

DATE: June 20, 1995  
TO: All Departments  
FROM: City Clerk  
RE: PLEASE POST FOR THE INFORMATION OF EMPLOYEES

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

★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★

FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL

HELD IN THE COUNCIL CHAMBERS, CITY HALL

**MONDAY, JUNE 19, 1995**

COMMENCING AT 4:30 P.M.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★

- (1) Confirmation of the Minutes of the Regular Meeting of June 5, 1995

**DECISION - CONFIRMED AS TRANSCRIBED**

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- (3) **PUBLIC HEARINGS**

- 1) City Clerk - Re: Land Use Bylaw Amendment 2672/P-95 -  
5220 - 77 Street/South Portion - Church/North Portion -  
Theatre

.. 1

- (4) **REPORTS**

- 1) Bylaws & Inspections Manager - Re: Bylaw 2525/A-95 - Bylaw  
to repeal The Public Contributions Bylaw 2525/76/Charitable  
Fund Raising Act

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**DECISION - REPORT RECEIVED AS INFORMATION AND BYLAW  
2525/A-95 WAS GIVEN 3 READINGS**

- 2) Land & Economic Development Manager Re: Road Closure Bylaw 3138/95/Glendale Residential Subdivision/Relocation of Taylor Drive North . . 18

**DECISION - REPORT RECEIVED AS INFORMATION AND THE BYLAW WAS GIVEN 1ST READING**

- 3) Parkland Community Planning Services - Re: Land Use Bylaw Amendment 2672/Q-95/Southeast Corner of 77 Street & Taylor Drive/Glendale Subdivision/A1 to R1, R2, P1 and PS . . 20

**DECISION - REPORT RECEIVED AS INFORMATION AND THE BYLAW WAS GIVEN 1ST READING**

- 4) City Clerk - Re: Marking of Ballot Cards/Visually Impaired Electors . . 21

**DECISION - REPORT RECEIVED AS INFORMATION AND IT WAS AGREED TO FILE**

(5) **CORRESPONDENCE**

- 1) Norbert Lee - Re: Request for Exemption from Recycling Charge . . 25

**DECISION - DENIED REQUEST FOR EXEMPTION FROM RECYCLING CHARGE**

- 2) Alice Hennig - Re: Traffic Problems/43 Street/West Park . . 28

**DECISION - AGREED TO INCREASE RCMP PATROLS ALONG 43 STREET AND THE INSTALLATION OF A PAINTED PEDESTRIAN CROSSWALK ACROSS 43 STREET AT WONG AVENUE**

(6) **PETITIONS AND DELEGATIONS**

(7) **NOTICES OF MOTION**

- 1) City Clerk - Re: Alderman Volk/Establishment of Ad Hoc Committee/Review of Sign Bylaw . . . 37

**DECISION - AGREED TO AN AD HOC COMMITTEE TO REVIEW THE CITY'S SIGN BYLAW RELATIVE TO SIGNAGE ADJACENT TO HIGHWAYS AND MAJOR CORRIDORS**

- 2) City Clerk - Re: Alderman Lawrence/Parking of Trailers in Front Driveways of Residential Areas/Land Use Bylaw Amendment 2672/R-95 . . . 38

**DECISION - AGREED TO AMEND THE LAND USE BYLAW TO ALLOW FOR PARKING OF TRAILERS ON DRIVEWAYS OF RESIDENTIAL SITES. LAND USE BYLAW AMENDMENT GIVEN 1ST READING**

- 3) City Clerk - Re: Alderman Schnell/Turf Naturalization . . . 39

**DECISION - AGREED TO REINSTATE THE MOWING PROGRAM FOR THE 34 ACRES THAT WERE NATURALIZED IN 1994**

(8) **WRITTEN ENQUIRIES**

(9) **BYLAWS**

- 1) 2525/A-95 - Bylaw to Repeal The Public Contributions Bylaw . . . 16  
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**DECISION - BYLAW GIVEN 3 READINGS**

- 2) 2672/P-95 - Land Use Bylaw Amendment/5220 - 77 Street  
(Kentwood)/Zoning Change/Church Movie Theatre - 2nd & 3rd  
readings .. 1

**DECISION - BYLAW GIVEN 2ND READING AND WAS DEFEATED IN 3RD  
READING**

- 3) 2672/Q-95 - Land Use Bylaw Amendment/Southeast Corner of  
77 Street & Taylor Drive/Glendale Subdivision/A1 to R1, R2,  
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**DECISION - BYLAW GIVEN 1ST READING**

- 4) 3138/95 - Road Closure Bylaw/Glendale Residential  
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**DECISION - BYLAW GIVEN 1ST READING**

ADDITIONAL AGENDA

- 1) Senior Management Team - Re: Medi-Fire Emergency Dispatch

**DECISION - AGREED TO ENTER INTO A CONTRACT WITH MEDI-FIRE  
EMERGENCY DISPATCH INC. TO PROVIDE EMERGENCY  
CALL/ANSWER AND DISPATCH SERVICES TO THE CITY OF RED DEER  
SUBJECT TO CONDITIONS**

**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, JUNE 19, 1995,**

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

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- (1) Confirmation of the Minutes of the Regular Meeting of June 5, 1995

PAGE

- (2) **UNFINISHED BUSINESS**

- (3) **PUBLIC HEARINGS**

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Committee of the Whole:

- 1) Land Matter

PUBLIC HEARINGSNO. 1

DATE: June 12, 1995  
TO: City Council  
FROM: City Clerk  
RE: LAND USE BYLAW AMENDMENT 2672/P-95

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A Public Hearing has been advertised in regard to the above noted Land Use Bylaw Amendment. The Public Hearing is scheduled to be held in the Council Chambers on Monday, June 19, 1995, commencing at 7:00 p.m. or as soon thereafter as Council may determine.

Land Use Bylaw Amendment 2672/P-95 provides for the former vehicle licensing centre property at 5220 - 77 Street to be rezoned as follows:

That the southerly 4.5 acre parcel currently zoned C4 be changed to public service with this property being developed and occupied by the New Life fellowship Christian Reformed Church; and

A spot zoning of the northerly 3.08 acre parcel for the development of a motion picture theatre.

Attached is a site plan for the proposed development and various correspondence relative to this rezoning.

