

**FILE**

**DATE:** January 16, 1996  
**TO:** All Departments  
**FROM:** City Clerk  
**RE:** PLEASE POST FOR THE INFORMATION OF ALL EMPLOYEES

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***SUMMARY OF DECISIONS***

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FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL

HELD IN THE COUNCIL CHAMBERS, CITY HALL

***MONDAY, JANUARY 15, 1996***

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

\*\*\*\*\*

- (1) Confirmation of the Minutes of the Regular Meeting of December 18, 1995

**DECISION - CONFIRMED AS TRANSCRIBED**

**PAGE #**

(2) **UNFINISHED BUSINESS**

1. Personnel Manager - Re: Council/Citizen Committee for the Review of Mayor and City Manager Salaries

.. 1

**DECISION - AGREED TO APPOINT COMMITTEE MEMBERS,  
2 COUNCILLORS AND FIVE CITIZENS-AT-LARGE**

(3) **PUBLIC HEARINGS**

1. City Clerk - Re: Land Use Bylaw Amendment 2672/DD-95/  
Redesignation of Lands / North Half 32-38-27-4 from A1 (Future  
Development District) to R1 (Residential Low Density District) /  
Kelly Street and Kennedy Drive . . 2

**DECISION - BYLAW GIVEN 2<sup>nd</sup> and 3<sup>rd</sup> READINGS**

2. City Clerk - Re: Land Use Bylaw Amendment 2672/EE-95 /  
Redesignation of a Portion of S.E. 10-38-24-4 from A1 (Future  
Urban Development District) and P1 (Parks and Recreation  
District) to PS (Public Service - Institutional or Government  
District) / Storm Detention Pond and School and/or Park Use /  
Anders East Subdivision . . 2

**DECISION - BYLAW GIVEN 2<sup>nd</sup> and 3<sup>rd</sup> READINGS**

(4) **REPORTS**

1. Personnel Department - Re: Amendment to Council Policy  
#305 / Employee Recognition . . 6

**DECISION - AGREED TO AMEND THE COUNCIL POLICY AS  
OUTLINED IN THE REPORT FROM THE PERSONNEL  
DEPARTMENT**

2. City Assessor - Re: 1996 Assessment Review Board /  
Appointment of Committee Members . . 9

**DECISION - AGREED TO APPOINT COUNCILLOR MOFFAT,  
PAUL CHISHOLM AND DICK KRUTHOF TO THE 1996  
ASSESSMENT REVIEW BOARD**

3. Co-ordinator, Corporate Planning Process, P. Shaw - Re: Corporate Planning Process / Approval of Review / Appointment of Committee Members . . 12

**DECISION - AGREED TO REVIEW PROCESS, APPOINTMENT OF COMMITTEE MEMBERS AND ESTABLISH COUNCIL RETREAT DATES**

4. Inspections and Licensing Manager - Re: Business Revitalization Zone / One Hour Free Parking Program / Request to Waive Portion of Business Taxes . . 24

**DECISION - AGREED TO CANCEL A PORTION OF THE 1996 BUSINESS TAXES IN THE AMOUNT OF \$15 PER ACCOUNT, FOR BUSINESSES AFFECTED**

**(5) CORRESPONDENCE**

1. Richard D. McDonell, Manor Management - Re: Pines Plaza / Lot 10, Block 1, Plan 633 N.Y. / Re-Zoning C4 to C2 / Land Use Bylaw 2672/A-96 . . 26

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

**(6) PETITIONS AND DELEGATIONS**

**(7) NOTICES OF MOTION**

1. Councillor Dawson - Re: Notice of Motion / Survey of Residents of Red Deer . . 32

**DECISION - AGREED TO RECONSIDER THE NOVEMBER 20, 1995 MOTION AND DEFEATED THE ORIGINAL MOTION. AGREED TO GAIN PUBLIC INPUT IN CONJUNCTION WITH THE COMMUNITY SERVICES DIVISION AND IDENTIFY ADDITIONAL ISSUES FOR PUBLIC INPUT**

(8) **WRITTEN INQUIRIES**

1. City Clerk - Re: Councillor Hull / Collection Procedures of Non-Residential Accounts . . 44

**DECISION - RECEIVED AS INFORMATION**

(9) **BYLAWS**

1. 2672/A-96 - Land Use Bylaw Amendment / Pines Plaza / Lot 10, Block 1, Plan 633 N.Y. / Re-Zoning C4 to C2 - 1<sup>st</sup> Reading . . 26

**DECISION - BYLAW GIVEN 1<sup>ST</sup> READING** . . 46

2. 2672/DD-95 - Land Use Bylaw Amendment/ Redesignation of Lands/ North Half 32-38-27-4 from A1 to R1/Kelly Street and Kennedy Drive - 2<sup>nd</sup> and 3<sup>rd</sup> Readings . . 2

**DECISION - BYLAW GIVEN 2<sup>nd</sup> AND 3<sup>rd</sup> READINGS**

3. 2672/EE-95 - Land Use Bylaw Amendment/Redesignation of a Portion of S.E. 10-38-24-4 from A1 and P1 to PS /Anders East Subdivision - 2<sup>nd</sup> and 3<sup>rd</sup> Readings . . 2

**DECISION - BYLAW GIVEN 2<sup>nd</sup> AND 3<sup>rd</sup> READINGS**

**ADDITIONAL AGENDA**

1. Personnel Committee - Re: CUPE Agreement

**DECISION - AGREED TO RATIFY THE TWO YEAR AGREEMENT BETWEEN CUPE AND THE CITY OF RED DEER**

2. Red Deer College Student Association - Re: Committee Appointment to Transportation Advisory Board

**DECISION - AGREED TO APPOINT ANDREA MULLEN TO THE TRANSPORTATION ADVISORY BOARD TO FILL THE UNEXPIRED TERM OF DALE WOOD**

# **A G E N D A**

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FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL

TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL

**MONDAY, JANUARY 15, 1996**

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

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2. City Assessor - Re: 1996 Assessment Review Board / Appointment of Committee Members . . 9
3. Co-ordinator, Corporate Planning Process, P. Shaw - Re: Corporate Planning Process / Approval of Review / Appointment of Committee Members . . 12
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*PERSONNEL MANAGER - 1996/97 COPE AGREEMENT*

*COMMITTEE APPOINTMENT - TRANSPORTATION ADVISORY BOARD*

Committee of the Whole:

- 1) Legal Opinion
- 2) Committee Appointment
- 3) Legal Opinion
- 4) Legal Opinion
- 5) Committee Appointment

# memo

---

**Date:** January 9, 1996  
**To:** Kelly Kloss  
City Clerk  
**From:** Grant Howell  
Personnel Manager  
**Re:** Council/Citizen Committee for the Review of Mayor and City  
Manager Salaries

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As per Council's direction, I have approached several citizens (chosen by Council) to determine their willingness to serve on the above noted committee.

I am pleased to report that the five who agreed to serve are (alphabetically):

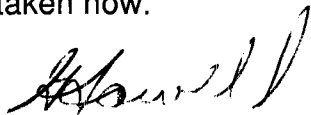
- Bill Christensen
- Phil Hyde
- Ken Mandrusiak
- Merv Phillips
- Bill Stephenson

The Personnel Committee reviewed the list of citizen representatives; however, due to a lack of quorum (the Mayor and City Manager excused themselves from consideration of this matter) no resolution was passed on this item. The other members of the Personnel Committee agreed to support the appointment of the citizens named above.

Representing Council on the Committee will be Councillor Schnell and Councillor Volk. Grant Howell, Personnel Manager, will act as a resource to the committee.

## RECOMMENDATION:

That Council appoint the above named people to serve on a Council/Citizen Committee to make recommendations on a process for determining remuneration for the Mayor and City Manager, including the use of that process to arrive at recommended actions to be taken now.



/rg



**DATE: JANUARY 16, 1996**

**TO: PERSONNEL MANAGER**

**FROM: CITY CLERK**

**RE: COUNCIL/CITIZEN COMMITTEE FOR THE REVIEW OF THE MAYOR  
AND CITY MANAGER'S SALARIES**

**FILE**

---

At the Council Meeting of January 15, 1996, consideration was given to your report dated January 9, 1996, concerning the above topic and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Personnel Manager dated January 9, 1996, re: Council/Citizen Committee for the Review of Mayor and City Manager's Salaries, hereby agrees to establish an ad hoc committee to make recommendations on a process for determining remuneration for the Mayor and City Manager, including the use of that process to arrive at recommended actions to be taken immediately.

Council further appoints the following persons to serve on said ad hoc committee:

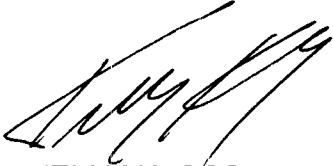
Councillor Schnell  
Councillor Volk  
Bill Christensen  
Phyl Hyde  
Ken Mandrusiak  
Merv Phillips  
Bill Stephenson  
Grant Howell, Personnel Manager (Resource Person Only, Non-Voting),

and as presented to Council January 15, 1996."

Personnel Manager  
January 16, 1996  
Page 2

The decision of Council in this instance is submitted for your information and appropriate action. Please contact the above members to advise them of their appointments and upcoming meeting dates and times.

I look forward to a report being presented back to Council in due course.

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

KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Corporate Services

**DATE: JANUARY 8, 1996**

**TO: CITY COUNCIL**

**FROM: CITY CLERK**

**RE: LAND USE BYLAW AMENDMENTS 2672/DD-95 and 2672/EE-95**

---

Public Hearings have been advertised for the above noted Land Use Bylaw Amendments, to be held on Monday, January 15, 1996, in the Council Chambers at 7:00 p.m., or as soon thereafter as Council may determine.

Land Use Bylaw Amendment 2672/DD-95 provides for the redesignation of lands located in the north half of 32-38-27-4 from A1 (future development district) to R1 (residential low density district), in order to accommodate future single family lots in the vicinity of Kelly Street and Kennedy Drive.

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

Following the above noted Public Hearings, Council may proceed with second and third reading of the bylaws.



KELLY KLOSS  
City Clerk

KK/clr

Wanless  
51 Ansett Cres.  
Red Deer, Alberta  
T4R 2L9

The City of Red Deer  
City Clerk's Department  
January 8, 1996

Attention: Kelly Kloss  
City Clerk  
Re: Land Use Bylaw Amendments 2672/EE-95

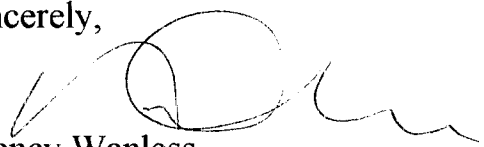
Dear Sirs;

Our concern relates to the changes from P1 to PS. We understand that the entire PS area is to consist of a park area, a school site and a storm detention area. These uses are acknowledged. However, we would not want to see any public service development (ie. school site, school parking lot, school playground) encroaching on the areas now designated P1. In fact, these areas offer a much needed buffer between possible future developments and existing residential lots.


We therefore ask that the present P1 areas remain zoned P1.

Thank you for your consideration.

