areas for Phase 2 and 3 are being considered further north but this could be a few years away and not easily accessible for children in Phase 1. Should each Phase not have at least a small area designated for recreation? The closest recreation area is in Glendale making it necessary to cross a very busy road-77st!!!!

Thank you for considering this matter. There is a community spirit here and I'd like to see it enhanced by the addition of a recreation site on this empty lot. It's my way of suggesting the continuation of beautifying our city and being consistent so that all subdivisions enjoy and are proud of the beauty in their own part of the city!



Yours sincerely

Mrs. J. Miller

Janice Miller

CS-2.828

DATE: June 26, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: CRAIG CURTIS
Director of Community Services

RE: KENTWOOD PHASE I: DEVELOPMENT OF TEMPORARY PARK AREA
Your memo dated June 19, 1990 refers.

1. Mrs. Janice Miller has expressed concern regarding the lack of park facilities in Kentwood Phase I. Therefore, she recommends that a vacant lot on the northern boundary of the subdivision be developed as a small recreation area.
2. Mrs. Miller's request was considered by the Parks Manager, who noted that a small park facility to serve this area has been included in the design for the next phase of development. However, in the interim, he supported Mrs. Miller's request and recommended that a temporary playground and park area be installed in the location outlined in the attached sketch. This site is designated for future residential development and will be serviced as part of the next phase of Kentwood.
3. This proposal was considered by the Recreation, Parks & Culture Board at its meeting on June 12, 1990, when the following resolution was adopted:

"THAT the Recreation, Parks & Culture Board support and recommend to City Council that a temporary playground and park area be developed in the area outlined on the attached plan.

THAT the Recreation, Parks & Culture Board support and recommend to City Council that \$15,000 be approved from the Kentwood Recreation Levy Account for the purpose of developing a temporary park area in Kentwood.

THAT the Recreation, Parks & Culture Board request the Parks Department to provide suitable signage on site, indicating that the park is temporary, and that the respective area is designated for future residential development."

Charlie Sevcik
Page 2
June 26, 1990
Kentwood: Dev. of Temporary Park

4. RECOMMENDATION

I support the comments of the Parks Manager and the Recreation, Parks & Culture Board, and recommend that City Council:

- approve the development of a temporary playground and park on Lots 25, 14 and 15, as outlined in the attached sketch, within Kentwood Phase I, to be funded from the Kentwood Recreation Levy Account, at a cost not to exceed \$15,000;
- instruct the Parks Department to provide suitable signage on site, indicating the park is temporary and that the area is designated for residential development in the future.



CRAIG CURTIS

CC:dmg

- c. Don Batchelor, Parks Manager
Lowell Hodgson, Recreation & Culture Manager
Paul Meyette, Principal Planner, R.D.R.P.C.

DATE: June 15, 1990

TO: MAYOR & COUNCIL

FROM: JACK ENGEL, Chairman
Recreation, Parks & Culture Board


RE: KENTWOOD:
DEVELOPMENT OF A TEMPORARY PARK AREA

Attached is an administrative report and submission from Mrs. J. Miller, which was presented to the Recreation, Parks & Culture Board at its meeting of June 12, 1990.

After hearing Mrs. Miller's concerns and request for a temporary park in Kentwood, the board passed the following resolutions:

- THAT the Recreation, Parks & Culture Board support and recommend to City Council that a temporary playground and park area be developed in the area outlined on the attached plan. (This request should be forwarded to the City Clerk for circulation and comment by all civic departments.)
- THAT the Recreation, Parks & Culture Board support and recommend to City Council that \$15,000 be approved from the Kentwood Recreation Levy Account for the purpose of developing a temporary park area in Kentwood.
- THAT the Recreation, Parks & Culture Board request the Parks Department to provide suitable signage on site, indicating that the park is temporary and that the respective area is designated for future residential development.

On behalf of the Recreation, Parks & Culture Board, I request that this proposed temporary development of a park area in Kentwood be considered by City Council in 1990.


JACK ENGEL

JE:dmg

c. Craig Curtis, Director of Community Services

Att.

DATE: June 7, 1990
TO: RECREATION, PARKS & CULTURE BOARD
FROM: DON BATCHELOR
Parks Manager
RE: KENTWOOD - DEVELOPMENT OF A TEMPORARY PARK AREA

The attached letter was received from Mrs. J. Miller requesting that the Recreation, Parks and Culture Board consider the development of a park in Kentwood.

The existing Kentwood subdivision contains a total population of 151 people, of which 50 are under the age of 19 years. This population may double within the next few years when the new stages of development proceed. It is anticipated that housing development in the area, outlined on Attachment II, will proceed in 1990.

In my review of the Area Structure Plan (Attachment III), there is no park development proposed in the initial phases of development in Kentwood. In discussions with the City Land Supervisor and the Senior Planner of the Red Deer Regional Planning Commission, it is anticipated that development north of the existing portion of Kentwood would not proceed for approximately five to eight years. In view of this information, I am of the opinion that Mrs. J. Miller has a reasonable request to temporarily designate a park area in the existing portion of Kentwood until such time as a permanent park area is subdivided and is available for development.

Attachment II outlines the extent of development in Kentwood at present and planned for over the next few years. Highlighted on this plan is a ± 4.3 acre area that could be developed on a temporary basis for park purposes. Lots 14 and 15 are remnant parcels and could not be sold for housing purposes at this time. The City would have to maintain this area regardless of whether a park area is developed or not. Lot 25 is scheduled for sale for housing purposes; if this lot is temporarily withheld from the City land sale, a more reasonable area of land could be assembled for temporary park development.

Funds have been collected from the existing Kentwood subdivisions into the respective Recreation Levy account. Temporary park development could proceed using these funds.

Park development could include:

1. topsoiling and seeding the area to grass for unstructured open play activities;
2. 6 trees planted;
3. 1 park bench and waste receptacle;
4. playground apparatus that includes swings, slide, climbing apparatus and teeter-totter which could all be relocated.

Recreation, Parks & Culture Board

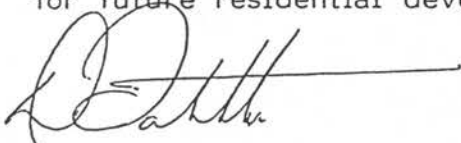
June 7, 1990

Page 2

The extent of temporary park development, as outlined above, would cost approximately \$15,000, with ±\$5,000 worth of equipment which could be relocated at a future date to the permanent playground site.

RECOMMENDATION:

1. That the Recreation, Parks & Culture Board support and recommend to City Council that a temporary playground and park area be developed in the area outlined on the attached plan. (This request should be forwarded to the City Clerk for circulation and comment by all civic departments.)
2. That the Recreation, Parks & Culture Board support and recommend to City Council that \$15,000 be approved from the Kentwood Recreation Levy Account for the purposes of developing a temporary park area in Kentwood.
3. That the Recreation, Parks & Culture Board request the Parks Department to provide suitable signage on site indicating that the park is temporary and that the respective area is designated for future residential development.



DON BATCHELOR

DB/ad

Atts.

- c.c. Craig Curtis, Director of Community Services
Lowell Hodgson, Recreation & Culture Manager
D. Rouhi, Red Deer Regional Planning Commission
Ken Haslop, Engineering Manager
A. Knight, City Assessor

HIGHWAY 11X

EXISTING
KENTWOOD

64 AVENUE

77 STREET

GAETZ AVENUE

CITY OF RED DEER

NORTHWEST AREA STRUCTURE PLAN

- AREA STRUCTURE PLAN BOUNDARY
- CITY BOUNDARY
- RESIDENTIAL
- ◆ LOCAL CONVENIENCE
- COMMERCIAL
- INDUSTRIAL
- OPEN SPACE/SCHOOL SITE
- ▲ CATHOLIC K-9 SCHOOL
- PUBLIC ELEMENTARY SCHOOL
- ★ PUBLIC JUNIOR/SENIOR HIGH
- PARKETTE
- BICYCLE PATH / WALKWAY
- RAILWAY
- ARTERIAL ROAD

AREA STRUCTURE PLAN

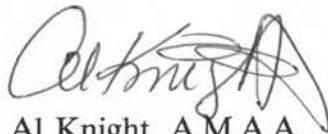


RED DEER REGIONAL PLANNING COMMISSION

DATE: June 27, 1990
TO: City Clerk
FROM: City Assessor
RE: KENTWOOD - DEVELOPMENT OF TEMPORARY PARK AREA

Further to the submission of the Recreation, Parks and Culture Board and the request for the temporary development of the park in Kentwood, it is the Land and Tax Department's reaction that said park development would be advantageous to the area and would certainly provide a much needed recreation area. However, we are sceptical about the temporary nature, even though signage would be evident within the area, and the problems that may arise when the park is due for removal, closure or relocation. People purchasing properties within the area may do so without the knowledge that the park will be moved, and therefore not be in favour of the removal or complain when removal time draws near. An alternate may be to consider change in the general plan for the area and leave the park in the location as proposed with an extension when the area to the north is developed.

We would also consider it reasonable that the one lot (Lot 25 as indicated on the proposed Land Use District Map) be paid for by the Parks and Recreation Board for their use in the interim, and a reimbursement of funds will be made at the time that the relocation of the park takes place and said lot is marketable. The Engineering Department will comment on the servicing of this lot. I understand this lot may not be served, and, if not, the value could be considerably less.



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

AK/ngl

c.c. Director of Community Services
Director of Engineering Services
Director of Financial Services
Bylaws and Inspections Manager
E. L. & P. Manager
Parks Manager
Recreation and Culture Manager
Urban Planning Section Manager



**RED DEER
REGIONAL PLANNING COMMISSION**

107

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

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

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

June 28, 1990

Mr. C. Sevcik
City Clerk
City Hall
Red Deer, Alberta
T4N 3T4

Dear Sir:

Re: Kentwood Development of
Temporary Park Area

The area in question is located north of Kirby Street in Kentwood subdivision. It has a size of about three single family lots. The proposal is to develop the site as a temporary park until such time as the area to the north is developed.

The southern part of Kentwood subdivision will contain 159 lots with a total of 500 persons when the area is developed. The park and recreation site, located further to the north, containing 6 hectares of land is not expected to be developed for some time in the future.

We have no objection to the development of the temporary park as indicated on the plan, subject to the following conditions:

1. The site containing 3 lots and part of a lane staying as is with no attempt to consolidate them by plan of survey.
2. No land use amendment to take place, the site stays as residential.
3. The residents to be informed through signage that this is a temporary park and the park will cease to exist when the City decides to do so.