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

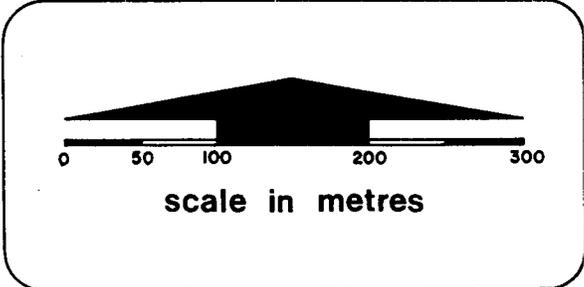
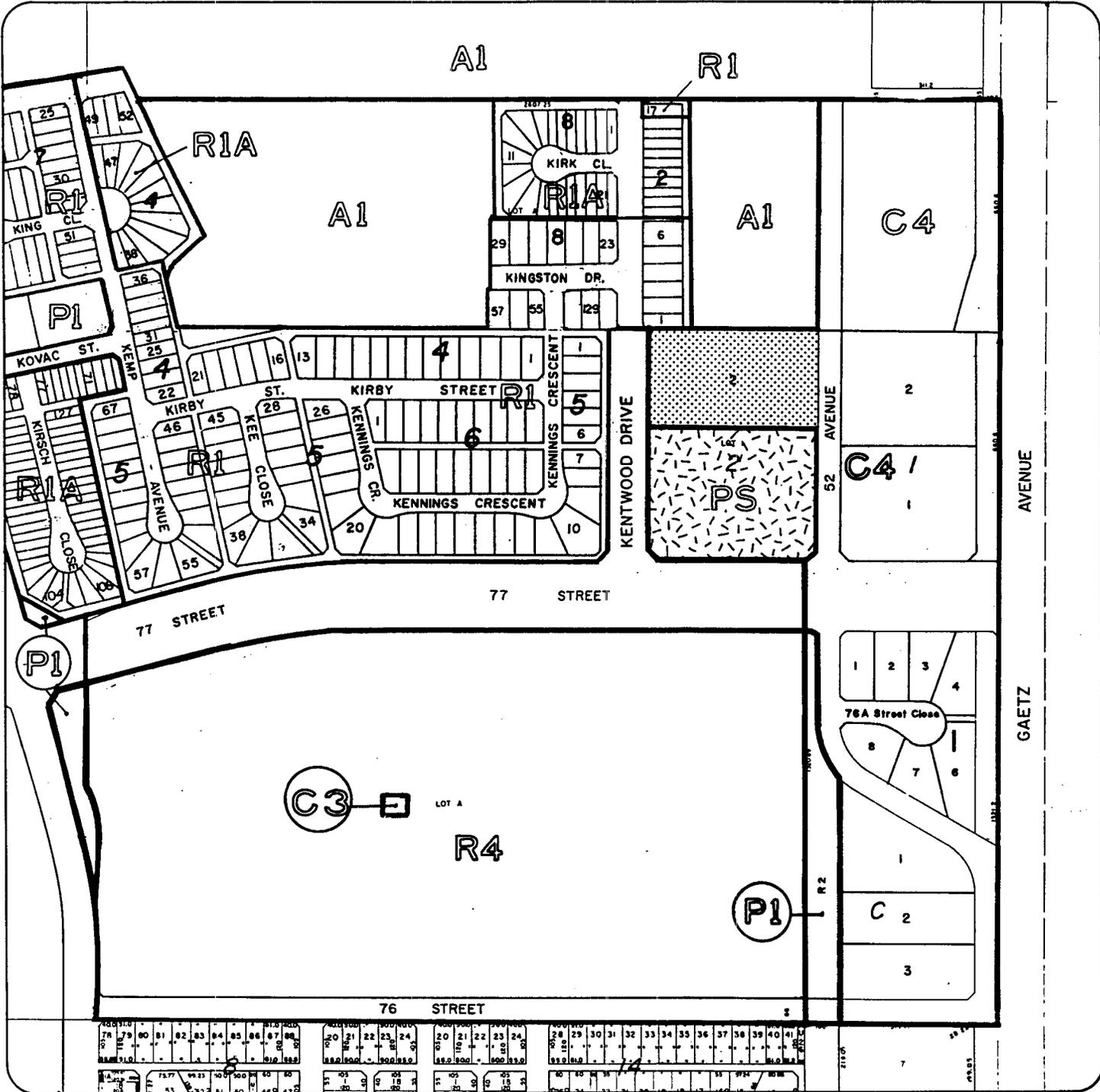


Kelly Kloss  
City Clerk

KK/ds

# City of Red Deer --- Land Use Bylaw Land Use Districts

# F14



Revisions :

MAP NO. 6/95  
(BYLAW No. 2672/P-95)

Change from C4 to PS  &  
an exception to allow a movie theatre 





May 12, 1995

City Council,  
City of Red Deer

Dear Council:

**Re: Discount Theatre Approval**

The Towne Centre Association is opposed to the relaxation of zoning on the Provincial Motor Vehicle property located at 5220 - 77 Street, Red Deer, Alberta.

Our reasons for opposing this decision are as follows:

1. This decision is contrary to the new zoning bylaw recommended by business representatives from across the entire community and accepted and passed by City Council less than one year ago. The decision also contradicts the stated intent in two Council Planning Policy documents, the Vision 2020 Plan and the Downtown Concept Plan.
2. It is unfair to the existing theatre owners to allow a new theatre to locate in an area which would, by the admission of the proposed developer, be at a cost lower than any property currently available in the properly zoned areas of the City.
3. It is unfair to the existing landowners of C1 property as it puts downward pressure on their property values.
4. It sets a precedent for future applications for rezoning which may result in further relaxations with the results stated in paragraphs 2 and 3.

For these reasons, we urge you to reverse your decision when the matters comes before you to amend the bylaw.

If you are not inclined to reverse your decision, the Association requests you to respond to the following questions:

1. If the zoning document, The Vision 2020, and the Downtown Concept Plan are not to be followed, what specific vision and plan does City Council have for the future of Red Deer, and how will you plan the financial needs of that vision?
2. Does City Council intend to financially compensate those investors, developers, and businesses who have paid higher costs by following the rules, the zoning and the planning as previously required by the City? Their investments and commitments to this City were made with the expectation that the higher costs paid resulted in assurance that uses were controlled by planning and zoning.

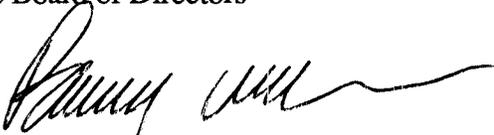
...2

Page 2  
May 12, 1995  
City Council

- 3. How will City Council justify not approving any use in any zone whether commercial, industrial, or office use whenever the applicant claims the creation of new jobs and indicates that no other economically viable land could be found in approved zones.

The Association, the developers, the investors, and the business owners must have these questions answered before we can successfully continue attracting development anywhere in this community. Additionally, we believe land owners, including the City of Red Deer, will have to substantially modify their policies on land pricing and sales if this decision remains.

Sincerely yours,  
The Board of Directors



BARRY M. WILSON, Chairman

BMW/glw

THE CITY OF RED DEER  
CLERK'S DEPARTMENT

RECEIVED	
TIME	9:25 Am
DATE	May 29/95
BY	<i>[Signature]</i>



As a member of the business community in the City of Red Deer, we oppose the relaxation of zoning on the property located at 5220 - 77 Street, Red Deer, Alberta, to allow a movie theatre at that sight.

- NAME: Martin Herbert
- NAME: body Groom
- NAME: Andree Swan
- NAME: William
- NAME: H Handcock
- NAME: Keith Ballant
- NAME: Amy Tucker
- NAME: Sheila Page
- NAME: VICTOR MANSELL
- NAME: J. J. Kirk
- NAME: David Thompson
- NAME: Don
- NAME: John Kirk
- NAME: Janette
- NAME: Paul Edwards
- NAME: Ken Schultz
- NAME: Janita Saunders
- NAME: Dean DeWitt
- NAME: Simon S. Smith
- NAME: John
- NAME: Carol Marie & Dr Seung
- NAME: Cyril Schmidt
- NAME: Norman L. Thackeray
- NAME: J. C. Ogden
- NAME: John
- NAME: W. Hayward
- NAME: G. Terkel
- NAME: Deane Bye
- NAME: Molly Arnold
- NAME: D. DeJames
- NAME: Victor
- NAME: Ken
- NAME: Ken

- BUSINESS: Martin Herbert C.G.A. <sup>Accounting office</sup>
- BUSINESS: Lamane Page Hair Design
- BUSINESS: Mary Rose
- BUSINESS: SUSAN ALLISON LAW OFFICE
- BUSINESS: H. HANDCOCK, THE WARDROBE
- BUSINESS: GOSPEL Books & Music
- BUSINESS: JUST CUTS
- BUSINESS: secretarial Services of Red Deer Ltd
- BUSINESS: THE MUSIC SHOPPE
- BUSINESS: SUPER TAN SALONS.
- BUSINESS: Audio West Stereo
- BUSINESS: B.T.O. Club
- BUSINESS: all Seasons Bingo Assoc
- BUSINESS: BTO CENTERS, RENT TO OWN.
- BUSINESS: SUBWAY 49th ST. RED DEER
- BUSINESS: RAINBOW DRY CLEANERS
- BUSINESS: JUANITA'S Place
- BUSINESS: SIMS BATTLE BREWSTER & Assoc
- BUSINESS: PLATES PLUS LTD
- BUSINESS: Rentown
- BUSINESS: CHIROPRACTOR (FAMILY CHIRO) <sup>49st</sup>
- BUSINESS: manufactured Housing ASSOC
- BUSINESS: Norman L. THACKERAY CA.
- BUSINESS: Red Deer Driving School
- BUSINESS: Artistry In Gold.
- BUSINESS: Books ETC
- BUSINESS: Shoe Repair
- BUSINESS: Arlington Hotel
- BUSINESS: 49 St Cafe
- BUSINESS: 4824 GRETZ AVE UNIGLOSI
- BUSINESS: Red Deer God Smith Ltd
- BUSINESS: PARKLAND Custom CABINETS
- BUSINESS: SPEAKERSY 3 MILLS BAR

As a member of the business community in the City of Red Deer, we oppose the relaxation of zoning on the property located at 5220 - 77 Street, Red Deer, Alberta, to allow a movie theatre at that sight.