Sincerely,



Nancy Wanless

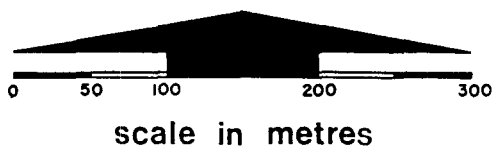
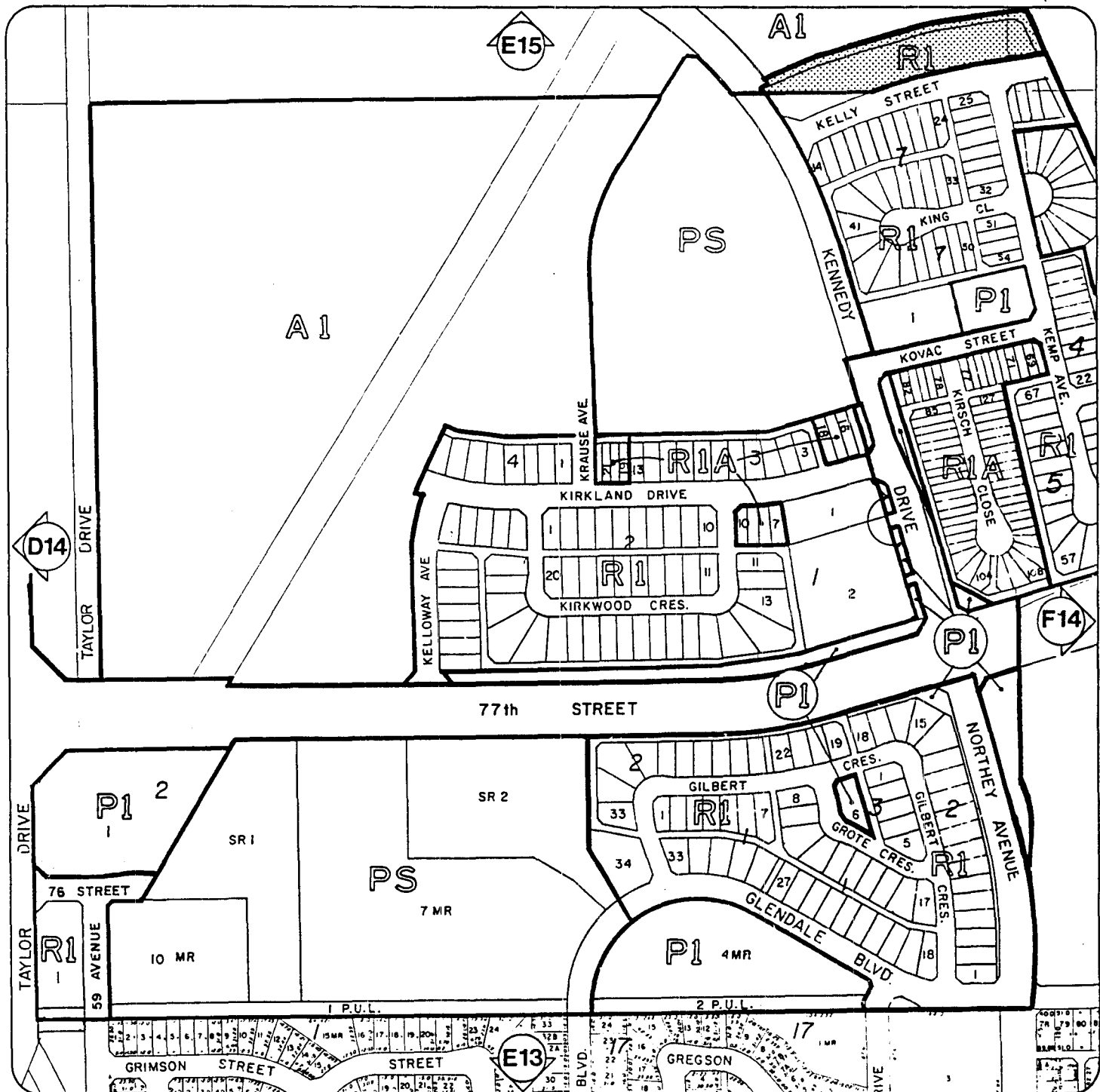


Gary Wanless

# City of Red Deer --- Land Use Bylaw

## Land Use Districts

### E 14





MAP NO. 16/95  
(BYLAW No. 2672/DD-95)

Change from A1 to R1

**J6**



Change from A1 to PS  &  
from P1 to PS ;

**DATE: JANUARY 16, 1996**

**TO: PLANNING ASSISTANT**

**FROM: CITY CLERK**

**RE: LAND USE BYLAW AMENDMENTS 2672/DD-95 AND 2672/EE-95**

---

**FILE**

At the Council Meeting of January 15, 1996, Public Hearings were held with respect to the above noted Land Use Bylaw Amendments. Following the Public Hearings, second and third readings were given to each of the noted bylaws, copies of which are attached hereto.

Land Use Bylaw Amendment 2672/DD-95 provides for the redesignation of land located in the N ½ of 32-38-27-4, from A1 to R1, in order to accommodate future single family lots.

Land Use Bylaw Amendment 2672/EE-95 provides for the redesignation of a portion of the SE ¼ 10-38-24-4, from A1 and P1, to PS, to accommodate a storm detention pond and school and/or park use.

I trust you will now be providing this office with updated copies of the Land Use Bylaw, so that we can circulate same.

  
KELLY KLOSS  
City Clerk

KK/clr  
attchs.

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

**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

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

January 16, 1996

**FILE**

Laebon Developments Ltd.  
5128 - 57 Street  
Red Deer, Alberta  
T4N 6Y4

ATT: Gord Bontje

Dear Sir:

RE: LAND USE BYLAW AMENDMENT 2672/DD-95, KELLY STREET AND  
KENNEDY DRIVE

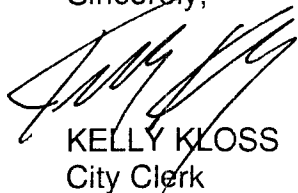
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At the City of Red Deer's Council Meeting, held Monday, January 15, 1996, a Public Hearing was held with respect to the above noted Land Use Bylaw Amendment. Subsequent to the Public Hearing, second and third readings were given to said bylaw, a copy of which is attached hereto.

Land Use Bylaw Amendment 2672/DD-95 provides for the redesignation of land located in the N ½ of 32-38-27-4, from A1 to R1, in order to accommodate future single family lots.

I trust you will find this satisfactory. If you have any questions or require additional information, please do not hesitate to contact the undersigned.

Sincerely,



KELLY KLOSS  
City Clerk

KK/clr  
attchs.

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

*a delight  
to discover!*



**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

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

January 16, 1996

**FILE**

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

Att: Fred Lebedoff

Dear Sir:

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

At the City of Red Deer's Council Meeting held Monday, January 15, 1996, a Public Hearing was held with respect to the above noted Land Use Bylaw Amendment. Following the Public Hearing, said bylaw was given second and third readings. A copy of same is attached hereto.

Land Use Bylaw Amendment 2672/EE-95 provides for the redesignation of a portion of the SE ¼ 10-38-24-4, from A1 and P1, to PS, to accommodate a storm detention pond and school and/or park use.

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

Sincerely,



KELLY KLOSS  
City Clerk

KK/clr  
attchs.

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

*a delight  
to discover!*

# memo

---

**Date:**            December 7, 1995  
**To:**             Jeff Graves, Assistant City Clerk  
**From:**          Sara-Mae Dippel, Personnel Department  
**Re:**             Council Policy - Reference 305

---

A proposal was made by the Civic Employee Awards Banquet Committee to revise the Council policy regarding Employee Recognition. The policy is presently very specific as to what the awards are to be. The proposed change would specify an approximate value for each award and give the Committee authority to chose an appropriate award.

The Committee has chosen an alternate award for 20 Years of Long Service for the 1996 Awards Banquet. It was felt that the 20 Year Long Service Award recipients had already received two pins (one for 10 years of service and another for 15 years of service), and that a different type of award would be more appropriate. The award that the Committee has chosen is a jade crystal ornament etched with the City Crest and the employee's name. The cost of this award is \$133.20. There are no other changes in mind at this time for the other awards.

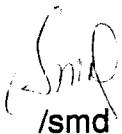
The awards presently being used have exceeded the guidelines in price for the past few years. The 25 year ring presently costs \$440.00 for a male recipient and \$485.00 for a female recipient, and the 30 year watches presently cost \$525.00.

Please propose the following changes to this policy:

## POLICY STATEMENT

1.     A civic employee dinner to be held annually.
2.     Long Service Awards to be as follows:

10 Years	-	Approximately \$30.00 Value
15 Years	-	Approximately \$50.00 Value
20 Years	-	Approximately \$150.00 Value
25 Years	-	Approximately \$500.00 Value
30 Years	-	Approximately \$525.00 Value
35 Years	-	Approximately \$550.00 Value

  
/smd

Policy Section:  
General Administration

Page:  
1 of 1

Policy Subject  
Employee Recognition

Policy Reference:  
305

Lead Role:  
Personnel

Resolution/Bylaw:  
March 15, 1982

---

### PURPOSE

To show recognition and appreciation for long service, safety and special merit.

### POLICY STATEMENT

1. A civic employee dinner to be held annually.
2. Long Service Awards to be as follows:
  - 10 years Lapel Pin/Pendant - Silver (\$30.00 approx.)
  - 15 years Lapel Pin/Pendant - Silver with Sapphire (\$50.00 approx.)
  - 20 years Lapel Pin/Pendant - 10K Gold with Ruby (\$150.00 approx.)
  - 25 years Ring with City Crest - Engraved (\$400.00 approx.)
  - 30 years Watch - Gold with engraving (\$400.00 - \$500.00)
  - 35 years At Discretion of Mayor

Suggestion: 2 diamonds added to face of watch plus individual gift at the discretion of the Mayor.

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Cross Reference

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Remarks

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Date of Approval:  
March 15, 1982

Effective Date:

Date of Revision:  
January 8, 1990

Feb. 18, 1985

**COMMENTS:**

We concur with the recommendations of the Civic Employee Awards Banquet Committee and recommend Council approve the revised policy accordingly.

G.D. SURKAN  
Mayor

H.M.C. DAY  
City Manager

**DATE:** January 16, 1996  
**TO:** Personnel Manager  
**FROM:** City Clerk  
**RE:** COUNCIL POLICY No. 305 - EMPLOYEE RECOGNITION

---

At the Council Meeting held January 15, 1996, consideration was given to the report from your department dated December 7, 1995, concerning the above. At this meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Personnel Department dated December 7, 1995, re: Council Policy #305 / Employee Recognition, hereby approves the amendment to Council Policy #305 as outlined in the above noted report, and as submitted to Council January 15, 1996."

The decision of Council in this instance is submitted for your information. This office will be forwarding an updated policy for inclusion in the Council Policy Manual, in due course.



KELLY KLOSS  
City Clerk

KK/clr

**DATE: January 9, 1996**  
**TO: City Clerk**  
**FROM: City Assessor**  
**RE: 1996 ASSESSMENT REVIEW BOARD**

---

In 1995, members were appointed to the Assessment Review Board for a term ending December 31, 1995.

Section 454 reads:

- "(1) council may by bylaw at any time, but must on receiving a complaint under Section 461, establish one or more assessment review boards.
- (2) The council must
  - (a) appoint a minimum of 3 members to each assessment review board.
  - (b) prescribe the term of office of each member and the manner in which vacancies are to be filled, and
  - (c) prescribe the remuneration and expenses, if any, payable to each member.
- (3) The members of each assessment review board must choose a presiding officer from among themselves."

Section 455 reads:

- "(1) The council must appoint a designated officer to act as the clerk of the assessment review boards having jurisdiction in the municipality and prescribe the remuneration and duties of that person.
- (2) The clerk must not be an assessor."

The Assessment Department has assessment complaints that must be heard. Therefore, we respectfully recommend that:

- (1) Pursuant to Section 454(2)(a) Council appoint members to the Assessment Review Board and that Council appoint one Councillor to sit on the Board, as per their resolution. (Under separate cover to the Committee of the Whole are listed people interested in letting their names stand.)

City Clerk  
Page 2  
January 9, 1996

- (2) Prescribe the term of office to expire on December 31 for each member appointed.
- (3) Provide that vacancies to the Board may be filled by appointment made by the Mayor.
- (4) Remuneration to be \$50 per 1/2 day, \$100 per full day for members and \$65 per 1/2 day and \$125 per full day for the presiding officer.
- (5) Members of the appointed Board to choose a presiding officer prior to commencement of the first sitting.
- (6) Council have appointed the City Clerk as the designated officer in the Organizational Bylaw #3130/95.

When the above process and appointments are in place, the designated officer is required, under Section 461(2), to "Set a date, time, and location for a hearing before an assessment review board", and

Sections 468(a) & (b) require that the Assessment Review Board make all decisions within 150 days of the sending of the tax notices.

Therefore, the designated officer will set the time and date for the appeals at appropriate times during the year to hear the appeals on the property, business, and/or mobile home assessments, to be mailed in 1996.

### **RECOMMENDATION**

**Council appoint members to the "Assessment Review Board" and complete all other duties as required by them to provide for the 1996 sittings of the Assessment Review Board**



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

AK/ngl

c.c. Director of Corporate Services  
Assessment Supervisor

**COMMENTS:**

We concur with the recommendations of the City Assessor and recommend Council appoint three board members for 1996 and set out the remuneration and expenses in accordance with the Assessment Review Bylaw No. 3136/95.

"G.D. SURKAN"  
Mayor

"H.M.C. Day"  
City Manager



**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

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

January 16, 1996

**FILE**

Mr. Dan Lawrence  
39 Armstrong Close  
Red Deer, Alberta  
T4R 1C6

Dear Dan:

**RE: 1996 ASSESSMENT REVIEW BOARD**

At the City of Red Deer's Council Meeting held Monday, January 15, 1996, consideration was given to appointments for the 1996 Assessment Review Board. At this meeting, the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the City Assessor dated January 9, 1996, re: 1996 Assessment Review Board, hereby agrees as follows:

1. To establish a 1996 Assessment Review Board;
2. That the following individuals be appointed to the 1996 Assessment Review Board, for terms expiring December 31, 1996:

Councillor Moffat;

Paul Chisholm;

Dick Kruithof;

3. That remuneration be set at \$50 per half day, \$100 per full day for Members, and \$65 per half day and \$125 per full day for the Presiding Officer,

and as presented to Council January 15, 1996."