Yours truly

D. ROUHI, ACP, MCIP
SENIOR PLANNER

DR/pim

c/c Director of Community Services
Director of Engineering Services
Bylaws & Inspections Manager
Parks Manager

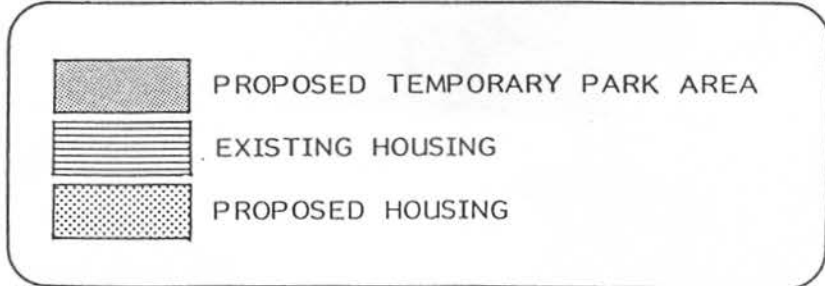
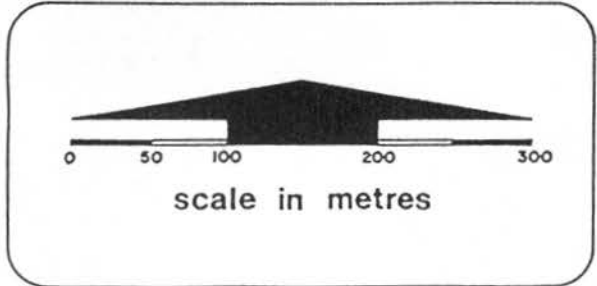
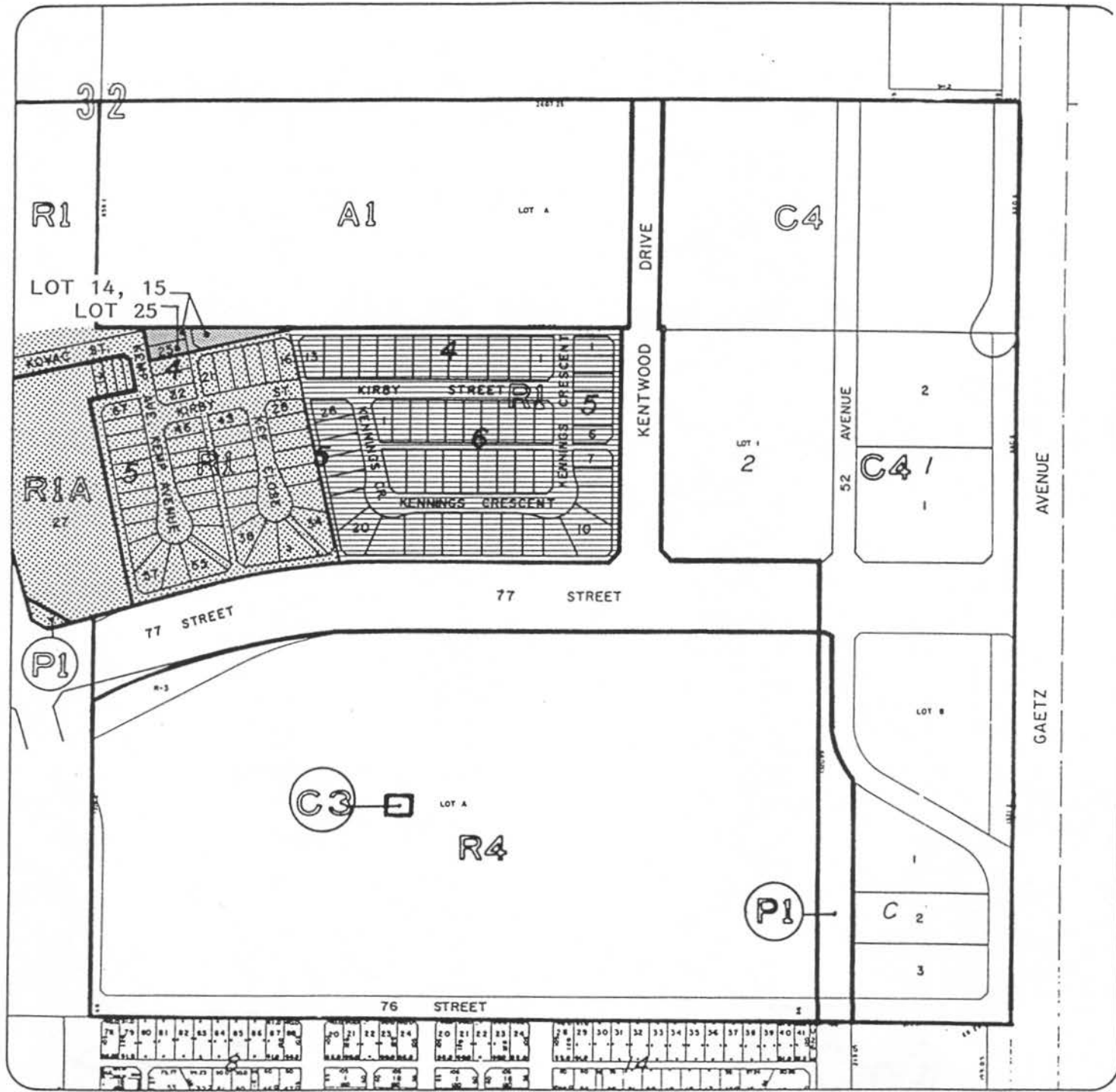
MUNICIPALITIES WITHIN COMMISSION AREA

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 PAINTERS 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 INNISFAIR • TOWN OF LACOMBE • TOWN OF OLDS • TOWN OF PENHOLD • TOWN OF ROCKY MOUNTAIN HOUSE • TOWN OF STETTLETT • TOWN OF SUNDRE • TOWN OF SYLVAN LAKE • VILLAGE OF ALIX • VILLAGE OF BENTLEY • VILLAGE OF BIG VALLEY • VILLAGE OF BOTH • VILLAGE OF CAROLINE • VILLAGE OF CLIVE • VILLAGE OF CREMONA • VILLAGE OF DELBURNE • VILLAGE OF DONALDA • VILLAGE OF ELMORA • 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

City of Red Deer --- Land Use Bylaw

Land Use Districts

F14



DATE: June 21, 1990

TO: City Clerk

FROM: E. L. & P. Manager

RE: KENTWOOD - DEVELOPMENT OF TEMPORARY PARK AREA

E. L. & P. Department have no objections to this proposed temporary development.

If you have further questions or concerns, please advise.

A handwritten signature in cursive script, appearing to read 'A. Roth', is located in the lower-left quadrant of the page.

A. Roth,
Manager

/jjd

FILE NO.: R-33831

DATE: JUNE 20, 1990
TO: CHARLIE SEVCIK
City Clerk
FROM: LOWELL R. HODGSON
Recreation & Culture Manager
RE: KENTWOOD - DEVELOPMENT OF TEMPORARY PARK AREA

I am responding to your circular dated June 19 wherein you ask for comment on the proposed development of a temporary park in the Kentwood Subdivision.

I supported this proposal when presented to the Recreation, Parks & Culture Board in light of the fact that the development of Kentwood in the area in which the playground/park will eventually be developed is likely eight to ten years off yet. Also, I recognize the fact that there are now many children living there who would have no access to a park until the subdivision is developed further. This situation is quite similar to the one in the Eastview Estates area where the subdivision developed very slowly, and many residents there were without park services for seven or eight years. Thus, I support this proposal so long as it is very clearly understood that this site is temporary so that residents do not object to it being dismantled in the future.



LOWELL R. HODGSON

/cjm

FILE:

KENTWOOD

DATE: June 21, 1990
TO: CITY CLERK
FROM: DIRECTOR OF FINANCIAL SERVICES
RE: KENTWOOD - DEVELOPMENT OF TEMPORARY PARK AREA

My comments are as follows:

1. The construction of a temporary site will require the expenditure of funds that will reduce the funds available for future recreation developments.
2. A lot would have to be held off the market for 5 to 10 years. The Public Reserve trust fund should purchase the lot for the temporary site and then receive the funds back when it is sold.



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

AW/mrk

Commissioners' Comments

We would concur with the recommendation of the Dir. of Community Services except that we cannot support the planting of trees on a temporary lot. We would, therefore, recommend the cost be reduced accordingly.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

DATE: June 21, 1990

FILE NO.

TO: City Clerk

FROM: Bylaws and Inspections Manager

RE: **KENTWOOD - DEVELOPMENT OF TEMPORARY PARK AREA**

In response to your memo of June 19, 1990, regarding the above referenced subject, we wish to advise that this department has no comments at this time.

Yours truly,

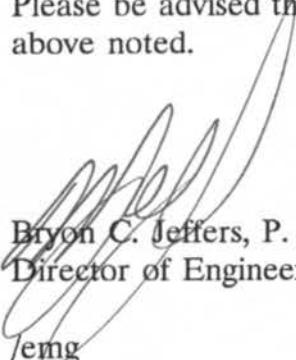


R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

DATE: June 21, 1990
TO: City Clerk
FROM: Director of Engineering Services
RE: KENTWOOD SUBDIVISION
DEVELOPMENT OF A TEMPORARY PARK AREA

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) 346-6196

City Clerk's Department 342-8132

July 10, 1990

Mrs. Janice Miller
20 Kirby Street
Red Deer, Alberta
T4P 2M9

Dear Mrs. Miller:

At the City of Red Deer Council Meeting held on July 9, 1990, your letter dated May 15, 1990, concerning the development of a temporary park area in Kentwood Phase I was considered and at which meeting, the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Janice Miller dated May 15, 1990 re: Kentwood Phase 1: Development of a Temporary Park Area, hereby agrees as follows:

1. That a temporary playground and park be developed on Lots 25, 14 and 15, Block 5, Plan 872-1784 within Kentwood Phase 1;
2. That said development include topsoiling and seeding the area to grass, one park bench and waste receptacle and playground apparatus that includes swings, slide, climbing apparatus and teeter-totter;
3. That the development be funded from the Kentwood Recreation Levy Account, at a cost not to exceed \$15,000 less the cost for planting six trees as proposed in the report dated June 7, 1990 from the Parks Manager relative to this matter;
4. That the Parks Department provide suitable signage on said site, indicating the park is temporary and the area is designated for residential development in the future;

and as recommended to Council July 9, 1990."

The decision of Council in this instance is submitted for your information. This office will now be advising the City's Parks Department to proceed with the development of this temporary playground. Please note that this playground is temporary in nature and will be removed once the other phases of Kentwood are developed.

page 2
Janice Miller

Thank you for bringing this issue to the attention of Council. If you have any questions, please do not hesitate to contact either the Parks Manager, Mr. Don Batchelor, or myself.

Sincerely,

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

K. Kloss
Assistant City Clerk

KK/ds

c.c. Parks Manager
Dir. of Community Services

DATE: July 10, 1990
TO: Parks Manager
FROM: Assistant City Clerk
RE: DEVELOPMENT OF TEMPORARY PARK AREA - KENTWOOD PHASE I

At the Council meeting of July 9, 1990, consideration was given to correspondence from Janice Miller relative to the above topic and at which meeting the following motion was passed.

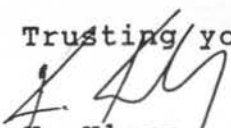
"RESOLVED that Council of The City of Red Deer, having considered correspondence from Janice Miller dated May 15, 1990 re: Kentwood Phase 1: Development of a Temporary Park Area, hereby agrees as follows:

1. That a temporary playground and park be developed on Lots 25, 14 and 15, Block 5, Plan 872-1784 within Kentwood Phase 1;
2. That said development include topsoiling and seeding the area to grass, one park bench and waste receptacle and playground apparatus that includes swings, slide, climbing apparatus and teeter-totter;
3. That the development be funded from the Kentwood Recreation Levy Account, at a cost not to exceed \$15,000 less the cost for planting six trees as proposed in the report dated June 7, 1990 from the Parks Manager relative to this matter;
4. That the Parks Department provide suitable signage on said site, indicating the park is temporary and the area is designated for residential development in the future;

and as recommended to Council July 9, 1990."

The decision of Council in this instance is submitted for your information and appropriate action. I assume you will now be proceeding with the development of this temporary park area. Please note that it was agreed that trees not be planted within the park, however should residents wish to donate trees which are satisfactory to the Parks Department, this could be considered. The other issue that arises relative to this is does it make the park appear to be more than temporary and this you may wish to take into consideration should residents wish to provide you with trees.

Trusting you will find this satisfactory.


K. Kloss
Assistant City Clerk
c.c. Dir. of Community Services
Dir. of Engineering Services
Dir. of Financial Services
Bylaws & Inspections Manager

E.L. & P. Manager
Rec. & Cultural Mgr.
Urban Planning Sec. Mgr.

NO. 9
G.H. D A W E
COMMUNITY
CENTRE

112



56 HOLT STREET
RED DEER
ALBERTA T4N 6A6

PHONE (403) 343-2033

DATE: May 7, 1990

TO: Dick Dornstauder
Doug Norris
Ray Congdon
Marilyn Corbett

FROM: Kent Hendricks

RE: BUDGET COMMITMENTS 1990 - G. H. DAWE CENTRE

The attached summary outlines the contributions by each of the partners to the Dawe Centre for 1990. At the last meeting of the Management Board, April 24, 1990, two motions were dealt with that need to be considered by the partners to the agreement to finalize activity regarding the global budgetting process. The two documents are appended to this memo. Please ensure that these are brought forward.

The motions were specifically:

"that the G. H. Dawe Management Board endorses the 'Operational Definition of Global Budgetting' and recommends it to the partners for approval commencing with the 1991 Budget."