- NAME: Phredias BUSINESS: CIBC
- NAME: John Hart BUSINESS: HOTEL - THE PARK
- NAME: J.F. BUSINESS: R+M PAWA
- NAME: Harlene Peel BUSINESS: City Roast Coffee
- NAME: J. J. O.L. BUSINESS: MR. SPORTS CARD
- NAME: John Riden BUSINESS: MOTHER TO BE
- NAME: John Riden BUSINESS: BANK OF NOVA SCOTIA
- NAME: Shirley BUSINESS: Marcel College
- NAME: John McNamee BUSINESS: Mr. George Submiss
- NAME: Gregory Yude BUSINESS: Freight One Prop. Mgmt Ltd.
- NAME: J.P. BUSINESS: de Anthonse Cafe
- NAME: John Riden BUSINESS: Canadian Credit Corp
- NAME: Nellie Galloway BUSINESS: SPEEDY RECOVERIES LTD.
- NAME: Ruthy Flanagan BUSINESS: Buffalo Hotel
- NAME: R. Sisson BUSINESS: SIXON FORD
- NAME: G. VANDERHOEF BUSINESS: PARLAND DENTURE CLINIC
- NAME: L. Robins BUSINESS: Nedra Rootz
- NAME: Jeany Dorschauer BUSINESS: The Jerry Carr
- NAME: John James BUSINESS: Bookworms Don.
- NAME: Samuel Jay BUSINESS: Ross Street TDA
- NAME: Bill A. Handrick BUSINESS: PACK + POST
- NAME: J. Lane BUSINESS: Quintini Arts + Framing
- NAME: Mark Woodley BUSINESS: Mark Woodley Milestone Music Ltd.
- NAME: Bill Jirby BUSINESS: The Good Food Company
- NAME: W. J. J. J. BUSINESS: O.L. Optical
- NAME: John Andrew BUSINESS: GREAT EUROPEAN DELI
- NAME: Lucille BUSINESS: FUSE ENERGY
- NAME: John BUSINESS: Allan Barbers
- NAME: Judy BUSINESS: Lowne Centre Muscle Therapy
- NAME: Ann Dunlop BUSINESS: PROPOSALS TOWNE CENTRE SEWING
- NAME: John BUSINESS: R-D STAMPS & COINS
- NAME: John BUSINESS: ROB - RAE CLOTHIERS
- NAME: John BUSINESS: Red Deer Antique Caspers

As a member of the business community in the City of Red Deer, we oppose the relaxation of zoning on the property located at 5220 - 77 Street, Red Deer, Alberta, to allow a movie theatre at that sight.

NAME: DOBIE TO	BUSINESS: SHANERI-LA RESTAURANT
NAME: Graham Alfano	BUSINESS: Trophy Loft
NAME: Gladys Harrison	BUSINESS: Chocolate/Wedding Chimes
NAME: CRAIG VANNI	BUSINESS: SCOUTS CANADA
NAME: DAVID FEDORKIN	BUSINESS: PIX-A-COLOR
NAME: HAZEL CARSON	BUSINESS: HAZEL'S CAMERA EXCHANGE LTD
NAME: Fred Price	BUSINESS: G & H HARLEY
NAME: I-yahya Usmia	BUSINESS: Kid's suits
NAME: Fred Price	BUSINESS: 1 <sup>st</sup> Class Prof. Ed. Services
NAME: John Chan	BUSINESS: Dads Hamburgers & Subs
NAME: PATTI ANDERSON	BUSINESS: CRUISE HOLIDAYS
NAME: BARRY WENGER	BUSINESS: ING & MCKEE LNS.
NAME: Stephen Gifford	BUSINESS: PROPERTY CLAIMS SERVICE
NAME: Marla Hocking	BUSINESS: Beauty World - CITADEL
NAME: Bruce Winger	BUSINESS: KING CTR CAFE
NAME: Nigel. McKendrick	BUSINESS: EMO COMPUTING
NAME: BRENDA ARS	BUSINESS: OKIE CARDS & CONFECTIONERY
NAME: KAREVIN BELER	BUSINESS: ALBERTA TREASURY BRANCH
NAME: Marjorie & Ruffert	BUSINESS: 57 <sup>th</sup> St. Cafe
NAME: Lindsay Carter	BUSINESS: 271, DISTRIBUTORS LTD.
NAME: Spooly - Goodie	BUSINESS: BUNDS PLUS 5011-51ave R.D.
NAME: Graham	BUSINESS: BILLS Auto Body RD LTD.
NAME: Henshu Yoman	BUSINESS: Jeffrey's - 6-5108 5 <sup>th</sup> St.
NAME: Jeanne Argenues	BUSINESS: TWIST Herella
NAME: Jackson	BUSINESS: Come Dine
NAME: V M Isaac	BUSINESS: Children's Choice
NAME: Jack	BUSINESS: Telebyte Communications
NAME: Jack	BUSINESS: VALLEY MOTOR INN
NAME: C.B.	BUSINESS: Central ALTA Vacuum Centre
NAME: Joyce & Paul	BUSINESS: Angel Aries Costumes
NAME: Jay & Janet	BUSINESS: Red Wine & Merguez
NAME: Matt	BUSINESS: Redden's Eat & Sage
NAME: John P. Ed	BUSINESS: CRISTA Glass





RED DEER CITY COUNCIL  
City Hall  
4918 48 Avenue  
Red Deer, Alberta

May 17, 1995

Dear Members of Council;

re: Kentwood re-zoning for theatre

Following the Public Meeting of April 27, 1995 at the Kentwood Alliance Church, we realized upon further contemplation that we do have some concerns.

We have reservations about the construction of a nine-screen discount theatre in our community of Kentwood. Our concerns are as follows:

- Possibility of overflow parking during peak periods ie. weekends.
- Increased noise levels
- Increased traffic into an otherwise quiet residential area
- Could create offensive litter
- Could seriously affect property values (negatively)

We hope City Council will take into consideration the concerns of those of us who have to live with the consequences of the decision.

Yours truly,

*Floyd Van Slyke*  
*Ilene Van Slyke*

Floyd Van Slyke  
Ilene Van Slyke  
33 KENNINGS CRESCENT  
RED DEER, ALBERTA  
T4P 3M8  
(403) 340-3714

I agree with the concerns stated in this  
letter (re. Irene Von Slyke)

Drenda Schatschneider

41 KENNEDYS (RES.)  
DRENDA SCHATSCHNEIDER

May 17/95.

Dear Council members

We are writing this letter to petition against a nine screen theatre being built on the site of the Alberta Transportation lot - (57st x 51-52 ave).

Being a home owner on Kenning Ave I feel our streets will be used as an overflow parking lot. With the extra traffic comes noise & possibly crime.

Please let us keep our streets quiet, clean & hassle free as I believe theatres should be built in the downtown core & not in a residential area.

Using the building on site now for a church is fine, but please NO THEATRES.

Yours truly,

Ken & Donna  
Emantons

May 17, 1995

City Council  
City of Red Deer  
Red Deer, AB

To: Elected Representatives

I understand that the possibility exists among council members that residents of Kentwood do not object to a theater locating in this community. Please consider this letter as my formal objection to the proposed plan.

Parking and increased traffic flow is a major concern, as is changing the initial appearance of the main entrance to Kentwood Estates; from a residential setting to a commercial look.

I appreciate the price of land is more attractive in Kentwood than downtown, or near a mall, but the success of this business venture would seem to depend (in part) on a more central accessible location.

Why not fill up some 'holes' downtown?



Jim & Lynn O'Neill  
19 Kirby Street  
Red Deer, AB  
T4P 3M8

Submitted to City Council

Date: June 19/95

YOUR WORSHIP, MEMBERS OF COUNCIL, LADIES AND GENTLEMEN:

Further to the proposed by-law amendment 2672/P95, plus the spot zoning to allow a theatre, we are pleased to be allowed the opportunity to express not only our original concerns but also to take a closer look at the implications of this proposal for the entire community.