... / 2

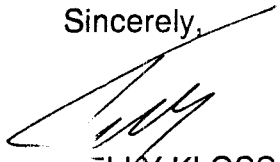
*a delight  
to discover!*

Mr. Dan Lawrence  
January 16, 1996  
Page 2

Although Council did not appoint you to the 1996 Assessment Review Board, please accept my thanks for letting your name stand. On a personal note, I have missed our frequent conversations, however, I have not stopped searching for those special "I Remember When ..." articles that I know you look forward to.

Wishing you all the best in this new year. Please stop by for coffee some time.

Sincerely,



KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Corporate Services  
City Assessor

**DATE: JANUARY 16, 1996**  
**TO: CITY ASSESSOR**  
**FROM: CITY CLERK**  
**RE: 1996 ASSESSMENT REVIEW BOARD**

---

**FILE**

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Paul Chisholm;  
Dick Kruithof;

3. That remuneration be set at \$50 per half day, \$100 per full day for Members, and \$65 per half day and \$125 per full day for the Presiding Officer,

and as presented to Council January 15, 1996."

The decision of Council in this instance is submitted for your information and appropriate action. I will be advising the three citizens as to Council's decision and will indicate that you will be contacting them as to the dates and times the Board will be meeting.

Trusting you will find this satisfactory.

  
KELLY KLOSS  
City Clerk

KK/clr  
cc: Director of Corporate Services

**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

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

January 16, 1996

**FILE**

Mr. Paul Chisholm  
21, 4901 Farrell Avenue  
Red Deer, Alberta  
T4N 6W2

Dear Sir:

**RE: APPOINTMENT TO 1996 ASSESSMENT REVIEW BOARD**

At the City of Red Deer's Council Meeting held Monday, January 15, 1996, consideration was given to appointments to the 1996 Assessment Review Board. At this meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the City Assessor dated January 9, 1996, re: 1996 Assessment Review Board, hereby agrees as follows:

1. To establish a 1996 Assessment Review Board;
2. That the following individuals be appointed to the 1996 Assessment Review Board, for terms expiring December 31, 1996:

Councillor Moffat;

Paul Chisholm;

Dick Kruithof;

3. That remuneration be set at \$50 per half day, \$100 per full day for Members, and \$65 per half day and \$125 per full day for the Presiding Officer,

and as presented to Council January 15, 1996."

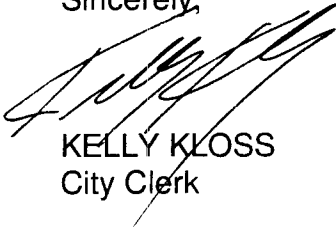
.. / 2

*a delight to discover!*

Mr. Paul Chisholm  
January 16, 1996  
Page 2

The decision of Council in this instance is submitted for your information. Please accept our thanks for agreeing to be a member of this Board. The City Assessor, Mr. Al Knight, will be contacting you in the near future, as to the dates the Board will be sitting. In the meantime, if you have any questions or require additional information, please do not hesitate to contact either Al Knight or myself.

Sincerely,

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

KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Corporate Services  
City Assessor



# THE CITY OF RED DEER

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

FAX: (403) 346-6195

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

January 16, 1996

Mr. Dick Kruithof  
4 Allan Street  
Red Deer, Alberta  
T4R 1A9

**FILE**

Dear Sir:

RE: APPOINTMENT TO 1996 ASSESSMENT REVIEW BOARD

At the City of Red Deer's Council Meeting held Monday, January 15, 1996, consideration was given to appointments to the 1996 Assessment Review Board. At this meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the City Assessor dated January 9, 1996, re: 1996 Assessment Review Board, hereby agrees as follows:

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Councillor Moffat;

Paul Chisholm;

Dick Kruithof;

3. That remuneration be set at \$50 per half day, \$100 per full day for Members, and \$65 per half day and \$125 per full day for the Presiding Officer,

and as presented to Council January 15, 1996."

... / 2

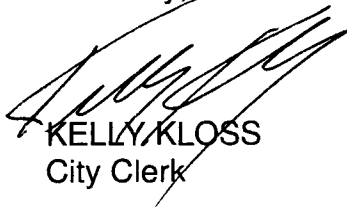


*a delight  
to discover!*

Mr. Dick Kruithof  
January 16, 1996  
Page 2

The decision of Council in this instance is submitted for your information. Please accept our thanks for agreeing to be a member of this Board. The City Assessor, Mr. Al Knight, will be contacting you in the near future, as to the dates the Board will be sitting. In the meantime, if you have any questions or require additional information, please do not hesitate to contact either Al Knight or myself.

Sincerely,



KELLY/KLOSS  
City Clerk

KK/clr

cc: Director of Corporate Services  
City Assessor

**DATE:** January 9, 1996  
**TO:** CITY CLERK  
**FROM:** PAT SHAW, Co-ordinator, Corporate Planning Process  
**RE:** CORPORATE PLANNING PROCESS

---

Attached is a report to the Senior Management Team, dated November 8, 1995, outlining some of the work that has been done to rationalize the Corporate Planning process and to initiate the first major review of the Strategic Plan. The report was approved by the Senior Management Team at its meeting of November 23, 1995.

Over the last several months the Administration has spent a considerable amount of time reviewing the documents which were introduced to support the various Corporate Planning processes (i.e., Strategic Plan, Three Year Business Plan, Two Year Budget, Planning Guide and Action Plan) in an effort to eliminate duplication of content, as much as possible, and to limit and clearly define the "language" used.

We have also initiated the groundwork for the first major review of the Strategic Plan which, in the Three Year Corporate Planning Cycle, is slated to occur this Spring. We have struck a Strategic Plan Review Committee with a mandate to manage the process by which the Plan is reviewed and to prepare a revised document for the approval of City Council in late June, 1996. The Committee is composed of seven staff members and, at the discretion of Council, will also include one or two Members of Council. The staff members appointed to the Strategic Plan Review Committee are:

Grant Howell, Personnel Manager  
Colleen Jensen, Social Planning Manager (Chairman)  
Jack MacDonald, Fire Fighter EMT-A  
Dan Osborne, Deputy Fire Chief, Emergency Medical Services  
Greg Scott, Recreation Programmer II, Athletics, Recreation Parks & Culture  
Pat Shaw, Executive Assistant  
Ryan Strader, Inspections and Licensing Manager.

The Review Process will be similar to the original process used to develop the Strategic Plan, in that it anticipates a "retreat" at which Council will look at its vision, values and goals and provide direction to the Committee for the review and update of the Strategic Plan, as well as appropriate staff and public input.

**RECOMMENDATION:**

Council's approval of the following, would be appreciated:

- 1) The concept of a review process managed by a Review Committee which seeks direction from Council for the review and which seeks appropriate staff and public input into the revised plan.
- 2) At the discretion of Council, the appointment of one or two Members of Council to serve on the Strategic Plan Review Committee.



**To: City Clerk**  
**Page 2**

- 3) The establishment of dates for the Council Retreat at which Council will look at its vision, values and goals and provide direction to the Committee for the review and update of the Strategic Plan.

The following dates have been selected as possible dates for the Retreat, envisaging an evening session on the first day, followed by a full day session (8:30 a.m. to 4:30 p.m.) on the second day. The February 27 and 28 dates are the preferred dates in terms of the timeline which has been established by the Strategic Plan Review Committee to meet the guidelines of the Corporate Plan - Three Year Planning Cycle, for completion of the review by the end of June, 1996.

First Priority: Tuesday, February 27 (evening) and Wednesday, February 28 (all day)

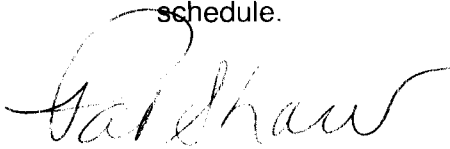
Tuesday, March 5 (evening) and Wednesday, March 6 (all day)

Tuesday, March 12 (evening) and Wednesday, March 13 (all day) - this is currently identified as an 'alternate' date for the meeting of Council with the Advocate

Monday, March 18 (evening) and Tuesday, March 19 (all day)

Tuesday, March 19 (evening) and Wednesday, March 20 (all day)

There is some urgency in establishing the dates for the Retreat in order that we may book a suitable facility and to assist the Strategic Plan Review Committee is finalizing its work schedule.



PAT SHAW  
 Co-ordinator, Corporate Planning Process

Att.

#### **COMMENTS:**

The attached report outlines the process which conforms to the overall corporate three year planning cycle, which has been approved by Council. We concur with the recommendation of Ms. Shaw that Council approve the review process and we recommend that Council appoint two Council Members to the committee.

"G.D. SURKAN"  
 Mayor

"H.M.C. DAY"  
 City Manager

**DATE:** November 8, 1995

**TO:** SENIOR MANAGEMENT TEAM

**FROM:** PAT SHAW, Co-ordinator, Corporate Planning Process

**RE:** CORPORATE PLANNING PROCESS

---

**BACKGROUND:**

In February of 1994, in response to major provincial downloading, a resolve by City Council to keep tax increases to a minimum and increasing pressure by the public for us to examine the services we provide and the method by which they are delivered, Council adopted the following plans in a logical sequence and as part of an overall Corporate Plan:

- A long-term Strategic Plan
- A Three Year Business Plan
- A Two Year Operating Budget.

The Strategic Plan was adopted in December, 1994, with the approval of the Three Year Business Plan and the Two Year Operating Budget in January, 1995.

In April, 1995, to ensure that the Corporate Plan was monitored on an ongoing basis and updated regularly, Council adopted the Corporate Plan - Three Year Planning Cycle (Attachment No. 1). The Planning Cycle identifies the initiatives which are scheduled to occur in each quadrant of the year over a three year planning period.

**RATIONALIZING THE PROCESS:**

Since the inception of longer-range Corporate Planning in early 1994, there have been a number of documents introduced to support the various processes:

- Strategic Plan - Corporate
- Three Year Business Plan - Departmental
- Two Year Budget - Departmental
- Planning Guide (objectives for one year) - Individual
- Action Plans - Individual, as required.

Attachment No. 2 shows a schematic of our Corporate Planning Process.

In addition to the increased documentation, many of us are contending with a "language" which is often misunderstood or unclear as to its meaning.

We believe it is important that we limit the amount of documentation and duplication of information within the various documents and that we use a "language" which, if somewhat unfamiliar to some, is clearly defined and used consistently throughout the organization. To this end Grant, Mike and I have spent a considerable amount of time reviewing the documents in an effort to eliminate duplication of content, as much as possible, and to limit and clearly define the "language" to be used in the process.

- 2 -

Attachment No. 3 shows the four major documents in our Corporate Planning Process and identifies the "existing" and "proposed" sections within each.

Attachment No. 4 provides a glossary of words used in the Corporate Planning Process, defined to reflect the meaning The City of Red Deer will use throughout the organization.

We hope these changes will help to simplify the Corporate Planning Process and provide more consistency in its application across the Organization.

## **STRATEGIC PLAN REVIEW**

The Corporate Planning Cycle contemplates a major review of the Strategic Plan every three years, in the year following a Civic Election. This allows a new Council to review The City's long-range direction early in its term. The first major review is scheduled to occur in the first quarter of 1996 with a revised Strategic Plan approved by Council by the end of June. The time frame, while fairly compact, was felt to be the most appropriate given that Departments are commencing work on the Three Year Business Plan and the Two Year Budget as early as May or June.

Considerable thought has already gone into planning for this review. Attachment No. 5 is an Action Plan which identifies the steps to be taken to ensure the successful review of the Strategic Plan by the end of June, 1996. This plan and the timing of the various elements has been discussed in detail with Mike and Grant. We are proposing that a Strategic Plan Review Committee be struck to undertake responsibility for the review. It is proposed that the Committee be composed of five staff members and one or two Members of Council (at the discretion of Council). We are suggesting that the Committee be established in December, 1995 in order that it can begin to formulate its method of approach to the review and commence some of the work, particularly in the area of Protective and Emergency Services which has already been identified by the previous Council and the Administration as a deficiency in the existing Strategic Plan. We anticipate that the Review Committee would participate in the Council Retreat at the end of February, which will officially "kick off" the review.

## **WHERE DO WE GO FROM HERE?**

If the Senior Management Team approves the Action Plan and particularly the concept of establishing a Review Committee in December, we would ask that the Team select five to seven names of individuals to serve on this Committee. We could then approach those individuals to see if they are willing to serve in this capacity.

Once the staff members on the Review Committee have been appointed, it would be our intention to present a report to Council at its January 15, 1996 Council Meeting, outlining the work that has been done to streamline the process, seeking approval of the Review Process set out in the Action Plan and requesting Council representation on the Strategic Plan Review Committee.

Prior to the report going to Council, we anticipate that the Review Committee may meet to begin to formulate its approach to the review process.