"that the G. H. Dawe Management Board endorses the 1990 Global Budgetting statement and recommends its approval to the partners."

When the above motions are approved the amounts listed on the attached sheet will be considered as "grants" to the centre and specific external audited cost sharing will no longer be conducted. Internal auditing will be done to determine budget amounts for future years. External audits will be conducted to determine that appropriate financial practices are being followed.

Please verify the amounts for your specific jurisdiction and return to me to put in my 1990 records.

Thank you for your assistance.

Kent N. Hendricks
Centre Director.

KH/mr

Attachments

cc: Management Board
Administrative Committee

	<u>City of R.D.</u>	<u>P.S.B.</u>	<u>C.B.E.</u>	<u>LIBRARY</u>
Initial Approved Amount	316,300-	130,790-	160,180-	54,950-
Capital Projects (1)	23,000-	5,000-	22,000-	-
Additional W.C.B.(2)	-	1,300-	1,300-	-
Additional Insurance (3)	3,600-	2,800-	2,600-	-
Total Operating Budget	\$342,900-	\$139,890-	\$186,080-	\$54,950-
Debentures (Net) (4)	226,560- =====			
TOTAL CONTRIBUTIONS	\$569,460- ✓	\$139,890-	\$186,080-	\$54,950-

Notes:

- (1) These amounts were approved by each partner for their respective amounts as a separate capital amount.
- (2) When the budget was initially submitted adjustments to revenues were made to both the City and Library portions of the budget to cover the additional \$3570 and \$330 respectively for W.C.B. costs.
- (3) These costs were approved by the three partners listed. Adjustments were made in consultation with the Public Library to absorb the exact \$1000 in costs.
- (4) The Library Debentures are not as yet included in the Dawe budget.
- (5) The above figures do not include \$47,480 from each school board as this was budgetted as a separate revenue from the Community School Grant.

G.H. DAWE MANAGEMENT BOARDOPERATIONAL DEFINITION OF GLOBAL BUDGETING

The Dawe Centre, under the direction of the G.H. Dawe Management Board, operates under a Global Budgeting System which includes the following:

1. It is expected that the Centre will operate within the approved Global Budget.
2. Contributions by the partners will be looked upon as grants toward the operation of the Centre.
3. The 1991 Budget will serve as a "Base" Budget for a period of three years. During 1992 and 1993, the Budget will be adjusted for inflation. A review of cost sharing will again occur for the 1994 Budget which will serve as the Base Budget for the following two years.
4. The approved cost sharing formulas and percentages are used for establishing Base Budget figures and commitments from the partners.
5. Major capital expenditures, debenture costs and Public and Catholic School Board costs for natural gas, electricity, water and long distance telephone charges do not form part of the Base Budget. Capital contributions and debenture costs are determined annually. Long distance charges are billed back to the appropriate partners.
6. Analysis of actual financial benefits and costs of partners at year end will be conducted for use in developing future budgets. These figures will be used by the partners in assessing the value of the programs and services and providing recommendations or direction for improvement.
7. Where decreased revenues, new or additional costs, or significant overexpenditures are identified, the Centre Director will prepare a proposal as early as possible to deal with the resulting overexpenditure. The Administrative Committee and Management Board will then determine the direction to be taken in resolving the overexpenditure.
8. Any surplus or deficit funds at year end are to be carried forward for reallocation by the Management Board.

1990 GLOBAL BUDGETING

After considerable work to clarify the 1990 Budget, it is recommended by the Administrative Committee that:

The administration of the 1990 Budget is to be carried out under the guidelines of the "Operational Definition of Global Budgeting". This incorporates the following adjustments in operational activities.

1. Overexpenditures will not occur without prior approval.
2. Billings will occur three times during the year and will be based on committed budget amounts.
3. The year end analysis of cost sharing will be done internally for information purposes. The 1990 audit will be used to verify expenditures but not specific cost sharing amounts.

DATE: June 26, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: CRAIG CURTIS
Director of Community Services

RE: G.H. DAWE MANAGEMENT BOARD:
GLOBAL BUDGETING

1. I have been working with the G.H. Dawe Administrative Committee and the G.H. Dawe Management Board to establish a simpler method of managing the budget for the G.H. Dawe Community Centre. The centre is financed jointly by the City and the Public and Separate School Boards, and operated by the G.H. Dawe Management Board. However, the detailed cost-sharing arrangements have created a great degree of unnecessary bureaucracy and unduly restricted the role of the management board to act independently.
2. Budget and accounting problems were considered by the management board at its meeting on April 24, 1990, when the following motions were adopted:

"THAT the G.H. Dawe Management Board endorses the "operational definition of global budgeting" and recommends it to the partners for approval, commencing with the 1991 budget."

"THAT the G.H. Dawe Management Board endorses the 1990 global budgeting statement and recommends its approval to the partners."
3. The essential premise behind the recommendations is that the contributions by the partners would be looked upon as "grants" toward the operation of the centre. Cost sharing would be considered when establishing the budgets each year, with a complete review every three years. However, once the budget has been approved, the management board would have greater autonomy in reallocating budgets and monitoring expenditures. Under this arrangement, any surplus or deficit funds at year end would be carried forward for reallocation by the management board.

Charlie Sevcik
Page 2
June 26, 1990
G.H. Dawe: Global Budgeting

4. I have discussed this matter with the Recreation & Culture Manager, and our comments are as follows:

- We support the "operational definition of global budgeting" and the "1990 global budgeting statement", as presented by the G.H. Dawe Management Board.
- It is considered the City should enter into a funding agreement with the management board, similar to that approved for the operation of the River Bend Golf Course & Recreation Area and the Red Deer & District Museum. This agreement would clarify issues such as adherence to the City Fees & Charges Policy and the definition of capital expenditures.

5. RECOMMENDATION

I support the comments of the G.H. Dawe Management Board and recommend that City Council:

- approve the "operational definition of global budgeting" and the "1990 global budgeting statement", as presented;
- authorize the Director of Community Services to work with the City Solicitor to develop an operating agreement between the City and the G.H. Dawe Management Board, for the operation of the G.H. Dawe Community Centre.



CRAIG CURTIS

CC:dmg

- c. Lowell Hodgson, Recreation & Culture Manager
Kent Hendricks, Dawe Centre Director
Paul Meyette, Principal Planner, R.D.R.P.C.

FILE:

DAWE.BGT

DATE: June 26, 1990
TO: CITY CLERK
FROM: DIRECTOR OF FINANCIAL SERVICES
RE: BUDGET COMMITMENTS 1990 - G. H. DAWE CENTRE

The total contribution from The City of Red Deer to the Dawe Centre for 1990 is \$569,460 as quoted in the letter from the Dawe Centre.

The request to approve funding for the Dawe Centre appears to be based on the 1990 approved budget of \$569,460. The budgets for 1991 to 1993 inclusive would be increased based on inflation.

I do not have a concern with the proposal subject to the following comments:

1. How will inflation be determined?
2. Will the Dawe Centre operate the facilities according to the Council approved fees and charges?
3. Any surpluses are to be used by the Dawe Centre. What happens if any revenues significantly increased or expenditures reduced? Should there be a review made to determine if the City contribution should be reduced?
4. Major capital expenditures are not included in the base budget. What is considered a "major capital expenditure"? The City funded \$23,000 of capital projects in 1990 from AMPLE funds. If this is included in the base budget, additional taxation may be required.

for *M. Kuchenbecker*
A. Wilcock, B. Comm., C.A.
Director of Financial Services

AW/mrk

c.c. Director of Community Services

Commissioners' Comments

We would agree in principle with the comments of the Dir. of Community Services and in general support his recommendations. This support, however, is conditional upon a satisfactory agreement being negotiated and brought back to Council for their approval and specifically the annual dollar amount for operational purposes being determined. Included in the 1990 budget was \$23,000 as a one time AMPLE grant and items such as this should not form part of the base budget. We would also like to review in the proposed agreement the method of determining annual increases or decreases if this proves necessary.

"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

City Clerk's Department 342-8132

July 11, 1990

G.H. Dawe Community Centre
56 Holt Street
RED DEER, Alberta
T4N 6A6

Attention: Kent Hendricks,
Centre Director

Dear Kent:

RE: BUDGET COMMITMENTS 1990 - G.H. DAWE CENTRE

At The City of Red Deer Council meeting on July 9, 1990, your letter dated May 7, 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 correspondence from the G.H. Dawe Community Centre dated May 7, 1990 re: Budget Commitments / Global Budgeting, hereby approves the operational definition of global budgeting and the 1990 budgeting statement in principle, as presented by the G.H. Dawe Management Board, subject to the following conditions:

1. That the base budget not include such items as one-time AMPLE grants;
2. That the Director of Community Services be authorized to work with the City Solicitor to develop an operating agreement between The City of Red Deer and the G.H. Dawe Management Board for the operation of the G.H. Dawe Community Centre with said agreement being brought back to Council for consideration and approval;

and as presented to Council July 9, 1990."

....2


*a delight
to discover!*

Kent Hendricks
G.H. Dawe Community Centre
July 11, 1990
Page 2

The decision of Council in this instance is submitted for your information and appropriate action. I trust you will now be in contact with the Director of Community Services, Craig Curtis, to begin deliberations of the necessary operating agreement between The City of Red Deer and the G.H. Dawe Management Board relative to this matter.

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 horizontal line.

K. KLOSS
Assistant City Clerk

KK/jt

c.c. Director of Community Services
Director of Financial Services
Urban Planning Section Manager

DATE: July 11, 1990
TO: Director of Community Services
FROM: Assistant City Clerk
RE: G.H. DAWE CENTRE -
1990 BUDGET COMMITMENTS / GLOBAL BUDGETING

At the Council meeting of July 9, 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 the G.H. Dawe Community Centre dated May 7, 1990 re: Budget Commitments / Global Budgeting, hereby approves the operational definition of global budgeting and the 1990 budgeting statement in principle, as presented by the G.H. Dawe Management Board, subject to the following conditions:

1. That the base budget not include such items as one-time AMPLE grants;
2. That the Director of Community Services be authorized to work with the City Solicitor to develop an operating agreement between The City of Red Deer and the G.H. Dawe Management Board for the operation of the G.H. Dawe Community Centre with said agreement being brought back to Council for consideration and approval;

and as presented to Council July 9, 1990."

The decision of Council in this instance is submitted for your information and appropriate action. I would ask that you now proceed with working on the necessary operating agreement as outlined in the above motion, with same to eventually come back to Council for consideration and approval. Please note that at the July 9 Council meeting, it was directed that you include in your review the concerns expressed by the Director of Financial Services in his report dated June 26, 1990 which appeared on the agenda.

Director of Community Services
July 11, 1990
Page 2

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

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

K. KLOSS
Assistant City Clerk

KK/jt

c.c. Director of Financial Services
City Solicitor
Recreation & Culture Manager
Urban Planning Section Manager

AL-TERRA

Engineering Ltd.

Consulting Engineers
Edmonton • Red Deer

NO. 10

June 28, 1990

4073-51

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

Attention: Mr. Djamshid Rouhi, M.C.I.P., Senior Planner

Dear Sir

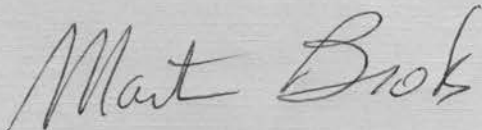
Re: Victoria Park Outline Plan
By Melcor Developments Ltd.

The City of Red Deer Parks Department have come back to us with a request for one final revision to the outline plan for the above noted area. Mr. Don Bachelor of the Parks Department advises that he has reviewed this change with the City of Red Deer Engineering Department and with the Public School Board, and they are in agreement with it. Accordingly please install this plan as the version to be presented to City Council on July 9, 1990.

We are again forwarding twelve (12) copies of this plan for your further handling. In addition, we are providing two 8½" x 11" versions of the outline plan. One of the 8½" x 11" versions of this plan illustrates the proposed phasing for development of this quarter section. We have provided a note with respect to the proposed development phasing which states that "development phasing as illustrated is subject to market conditions".

Please call at your convenience should you require further information or clarification on this matter.

Yours truly



Martin Broks, P. Eng.
Red Deer Manager

c.c. Melcor Developments Ltd.