We strongly support the rezoning to allow the church to build on this property as it most certainly would enhance the entrance to the Kentwood community.

We also feel that it would not be inappropriate for Council to consider alternative development for this particular parcel. It would seem to be quite plausible to allow, for example, the housing development immediately north of the area to be extended southward to the church property. There are several areas in the city where a church is directly adjacent to housing. The utility right of way could be left as a green space if it were practical. The Kentwood area does not have an abundance of green spaces.

I will mention only in passing the inevitability of increased noise levels well into the night in the residential areas which lie directly north and west of the proposed theatre site. A facility of this nature is bound to generate excessive litter as well, which will blow around the area.

While the above-mentioned are not insignificant, the overflow parking which will inevitably flow out into the surrounding district is one of the major issues in the proposal of changing the zoning to allow this kind of commercial venture into a residential area.

If you will bear with me briefly, to imagine a scenario.

On a weekend, a Saturday evening, the church lot is filled, perhaps even overflowing into the theatre lot by 30 cars. This would still leave 200 parking spaces for the movie goers. It is very unlikely that all 1200 seats will be filled but let us say that 800 people are in attendance at one time on this given evening. Now, at 2 people per car, we will need space for 400 cars. Two hundred can park in the lot and 200 must find somewhere else to park as close to the theatre as possible.

In spite of any rotation as people come and go, those wishing to see the next showing of the movie, let us say on screen #7 must find a place to park before the previous viewers of screen #7 leave the theatre or the lot. More parking is actually required than simple mathematics would suggest.

Because of front driveways and on-street parking required by the local residents, it is reasonable to assume that there will only be room for one extra vehicle on an average, per house. This could result in overflow parking extending to 200 houses or a good portion of the Kentwood subdivision.

In addition to the parking problem, we must also examine the implications of increased traffic flow. These two proposed facilities, the church and the theatre have joint seating of upwards of 2000 people. As I mentioned earlier, there will be times when both facilities are in use. The potential of traffic congestion at 52 Ave. and 77 Street cannot be minimized and may require installation of traffic controls.

Red Deer and area has been our home for over 50 years. We appreciate City Council's approach to the planned and orderly development of our City. Red Deer has always been a showplace, and emerges as a trendsetter in the development of mid-sized cities in Alberta.

We respect the challenge of balancing the residential homes and lifestyles of the citizens with the economic growth and commercial development.

We therefore submit our concerns about this issue with the trust that the decision will be taken with wisdom and sensitivity.



Floyd and Ilene Van Slyke  
33 Kennings Crescent  
Red Deer T4P 3M8  
340-3714

June 19, 1995

Submitted to City Council  
Date: June 19/95

City of Red Deer  
4914 - 48 Avenue  
Red Deer, Alberta

Dear Sirs:

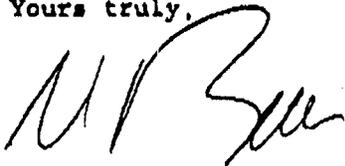
**RE: PETITION AGAINST REZONING TO ALLOW A MOVIE  
THEATRE AT 5220 - 77 STREET**

With regards to the above petition, I wish to clarify my position.

Firstly, in signing the petition I was expressing my feelings only and not those of the Alberta Treasury Branches as an organization.

Secondly, upon further review of the issue and concerns, I wish to withdraw my name and support for the petition.

Yours truly,



Marvin Beier



**REALTY WORLD™ - Citadel Realty**  
4922 52nd Street, Red Deer, Alberta T4N 2C8  
Bus. (403) 347-6005 Fax: (403) 346-4527

Submitted to City Council

Date: *June 19/95*

June 19, 1995

To Amin Ramji;

I, Marlene Hickling do hereby retract my signature from the petition against your rezoning by the Town Centre Association.

I was under the impression that the petition was for a Theater Arts Centre, not a movie theater.

My opinion does not reflect the opinion of the company that I work for in any way.

Yours truly;

*Marlene Hickling*

Marlene Hickling

Submitted to City Council

Date: June 19/95

June 19, 1995

To Whom it May Concern

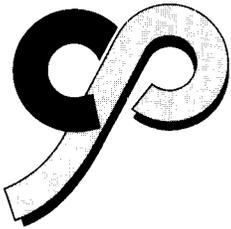
Re: Town Centre Association Petition against Kentwood Theatre  
Development of Bill Ramji's Group

The petition was signed by one of our partners without discussion of the rest of us. No notice, time or complete information was provided by the presenter of the petition to even allow proper discussion. I declare that the objection solicited from our firm on the above said petition should hereby be removed.

As much as we believe in downtown development concerns, at no time should we stop the progress of good development ideas within our city. It appears this developer looked at down town options to no avail, thus, I don't feel we should have our name stand in his way to look elsewhere for a feasible site outside of downtown.

Thanks and regards:

Marty Skinner



Submitted to City Council  
Date: *June 19/95*

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

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**MEMORANDUM**

**DATE: June 19, 1995**

**TO: MAYOR GAIL SURKAN**

**FROM: PAUL MEYETTE & TONY LINDHOUT**

**RE: POTENTIAL MOVIE THEATRE SITES IN DOWNTOWN**

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As per your request, attached herewith please find a list of potential sites upon which a movie theatre could be developed. Most of these sites are vacant land areas that have the potential to stand alone or have the capability to be assembled with adjoining lands to give the land base required for a theatre development.

Also included in this list are the vacant Bay and Zellers buildings which in themselves have the potential for conversion. With possible adjustments made to the roof systems of these buildings, the existing second floor columns may be removable or altered.

Furthermore, other occupied buildings in the downtown area could also have the potential for conversion/alteration into a movie theatre. Some examples include the IGA store, former Red Deer Advocate building, and the American Can building. The existing Uptown Theatre was a former grocery store and is a prime example of a successful building renovation project.

Date: *June 19/95*

POTENTIAL THEATRE SITES IN THE DOWNTOWN			
	LOCATION	SIZE	COMMENTS
1	Prairie Bus Lines (by Water Treatment Plant)	2.47 acres	Private lot Existing bldgs. on site
2	Newton Property	2.25 acres	Vacant, could enlarge site by buying adjoining city lands and surplus road right of way
3	Lampard Site (Cronquist)	1.75 acres	Vacant, private parking in vicinity
4	Former Bay Building	78,480 sq ft.	Potentially convertible to theatre, parking on site and in vicinity
5	Former Zellers Building	39,420 sq ft.	Potentially convertible to theatre, parking on site and in vicinity
6	South end of Gelmon Site (2 sides of 52 St.)	1.3 acres-west 1.59 acres-east	City owned land. Build theatre on one side, parking on other side
7	Former Shell Site (north of Alpha Plant)	expandable to 2.5 acres	Road closures required
8	Bettenson Site (north of 45th St.)	1.35 acres	Expandable to $\pm 4.0$ acres if adjoining City lands included. Potential conversion of existing building.
9	Gelmon Lands	9.7 acres	Under option till Sept. '95

**NOTE:** From a land use perspective the above noted downtown sites have been explored and may be suitable for a theatre site. Site costs and pricing of these sites and/or buildings have not been explored. The sites identified above assume surface parking. Additional sites could be available if deck/underground parking were considered.

No alternative sites outside of the downtown were considered.



**FILE**

**DATE: June 20, 1995**  
**TO: Principal Planner**  
**FROM: City Clerk**  
**RE: LAND USE BYLAW AMENDMENT 2672/P-95**

---

At the Council meeting of June 19, 1995, a Public Hearing was held with regard to Land Use Bylaw Amendment 2672/P-95 which provides for the rezoning of the former Vehicle Licensing Centre property at 5220 - 77 Street, to accommodate a church and motion picture theatre.

Following the Public Hearing, said Bylaw was defeated at third reading and as such the property was not rezoned. It is my understanding that the applicant will be making a further request for rezoning for the church portion of the site only. In this regard I would ask that you prepare a new Land Use Bylaw Amendment, reflecting this, for consideration by Council at its meeting of July 4, 1995.