- 3 -

**RECOMMENDATION:**

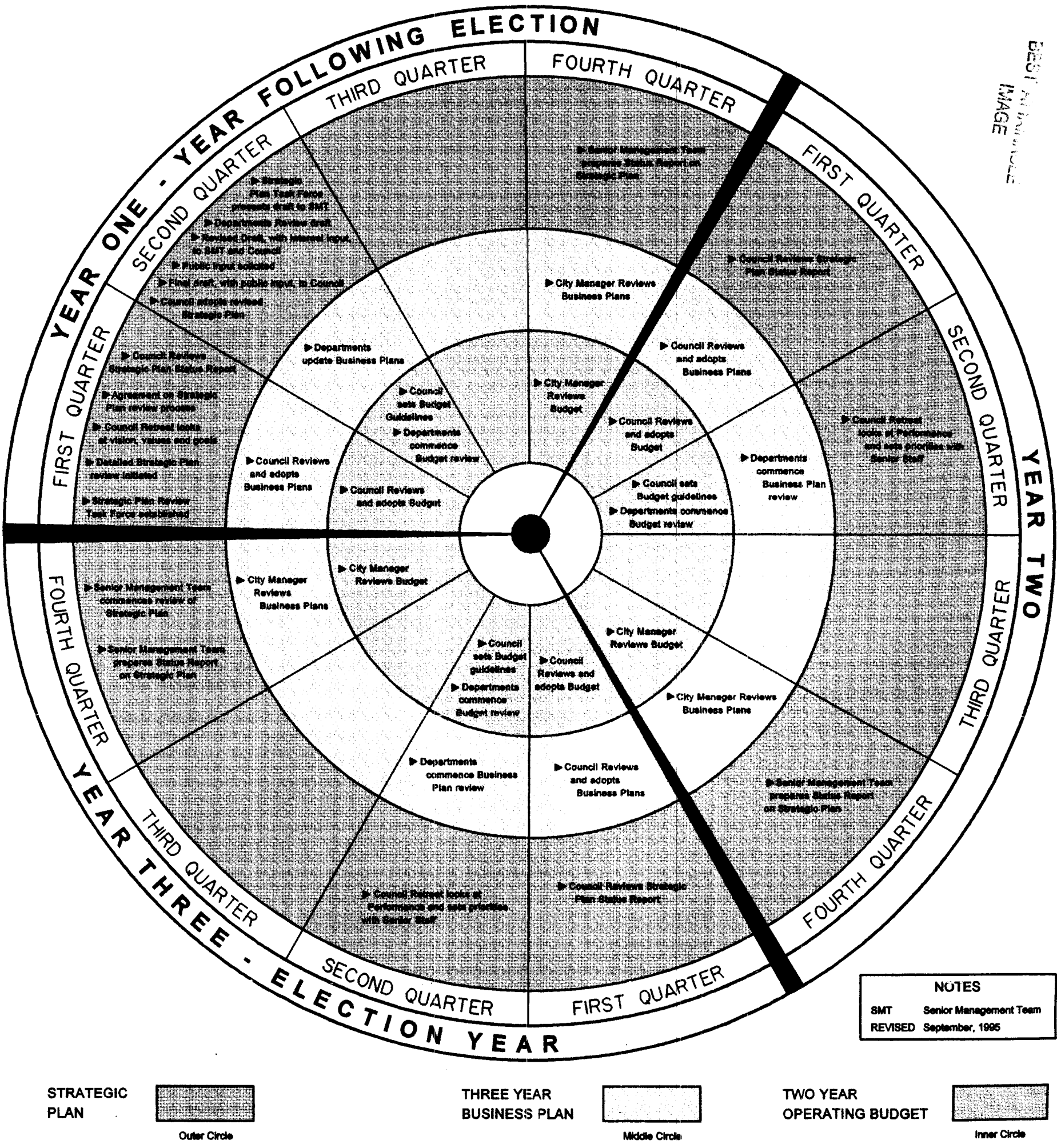
- 1) That the Senior Management Team approve the changes in the Corporate Planning Process documents as outlined in Attachment No. 3.
- 2) That the Senior Management Team approve the corporate-wide use of the "language" and definitions outlined in Attachment No. 4.
- 3) That the Senior Management Team approve the Strategic Plan Review Action Plan - Attachment No. 5.
- 4) That the Senior Management Team select five to seven staff members to be approached to serve on the Strategic Plan Review Committee.
- 5) That the Senior Management Team approve the presentation of this information to City Council at its meeting January 15, 1996.

*Pat*

PAT SHAW

pms  
Atts.

THE CITY OF RED DEER  
CORPORATE PLAN - 3 YEAR PLANNING CYCLE



**VISION 2020**

**CORPORATE PLANNING PROCESS**  
**The City of Red DEer**

**STRATEGIC PLAN**  
**(Corporate)**

**THREE YEAR BUSINESS PLAN**  
**(Departmental)**

**TWO YEAR BUDGET**  
**(Departmental)**

**OBJECTIVES**  
**Planning - One Year**  
**(Individual)**

**ACTION PLANS**  
**(Individual - As Required)**

# CORPORATE PLANNING PROCESS DOCUMENTS

## EXISTING AND PROPOSED

STRATEGIC PLAN (Corporate)		THREE YEAR BUSINESS PLAN (Departmental)		TWO YEAR BUDGET (Departmental)		PLANNING GUIDE (Individual - as required)	
EXISTING	PROPOSED	EXISTING	PROPOSED	EXISTING	PROPOSED	EXISTING	PROPOSED
Vision	Vision	Mission	Mission	Description of Program	Description of Program	Responsibility Statement	Responsibility Statement ?
Mission	Mission	Mandate	Mandate	Levels of Service	Levels of Service	Key Result Area and Long Term Objective	Focus Area and Long Term Goal
Focus Areas	Focus Areas	Three Year Spending Targets	Budget Summary	Goals & Objectives	(eliminated)	Objectives (Results to be Achieved this Year)	Objectives
Values	Values	Goals & Objectives	Long Term Goals	Accomplishments	(eliminated)	Completion Target/Measure	Completion Target and Performance Measure
Goals	Long Term Goals	Strategies	Strategies	Budget Summary	Budget Summary	Lead Resource	Lead Resource
Strategies	Strategies	Organizational Structure	Organizational Structure			Performance Review	Performance Review
		Initiatives Completed to Date	Initiatives Completed to Date				
		Implications of the Business Plan	Implications of the Business Plan				
		Public Participation	Public Participation				
		Results & Performance Measures	Results and Performance Measures				
		Efficiencies	Efficiencies/ Innovations				
		Innovations	(combined with Efficiencies)				

File: e:\pats\data\corplan\plancycle\exisprop.cp

**DEFINITIONS  
for  
USE IN THE CITY'S CORPORATE PLANNING PROCESS  
October 1995**

**VISION:**

Our preferred future - "a picture" of where we want to be in the longer term

**STRATEGIC PLAN:**

The "roadmap" to take us from where we are to where we want to be in the longer term

**VALUES:**

Beliefs that are important to us and that influence thinking and action in the organization

**MISSION:**

A concise statement of the organization's reason for being, including what, for whom, and how the organization performs

**FOCUS AREA:**

A major area of responsibility where we will concentrate our effort (we usually have a maximum of 3-5 focus areas)

**LONG TERM GOAL:**

A statement of what we will have achieved in a focus area when we have been successful in the longer term (3-5 years)

**STRATEGY:**

A statement of how we will meet our long term goal

**OBJECTIVE:**

What is to be done, usually in a one year target, including when it will be done, by whom, and how its success will be measured

**ACTION PLAN:**

The steps we will take to meet our annual objectives



# THE CITY OF RED DEER - ACTION PLAN

<b>Division:</b>  <b>Department: City Manager</b>	<b>OBJECTIVE (Result to be Achieved):</b>  To conduct a major review of the Strategic Plan in line with the 3 Year Planning Cycle	<b>Plan Number:</b> <b>File:</b> <b>Date Prepared:</b> <b>Date Revised:</b>
---	---	--

Step No.	Action to be Taken	By When	By Whom	Potential Problems	Date Completed	Comments
1	Prepare "draft" Action Plan	Oct 04/95	Pat			
2	Discuss process with Grant and Mike	Oct 04/95	Pat			
3	Present Action Plan to SMT for discussion and approval of Review Process	Nov 16/95 SMT Mtng.	Pat			
4	Meet with Dan Cornish, Facilitator for Council Retreat in Spring to discuss the Review Process and seek input	Nov/95	Mike, Grant, Pat			
5	SMT to establish Committee to undertake the review of the Strategic Plan	Dec/95	SMT			
6	Confirm desired location for Retreat with Council and book facility	Jan 15/96 Council Mtng.	Pat			
7	Present Strategic Plan Review Process to Council for approval (Seek direction concerning Council representation on the Review Committee and appointment of Council reps., if appropriate)	Jan 15/96 Council Mtng.	SMT or City Manager?			It is recommended that the Review Committee be comprised of 5 staff and 1 or 2 members of Council

Step No.	Action to be Taken	By When	By Whom	Potential Problems	Date Completed	Comments
8	Identify recommendations for change to Strategic Plan	end Jan/96	Strategic Plan Review committee (SPRC)			
9	Prepare information for Council Retreat	mid Feb/96	Pat/Mike/Grant			
10	Council Retreat to "kick off" review of Strategic Plan and provide direction to the Strategic Plan Review Committee	end Feb/96	Council/SMT /SPRC			
11	Strategic Plan Review Committee initiates detailed review process	Mar 4/96	SPRC			
12	First Draft of revised Strategic Plan to SMT. To Department Managers for review and input at the same time	Apr 18/96 SMT Mtng.	SPRC			
13	Second Draft of revised Strategic Plan, including Departmental input presented to SMT for recommendation to Council	May 2/96 SMT Mtng.	SPRC			
14	Second Draft presented to Council for approval and initiation of Public Input phase	May 6/96 Council Mtng.	SMT/SPRC			
15	Public input solicited	May 7-24/96	SPRC			
16	Final Draft of revised Strategic Plan, including public input, presented to SMT for approval and recommendation to Council	June 6/96 SMT Mtng.	SPRC			
17	Revised Strategic Plan presented to Council for adoption	June 17/96 Council Mtng.	SMT/SPRC			

Step No.	Action to be Taken	By When	By Whom	Potential Problems	Date Completed	Comments
18	Written assessment of process submitted to SMT for discussion.	June 27/95 SMT Mtng.	SPRC			Pat to make note of suggestions for change to be incorporated in the next major review of the Strategic Plan
19	Newly adopted Strategic Plan circulated to Departments for information of staff and copies made available to the public	June 28/96	Pat			
20	SMT, Directors and Department Managers requested to update their Business Plans/Planning Guides as applicable	July 12/96	Pat			
21	Kudos to participants, as appropriate	July 26/96	SMT/City Manager (Pat)			
22	File appropriate material	July 30/96	Pat			

**DATE: JANUARY 16, 1996**

**TO: PAT SHAW,  
CO-ORDINATOR, CORPORATE PLANNING PROCESS**

**FROM: CITY CLERK**

**RE: CORPORATE PLANNING PROCESS**

---

**FILE**

At the Council Meeting of January 15, 1996, consideration was given to your report dated January 9, 1996, concerning the above topic. At this meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Corporate Planning Process Co-ordinator dated January 9, 1996, re: Corporate Planning Process, hereby agrees as follows:

1. The concept of the review process as outlined in the above noted report be approved;
2. That Councillor Hughes and Councillor Hull be appointed as members on the Strategic Plan Review Committee;
3. That the following dates be established for the Council Retreat at which Council will look at its vision, values and goals and provide direction to the Committee for review and update of the Strategic Plan. The dates of the Council Retreat will be as follows:

March 5, 1996 (Evening)

March 6, 1996 (All Day),

and as presented to Council January 15, 1996."

The decision of Council in this instance is submitted for your information and appropriate action. Please note that Councillor Moffat indicated that he is unable to be in attendance on March 5 and March 6. Mayor Surkan indicated that possible alternate dates between February 28 and March 5 would be looked into, however, at this point March 5 and March 6, are the designated days.

Pat Shaw, Co-ordinator  
Corporate Planning Process  
January 16, 1996  
Page 2

Trusting you will find this satisfactory.

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

KELLY KLOSS  
City Clerk

KK/clr

cc: Personnel Manager

**DATE:** January 10, 1996

**TO:** KELLY KLOSS  
City Clerk

**FROM:** RYAN STRADER  
Inspections and Licensing Manager

**RE:** ONE HOUR FREE PARKING PROGRAM

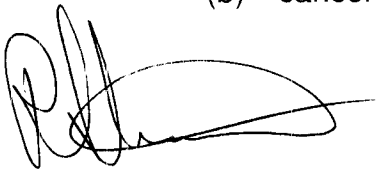
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In late 1995, the "One Hour Free Parking" zone was approved. Due to several delays to the program, and the installation of the appropriate signs, we will not be operational by January 01, 1996, as originally planned. Council had approved a levy against businesses in the above area to defray some of the cost of this.