Attention: Mr. Fred Lebedoff, R.E.T.

MAB/leb

WALKWAYS AND LOCAL PARKS



NEIGHBOURHOOD COMMERCIAL



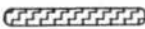
SCHOOL/PARK SITE



MULTI-FAMILY RESIDENTIAL



MINOR COLLECTOR MEDIANS

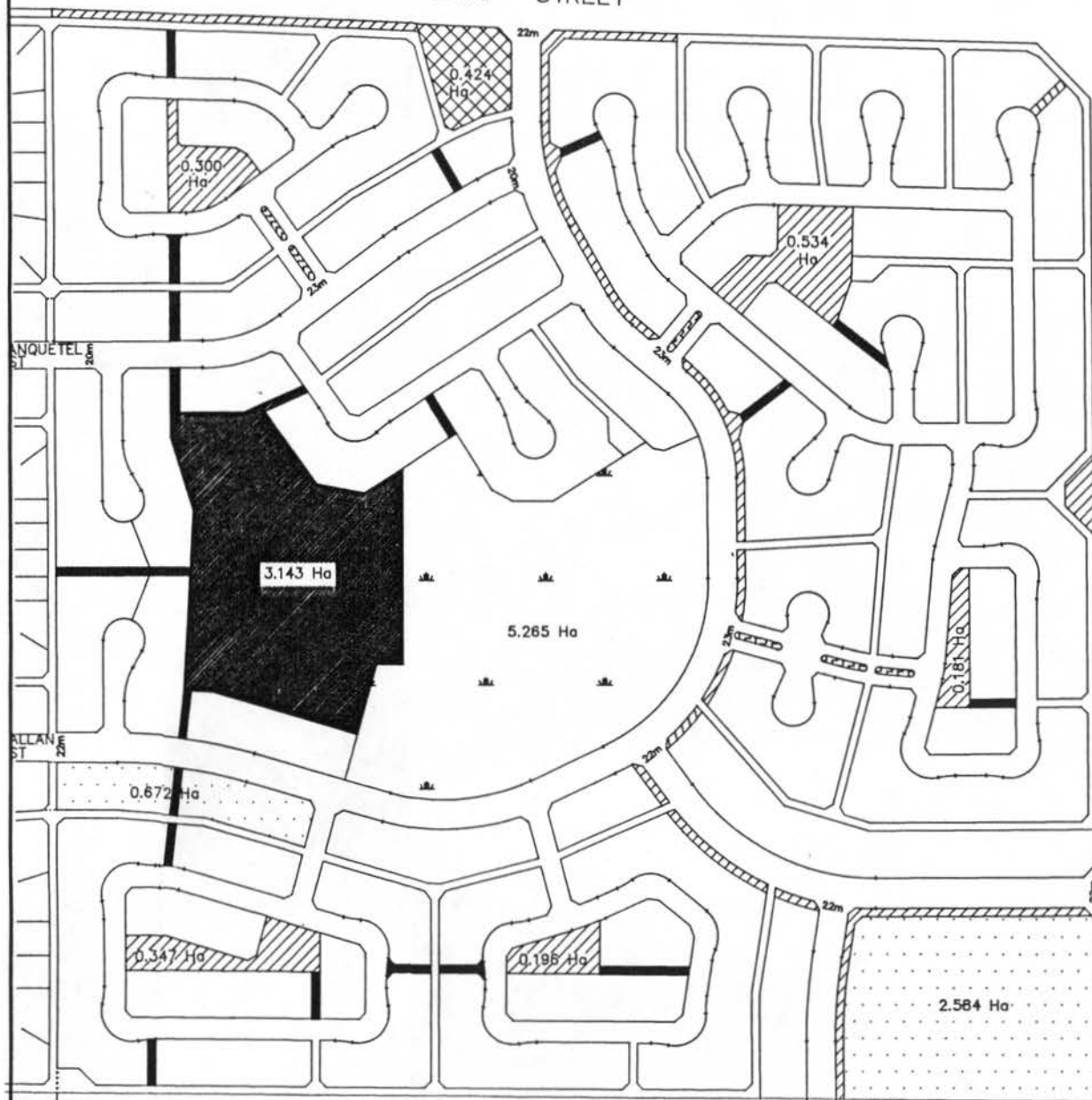


P.U.L. LOTS



ALL ROADS ARE 16m UNLESS OTHERWISE NOTED.

32nd STREET



RED DEER

Victoria Park Outline Plan

SHOWING

Subdivision

OF THE

S.E.1/4, 10-38-27-W4

FOR

MELCOR DEVELOPMENTS LTD.

SCALE: 1:5000m

121

TABLE OF AREAS

TOTAL AREA OF ORIGINAL 1/4 SECTION	65.598 Ha	162.09 Ac	
32 STREET WIDENING	1.49 Ha	3.68 Ac	
30 AVENUE WIDENING	1.65 Ha	4.08 Ac	
DEVELOPABLE AREA	62.458 Ha	154.33 Ac	100%
SINGLE FAMILY	32.160 Ha	79.47 Ac	51.5%
MULTIPLE FAMILY	3.256 Ha	8.05 Ac	5.2%
NEIGHBOURHOOD COMMERCIAL	0.424 Ha	1.05 Ac	0.7%
SCHOOL/PARK	5.265 Ha	13.01 Ac	8.4%
LOCAL PARKS AND WALKWAYS	2.588 Ha	6.32 Ac	4.1%
P.U.L. LOTS	3.685 Ha	9.11 Ac	5.9%
ROADS	15.110 Ha	37.34 Ac	24.2%
COLLECTOR	4.288 Ha	10.60 Ac	
MINOR COLLECTOR	0.629 Ha	1.55 Ac	
RESIDENTIAL	7.236 Ha	17.88 Ac	
LANES	2.957 Ha	7.31 Ac	

PREPARED MAR.8,1990
 REVISIONS: JUNE 1,1990
 JUNE 25,1990
 JUNE 27,1990

PREPARED BY:

AL-TERRA
 ENGINEERING LTD.
 Edmonton Red Deer

IN ASSOCIATION WITH:

Mackenzie Associates
 Consulting Group Limited

WALKWAYS AND LOCAL PARKS



NEIGHBOURHOOD COMMERCIAL



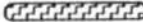
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MULTI-FAMILY RESIDENTIAL



MINOR COLLECTOR MEDIANS



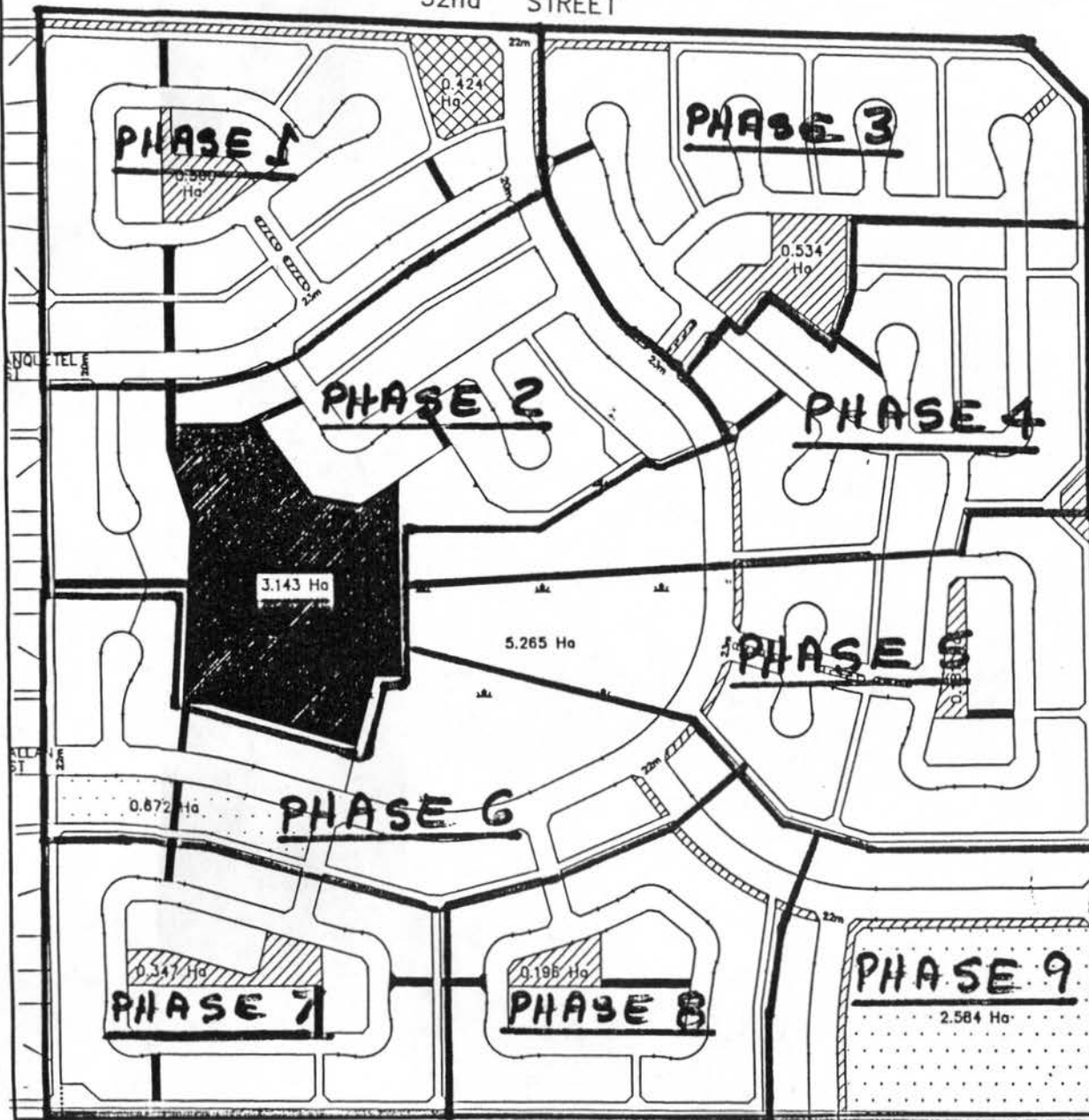
P.U.L. LOTS



ALL ROADS ARE 16m UNLESS OTHERWISE NOTED.

NOTE: DEVELOPMENT PHASING AS ILLUSTRATED IS SUBJECT TO MARKET CONDITIONS.

32nd STREET



RED DEER

Victoria Park
Outline Plan

SHOWING

Subdivision

OF THE

S.E.1/4, 10-38-27-W4

FOR

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SCALE: 1:5000m

122

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PREPARED BY:

AL-TERRA
ENGINEERING LTD.
Edmonton Red Deer

IN ASSOCIATION WITH:

Markenzie Associates
Consulting Group Limited

JUN 28 1990



**RED DEER
REGIONAL PLANNING COMMISSION**

123

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

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

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

June 29, 1990

Mr. C. Sevcik,
City Clerk
City of Red Deer,
Box 5008
Red Deer, AB.
T4R 3T4

Dear Sir:

Re: Al-Terra, Victoria Park/Anders Park East
Outline Plan S.E. 10-38-27-4

The Outline Plan submitted by Al-Terra on behalf of Melcor Developments is for the development of 160 acres more or less, of land located east of existing Anders and south of 32nd Street.

The East-Hill Concept Plan including Anders Park East was adopted by City Council on January 23, 1989. The concept plan indicates the uses, road pattern, school and recreation area, density, access to the subdivision and walkway system.

Road System

The proposed outline plan provides five accesses to the subdivision. Allan and Anquetel Streets will continue into the new subdivision from existing Anders Park, one access to 32nd Street and another one to 30th Avenue will provide access from major thoroughfares. The plan also provides an access to the undeveloped area to the south.

Recreation and School Site

The proposed public elementary school and recreation site is centrally located. It has an area of 5.265 ha (13.0 acres). The western part of the school site is designated as detention pond, containing 3.143 ha (7.7 acres), as part of the drainage system. The school site has good frontage towards the east, south and north. The shape of the site provides sufficient space for the school building plus recreational facilities.