I trust you will find this satisfactory.



**KELLY KLOSS,**  
City Clerk

KK/fm

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



# THE CITY OF RED DEER

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

**FILE**

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

June 20, 1995

Ralph Salomons Realty Inc.  
4440 - 49 Avenue  
Red Deer, Alberta  
T4N 3W6

ATTENTION: RALPH SALOMONS

Dear Sir:

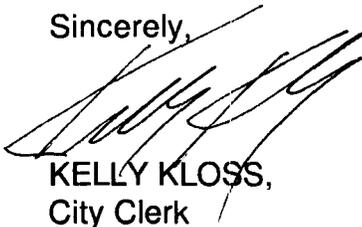
RE: LAND USE BYLAW AMENDMENT 2672/P-95 - REZONING OF FORMER VEHICLE LICENSING CENTRE/5220 -77 STREET

At The City of Red Deer Council meeting held on June 19, 1995, a Public Hearing was held with regard to Land Use Bylaw Amendment 2672/P-95. Following the Public Hearing however, said Bylaw was defeated at third reading, and as such, the property in question was not rezoned.

Further to our conversation of June 20, 1995, if you wish to proceed with the rezoning of all or a portion of the property, for the church only, I will require a new application in order to proceed with bringing a new Land Use Bylaw Amendment to Council at its meeting of July 4, 1995.

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

Sincerely,



KELLY KLOSS,  
City Clerk

KK/fm

cc. Principal Planner  
Council & Committee Secretary, S. Ladwig



*a delight  
to discover!*

16  
R E P O R T S

NO. 1

DATE: June 2, 1995

TO: Kelly Kloss - City Clerk

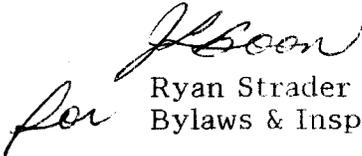
FROM: Ryan Strader - Bylaws & Inspections Manager

RE: **Public Contribution Bylaw 2525/76**

---

---

On May 1, 1995 the Charitable Fund Raising Act was proclaimed and the Public Contributions Act repealed. Please have Bylaw 2525/76 rescinded as the City of Red Deer no longer approves fund raising campaigns within The City of Red Deer.

  
Ryan Strader  
Bylaws & Inspections Manager



MUNICIPAL AFFAIRS

Housing and Consumer Affairs Division  
Superintendent of Real Estate and  
Director of Co-operative Activities

Responsibility for Condominium Property Act, Public Contributions Act, Residential Tenancies Act, Mobile Home Sites Tenancies Act  
16th Floor Commerce Place, Mailstation 16B, 10155 102 Street, Edmonton, Alberta, Canada T5J 4L4 403/422-1588 FAX 403/427-3033

May 3, 1995

Joyce Boon  
Administrator  
Public Contributions Act  
City of Red Deer  
Box 5008  
4914 48 AVE  
RED DEER AB T4N 3T4

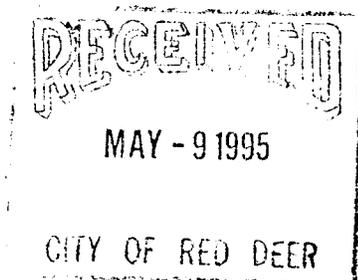
Dear Ms. Boon:

**Re: Charitable Fund-raising Act**

On May 1, 1995 the Charitable Fund-raising Act was proclaimed and the Public Contributions Act repealed.

Charitable organizations who expect to raise more than \$10,000 in their financial year or who use a professional fund raiser must register their organization. This will be done through the local private registry agents throughout the province. As part of the transition, those organizations holding valid authorizations under the Public Contributions Act that have an expiry date after May 1, 1995 are deemed to have registered under the new Act. The expiry date for existing authorizations is December 31, 1995 or the actual expiry date; whichever is sooner.

Thank you for your assistance in administering the Public Contributions Act within your municipality.



Yours truly,

Rudolph J. Palovcik  
Team Leader, Industry Standards

COMMENTS:

CITY OF RED DEER

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

"G. SURKAN", Mayor

"M.C. DAY", City Manager

**FILE**

**DATE: June 20, 1995**  
**TO: Bylaws & Inspections Manager**  
**FROM: City Clerk**  
**RE: CHARITABLE FUND RAISING ACT**

---

At the Council meeting of June 19, 1995, Alderman Lawrence requested additional information relative to the Public Contribution Act as follows:

- 1) What are the guidelines the Province has set for door to door solicitation;
- 2) That Consumer and Corporate Affairs be contacted to determine if The City of Red Deer can control soliciting within its boundaries.

I ask that you directly respond to Alderman Lawrence with a carbon copy to the Mayor and myself.

If you have any questions please do not hesitate to call.



KELLY KLOSS,  
City Clerk

KK/fm

**FILE**

**DATE: June 20, 1995**  
**TO: Bylaws & Inspections Manager**  
**FROM: City Clerk**  
**RE: REPEALING OF PUBLIC CONTRIBUTION BYLAW 2525/76**

---

At the Council meeting of June 19, 1995, consideration was given to your report dated June 2, 1995 concerning the above topic, and at which meeting three readings were given to Bylaw 2525/A-95 which repeals the Public Contribution Bylaw 2525/76.

This is submitted for your information.



KELLY KLOSS,  
City Clerk

KK/fm

cc. Director of Development Services

NO. 2

DATE: June 13, 1995

TO: Kelly Kloss, City Clerk

FROM: Alan Scott, Land and Economic Development Manager

RE: **GLENDALE, RESIDENTIAL SUBDIVISION  
DEVELOPER - THE CITY OF RED DEER**

---

Due to the relocation of Taylor Drive North and the additional adjacent residential development, it is necessary to facilitate this new plan of subdivision to request the following road closures to be approved by bylaw:

1. Road Plan 2082 EO (SE 31-38-27-4)
2. Road Plan 5770 AG (SE 31-38-27-4)
3. All that portion of 59 Avenue as shown on Plan 822-2393 lying within the limits of Subdivision Plan 952\_\_\_\_\_ containing 0.163 hectares (0.40 acres) more or less.
4. All that portion of original Road Allowance adjoining the east boundary of SE 1/4 Sec 31, Twp 38, Rge 27, W4M lying to the north of the northerly limit of Railway Plan C & E No. 1 and the southerly limit of Road Plan 952\_\_\_\_\_ containing 0.172 hectares (0.43 acres) more or less.

Attached is a sketch showing the areas involved.

### **RECOMMENDATION**

We recommend that City Council approve the road closures.