In view of that, we are requesting Council to waive a portion of the applicable levy for January 1996, the Municipal Government Act, section 347 (1)(b), would permit Council to do this.

"347(1) If a council considers it equitable to do so, it may, generally or with respect to a particular taxable property or business or a class of taxable property or business, do one or more of the following, with or without conditions:

(b) cancel or refund all or part of a tax."

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

RYAN STRADER  
Inspections and Licensing Department

RS:yd

**COMMENTS:**

We concur with the recommendations of the Inspections and Licencing Manager. The portion of business taxes to be cancelled is \$15 per account, which represents January's portion of the \$180.

"G.D.SURKAN"  
Mayor

"H.M.C. DAY"  
City Manager

**DATE: JANUARY 16, 1996**  
**TO: INSPECTIONS AND LICENSING MANAGER**  
**FROM: CITY CLERK**  
**RE: ONE HOUR FREE PARKING PROGRAM**

---

**FILE**

At the Council Meeting of January 15, 1996, consideration was given to your report dated January 10, 1996 concerning the above topic and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Inspections and Licensing Manager dated January 10, 1996, re: One Hour Free Parking Program, hereby agrees to cancel a portion of the 1996 business taxes in the amount of \$15 per account, for those businesses within the Business Revitalization Zone paying the one hour free parking levy, and as presented to Council January 15, 1996."

The decision of Council in this instance is submitted for your information. By way of a copy of this memo, I trust the City Assessor will now provide for the necessary cancellations on the applicable accounts.



KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Corporate Services  
City Assessor  
Towne Centre Association Manager, J. Ferguson





January 02, 1996

City of Red Deer  
Box 5008  
Red Deer, Alberta  
T4N 3T4

Att: Mr. Ryan Strader

Dear Mr. Strader:

Re: Pines Shopping Centre  
6791 Gaetz Avenue, Red Deer  
Lot 10, Block 1, Plan 633 NY

Further to our letter of December 8th and our subsequent discussions, it is our understanding that you see three obstacles to the re-zoning of the above property to C2:

1. building area 3065 meters squared vs. your minimum requirement of 3322 meters squared,
2. the landscaping should be 1725 meters squared vs. 959 meters squared in place,
3. parking 142 stalls provided vs. 168 required.

With respect to building area, our plans show a building of 3219 meters squared ground floor area plus an additional 2800 square feet (260 meters squared) developed basement below the Dairy Queen space which I don't believe you have taken into consideration. The basement space alone is sufficient to meet your requirement of 3322 meters squared.

As I mentioned on the telephone, several years ago we had the firm Snell & Oslund Surveys Ltd. re-design our parking lot to maximize the number of stalls available to us. Their proposed layout is attached herewith showing 238 stalls. While we re-aligned the parking as per their general plan, we did increase the size of the individual stalls slightly which of course reduced the number of stalls. By our actual on the ground count at this time, we have 191 stalls vs. your requirement of 168.

.../2

City of Red Deer  
January 02, 1996  
Page 2

The one item we are going to have to seek a relaxation on is landscaping. I had our maintenance staff measure the landscape area and I come up with 1334 meters squared vs. your figure of 959. Nevertheless we are still well short of your by-law requirement of 1725 meters squared. In support of such a relaxation, I would again mention that the property owners, at their expense, have installed automatic underground sprinkler systems which serve both the private landscape lands and the City boulevards. The landscaping is professionally designed and well maintained with an annual program of power raking, aeration, fertilizing, weed control, and mowing. The layout of the landscaping forms an effective "green belt" separating both Gaetz Avenue and Piper Drive from the shopping centre. I believe that with the layout of the landscaping and with the maintenance program we have in use, Pines Plaza presents one of the better landscaping images of all the shopping centres in Red Deer, and I would hope that this could be taken into consideration in your deliberations.

Please let me know if there is anything additionally you require. Thank you.

Yours truly,

MANOR MANAGEMENT LTD.

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

Richard D. McDonell, CPM

RDM/sld

Encl.



**DATE:** January 10, 1996

**TO:** CITY CLERK

**FROM:** RYAN STRADER  
Inspections and Licensing Manager

PAUL MEYETTE  
Principal Planner

**RE:** PINES PLAZA  
LOTS 10, BLOCK 1, PLAN 633 N.Y.

---

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

The site in question, is presently designated as C4 in the City Land Use Bylaw, and Mr. McDonell is requesting re-designation to C2. City Council Policy 826 (see attached) provides the criteria to be used in an application to redesignate a site from C4 to C2.

For Council's information, the following is comparison between the policy standards, and what is provided on site.

<u>POLICY STANDARD</u>	<u>PROVIDED</u>
Parcel Size Minimum - 1 ha	1.159 ha
Floor Area Minimum (35,878 square feet) 3,322 m <sup>2</sup>	3,479 m <sup>2</sup>
Maximum Floor Area = 1/3 site area (3,824 m <sup>2</sup> )	3,479 m <sup>2</sup>
Landscaping = 15 % of site area (1,725 m <sup>2</sup> )	1,334 m <sup>2</sup> (391 m <sup>2</sup> deficiency)
Parking - 5.1/93 m <sup>2</sup> - 191	191

The site meets the requirements of the policy, as it backs onto a residential district, and in our opinion meets the other criteria noted in the policy such as aesthetics and standards.

Our only concern is landscaping, which will be deficient by 391 m<sup>2</sup>. Mr. McDonell has indicated that the property owner will continue to maintain the boulevards adjacent to their site. The area of the boulevards is 591m<sup>2</sup>.

In other C2 sites, the boulevard area has been used in landscaping calculation, and we would support the relaxation needed in this instance, as with the area of the boulevards included, there is not a landscaping deficiency.

**PINES PLAZA**

January 5, 1996

Page 2

The applicant should be aware that if rezoning occurs, the two "exceptions" that apply to that site will cease. These are "personal services," and "health care." It should be noted that most of the uses listed under personal service, appear in the commercial service which is permitted in the C2 district.

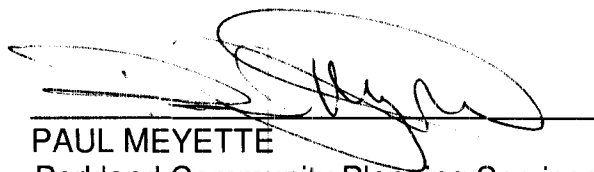
**Recommendation:** Inspections and Licensing staff and Planning staff recommend that Council give first reading to a Bylaw redesignating the Pines Plaza site from C4 to C2.

Yours truly,



RYAN STRADER

Inspections and Licensing Department



PAUL MEYETTE

Parkland Community Planning Services

RS:PM:yd

Att.

**COMMENTS:**

We concur with the recommendations of the Inspections and Licensing Manager and the Principal Planner that Council proceed with first reading of Land Use Bylaw Amendment 2672/A-96.

"G.D. SURKAN"  
Mayor

"H.M.C. DAY"  
City Manager

Policy Section:  
Planning Services

Page:  
1 of 1

Policy Subject  
Commercial Land Use Districts/Conversion  
of C-4 to C-2

Policy Reference:  
826

Lead Role:  
Regional Planning Commission

Resolution/Bylaw:  
June 21, 1993

---

### PURPOSE

To provide guiding criteria for redesignation of shopping malls from C-4 (Major Arterial) District to C-2 (Regional & District Shopping Centre) District.

### POLICY STATEMENT

Any property being considered for redesignation from C-4 (Major Arterial) District to C-2 (Regional & District Shopping Centre) District must approximate the following minimum standards:

1. Minimum Parcel Size: 1.0 ha
2. Minimum Floor Area: 35,878 ft.<sup>2</sup>
3. Maximum Floor Area: one third of the site area
4. Landscaping: 15% of site area
5. Parking: 5.1 spaces per 93 m<sup>2</sup> (gross leasable floor area)
6. District shopping centres shall back directly onto a residential area and serve a dual neighbourhood convenience and retail function.
7. Aesthetics: The development shall be of a high standard in appearance and shall have design features characteristic of a mall development.
8. Standards: Other characteristics in the C-2 District shall be used as a guide in considering the suitability of the site for a C-2 designation.

NOTE: Any existing bylaw exceptions related to the property will be eliminated when the property is redesignated from C-4 to C-2.

---

### Cross Reference

---

### Remarks

---

Date of Approval:  
June 21, 1993

Effective Date:

Date of Revision:

DATE: JANUARY 3, 1996

TO: DIRECTOR OF COMMUNITY SERVICES

DIRECTOR OF CORPORATE SERVICES

X DIRECTOR OF DEVELOPMENT SERVICES

CITY ASSESSOR

E.L. & P. MANAGER

ENGINEERING DEPARTMENT MANAGER

FIRE CHIEF (EMERGENCY SERVICES)

INFORMATION TECHNOLOGY SERVICES MANAGER

X INSPECTIONS AND LICENSING MANAGER

LAND AND ECONOMIC DEVELOPMENT MANAGER

PERSONNEL MANAGER

PUBLIC WORKS MANAGER

R.C.M.P. INSPECTOR

RECREATION, PARKS & CULTURE MANAGER

SOCIAL PLANNING MANAGER

TRANSIT MANAGER

TREASURY SERVICES MANAGER

X PRINCIPAL PLANNER

CITY SOLICITOR

FROM: CITY CLERK

RE: Manor Management Rezoning - Pines Shopping Plaza

---

Please submit comments on the attached to this office by January 8, 1996 for the Council Agenda of January 15, 1996.

"Kelly Kloss"  
City Clerk

f:\data\council\meeting\forms\com.tem



## THE CITY OF RED DEER

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

FAX: (403) 346-6195

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

January 3, 1996

Manor Management Ltd.  
Suite 303, 4702 - 49 Avenue  
Red Deer, AB T4N 6L5

Attention: Mr. Richard D. McDonell, CPM

Dear Sir:

I acknowledge receipt of your letter dated January 2, 1996 re: Pines Shopping Centre/6791 Gaetz Avenue, Red Deer/Lot 10, Block 1, Plan 633 NY.

This item will be discussed and possibly a decision made at the Meeting of Red Deer City Council on January 15, 1996.

Your request has been circulated to City administration for comments. Should you wish to receive a copy of the administrative comments prior to the Council meeting, they may be picked up at our office on the second floor of City Hall on Friday, January 12, 1996.

In the event you wish to be present at the Council meeting, would you please telephone our office on January 12th and we will advise you of the approximate time that Council will be discussing this item. Council meetings begin at 4:30 p.m., and adjourn for the supper hour at 6:00 p.m., reconvening at 7:00 p.m. When arriving at City Hall, please enter City Hall on the park side entrance, and proceed to the second floor Council Chambers.

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

Yours sincerely,



KELLY KLOSS  
City Clerk

KK/fm



*a delight  
to discover!*



**DATE: JANUARY 16, 1996**  
**TO: PRINCIPAL PLANNER**  
**FROM: CITY CLERK**  
**RE: LAND USE BYLAW AMENDMENT 2672/A-96,**  
**PINES SHOPPING PLAZA**

---

**FILE**

At the Council Meeting held January 15, 1996, first reading was given to Land Use Bylaw Amendment 2672/A-96, a copy of which is attached hereto.

Land Use Bylaw Amendment 2672/A-96 provides for the redesignation of the Pines Plaza, Lot 10, Block 1, Plan 633 N.Y., from C4 to C2. This bylaw also deletes the two exceptions that apply to this site, specifically dealing with personal services and health care.

This office will now proceed with advertising for a Public Hearing to be held on Monday, February 12, 1996 in Council Chambers at 7:00 p.m., or as soon thereafter as Council may determine.



KELLY KLOSS  
City Clerk

KK/clr  
attchs.

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



THE CITY OF RED DEER  
P.O. BOX 5006, RED DEER, ALBERTA T4N 5T4

FAX: (403) 346-6195

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

January 16, 1996

Manor Management Ltd.  
Suite 303, 4702 - 49 Avenue  
Red Deer, Alberta  
T4N 6L5

Att: Richard McDonell

Dear Sir:

RE: LAND USE BYLAW AMENDMENT 2672/A-96  
PINES SHOPPING CENTRE

At the City of Red Deer's Council Meeting held Monday, January 15, 1996, first reading was given to Land Use Bylaw Amendment 2672/A-96, a copy of which is attached hereto.

Land Use Bylaw Amendment 2672/A-96 provides for the redesignation of the Pines Plaza, Lot 10, Block 1, Plan 633 N.Y., from C4 to C2. This bylaw also deletes the two exceptions that apply to this site, specifically dealing with personal services and health care.