/2

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 PAINTWATER 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 INNISFAIR • 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 ELMORA • 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 NORGLAND • SUMMER VILLAGE OF ROCHON SANDS • SUMMER VILLAGE OF WHITE SANDS

A system of walkway paths has been provided linking this subdivision to Morrisroe and to the east towards the proposed high school and south. Five small parks are also provided in various parts of the subdivision, ranging from 0.181 to 0.534 ha (0.44 - 1.31 acre) in area.

Housing

The subdivision is planned predominantly for single family housing. There are two areas considered for multiple family housing, one to the south extension of Allan Street and the other one in the southeast corner of the subdivision. The total area for multiple family is 3.256 ha (8 acres).

The number of single family lots is not known at this stage, but would appear to have a similar density to Deer Park or Morrisroe areas of the city. The applicant has already submitted a plan of subdivision for the northwest corner which shows 64 single family and one commercial site. The lots have an average frontage of 17.5 m (57.4 ft.).

Commercial Area

The plan indicates a commercial area to be located on the west side entrance to the subdivision from 32nd Street. The proposed area of the site is 0.424 ha (1.04 acre) and to be designated as C3 Commercial (local convenience) district. "The purpose of this district is to provide in a residential or industrial area, a small localized commercial facility which caters to the day to day and convenience needs of the people living in such an area."

The Land Use Bylaw permits a maximum of 500 sq. metres (5,382 sq. ft.) of gross leasable area for C3 district. This requires a site of about 0.5 acre. The applicant proposes one acre of commercial area which could increase the commercial floor area to 26,136 sq. ft. (60% of the site area). This is about 5 times larger than the 5,382 sq. ft. permitted under the Land Use Bylaw.

The purpose of keeping the neighbourhood convenience area small is to provide for immediate needs of the neighbourhood with such stores as grocery, hairdressing, laundromat, video rental. A larger floor area introduces uses unsuitable for residential neighbourhood. We recommend the proposed one acre commercial site be reduced to about half an acre.

The Name - Victoria Park

When the name Victoria Park was suggested by the applicant, we advised the applicant that the area is part of Anders Park and should be named the same. Two existing streets, namely, Anquetel and Allan Street will continue into the new subdivision and carry the same name.

The East Hill Concept Plan and the city's naming policy indicates that four quarter sections of land with no major road separating them, should be called Anders Park, similar to Deer Park and the future Lancaster Meadows.

It will be most confusing and possibly create emergency response problems when the name suddenly changes between two sections of a subdivision. I am enclosing the letter sent to the applicant and the attached map indicating the reasons for naming the area and the overall city policy in this regard.

Recommendation

The outline plan follows the East Hill Concept Plan and is a well designed plan. We are recommending that City Council approve the Outline Plan, subject to reduction in size of the commercial area to comply with the Land Use Bylaw, and retaining the name Anders Park.

It should be noted that this Outline Plan introduces the detention pond as part of the drainage system. City Council has not yet adopted the South-East Servicing Study recently completed by the consultant.

Yours truly,



D. Rouhi, MCIP
SENIOR PLANNER

c.c. Director of Community Services
Director of Engineering Services
Bylaws and Inspection Manager
City Assessor
Fire Chief



RED DEER REGIONAL PLANNING COMMISSION

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

DIRECTOR: W. G. A. Shaw, M.C.I.P.

Telephone: (403) 343-3394

Fax: (403) 346-1570

May 2, 1990

Mr. Fred L. Lebedoff, R.E.T.
Regional Manager
Land Development Division
Melcor Developments Ltd.
#400 Professional Building
4808 Ross Street
Red Deer, Alberta
T4N 1X5

FILE COPY

Dear Sir:

Re: S.E. ¼ 10-38-27-4
Anders Park East

This is in response to your letter dated March 23, 1990 in which you indicated your desire to call the above area Victoria Park.

As I mentioned to you in our meeting on April 10th, the administration is opposed to renaming the area to Victoria Park. The following provides you with logic behind the City policy of naming new subdivisions.

In 1961 it was decided to abandon the old system of numbering the residential streets and have street names instead. For simplicity and ease of identification, it was decided that the street names would start with the same letter as the name of the subdivision; e.g. all the streets in the Pines subdivision start with the letter "P", in Oriole Park with the letter "O".

Since then, the following subdivisions have been created using this method: Anders Park, Bower Place, Clearview Meadows, Deer Park, Eastview, Fairview, Glendale, Highland Green, Kentwood, Morrisroe, Normandeau, Oriole Park, Pines, Rosedale, Sunnybrook and West Park.

In the past, our residential neighbourhoods consisted of a quarter section of land having sufficient number of people to support an elementary school. Since the mid seventies this concept is no longer valid because of the trend towards smaller family units and the underutilization of a number of schools in other parts of the City.

Furthermore, our major thoroughfares are based on a section of land which gives each section of land its physical separation. For these reasons, it was decided that our neighbourhoods should be enlarged to include four quarter sections of land (12,000 people) who can support three elementary schools and one separate school, surrounded by major thoroughfares.

MUNICIPALITIES WITHIN COMMISSION AREA

CITY OF RED DEER—TOWN OF BLACKFALDS—TOWN OF BOWDEN—TOWN OF CARSTAIRS—TOWN OF CASTOR—TOWN OF CORONATION—TOWN OF DIDSBUY—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 ELMORA—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 NORGLINWOLD—SUMMER VILLAGE OF ROCHON SANDS—SUMMER VILLAGE OF WHITE SANDS—SUMMER VILLAGE OF JARVIS BAY—COUNTY OF LACOMBE No. 14—COUNTY OF MOUNTAIN VIEW No. 17—COUNTY OF PAINTERTON No. 18—COUNTY OF RED DEER No. 23—COUNTY OF STETTLE No. 6—MUNICIPAL DISTRICT OF CLEARWATER No. 99

Mr. Fred Lebedoff, R.E.T.

May 2, 1990

The East Hill Concept Plan is based on this concept. For example, Anders Park when it is fully developed will be four times larger than the existing area, and the same is true for Deer Park.

We have been following a similar policy regarding the expansion of our subdivisions; Oriole Park, Highland Green, Normandeau, West Park, Eastview, Morrisroe and Bower Place, Anders Park, Deer Park and recently Rosedale.

Our policy has been to identify the part under construction as "Extension" until the area is developed and roads are extended between the two sections, then it automatically will be integrated and will be known by one name only; e.g. Oriole Park, West Park, Morrisroe are all known by their proper names.

If we go back to the old system of one name per quarter section, we have to abandon our system altogether since there are not enough letters in the alphabet left (because letters such as Q, X, Y, Z, cannot be used). Furthermore, it would create confusion for people travelling on local roads inside a subdivision to suddenly find themselves in a different subdivision.

Conclusion and Recommendation

Our present system is very simple and has worked well in the past. It can serve us for the next 20 years and even longer with a population of well over 100,000 (see the attached map), otherwise our neighbourhoods will be fragmented into unidentified areas with artificial separations between them.

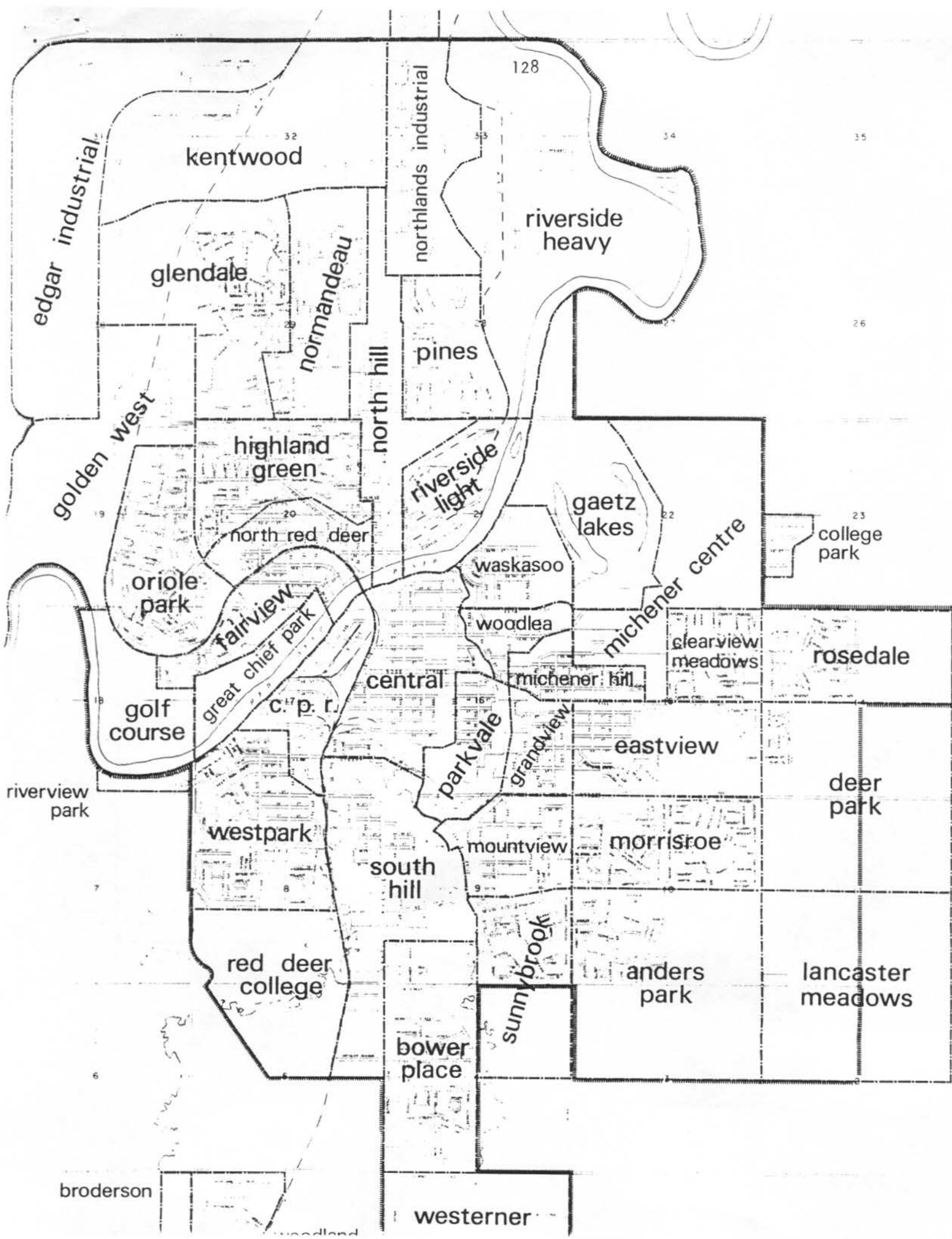
We would recommend you call the area as Anders Park East during the construction until it is integrated into Anders Park, then the whole area would be known as Anders Park subdivision.

Yours truly

D. ROUHI, ACP, MCIP
SENIOR PLANNER

DR/pim

c/c Mr. Al Knight, City Assessor
 Mr. B. Jeffers, Director of Engineering Services
 Mr. C. Curtis, Director of Community Services
 Mr. R. Oscroft, Fire Chief



DATE: July 3, 1990

FILE NO.

TO: City Clerk

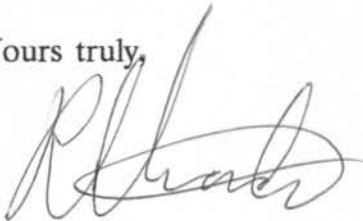
FROM: Bylaws and Inspections Manager

RE: **AL-TERRA - VICTORIA PARK (ANDERS EAST)**

In response to your memo of June 26, 1990, regarding the above referenced site, we have no objections to the proposed layout.

The applicant should be aware that the maximum gross leasable area for a C3 site (neighbourhood commercial), is 500 square metres. From the plans submitted, it appears the site intended for commercial uses is 4240 square metres in area, which would give a site coverage of approximately 12%.