Alan V. Scott

PAR/mm

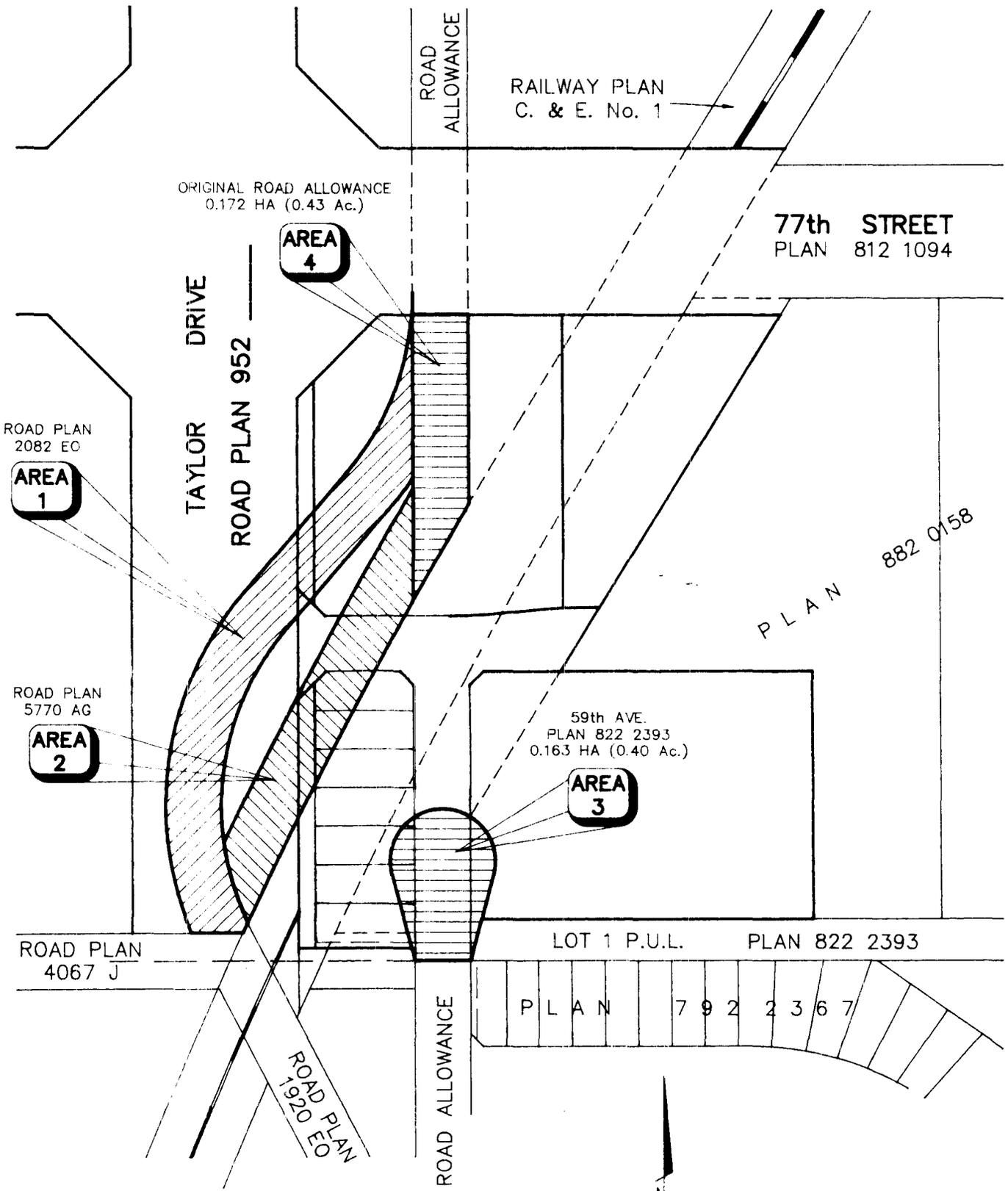
Att.

### **COMMENTS:**

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

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager



**ROADS AFFECTED  
BY THIS SURVEY**



Bemoco Land Surveying Ltd.  
21,7895-49th Avenue  
Red Deer, Alberta  
File No: S-066-95

**FILE**

**DATE: June 20, 1995**

**TO: Land & Economic Development Manager**

**FROM: City Clerk**

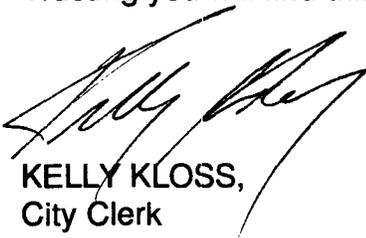
**RE: ROAD CLOSURE BYLAW 3138/95, GLENDALE RESIDENTIAL  
SUBDIVISION, RELOCATION OF TAYLOR DRIVE NORTH**

---

At the Council meeting of June 19, 1995, consideration was given to your report dated June 13, 1995 concerning the above topic, and at which meeting first reading was given to Road Closure Bylaw 3138/95 a copy of which is attached hereto.

This office will now be proceeding to advertise for a Public Hearing for this Bylaw, to be held on Monday, July 31, 1995 at 7:00 p.m., or as soon thereafter as Council may determine.

Trusting you will find this satisfactory.



KELLY KLOSS,  
City Clerk

KK/fm  
attchs.

cc. Director of Development Services  
Director of Community Services  
Bylaws & Inspections Manager  
City Assessor  
E.L. & P. Manager  
Public Works Manager  
Principal Planner  
Council & Committee Secretary, S. Ladwig





**PARKLAND  
COMMUNITY  
PLANNING  
SERVICES**

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

NO. 3

**DATE: JUNE 12, 1995**

**TO: CITY COUNCIL**

**FROM: FRANK WONG, PLANNING ASSISTANT**

**RE: LAND USE AMENDMENT 2672/Q-95  
SOUTHEAST CORNER OF 77 STREET & TAYLOR DRIVE  
GLENDALE SUBDIVISION  
THE CITY OF RED DEER**

Enclosed is a proposed land use bylaw amendment pertaining to the southeast corner of the intersection of 77 Street and Taylor Drive. This amendment is brought about as a result of the re-alignment of the above intersection, making available approximately 2.44 ha. (6 ac) for development. This site is proposed to be redesignated from A1 (future development) to R1 (low density residential), R2 (medium density residential), P1 (parks and recreation), and PS (public service) district.

Planning staff will be holding a public meeting on Thursday, June 15, 1995 as part of our process in the preparation of an outline plan for this area as well lands to the south and east of the proposed Taylor Drive alignment. We will be reporting back to City Council with the result of the meeting prior the adoption of the proposed outline plan and subsequent amendment of the subject bylaw.

Planning staff recommend the City Council proceed with first reading of the proposed land use bylaw amendment.

*Frank Wong*  
Frank Wong,  
Planning Assistant

COMMENTS:

We recommend Council proceed with 1st reading of the Land Use Bylaw.

Enclosure

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager

# FILE

**DATE: June 21, 1995**

**TO: Principal Planner**

**FROM: City Clerk**

**RE: LAND USE BYLAW AMENDMENT 2672/Q-95, S.E. CORNER OF 77 STREET & TAYLOR DRIVE/GLENDALE SUBDIVISION**

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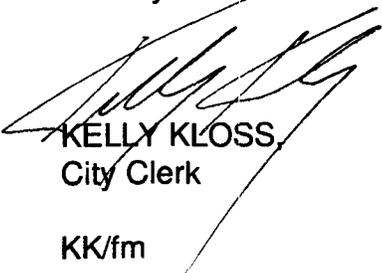
At the Council meeting of June 19, 1995, first reading was given to Land Use Bylaw Amendment 2672/Q-95, a copy of which is attached hereto.

Land Use Bylaw Amendment 2672/Q-95 pertains to the S.E. corner of the intersection of 77 Street and Taylor Drive and is brought about as a result of the realignment of this intersection, making available approximately 2.44 hectares (6 acres) for development. This site is proposed to be redesignated from A1 (future development) to R1 (low density residential), R2 (medium density residential), P1 (parks & recreation), and PS (public service) district.

This office will now be proceeding with the advertising for a Public Hearing to be held on Monday, July 17, 1995 at 7:00 p.m. or as soon thereafter as Council may determine. The advertising for this Public Hearing will appear Friday, June 30 and July 7, 1995.

It is my understanding that a public meeting of the area was held on Thursday, June 15, 1995 and that a report, regarding this meeting, will be presented to this office to be placed on the Council agenda.

I trust you will find this satisfactory.



KELLY KLOSS,  
City Clerk

KK/fm

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

NO. 4

**DATE: June 6, 1995**

**TO: City Council**

**FROM: City Clerk**

**RE: MARKING OF BALLOT CARDS - VISUALLY IMPAIRED ELECTORS**

---

At the Council Meeting of January 16, 1995 Alderman Pimm raised the question as to whether the City provides braille ballot cards for blind persons.

In past elections, marking of ballots by visually impaired individuals has been provided for in accordance with the Local Authorities Election Act, which states:

"The Deputy, at the request of an elector who is unable to read or is incapacitated by blindness or another physical condition from marking his ballot in the usual manner, shall mark the vote of the elector on his ballot in the manner directed by that elector and shall immediately deposit that ballot in the ballot box.

The Deputy, if requested by the elector described above who is accompanied by a friend, shall permit that friend, on making the prescribed statement, to accompany the elector into a voting compartment for the purpose of marking the elector's ballot and the ballot when marked shall be delivered by the elector or their friend to the Deputy to be deposited in the ballot box."

The above system has worked well and we have received no complaints from any incapacitated elector as to the voting process. The Local Authorities Election Act is clear as to the voting process for incapacitated electors and does not make provision for alternate methods. We have been advised that Municipal Affairs interprets the Act to read that as braille templates are not provided for within the Act they cannot be used.