This office will now proceed with preparation of a Public Hearing, to be held in Council Chambers of City Hall on Monday, February 12, 1996 at 7:00 p.m., or as soon thereafter as Council may determine. In accordance with the Land Use Bylaw, you are required to deposit with the City Clerk, prior to advertising, an amount equal to the estimated cost of advertising, which in this instance is \$600. We require this deposit by no later than Tuesday, January 23, 1996, in order to proceed with the advertising. Once the actual cost is known, you will either be invoiced for, or refunded the difference.

2



RCD-DEER

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## TRANSMISSION REPORT

THIS DOCUMENT WAS CONFIRMED  
(REDUCED SAMPLE ABOVE - SEE DETAILS BELOW)

**\*\* COUNT \*\***

TOTAL PAGES SCANNED : 4  
TOTAL PAGES CONFIRMED : 4

\*\*\* SEND \*\*\*

No.	REMOTE STATION	START TIME	DURATION	#PAGES	MODE	RESULTS
1	14033479280	1-17-96 9:16	2'47"	4/ 4		COMPLETED 9600

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NOTE:

No. : OPERATION NUMBER 48 : 4800BPS SELECTED EC : ERROR CORRECT G2 : G2 COMMUNICATION  
PD : POLLED BY REMOTE SF : STORE & FORWARD R1 : RELAY INITIATE RS : RELAY STATION  
MB : SEND TO MAILBOX PG : POLLING A REMOTE MP : MULTI-POLLING RM : RECEIVE TO MEMORY

**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

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

January 16, 1996

**FILE**

Manor Management Ltd.  
Suite 303, 4702 - 49 Avenue  
Red Deer, Alberta  
T4N 6L5

Att: Richard McDonell

Dear Sir:

RE: LAND USE BYLAW AMENDMENT 2672/A-96  
PINES SHOPPING CENTRE

---

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Land Use Bylaw Amendment 2672/A-96 provides for the redesignation of the Pines Plaza, Lot 10, Block 1, Plan 633 N.Y., from C4 to C2. This bylaw also deletes the two exceptions that apply to this site, specifically dealing with personal services and health care.

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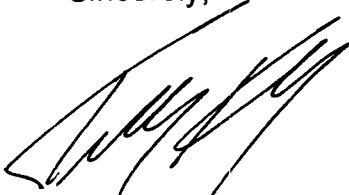
... / 2

*a delight  
to discover!*

Manor Management  
January 16, 1996  
Page 2

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

Sincerely,

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

KELLY KLOSS  
City Clerk

KK/clr  
attchs.

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

**DATE: JANUARY 8, 1996**

**TO: CITY COUNCIL**

**FROM: KELLY KLOSS,  
CITY CLERK**

**RE: COUNCILLOR DAWSON -  
NOTICE OF MOTION: SURVEY OF RESIDENTS OF RED DEER**

---

The below Notice of Motion was submitted on December 19, 1995 for Council's consideration:

"WHEREAS the public have expressed concern over a comprehensive survey being conducted by Red Deer College;

"THEREFORE BE IT RESOLVED that Council of The City of Red Deer hereby agrees to reconsider a motion approved November 20, 1995, to conduct a survey of 1000 residents by the Red Deer College for \$42,800."



KELLY KLOSS  
City Clerk

KK/clr

**A SURVEY OF CITIZENS' EXPERIENCES AND  
ATTITUDES ON THE QUALITY OF LIFE  
IN THE CITY OF RED DEER**

**RESEARCH PROPOSAL**

**UPDATED**

**PREPARED FOR  
THE CITY OF RED DEER  
BY  
RED DEER COLLEGE**

**JANUARY 1996**

## 1. Introduction

This document is intended to supplement the original survey proposal dated October 1995. It represents a refinement of the project proposal based on the discussions of the City's Senior Management Team and the preliminary work of the principal researchers on behalf of the College.

The overall strategy of this survey is grounded in "the strong emphasis on the quality of life in the community" reflected in Red Deer's Vision 2020, adopted by Council in August 1991 and in the subsequent City of Red Deer Strategic Plan, approved by Council in December 1994.

The specific impetus for the survey is contained in strategy 3.1.2 of the Strategic Plan, that:

**The City will undertake a public survey to obtain public opinion on proposed service level adjustments over the next 3 years and their impact on quality of life in the Red Deer community.**

It is unfortunate that this project has come to be labelled as "the happy survey." Such characterization oversimplifies the concept of "quality of life" to the point of misrepresentation. This depiction of the intent of the proposal has also revealed a lack of awareness of both the purpose and nature of survey research.

Yet however unfairly these portrayals reflect on the intent of Council and the integrity of the principal researchers, there can be no escape from the fact that there is now a set of public concerns that must be addressed.

This update will therefore highlight both the development of the project to date and some of the strategic and methodological considerations implicit in the original proposal.

## 2. Research Objectives

As stated in the original proposal, this research is intended "to provide The City of Red Deer with detailed information on citizen's experiences and perceptions of the quality of life in our community." Regardless of how trivialized this purpose may have become in recent days, it is important to recall that the vision of the "preferred future" which underlies the City's Strategic Plan states unequivocally:

**The City of Red Deer....people committed to Service, Opportunity and a Quality of Life for All....with the Spirit to make it happen!**

Ultimately the test of municipal government, or any government, is the quality of life experienced by citizens.

This is explicitly recognized in the Strategic Plan where the first issue addressed is "Quality of Life." A few excerpts demonstrate this point.

**...Red Deer is a City of opportunity with a strong emphasis on the quality of life in the community. It is a community which reflects high standards in terms of the quality of life.**

**Quality of life in the context of the Strategic Plan is defined as "those things which make Red Deer a desirable place to live". This encompasses a broad range of services from those which insure a clean and safe environment to opportunities for individuals to participate in programs and decision making.**

**...The role of municipal government is to maintain a broad range of services and opportunities that support the quality of life. To that end, tools must be in place that will assist the Administration and Council to consider not only financial criteria but also community values when determining what services and the levels or standards of service that should be provided in Red Deer.**

**...In today's climate of dramatic change and fiscal restraint, communities are realizing they have to become more self-reliant; priority setting by governments has become paramount. As a community, Red Deer needs to find the proper balance between economics and quality of life.**

There follows the first goal of the Strategic Plan which states:

**GOAL: To place a strong emphasis on quality of life and the achievement of a safe, healthy and attractive community.**

It is in this context that the Strategic Plan identifies the importance of a formal survey to systematically identify public opinion on proposed service level adjustments over the next 3 years and their impact on quality of life in the Red Deer community. This study is thus intended as one significant means by which citizens can have systematic input to the City's decision making processes.

The information that will be generated by this research is thus intended to satisfy two needs identified by the City's Senior Management Team:

1. To provide for systematic measurement and evaluation of present performance in the provision of protective and emergency services (Police, Fire, Ambulance), the provision and maintenance of Parks and open spaces, effectiveness of, and satisfaction with, the City's infrastructure (water, roads, electrical, garbage collection, structures and facilities), and the effectiveness of municipal service.
2. To provide systematic information on citizens' views, concerns and preferences in relation to the specific goals and strategies of the Strategic Plan for community, economic, organization and financial development of the City as a means to facilitate responsiveness in subsequent decision making and planning.

To effectively satisfy these needs, the information provided by the study must be demonstrated to be reliable. This concern for the usefulness of the information has directed the choice of research methods.



### 3. Research Methodology

The methodology to be employed will be essentially that described in the initial proposal. The only significant change involves the development of the questionnaire and these changes are discussed below. Additional information is also provided to explain the selection of a telephone survey method and the determination of the sample size of 1000 respondents.

#### Selection of Telephone Survey Method

The paramount concern for the reliability and usefulness of the information to be generated by this research meant that the methodology selected must satisfy a rigorous set of criteria. In order, these included:

1. The sample must be fully representative of the adult population of Red Deer as a whole.
2. There must be a scientifically justifiable basis for generalizing results to the adult population as a whole.
3. There must be effective control of respondent selection (individuals cannot self-select themselves into the sample).
4. There must be opportunity to interpret questions as necessary to insure that respondents respond to the information set intended by the question.
5. There should be opportunity to clarify and probe responses as necessary and where appropriate.
6. The data must be of appropriate quality to permit full statistical analysis and the reliable estimation of parameters.<sup>1</sup>

In principle there are a wide variety of different methods which may be used for gathering information. To illustrate the process by which it was decided that a telephone survey method with a randomly selected sample represented the most appropriate choice for this research, thirteen such approaches are compared on the following pages. These range from a full census (surveying the entire population) to inviting written submissions to Council. Each approach is evaluated in relation to the criteria set forth above.

A second, but equally important, consideration in the selection of the method of data collection was cost. Thus while a full census would provide an ideal quality of information, it was never considered simply because it would be prohibitively expensive. Conversely, written submissions to Council was also not seriously considered for although the least expensive approach, it would satisfy none of the requirements to insure reliability and quality of the information.

The 13 data collection methods are compared in Figures 3.1 and 3.2 on the following pages. In each figure, the approaches are rank-ordered by relative cost. Note that Figure 3.1 provides a full comparison of each method while, to aid interpretation, Figure 3.2 is a summary of the information contained in Figure 3.1.

---

<sup>1</sup> Conventionally, "statistics" are understood as quantified characteristics of a sample. By contrast, "parameters" are quantified characteristics of a population. The fundamental purpose of the science of survey research is to provide a defensible basis for the claim that parameters estimated from sample data are accurate and reliable.

**Figure 3.1 Data Collection Methods Compared and Ranked by Relative Cost**

<b>METHODOLOGY</b>	<b>QUALITY OF INFORMATION</b>	<b>RELATIVE COST</b>
1. Full census	Inclusive; data represents the population as a whole; if interview method selected, opportunity to interpret questions and to clarify and probe responses; full analysis of data possible	Prohibitive
2. In-person interviews with a randomly selected sample	Excellent representation; data can be generalized to the population based on known probabilities; control of respondent selection; opportunity to interpret questions and to clarify and probe responses; full analysis of data possible	Most expensive form of survey
3. Focus groups with randomly selected participants; size comparable to survey	Variable representativeness; generalization of data to population depends on participation rates; control of respondent selection; opportunity to interpret questions and to clarify and probe responses; difficulty in data analysis	Very expensive
4. Mailed Questionnaire; random sample	Variable representativeness depending on the extent of follow-up procedures; successful follow-up would allow generalization to the population based on known probabilities; minimal control of respondent selection; no opportunity to interpret questions and to clarify and probe responses; full analysis of data possible	Very expensive
5. In-person interviews; non-random sample	Unknown representation; data cannot be generalized to the population; reduced control of respondent selection; opportunity to interpret questions and to clarify and probe responses; some limitations on data analysis	Expensive
6. Telephone interviews; random sample	Excellent representation; data can be generalized to the population based on known probabilities; control of respondent selection; slightly limited opportunity to interpret questions and to clarify and probe responses; full analysis of data possible	Moderately expensive
7. Telephone interviews; non-random sample	Unknown representation; data cannot be generalized to population; reduced control of respondent selection; slightly limited opportunity to interpret questions and to clarify and probe responses; some limitations on data analysis	Moderately expensive

**Figure 3.1 Data Collection Methods Compared (continued)**

<b>METHODOLOGY</b>	<b>QUALITY OF INFORMATION</b>	<b>RELATIVE COST</b>
8. Focus groups; non-randomly selected participants; size comparable to survey	Unknown representation; data cannot be generalized to population; control of respondent selection; opportunity to interpret questions and to clarify and probe responses; difficulty with limited data analysis	Moderately expensive
9. Mail questionnaire; non-random sample (sample selection based on returns)	Unknown representation; data cannot be generalized to the population; no control of respondent selection; no opportunity to interpret questions and to clarify and probe responses; some limitations on data analysis	Less expensive; cost increases as follow-up procedures are employed
10. Focus groups; non-randomly selected participants; significantly fewer participants than survey	Unknown representation; data cannot be generalized to the population; control of respondent selection; opportunity to interpret questions and to clarify and probe responses; difficulty with limited data analysis	Less expensive; cost increases with number of sessions
11. Mass distribution of questionnaires; non-random sample based on return rate	Unknown representation; data cannot be generalized to the population; no control of respondent selection; no opportunity to interpret questions and to clarify and probe responses; minimal opportunity for follow-up to increase response rate; some limitations on data analysis	Less expensive; cost varies by questionnaire distribution/return method
12. In-person submissions to Council	Unknown representation; data cannot be generalized to the population; no control of respondent selection; minimal control of content; opportunity to interpret questions and to clarify and probe responses; no systematic analysis of data possible	Less expensive; cost varies with number of submissions/time required
13. Written submissions to Council	Unknown representation; data cannot be generalized to the population; no control of respondent selection; no control of content; no opportunity to interpret questions or to clarify and probe responses; no systematic analysis of data possible	Least expensive

**Figure 3.2 Data Collection Methods Compared and Ranked by Relative Cost**  
**[SUMMARY OF FIGURE 3.1]**

<b>METHOD</b>	<b>QUALITY OF INFORMATION</b>	<b>RELATIVE COST</b>
1. Full census	Ideal	Prohibitive
2. In-person interviews; random sample	Excellent	Most expensive
3. Focus groups; random sample	Limited	Very expensive
4. Mailed Questionnaire; random sample	Good to very good	Very expensive
5. In-person interviews; non-random sample	Limited	Expensive
6. Telephone interviews; random sample	Excellent	Moderately expensive
7. Telephone interviews; non-random sample	Limited	Moderately expensive
8. Focus groups; size comparable to survey	Limited	Moderately expensive
9. Mailed questionnaire; non-random sample	Limited	Less to moderately expensive
10. Focus groups, significantly fewer participants than survey	Very limited	Less to moderately expensive
11. Mass questionnaire	Very limited, unacceptable	Less to moderately expensive
12. In-person submissions to Council	Very limited, unacceptable	Less to moderately expensive
13. Written submissions to Council	Very limited, unacceptable	Least expensive

A review of the information presented in the preceding figures will indicate that the selection of telephone interviews of a randomly selected sample offers the best balance of quality of information and cost.