Yours truly,



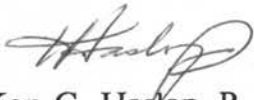
R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

DATE: June 29, 1990
TO: City Clerk
FROM: Engineering Department Manager
RE: AL-TERRA ENGINEERING LTD.
VICTORIA PARK - ANDERS EAST

The Engineering Department has no objection to the revised outline plan, subject to the following conditions:

1. A portion of the two cul-de-sacs adjacent to the west edge of the proposed detention pond may also be required for the pond due to topographical restraints. The approved plan should have a note shown to this effect.
2. Approval of the outline plan should be subject to approval of the South Area Servicing Study, which was tabled at the June 25, 1990 Council meeting.


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

SS/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. Parks Manager
c.c. Recreation & Culture Manager
c.c. Urban Planning Sections Manager

DATE: June 27, 1990
TO: City Clerk
FROM: Fire Marshal
RE: ANDERS EAST SUBDIVISION PLAN

Emergency vehicle access routes shall have corner cutoffs to provide the proper turning radius.

Access routes provided with a median shall be 6 meters minimum each side and posted "Fire Lane No Parking".

Fire hydrant locations and minimum water supply flows shall be approved by the Fire Department.



Cliff Robson
Fire Marshal

CR/dd

DATE: June 28, 1990

TO: C. Sevcik
City Clerk

FROM: Daryle Scheelar
E. L. & P. Dept.

RE: Al-Terra - Victoria Park (Anders East)
Revised Outline Plan
S.E. 1/4 Sec. 10-38-27-W4
Our File # 90-061


E. L. & P. have no objections to the proposed outline plan.

As noted in previous correspondence; E. L. & P. require an underground power alignment along the north boundary of this development and extending west to 40 Avenue.

At date of this letter, this alignment has yet to be assigned by the City Engineering Dept.

The owner/consultant is asked to contact us concerning on-site alignments and easements.

Should you have any questions or comments, please advise.


Daryle Scheelar,
Distribution Engineer

RL/jjd

c.c. Ken Haslop, City Eng. Dept.
Martin Broks, Al-Terra Eng.

DATE: June 27, 1990
TO: City Clerk
FROM: City Assessor
RE: AL-TERRA - VICTORIA PARK (ANDERS EAST)

The Land and Tax Department has reviewed the proposed plan as submitted under cover from Al-Terra Engineering Ltd. and dated June 26, 1990. This proposed development, in our opinion, does not propose any serious problems from our perspective, subject to comments of Engineering, Planning, E.L. & P., etc., from a servicing, safety and emergency response situation. We would note that some emergency vehicle access areas that link to alleys, etc., may require some corner cutoffs for access by larger vehicles, should they be required to travel the lanes for the necessary access.

From an addressing point of view, the area would require some study and discussion prior to finalization. I believe that City policy is that each section of land be named the same. Therefore, this area should be named "Anders" or "Anders East", and the extension of Anquetel and Allen would fall into place. If not, we would have a change of names; probably to something with "V", if the area was named Victoria Park. This would be somewhat confusing. I believe that the Red Deer Regional Planning Commission will offer some comments on this.



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

c.c. Director of Community Services
Director of Engineering Services
Bylaws and Inspections Manager
E. L. & P. Manager
Fire Chief
Parks Manager
Recreation and Culture Manager
Urban Planning Section Manager

CS-2.839

DATE: June 29, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: CRAIG CURTIS
Director of Community Services

RE: AL-TERRA ENGINEERING LIMITED:
REVISED OUTLINE PLAN FOR ANDERS PARK EAST (Victoria Park)
Your memo dated June 28, 1990 refers.

1. Melcor Developments Ltd. has submitted an outline plan for the new neighbourhood of Anders Park East, bounded on the north by 32 Street, and on the east by 30 Avenue.
2. I have discussed the proposed outline plan with the Parks and Recreation & Culture Managers, and our comments are as follows:
 - We have met with the developer and the consultants, Al-Terra Engineering Ltd., on several occasions, and our initial concerns regarding the design have been resolved in this revised plan.
 - The outline plan complies with the overall planning principles established in the East Hill Concept Plan and the Recreation, Parks & Culture Master Plan. We have discussed the configuration of the central neighbourhood park site with the public school administration, and we are satisfied that it will accommodate the school, recreation and park facilities, as required. Provision has also been made for pedestrian trail linkages through the neighbourhood, connecting with park sites to the north, south and east.
 - It is considered that this plan will result in a high quality residential development, linked directly with Anders Park to the west.

.../2

Charlie Sevcik
Page 2
June 29, 1990
Anders Park East

3. RECOMMENDATION

I support the proposed outline plan for Anders Park East, as submitted, and recommend that City Council approve the plan in principle, as a framework for future development in the area.



CRAIG KURTIS

CC:dmg

- c. Paul Meyette, Principal Planner, R.D.R.P.C.
Don Batchelor, Parks Manager
Lowell Hodgson, Recreation & Culture Manager
Bryon Jeffers, Director of Engineering Services

DATE: June 29, 1990
TO: City Clerk
FROM: Fire Chief
RE: AL-TERRA -- VICTORIA PARK (ANDERS EAST)

It is my understanding that City Administration and Municipal Planning Commission do not favor naming this development Victoria Park as they are running short of alphabetical letters to name new subdivisions.

I would support the efforts of the planners to name this subdivision Anders East.


R. Oscroft
Fire Chief

RO/dd

Commissioners' Comments

We would concur with the recommendations and recommend that Council approve the plan subject to the comments of the administration and specifically subject to a reduction in the size of the commercial site to conform to the Land Use Bylaw and the naming of the subdivision, Anders Park.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

**THE CITY OF RED DEER**

P. O. BOX 5005, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-8195

City Clerk's Department 342-8132

July 11, 1990

Al-Terra Engineering Ltd.
308, 4814 Ross Street
RED DEER, Alberta
T4N 1X4

Attention: Martin Broks,
Red Deer Manager

Dear Sir:

**RE: ANDERS PARK (VICTORIA PARK) OUTLINE PLAN
BY MELCOR DEVELOPMENTS LTD.**

At The City of Red Deer Council meeting held on July 9, 1990, your letter dated June 28, 1990 relative to 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 correspondence from Al-Terra Engineering Ltd. dated June 28, 1990 re: Victoria Park Outline Plan (Anders East) - Melcor Developments Ltd., hereby approves said plan subject to the comments of the administration as submitted on the July 9, 1990 agenda, and specifically subject to the following conditions:

1. That the size of the commercial site within said plan conform to The City of Red Deer Land Use Bylaw;
2. That the naming of the subdivision be Anders Park;

and as presented to Council July 9, 1990."

....2

*a delight
to discover!*

Martin Broks
Al-Terra Engineering Ltd.
July 12, 1990
Page 2

The decision of Council in this instance is submitted for your information. As outlined in the above motion, the approval of your plan is subject to the comments of the administration, of which two are actually listed in the above resolution. I have attached a copy of the administrative comments which appeared on the July 9, 1990 Council meeting relative to your item for your review. I have also summarized below some of the other major conditions reflected in said administrative reports, in addition to those listed in the foregoing motion.

1. A portion of the two cul-de-sacs adjacent to the west edge of the proposed detention pond may also be required for the pond due to topographical restraints.
2. Approval of the South Area Servicing Study.
3. Emergency vehicle access routes shall have corner cut-offs to provide the proper turning radius.
4. Access routes provided with a median shall be 6 metres minimum each side and posted "Fire Lane - No Parking".
5. Fire hydrant locations and minimum water supply flows shall be approved by the Fire Department.
6. Assignment to the E. L. & P. Department of an underground power alignment along the north boundary of this development and extending west to 40 Avenue.

Also, I would advise that the Planning Commission will be submitting a Land Use Bylaw Amendment to Council for consideration at its July 23, 1990 meeting relative to your development.

Martin Broks
Al-Terra Engineering Ltd.
July 11, 1990
Page 3

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

Sincerely,

A handwritten signature in dark ink, appearing to read 'K. Kloss', with a stylized flourish at the end.

K. KLOSS
Assistant City Clerk

KK/jt

Enc.

c.c. Mr. Fred Lebedoff, Melcor Developments
Director of Community Services
Director of Engineering Services
Senior Planner
City Assessor
Fire Chief

DATE: July 11, 1990
TO: Senior Planner
FROM: Assistant City Clerk
RE: AL-TERRA ENGINEERING LTD. - ANDERS PARK

At the Council meeting of July 9, 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 Al-Terra Engineering Ltd. dated June 28, 1990 re: Victoria Park Outline Plan (Anders East) - Melcor Developments Ltd., hereby approves said plan subject to the comments of the administration as submitted on the July 9, 1990 agenda, and specifically subject to the following conditions:

1. That the size of the commercial site within said plan conform to The City of Red Deer Land Use Bylaw;
2. That the naming of the subdivision be Anders Park;

and as presented to Council July 9, 1990."

As outlined in the above motion, the development plan in this instance is subject to the comments of the administration and, as such, I assume these will be taken into account in the subdivision plan.

Also, as per our recent conversation, I assume you will be bringing the appropriate Land Use Bylaw Amendment for Council's consideration at the July 23, 1990 Council meeting relative to the rezoning of this property.

Trusting you will find this satisfactory.



K. KLOSS
Assistant City Clerk

KK/jt

WALKWAYS AND LOCAL PARKS



NEIGHBOURHOOD COMMERCIAL



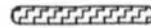
SCHOOL/PARK SITE



MULTI-FAMILY RESIDENTIAL



MINOR COLLECTOR MEDIANS

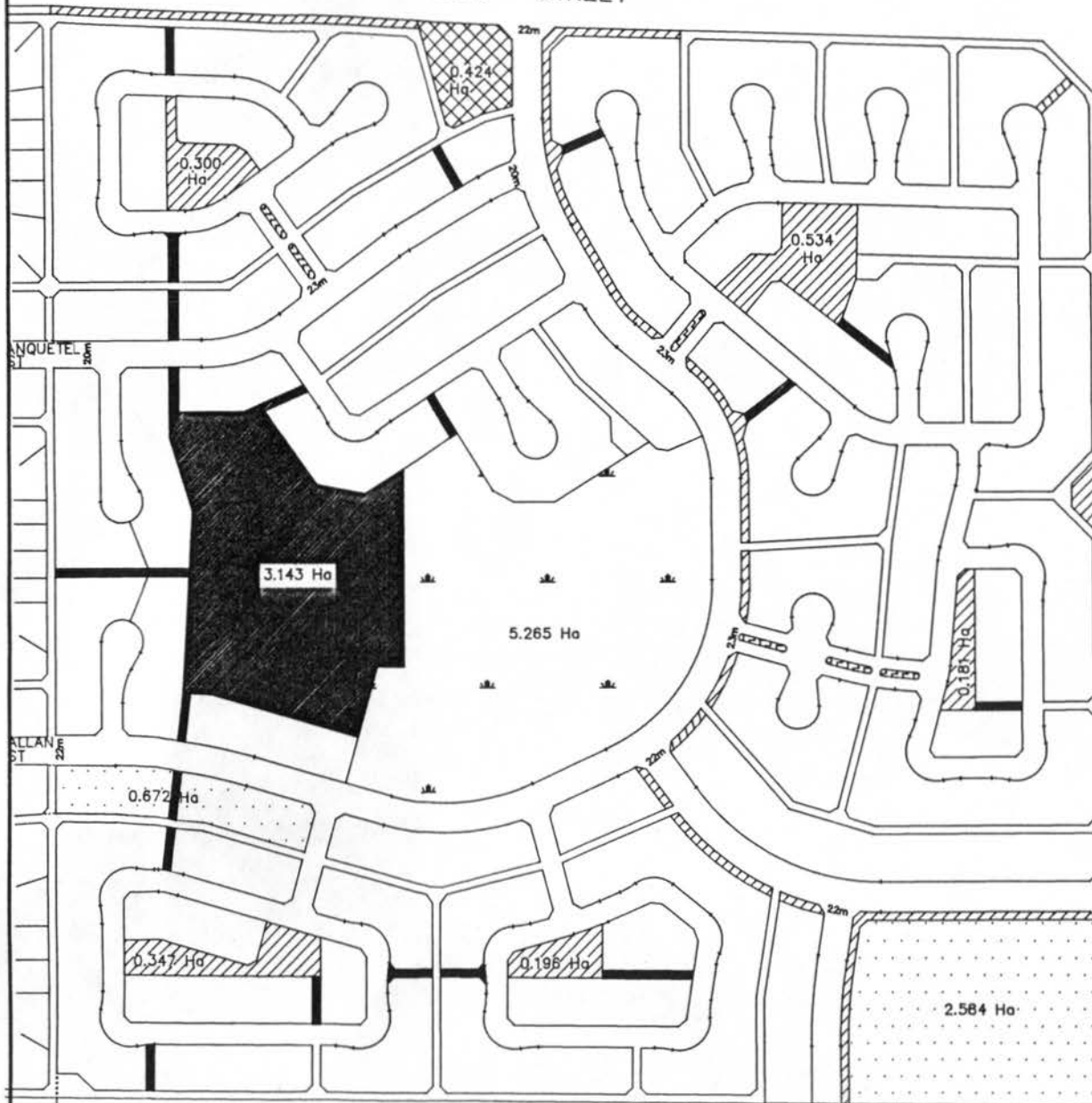


P.U.L. LOTS



ALL ROADS ARE 16m UNLESS OTHERWISE NOTED.