Notwithstanding the above, I will briefly outline the findings of research relative to the feasibility of braille templates.

Red Deer no longer has a CNIB office so we contacted the CNIB Coordinator of Client Services in Calgary to discuss this suggestion. She indicated that Red Deer has 204 individuals who have indicated vision impairment. This includes those individuals who are not only blind but have other impairments such as tunnel vision, difficulty in reading smaller print, etc.

City Council  
 June 6, 1995  
 Page 2

In addition to the above, the CNIB Coordinator offered the following comments:

- 1) It is not known how many of those who are blind in Red Deer read braille;
- 2) The print on The City of Red Deer ballot is a good size and does assist those who have trouble reading smaller print;
- 3) The CNIB is a rehabilitation group and have limited staff and resources to assist in preparing braille templates, however, they will help out as much as possible. Braille is normally typed out on a "braille tape" as opposed to "card stock" that the template would be made of.

With regard to number 3 above, because of the tight time deadlines, as shown below, producing a template may be difficult.

- |                                          |   |                                          |
|------------------------------------------|---|------------------------------------------|
| Monday, September 18                     | - | receive nominations                      |
|                                          | - | forward names for coding                 |
| Thursday, September 20                   | - | ballot negative sent to printer          |
| Monday - Wednesday,<br>September 25 - 27 | - | testing of sample ballot and corrections |
| Thursday, September 28                   | - | ballot printing approved                 |
| Tuesday, October 3                       | - | receive ballots                          |
| Thursday, October 5                      | - | advance poll begins                      |

The above schedule allows us to ship the ballot up to CNIB in Calgary on Tuesday, October 3 but we must receive at least one template back by Wednesday afternoon, October 4 to allow for testing and be available for use at the advance vote. The remainder of the 29 braille templates required for election day can be received by Wednesday, October 11. There would be one template for each voting station and 5 extras for backup.

City Council  
June 6, 1995  
Page 3

In summary, the difficulties in developing a braille template are not insurmountable, however, it would add one more complication in an already busy and stressful time.

**RECOMMENDATION:**

That the use of a braille template for the 1995 Municipal Election not be used for the following reasons:

- 1) The Local Authorities Election Act does not provide for this;
- 2) The City has received no request to have such a service;
- 3) Voting for visually impaired is accommodated in the election process and works very well;
- 4) The number of individuals that would use this service is very low, and as such, the time and costs involved to offer the service are not justified.



KELLY KLOSS,  
City Clerk

KK/fm

**COMMENTS:**

The attached report from the City Clerk is in response to a verbal request from Alderman Pimm with respect to the use of braille for blind persons marking ballot cards. As can be seen this is not currently done, but the procedures outlined in the Act, and which we follow, have worked very well. As is further outlined in the report, the problems associated with the use of braille are not insurmountable and had there been problems in the past, we could support such a change. As there have been no problems, we would question the value of introducing further complications in the process and therefore support the recommendation of the City Clerk that we not use a braille template for the 1995 Municipal Election.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager

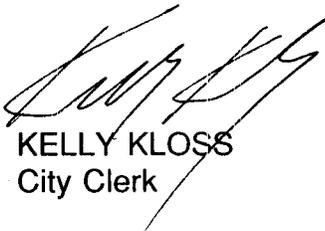
**DATE: JANUARY 17, 1995**  
**TO: RETURNING OFFICER**  
**FROM: CITY CLERK**  
**RE: MARKING OF BALLOT CARDS - BLIND ELECTORS**

---

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

At the Council Meeting of January 16, 1995 Alderman Pimm raised the question of whether or not The City provides for blind persons marking brail ballot cards.

A review of this matter is to be presented back to Council in due course.



KELLY KLOSS  
City Clerk

KK/clr

cc: Donna Nowochin

Helene  
- Our ballot is good size  
of print

204 indicated vision  
problem  
- not necessarily  
blind

Given to Cheryl 15/03/09  
KK

**DATE:** May 30, 1995  
**TO:** City Clerk  
**FROM:** Council & Committee Secretary  
**RE:** BRAILLE TEMPLATE FOR 1995 MUNICIPAL ELECTION

---

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

I have been in touch with the CNIB office in Calgary. In speaking with Helena, Coordinator of Client Services, I found that they have not assisted with this type of work in the past. She indicated they are a rehabilitation group and do not have the staff or resources to give much assistance. She suggested that the responsibility to provide more accessible services to the handicapped (visually impaired) lies with governments.

In explaining our needs and time restrictions, she agreed to contact Red Deer in search of someone here who can do braille work and would be willing to undertake this for us. They have braille 'tape' that is typed on as opposed to card stock. The CNIB would be willing to assist in proofreading the braille, however with the time restrictions we would be under, I do not feel we could get the material to Calgary, proofread and back to Red Deer in time to meet our deadline. I have not heard back from Helena in a week, therefore I assume she is having trouble finding someone in Red Deer to do the work.

Helena indicated that not all visually impaired persons read braille. She suggested that large print ballots be provided ( $\frac{3}{4}$  to 1 inch letter size) to assist. My questions would be: what percentage of visually impaired people in Red Deer read braille; how many are legally blind but not fully blind and can read large print; would a ballot with the required size print fit in our ballot counting machine.

We do not have the statistics on the number of visually impaired people in Red Deer, the number of those impaired who can read large print or braille. Depending on the number of candidates and the size of the large print, we may not be able to fit the information on one ballot. We would also have to incur additional costs to have two different ballots drawn up with the proper coding, etc. for the counting machine. We may be able to offer this service in one election year and not another due to such circumstances. This would certainly cause much concern.

It would appear that these options are not practicable for Red Deer at this time.

  
CHERYL G. ADAMS  
Council & Committee Secretary

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

**DATE:** April 10, 1995  
**TO:** City Clerk  
**FROM:** Council & Committee Secretary  
**RE:** MARKING OF BALLOT CARDS - VISUALLY IMPAIRED

---

With respect to the memo from the Returning Officer dated January 17, 1995, and the question of Alderman Pimm respecting the above, I submit the following.

I contacted Edmonton and Calgary to ask what voting arrangements they allow for the visually impaired. Barb Clifford of Calgary and Matt McCallum of Edmonton indicated they do not supply brail cards nor do they have plans of such in the near future. They noted the cost is prohibitive and would be inflated with the rotation requirement. B. Clifford said Municipal Affairs interprets the Act to read that you can not use brail based on what is written therein (assistance) as opposed to what is not written (i.e. brail). Edmonton also follows the Act and uses the Incapacitated Elector's Form. Edmonton is looking into developing a template that would be raised, but not in brail. Neither St. Albert nor Lethbridge have looked into a brail system.

Medicine Hat experimented with brail during a school board by-election in 1993. They contacted the CNIB who made up a form on special paper, from which a template was done. This worked so well that Larry Godin plans to do the same for the 1995 election. He indicated no problem with respect to rotation of names as they do not rotate with the new automated system. All that was required was one template for each voting station, making the cost minimal. Mr. Godin will be sending a copy of a template for us to look at, and asked that same be returned.

The above is submitted to you as information. If there is some area where you require further information, please let me know.

  
CHERYL G. ADAMS  
Council & Committee Secretary

**FILE**

**DATE: June 20, 1995**  
**TO: Returning Officer**  
**FROM: City Clerk**  
**RE: MARKING OF BALLOT CARDS/VISUALLY IMPAIRED ELECTORS**

---

At The City of Red Deer Council meeting held on June 19, 1995, consideration was given to your report dated June 6, 1995 concerning the above topic. At this meeting Council received the report as information with no change in the current practise being taken.

This is submitted for your information.



KELLY KLOSS,  
City Clerk

KK/fm

cc. C. Adams - Thank you for your research and help on this report.

NO. 1

May 29, 1995

City Council

Dear Council:

Please accept this as my request that I not be charged the Blue Box fee.

My situation is such that I am blind and find that I do not have a need for the blue box. For this reason I do not feel I should be charged the monthly fee.