## Determination of Sample Size

The determination of sample size is related to the concern for the "truth" of the findings, the "believability" of the results. In general, this is understood as the issue of sample confidence and reliability, the precision with which findings that may be observed in the sample may be understood to represent the population as a whole.

At least four considerations inform the determination of sample size.

1. **The level of confidence** Most social researchers use the 95 percent confidence level when selecting a sample size meaning that proportions computed in the sample will be accurate estimates of the corresponding population proportions 19 times out of 20.
2. **The level of precision.** Sample proportions are interpreted as estimates of population proportions, however the true population proportion is typically slightly different than that computed for the sample. Here precision (reliability) refers to the range within which probability theory predicts the population values actually fall. When the purpose of the study is to provide useful estimates of how the people of Red Deer feel with respect to various issues, it is very important that a sample size be selected that will allow a useful level of precision to be realized in the analysis.
3. **Insuring sufficient cases to permit the analysis.** The concern for reliability and precision becomes a fairly complex issue when one anticipates the analysis of the data and the desire to elaborate the findings. For example, computation of a proportion of respondents holding a particular concern may show an total overall pattern, but when the sample is divided into subsamples (e.g., males and females or North, South-East and South-West districts of Red Deer) quite different patterns might emerge which distinctively characterize each subgroup and where none of the separate patterns reflect that which was observed for the sample as a whole. In other words, a full analysis looks not just to identify general patterns in the data but to locate them in terms of such variables as gender, age, occupation, marital status, residential district and length of residence.

However, when such internal comparisons are made, each defined subgroup becomes a separate sample with its own reliability estimate and smaller samples have reduced reliability and less precision. If the sample as a whole is too small, partitioning the sample into subgroups becomes a futile exercise if precision limits balloon to  $\pm 25$  percent. (In such a case, an observed sample pattern of 50% would be interpreted as indicating a true population proportion of somewhere between 25% and 75%, an observation which would be hardly useful.)

4. **Cost.** While larger samples can provide increased confidence levels and greater precision, the relationship is not direct. In order to double the level of precision, one must quadruple the size of the sample. The principle here (unless one is operating with unlimited resources) is thus to select the minimum sample size to insure useful levels of confidence and precision and to permit the desired analysis of the data.

For this research we have recommended a sample of 1000 respondents. Such a sample will have the conventional confidence level of 95 percent and overall reliability of  $\pm 3$  percent.

Allowing for up to three partial samples in the analysis, the subsamples will be expected to have precision levels ranging between  $\pm 5$  percent and  $\pm 10$  percent.

In October we reviewed other sample sizes with the City's Senior Management Team. At that time it was concluded that while reducing the sample size to 400 would result in a reduction in interviewer costs (\$3960.00), at such levels, the overall precision would slip to  $\pm 5$  percent and the reliability in subsample estimates would range from  $\pm 12$  percent to  $\pm 25$  percent. At this size, the sample would not support a sufficiently meaningful analysis of the data, making this option undesirable from the perspective of providing the most useful information for the City's purposes.

Upon consideration of the purposes of the research, the recommendation for a sample of size 1000 was accepted.

### **Development of the Questionnaire**

The original proposal contemplated using a questionnaire developed by the University of Lethbridge under contract for a Quality of Life study for the City of Lethbridge. This strategy would have the advantage of permitting direct external comparisons as one method for interpreting the Red Deer data.

However, as we attempted to incorporate the specific information needs identified in the Research Objectives and provide for consideration of the various elements of The City of Red Deer Strategic Plan, it became apparent that a questionnaire that could meet the City's needs would require altering the Lethbridge questionnaire to the point where comparisons would not be possible.

These concerns were discussed with the City's Senior Management Team at a meeting in December and it was unanimously agreed to abandon the Lethbridge questionnaire and to develop a questionnaire which will explicitly meet the needs of the City.

This decision has several implications for the proposal.

1. The development of the questionnaire will be undertaken by the College and will involve a minimum of four workshops with the Senior Management Team and City Department Heads. In this regard we are presently reviewing the Strategic Plan and Department Heads have been requested to identify planning questions which will confront them over the next five years and to specify the information which they will require. A schedule for the development of the questionnaire and a revised set of research timelines will be determined at a meeting of the Senior Management Team and the College.
2. The development of an original questionnaire will necessitate more extensive pretesting to insure the validity and reliability of data collection. For this reason, collection of the data will not likely begin before at least some time in April. There will be some corresponding delays in both data analysis and the preparation and submission of reports.
3. There is a cost saving equivalent to the licensing and consulting fees shown in the original proposal as payable to the University of Lethbridge. However, this saving will be partly offset by additional costs of developing and pretesting the questionnaire. A net reduction of \$6,650

#### 4. Revised Costing Summary

1. Review of Relevant Materials, Consultation with City representatives & questionnaire development	6,800.00
2. Sampling	1,000.00
3. Printing Questionnaires	2,800.00
4. Pre-test Questionnaire	2,500.00
5. Field Work Training	240.00
6. Field Work (telephone interviewing)	6,600.00
7. Field Work Supervision	2,475.00
8. Data Processing (coding, cleaning & entry)	3,200.00
9. Data Analysis and Reporting	9,500.00
10. Administrative Support & College Overhead	1,000.00
<b>Revised Total Cost</b>	<b>\$36,115.00</b>

**COMMENTS:**

Since Council passed a resolution on November 20, 1995, to conduct a survey, we have been refining the design of the survey project. Attached is a report indicating where we are at the present time. The report outlines a number of significant changes from the original proposal, particularly eliminating the purchase of a survey instrument from Lethbridge, reducing the cost of the survey and reviewing a range of data-gathering alternatives of which the original proposal is still the preferred choice. We are now working on the development of specific questions designed to answer the planning issues we must resolve in the near future and provide the data needed to assess our performance.

We seek Council's direction on how we gain objective public input on both these issues if a survey is deemed inappropriate. Without broad based public input, it will be very difficult to design a performance measurement system based on final results or "outcomes". It will also be difficult to get a sound reading of the opinion of the entire community on such issues as prioritizing emergency services (e.g. 911) or extending Molly Bannister Drive, rather than just hearing from special interest groups. The City's Strategic Plan identifies public input as a priority and specifically identifies a survey as part of the strategy to meet that priority. If the survey is not to be conducted, how does Council wish to modify the Strategic Plan?

"G.D. SURKAN"  
Mayor

"H.M.C. DAY"  
City Manager



**DATE: JANUARY 16, 1996**  
**TO: PERSONNEL MANAGER**  
**FROM: CITY CLERK**  
**RE: COUNCILLOR DAWSON - NOTICE OR MOTION:**  
**SURVEY OF RESIDENTS OF RED DEER**

---

**FILE**

At the Council Meeting of January 15, 1996, consideration was again given to the above topic and at which meeting, it was agreed to reconsider Council's decision of November 25, 1995, wherein a partnership with the Red Deer College was approved for the purpose of conducting a public survey. At the January 15, 1996 Council Meeting, Council agreed that the above noted public survey not be conducted at this time. Subsequently, the following resolution was passed:

"WHEREAS the Community Services Division is currently in the process of preparing a Services Action Plan which will seek community input to assist in the development of policy for the delivery of community service programs and services;

NOW THEREFORE BE IT RESOLVED:

THAT consideration of a public opinion survey be delayed until after:

- a. Council has received and considered the Services Action Plan currently being prepared by the Community Services Division; and
- b. Council has identified issues not covered by the results of the Services Action Plan and for which public input is needed, some of which may be identified through the Strategic Planning Process."

I trust that once the relevant information is available from Community Services, you will again be reviewing the necessity for some form of public survey, with a report to be brought back to Council in due course.

Personnel Manager  
January 16, 1996  
Page 2

Please convey our thanks to Bill Stuebing for his patience in this matter.



KELLY KLOSS  
City Clerk

KK/clr

cc: Senior Management Team

**DATE: JANUARY 8, 1996**  
**TO: CITY COUNCIL**  
**FROM: CITY CLERK**  
**RE: COUNCILLOR HULL - WRITTEN INQUIRY:**  
**COLLECTION PROCEDURES OF NON-RESIDENTIAL ACCOUNTS**

---

At the Council Meeting of December 18, 1995, the following Written Inquiry was submitted by Councillor Hull:

"Requesting a review of collection procedures relating to non-residential accounts. Where notification has been received of cessation of business pursuant to a court order, all city services be stopped immediately and resumed when the account has been cleared and a prepaid account established."

The relevant administrative reports are attached hereto.



KELLY KLOSS  
City Clerk

KK/clr  
attchs.

**COMMENTS:**

In view of the attached report from the Director of Corporate Services, and the legal advice made available to Council on the closed agenda, we recommend there be no change to the current procedure.

G.D. SURKAN  
Mayor

H.M.C. DAY  
City Manager

**DATE: JANUARY 16, 1996**

**TO: DIRECTOR OF CORPORATE SERVICES**

**FROM: CITY CLERK**

**RE: COUNCILLOR HULL - WRITTEN INQUIRY:  
COLLECTION PROCEDURES OF NON-RESIDENTIAL ACCOUNTS**

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At the Council Meeting of January 15, 1996, consideration was given to the above topic, and at which meeting the matter was received as information.

Councillor Bev Hughes did, however, indicate that he may wish to review the possibility of municipalities becoming secured creditors relative to payment of utilities, as opposed to being unsecured creditors as is now the case.

In this regard, Councillor Bev Hughes will be reviewing the avenue of submitting resolutions to the Federation of Canadian Municipalities and the Alberta Urban Municipalities Association. Councillor Hughes may require your assistance in this regard.

This information is submitted for your information in the event that Councillor Hughes does contact you.



KELLY KLOSS  
City Clerk

KK/clr

cc: Treasury Services Manager  
Utility Billing Supervisor

**DATE:** January 8, 1996  
**TO:** City Clerk  
**FROM:** Director of Corporate Services  
**RE:** COUNCILLOR HULL - WRITTEN INQUIRY  
COLLECTION PROCEDURES OF  
NON-RESIDENTIAL ACCOUNTS

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When a company goes into receivership there are two ways this could occur:

- court ordered receivership
- receivership without a court order.

The City is legally unable under a court ordered receivership to refuse to provide utility service until accounts incurred prior to the receivership are paid.

In the case of a receivership without a court order the City can and does require the arrears be paid in order to continue utility service.



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

AW/jt

Att.

c. Treasury Manager  
Utility Billing Supervisor

**BYLAW NO. 2672/A-96**

Being a Bylaw to amend Bylaw No. 2672/80, the Land Use Bylaw of the City of Red Deer.

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

- 1 The "Use District Map" as referred to in Section 1.4 is hereby amended in accordance with the Use District Map No. 1/96 attached hereto and forming part of the Bylaw.
- 2 Sub-sections 4.13.1(11) and 4.13.1(14) are hereby eliminated.
- 3 This Bylaw shall come into full force and effect upon the passage of third reading.

READ A FIRST TIME IN OPEN COUNCIL this                      day of                      A.D. 1996.

READ A SECOND TIME IN OPEN COUNCIL this                      day of                      A.D. 1996.

READ A THIRD TIME IN OPEN COUNCIL this                      day of                      A.D. 1996.

AND SIGNED BY THE MAYOR AND CITY CLERK this                      day of                      A.D. 1996.