32nd STREET



30th AVENUE

RED DEER

Victoria Park Outline Plan

SHOWING

Subdivision

OF THE

S.E.1/4, 10-38-27-W4

FOR

MELCOR DEVELOPMENTS LTD.

SCALE: 1:5000m

TABLE OF AREAS

TOTAL AREA OF ORIGINAL 1/4 SECTION	65.598 Ha	162.09 Ac	
32 STREET WIDENING	1.49 Ha	3.68 Ac	
30 AVENUE WIDENING	1.65 Ha	4.08 Ac	
DEVELOPABLE AREA	62.458 Ha	154.33 Ac	100%
SINGLE FAMILY	32.160 Ha	79.47 Ac	51.5%
MULTIPLE FAMILY	3.256 Ha	8.05 Ac	5.2%
NEIGHBOURHOOD COMMERCIAL	0.424 Ha	1.05 Ac	0.7%
SCHOOL/PARK	5.265 Ha	13.01 Ac	8.4%
LOCAL PARKS AND WALKWAYS	2.588 Ha	6.32 Ac	4.1%
P.U.L. LOTS	3.685 Ha	9.11 Ac	5.9%
ROADS	15.110 Ha	37.34 Ac	24.2%
COLLECTOR	4.288 Ha	10.60 Ac	
MINOR COLLECTOR	0.629 Ha	1.55 Ac	
RESIDENTIAL	7.236 Ha	17.88 Ac	
LANES	2.957 Ha	7.31 Ac	

PREPARED MAR.8,1990

REVISIONS: JUNE 1,1990

JUNE 25,1990

JUNE 27,1990

PREPARED BY:

AL-TERRA
ENGINEERING LTD.
Edmonton Red Deer

IN ASSOCIATION WITH:

Markenzie Associates
Consulting Group Limited

JUN 28 1990

WALKWAYS AND LOCAL PARKS



NEIGHBOURHOOD COMMERCIAL



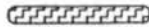
SCHOOL/PARK SITE



MULTI-FAMILY RESIDENTIAL



MINOR COLLECTOR MEDIANS



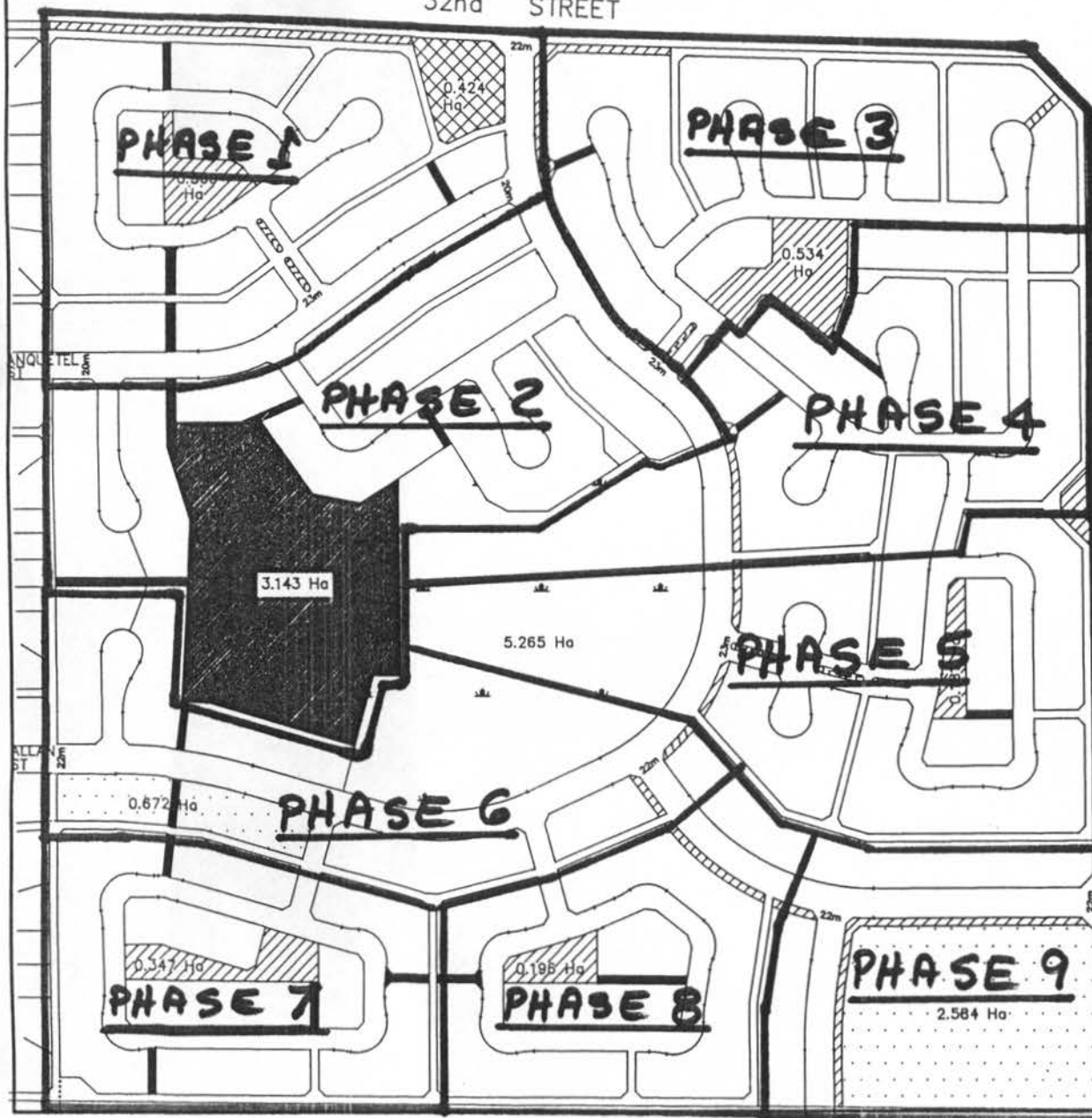
P.U.L. LOTS



ALL ROADS ARE 16m UNLESS OTHERWISE NOTED.

NOTE: DEVELOPMENT PHASING AS ILLUSTRATED IS SUBJECT TO MARKET CONDITIONS.

32nd STREET



RED DEER

Victoria Park Outline Plan

SHOWING

Subdivision

OF THE

S.E.1/4, 10-38-27-W4

FOR

MELCOR DEVELOPMENTS LTD.

SCALE: 1:5000m

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PREPARED MAR.8,1990

REVISIONS: JUNE 1,1990

JUNE 25,1990

JUNE 27,1990

PREPARED BY:

AL-TERRA

ENGINEERING LTD.

Edmonton

Red Deer

JUN 28 1990

IN ASSOCIATION WITH:

Mackenzie Associates
Consulting Group Limited

DATE June 28, 1990

TO:

<input checked="" type="checkbox"/>	DIRECTOR OF COMMUNITY SERVICES
<input checked="" type="checkbox"/>	DIRECTOR OF ENGINEERING SERVICES
<input type="checkbox"/>	DIRECTOR OF FINANCIAL SERVICES
<input checked="" type="checkbox"/>	BYLAWS & INSPECTIONS MANAGER
<input checked="" type="checkbox"/>	CITY ASSESSOR
<input type="checkbox"/>	COMPUTER SERVICES MANAGER
<input type="checkbox"/>	ECONOMIC DEVELOPMENT MANAGER
<input checked="" type="checkbox"/>	E.L. & P. MANAGER
<input type="checkbox"/>	ENGINEERING DEPARTMENT MANAGER
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<input type="checkbox"/>	SOCIAL PLANNING MANAGER
<input type="checkbox"/>	TRANSIT MANAGER
<input type="checkbox"/>	TREASURY SERVICES MANAGER
<input checked="" type="checkbox"/>	URBAN PLANNING SECTION MANAGER
<input type="checkbox"/>	


FROM: CITY CLERK

RE: AL-TERRA - VICTORIA PARK (ANDERS EAST)

Further to our Request for Comments of June 26, please see REVISED PLAN ATTACHED.

Please submit comments on the attached to this office by July 3

 for the Council Agenda of July 9, 1990.


C. SEVCIK
City Clerk

AL-TERRA

Engineering Ltd.

Consulting Engineers
Edmonton • Red Deer

June 26, 1990

4073-51

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

Attention: Mr. Djamshid Rouhi, M.C.P.

Dear Sir

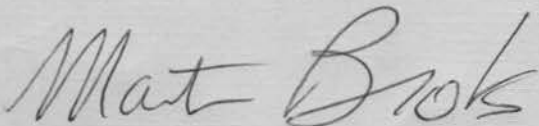
Re: Victoria Park Outline Plan
S.E. ¼ section 10-38-27-W4
By Melcor Developments Ltd.

We are herewith re-submitting for approval twelve (12) copies of the revised outline plan for the above noted area. This plan has been revised based on comments from the outline plan meeting held June 18, 1990 at the City of Red Deer Parks Department. We have also discussed the changes to the outline plan with the City of Red Deer Engineering Department and City of Red Deer Parks Department. We trust this plan now meets the approval of all parties involved.

As discussed in our meeting on June 18, 1990 we would like this plan presented to City Council for approvals at their July 9, 1990 meeting.

Please call at your convenience should you wish to discuss these or other matters further.

Yours truly



Martin Broks, P. Eng.
Red Deer Manager

c.c. Melcor Developments Ltd.
Attention: Mr. Fred Lebedoff, R.E.T.