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MAYOR

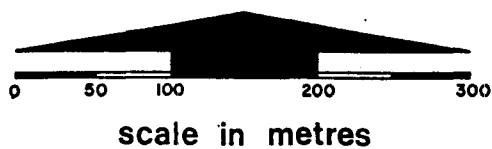
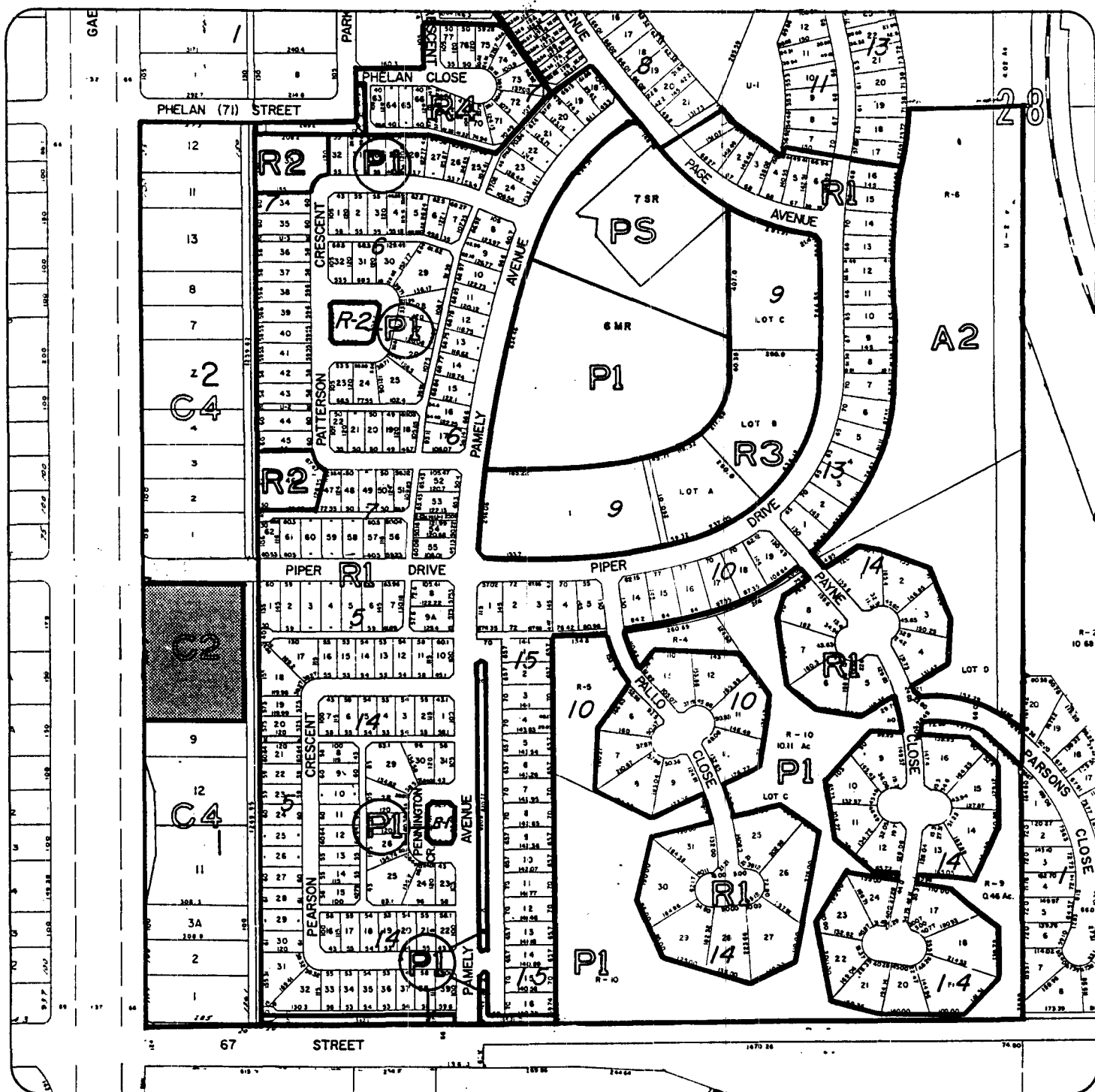
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CITY CLERK

# City of Red Deer --- Land Use Bylaw

## Land Use Districts

G12



### Revisions :

MAP NO. 1/96  
(BYLAW No. 2672/A-96)

Change from C4 to C2 

# memo

Submitted To City Council  
Date: Jan 15/96

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**Date:** January 15, 1996  
**To:** City Council  
**From:** Grant Howell  
Personnel Manager  
**Re:** Memorandum of Agreement - CUPE

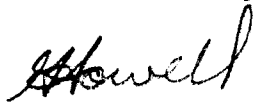
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At the Personnel Committee this afternoon, the attached report from Labour Relations Coordinator Greg LeBlanc was considered and the following motion was passed:

Moved by City Manager M. Day, seconded by Councillor D. Moffatt, that the Personnel Committee recommend to Council the ratification of the memorandum of agreement for a 1996-97 collective agreement between The City of Red Deer and CUPE Local 417, subject to the CUPE membership ratifying the contract at their meeting this afternoon.

## RECOMMENDATION:

That Council ratify the memorandum of agreement.





CONFIDENTIAL

**Date:** January 12, 1996  
**To:** Personnel Committee  
**From:** Greg LeBlanc, Labour Relations Coordinator  
**Re:** CUPE Negotiations - Ratification of Memorandum of Agreement

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The City's Bargaining Committee (Lowell Hodgson, Bryon Jeffers, Grant Howell, and Greg LeBlanc) took a revised mandate back to CUPE negotiations on December 19, 1995. City Council had approved the following recommendation to obtain a new collective agreement:

*A ONE-TIME expenditure of 1% be added to the CUPE mandate to allow The City's bargaining team to settle a two-year agreement with no further effect on wage rates.*

The City's Bargaining Committee was able to obtain a memorandum of agreement at the December 19 meeting. However, CUPE's membership rejected the deal at a ratification meeting on January 2, 1996. The only apparent stumbling block was that the 1997 1% lump sum payment offered by The City was unacceptable and instead needed to be a 1% wage increase. Another possible problem with the ratification of the deal was that although a memorandum had been signed the union executive refused to recommend ratification because of their difficulty with the one-time payment.

The Personnel Committee was informed of the status of negotiations. They gave clear direction to the Bargaining Committee to hold firm on the current wage offer. At a subsequent negotiation meeting, held on January 9, 1996, it was clear that the two bargaining teams were at an impasse. During very frank discussions a member of CUPE's bargaining team mentioned that job security was a real issue for their members. This item had earlier been dropped by CUPE. Eventually, CUPE proposed signing either a one year deal or a two year deal which included some form of employment security similar to what had been offered in 1994.

The City's Bargaining Team considered the impact of employment security for permanent CUPE staff over the next two year period. There are approximately 15 known planned retirements of permanent CUPE members in the next two years. Combine this with the average CUPE turnover (for other reasons) from the past two years (13 per year) and you have approximately 40 vacant positions to provide the necessary flexibility in managing staff levels. As well, many departments have pared down their staff complement to the point where they can no longer further

reduce staff and retain the same level of service. In fact, postings for jobs have significantly increased in the past several months because of the necessity to refill positions. Therefore, after consultation with the City Manager, employment security for a two year period was agreed to.

The Bargaining Committee was able to sign a second memorandum of agreement which the CUPE Bargaining Team will recommend to its members at a January 15, 1996 ratification meeting. It provides for:

- ▶ Changed clause language which will make the contract document more effective and reduces The City's potential liability in arbitration.
- ▶ Retention of the 10% Temporary Employee rate differential.
- ▶ Recovery of 4.5 unpaid holidays (1.95%).
- ▶ Recovery of overall wage and benefits levels to those in effect in 1993 (1.65%).
- ▶ In 1997, a 1% lump sum payment for active employees based on regular pay only (the first memorandum included overtime in the calculation).
- ▶ "Employment" security for permanent staff until December 31, 1997.

Coming off a 5% roll-back package in 1994-95, this 1996-97 settlement with CUPE will still be seen by many CUPE members as only a partial recovery of what they have lost in the last contract and to inflation. In the fiscal realities of today the City's Bargaining Committee feels that this is a very fair settlement especially in light of CUPE's willingness to have taken the first municipal roll-back settlement in the province.

**Recommendation:**

**That the Personnel Committee recommend to City Council the ratification of the memorandum of agreement for a 1996-97 collective agreement between The City of Red Deer and CUPE Local 417.**

  
GL

**DATE: JANUARY 17, 1996**  
**TO: PERSONNEL MANAGER**  
**FROM: CITY CLERK**  
**RE: 1996/97 CUPE AGREEMENT**

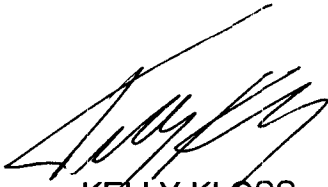
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**FILE**

At the Council Meeting of January 15, 1996, consideration was given to the above topic and the following resolution was passed:

"RESOLVED that Council of The City of Red Deer hereby ratifies the Memorandum of Agreement for a 1996-1997 Collective Agreement between The City of Red Deer and CUPE Local 417, and as presented to Council January 15, 1996."

Thanks to you and the negotiation team on finalizing this matter.

  
KELLY KLOSS  
City Clerk  
KK/clr



# THE CITY OF RED DEER

## News Release Information Bulletin



**TOPIC:** The City of Red Deer settles 1996-1997 contract with CUPE Local 417 Page 1 of 2

**DATE:** January 15, 1996

**DATE FOR RELEASE:** January 15, 1996

Distributed to:	Attention:	Fax Number:
CFRN-TV	Keri Adams/Dave Ewasuk	343-7191
CKGY Radio/Z99	Alan Redel	341-5545
CKRD Radio	Brian Walters	347-6333
Morning News	Marvin Seibel	341-3230
RDTV	Robert Palmer	346-3336
Red Deer Advocate	Carolyn Martindale	341-6560
Shaw Cable 3	Patricia Smith	346-3962
Sunday Express	Angie Garcia/Jim Claggett	347-6620

### COPIED TO:

Mayor's Office

City Hall Information Desk

### CONTACT PERSON:

Name	Address	Telephone	Fax
Grant Howell Personnel Manager	Box 5008 Red Deer, AB T4N 3T4	342-8149	342-8378
Diane Wyntjes CUPE National Representative	5116 - 47 Street Red Deer, AB T4N 1R9	343-3353	347-8675
Rick Malcolm CUPE Local 417 President		357-8432	343-9191

### AUTHORIZED BY:

**Department:** Personnel

**Name:** Grant Howell

**Signature:**



# THE CITY OF RED DEER

## News Release Information Bulletin



**TOPIC:** The City of Red Deer settles 1996-1997 contract with CUPE Local 417

Page 2 of 2

**DATE:** January 15, 1996

**DATE FOR RELEASE:**

January 15, 1996

### DETAIL

A contract settlement has been reached by The City of Red Deer and members of Canadian Union of Public Employees Local 417. City Council ratified the agreement at its regular meeting last night, while CUPE held a ratification vote at its local office. The two year agreement effective January 1, 1996 through December 31, 1997 follows a 5% roll-back settlement in 1994-95. CUPE Local 417 had taken the first municipal roll-back in the province. The new agreement calls for a recovery of CUPE permanent members' compensation to 1993 levels in 1996. This includes a return of 4.5 unpaid holidays to paid holidays and a 1.65% recovery of wages. In 1997, employees would receive a 1% one-time payment (\$350 on average) which would not affect hourly wage rates.

Some other changes include:

1. Changes to the promotion, layoff, and termination clauses.
2. A guarantee that no permanent employee will lose "employment" until December 31, 1997.

**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

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

**FILE**

January 17, 1996

Red Deer College Student's  
Association  
Box 5005  
Red Deer, Alberta  
T4N 5H5

ATT: Sheila Soder, President

Dear Madam:

**RE: APPOINTMENT TO TRANSPORTATION ADVISORY BOARD**

At the City of Red Deer's Council Meeting held January 15, 1996, consideration was given to your letter dated January 10, 1996, concerning the above topic and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the President of the Student's Association of Red Deer College dated January 10, 1996, hereby agrees to appoint Andrea Mullen to the Transportation Advisory Board, to fill the unexpired term of Dale Wood as the Red Deer College Representative, said term to expire October 1997."

By way of a copy of this letter, I will be asking Council and Committee Secretary, C. Adams, to ensure that Ms. Mullen is apprised of the upcoming meeting dates.

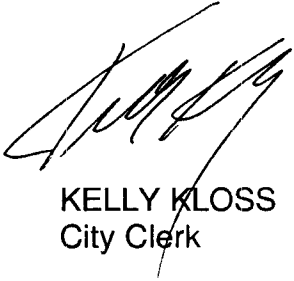
.../2

*a delight  
to discover!*

Red Deer College Student's  
Association  
January 17, 1996  
Page 2

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

Sincerely,

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

KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Community Services  
Director of Development Services  
Council and Committee Secretary, C. Adams  
Ms. Andrea Mullen, RDC Student Association