MAB/leb

THE CITY OF RED DEER	
CLERK'S DEPARTMENT	
RECEIVED	
TIME	1:30 PM
DATE	June 25 / 90
BY	ST

WALKWAYS AND LOCAL PARKS



NEIGHBOURHOOD COMMERCIAL



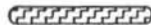
SCHOOL/PARK SITE



MULTI-FAMILY RESIDENTIAL



MINOR COLLECTOR MEDIANS

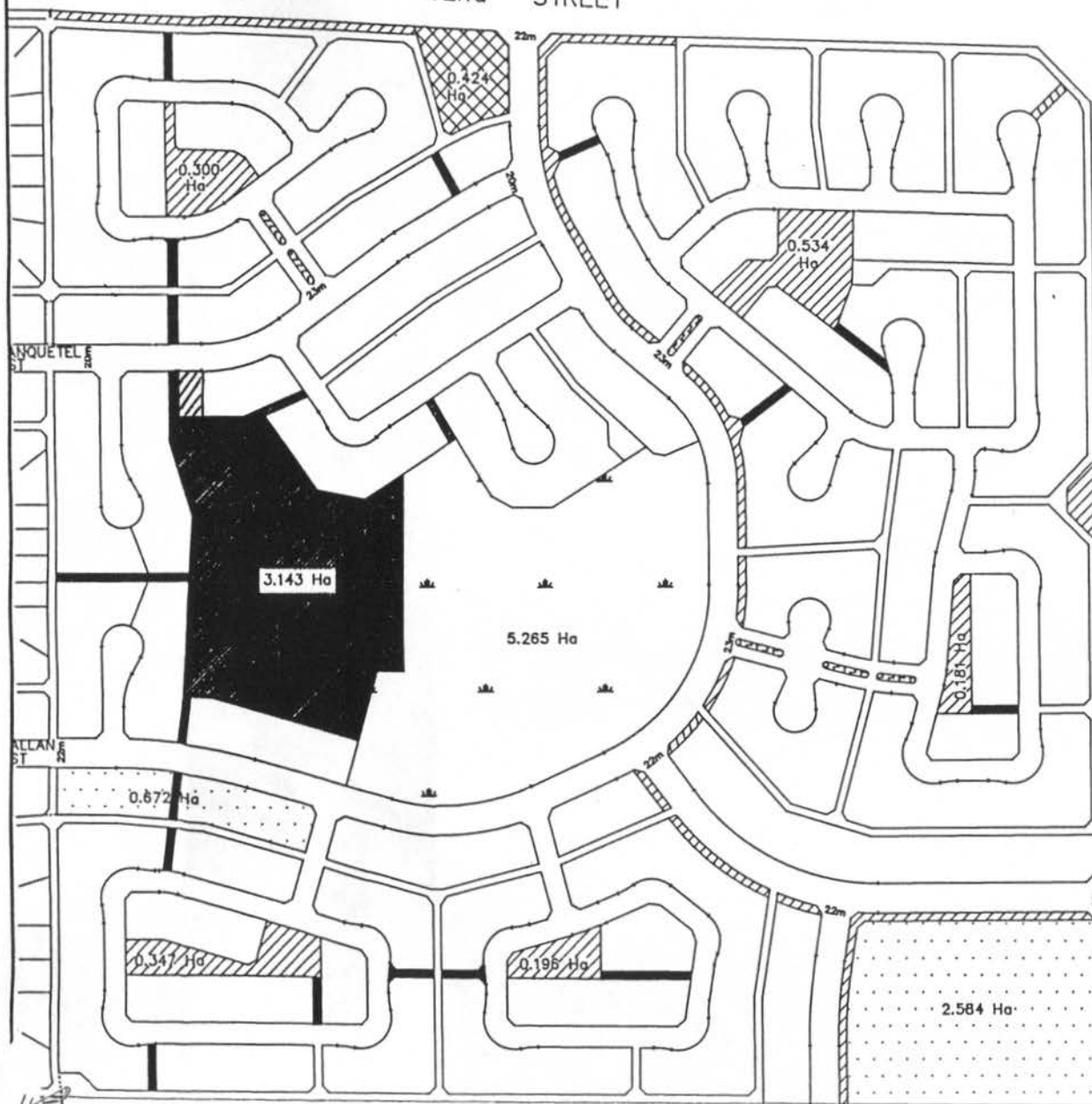


P.U.L. LOTS



ALL ROADS ARE 16m UNLESS OTHERWISE NOTED.

32nd STREET



30th AVENUE

RED DEER

Victoria Park
Outline Plan

SHOWING

Subdivision

OF THE

S.E.1/4, 10-38-27-W4

FOR

MELCOR DEVELOPMENTS LTD.

SCALE: 1:5000m

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PREPARED MAR.8,1990
 REVISIONS: JUNE 1,1990
 JUNE 25,1990
 JUNE 27,1990

PREPARED BY:

AL-TERRA
 ENGINEERING LTD.
 Edmonton Red Deer

IN ASSOCIATION WITH:

Mackenzie Associates
 Consulting Group Limited

JUN 28 1990

WALKWAYS AND LOCAL PARKS



NEIGHBOURHOOD COMMERCIAL



SCHOOL/PARK SITE



MULTI-FAMILY RESIDENTIAL



MINOR COLLECTOR MEDIANS

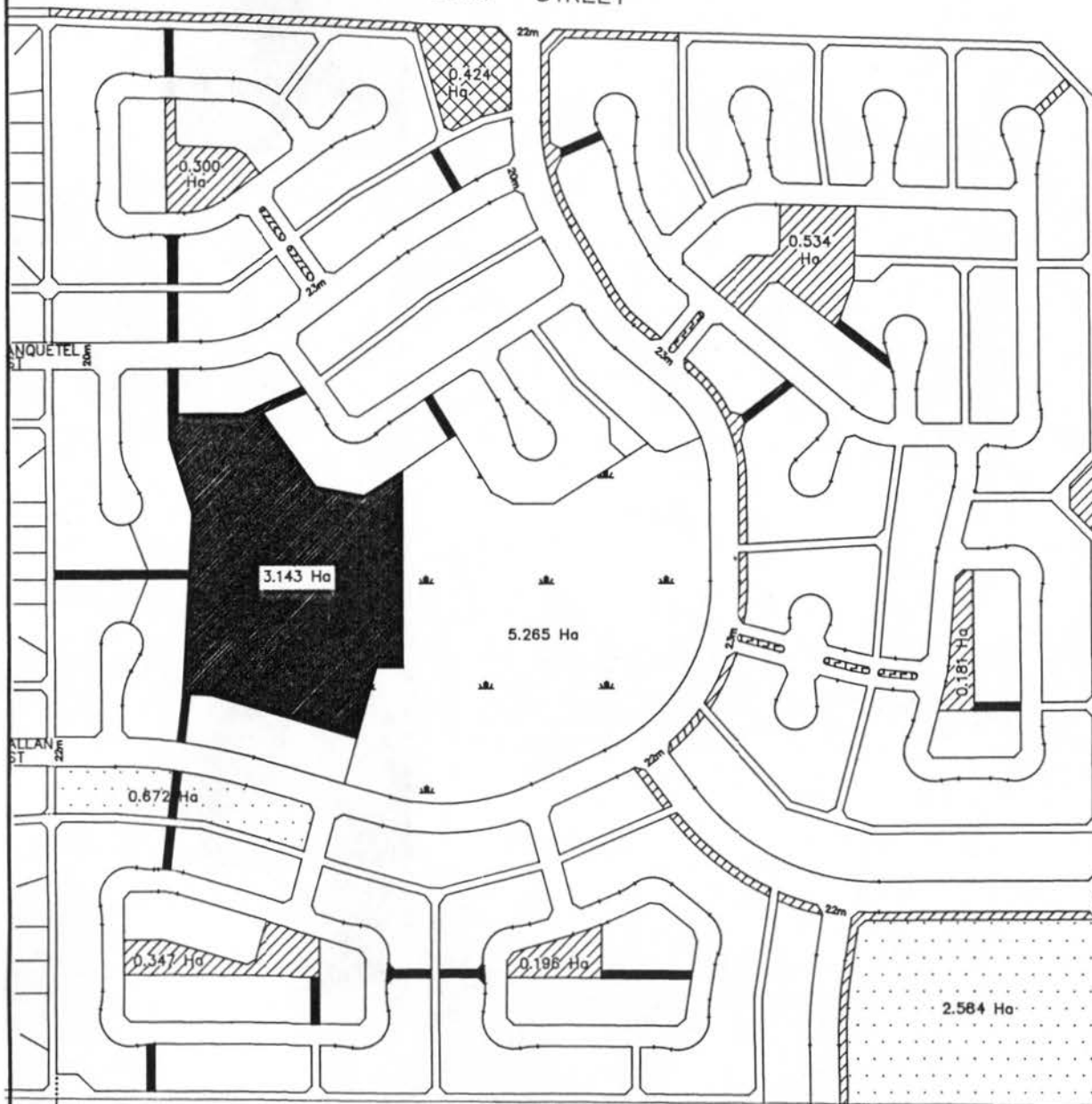


P.U.L. LOTS



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32nd STREET



RED DEER

Victoria Park Outline Plan

SHOWING

Subdivision

OF THE

S.E.1/4, 10-38-27-W4

FOR

MELCOR DEVELOPMENTS LTD.

SCALE: 1:5000m

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PREPARED MAR.8,1990

REVISIONS: JUNE 1,1990

JUNE 25,1990

JUNE 27,1990

PREPARED BY:

AL-TERRA

ENGINEERING LTD.

Edmonton Red Deer

IN ASSOCIATION WITH:

Markenzie Associates
Consulting Group Limited

RETAIN THIS COPY FOR FOLLOW-UP

4073-51

FROM

M. Brooks - AL-TECRA

DEPARTMENT

ENGINEERING LTD.

CITY CLERKS OFFICE
ATTENTION: KELLY

DATE

June 29/90

SUBJECT


VICTORIA PARK
OUTLINE PLAN.

MESSAGE

DJAMSHID ROUHI SUGGESTED WE
DELIVER THE ATTACHED INFORMATION
DIRECTLY TO YOU FOR DISTRIBUTION.
ACCORDINGLY PLEASE FIND:

- 11 COPIES OF THE OUTLINE
PLAN AT A SCALE OF 1:1500 M.
- ONE 8 1/2" x 11" COPY OF THE
OUTLINE PLAN- WITH PHASE
BOUNDARIES - PLEASE PROVIDE TO
ENGINEERING DEPT.
- 2 - 8 1/2" x 11" COPIES OF
OUTLINE PLAN FOR YOUR USE.

DJAMSHID HAS ONE COPY OF OUTLINE
PLAN, PHASING PLAN & 8 1/2" x 11" PLAN
ALREADY.

THANKS 

USE LOWER PORTION FOR REPLY

REPLY FROM

DATE



THE CITY OF RED DEER

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

June 26, 1990

Al-Terra Engineering Ltd.
#308, 4814 Ross Street
RED DEER, Alberta
T4N 1X4

Attention: Martin Broks, P. Eng.
Red Deer Manager

Dear Sir:

RE: VICTORIA PARK OUTLINE PLAN (ANDERS EAST)

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 July 9, 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 26, 1990


TO:

<input checked="" type="checkbox"/>	DIRECTOR OF COMMUNITY SERVICES
<input checked="" type="checkbox"/>	DIRECTOR OF ENGINEERING SERVICES
<input type="checkbox"/>	DIRECTOR OF FINANCIAL SERVICES
<input checked="" type="checkbox"/>	BYLAWS & INSPECTIONS MANAGER
<input checked="" type="checkbox"/>	CITY ASSESSOR
<input type="checkbox"/>	COMPUTER SERVICES MANAGER
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<input checked="" type="checkbox"/>	URBAN PLANNING SECTION MANAGER
<input type="checkbox"/>	

FROM: CITY CLERK

RE: AL-TERRA - VICTORIA PARK (ANDERS EAST)

Please submit comments on the attached to this office by July 3
_____ for the Council Agenda of July 9, 1990.


SEVCIK
City Clerk

BY-LAW NO. 2954/A-90
OF THE CITY OF RED DEER
IN THE PROVINCE OF ALBERTA

Being a by-law to amend the borrowing term for
By-law No. 2954/88 which provided for the financing,
undertaking and completing of the Major Continuous Corridor
(Phase I).

WHEREAS, The Municipal Council of The City of Red Deer has decided
to change the payment term of By-law No. 2954/88 from Twenty (20)
annual instalments of principal and interest to Ten (10) annual
instalments of principal and interest.

NOW, THEREFORE, THE MUNICIPAL COUNCIL OF THE CITY OF RED DEER IN
COUNCIL ASSEMBLED ENACTS AS FOLLOWS:

1. Delete provisions for payment over Twenty (20) years wherein
it appears in By-law No. 2954/88 and insert payment over Ten
(10) years.

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 COUNCIL AND FINALLY PASSED this day of
A.D., 1990.

CERTIFIED A TRUE COPY

MAYOR

CITY CLERK

Office of the Mayor



July 12, 1990

Her Worship Mayor Monica Chesney
Town of Ponoka
5102 - 48 Avenue
Ponoka, Alberta
T0C 2H0

Dear Mayor Chesney:

On behalf of Council of The City of Red Deer I would ask that you accept the attached cheque in the amount of \$5,000.00 as tangible aid to the Town of Ponoka. This is not a large amount but we hope it will assist your community in facilitating some of the necessary repairs following the recent flooding.

Occurrences of this nature, however unfortunate, do have a positive side in that we are once again reminded of our humanity and our need as individuals and communities, to work together to overcome adversity and to encourage and strengthen each other.

We wish you, your Council, and the citizens of Ponoka well as you commit yourselves to the task that lies ahead.

Sincerely,

R. J. McGHEE
Mayor

Encl.

✓ c.c. City Clerk