"Norbert Lee"

347-5438

5118 - 48 Street, Red Deer

(Note: This letter was dictated to the City Clerk by Mr. Lee on May 29, 1995)

DATE: May 31, 1995  
TO: City Clerk  
FROM: Public Works Manager  
**RE: NORBERT LEE - BLUE BOX**

---

Mr. Lee has requested that he not be charged for a Blue Box. Mr. Lee is blind and does not use the program.

We appreciate Mr. Lee's situation. Along with Mr. Lee, there are other handicapped and non-handicapped persons who do not use the program. Although over 80% of our single family residences do participate in the program, this leaves a percentage who do not participate. This lack of participation could be the result of inability to participate, philosophical differences with the program or just indifference.

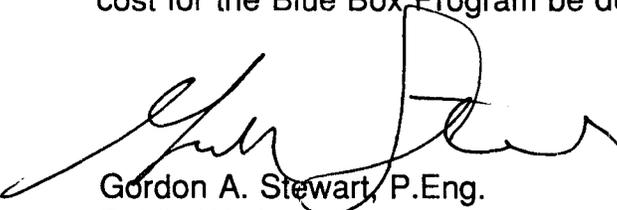
When the recycling program was initiated it was decided that the opportunity would be provided for all citizens to be involved in a program. It would be up to the individual whether or not they chose to participate. The costs of the program would be distributed to all citizens. At the present time, all residential customers pay \$3.00 per month towards the cost of recycling.

If we accede to Mr. Lee's request, I am sure we will receive numerous other requests from various individuals to not be charged the costs, for a variety of reasons.

For this reason, I do not support agreeing to Mr. Lee's request.

### **RECOMMENDATION**

It is respectfully recommended to Council that Mr. Lee's request not to be charged the cost for the Blue Box Program be denied.



Gordon A. Stewart, P.Eng.  
Public Works Manager

/blm

c Director of Community Services  
Director of Development Services

**DATE: May 31, 1995**  
**TO: City Clerk**  
**FROM: Director of Corporate Services**  
**RE: NORBERT LEE - BLUE BOX**

---

Mr. Lee is requesting he be exempted from the recycling charge of \$3 per month because he is blind. He also indicates he does not have a need for a blue box.

The recycling charge is billed to the following residences:

- single family dwelling unit
- semi-detached residential unit
- single family dwelling unit with a basement unit situated therein
- occupant of a dwelling unit in a multiple family building where the owner does not pay the charges directly to the City.

There are probably a number of customers who pay the recycling charge that for one reason or another do not use the blue box or use it to varying degrees. The service is, however, available to all these customers. Council has decided, as a matter of public policy, that all customers whether they use the service or not should pay the \$3 monthly fee.

If Mr. Lee does not participate in the recycling program, then it would mean his garbage picked up would be greater than for customers participating in the Blue Box program. As a result, he would be receiving a greater benefit from the garbage collection system for which he is not charged any more than a similar customer who also uses the Blue Box.



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

AW/jt

f:\d\tolalan\memos\leeboxedbox.clk

COMMENTS:

We concur with the comments of the Public Works Manager and Director of Corporate Services that for the reasons outlined, Mr. Lee's request not be approved.

"G. SURKAN", Mayor

"M.C. DAY", City Manager

DATE: May 30, 1995  
TO: DIRECTOR OF COMMUNITY SERVICES  
X DIRECTOR OF CORPORATE SERVICES  
X DIRECTOR OF DEVELOPMENT SERVICES  
BYLAWS & INSPECTIONS MANAGER  
CITY ASSESSOR  
E.L. & P. MANAGER  
ENGINEERING DEPARTMENT MANAGER  
FIRE CHIEF (EMERGENCY SERVICES)  
INFORMATION TECHNOLOGY SERVICES MANAGER  
LAND AND ECONOMIC DEVELOPMENT MANAGER  
PERSONNEL MANAGER  
X PUBLIC WORKS MANAGER  
R.C.M.P. INSPECTOR  
RECREATION, PARKS & CULTURE MANAGER  
SOCIAL PLANNING MANAGER  
TRANSIT MANAGER  
TREASURY SERVICES MANAGER  
PRINCIPAL PLANNER  
CITY SOLICITOR

**BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL**

FROM: CITY CLERK  
RE: NORBERT LEE - BLUE BOX

---

Please submit comments on the attached to this office by June 12, for the Council Agenda of June 19, 1995.

"Kelly Kloss"  
City Clerk



## THE CITY OF RED DEER

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

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

May 30, 1995

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

Mr. Norbert Lee  
5118 - 48 Street  
Red Deer, Alberta  
T4N 1T2

Dear Sir:

I acknowledge receipt of your letter dated May 29, 1995, re: the Blue Box fee.

This item will be discussed and possibly a decision made at the Meeting of Red Deer City Council on June 19, 1995. Council meetings begin at 4:30 p.m., and adjourn for the supper hour at 6:00 p.m., reconvening at 7:00 p.m.

In the event you wish to be present at the Council meeting, would you please telephone our office on June 16, 1995, and we will advise you of the approximate time that Council will be discussing this item.

Would you please enter City Hall on the park side entrance when arriving, and proceed up to the second floor Council Chambers.

This request has been circulated to City administration for comments, and 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 June 16, 1995.

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

Yours sincerely,

Kelly Kloss  
City Clerk

KK/ds



*a delight  
to discover!*



# THE CITY OF RED DEER

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

FILE No.  
**FILE**

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

June 20, 1995

Norbert Lee  
5118 - 48 Street  
Red Deer, Alberta  
T4N 1T2

Dear Sir:

RE: EXEMPTION FROM RECYCLING CHARGE

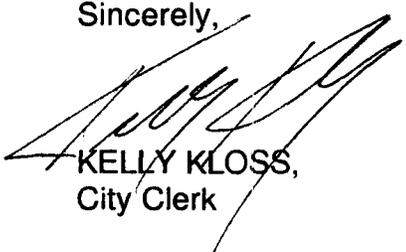
At The City of Red Deer Council meeting held on June 19, 1995, consideration was given to your request concerning the above topic, and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Norbert Lee dated May 29, 1995, re: Request To Be Exempt From The Blue Box Charge, hereby agrees that said request be denied, and as presented to Council June 19, 1995."

As outlined above, your request to not be charged the blue box fee was denied, and as such you are still required to pay the fee.

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

Sincerely,



KELLY KLOSS,  
City Clerk

KK/fm

cc. Director of Corporate Services  
Director of Development Services  
Public Works Manager



*a delight  
to discover!*

NO. 2

May 26, 1995

City Council

Dear Council,

Attached is a petition relative to the traffic problem on 43 Street along West Park Crescent and West Park Estates.

We are requesting Council to review some possible alternatives, eg.:

- 1) a crosswalk and signage to assist children in crossing 43 Street from West Park Estates on their way to school;
- 2) some method of controlling the speed of traffic going toward and coming from Heritage Ranch;
- 3) provide other access to Heritage Ranch as when the Sports Hall of Fame is built the traffic will be worse;
- 4) any other solution to assist us.

Thank you for considering our request.

Sincerely,

Alice Hennig

A handwritten signature in cursive script that reads "Alice Hennig". The signature is written in black ink and is positioned to the right of the typed name "Alice Hennig".

Petition for - 43st

on this 24<sup>th</sup> day of May 1995

We the under-signed who live on both sides of 43st, that Westpark Cr. and West Park Estate, Can't tolerate the noise and traffic any longer.

This has brought on mental distress and we can not enjoy our back-yards. ~~many have~~

We need immediate action on this problem

PRINT signature Signed

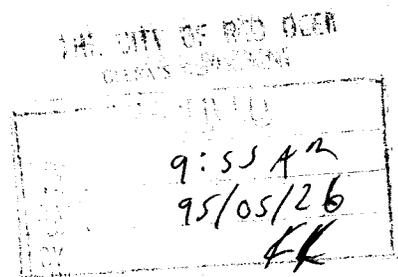
PRINT signature	Signed	Address
Alice WILF Hennig	Alice Hennig	5820 Westpark Cr.
ANDREW REED	[Signature]	5824 " " "
Anderson, Betty	Betty Anderson	5828 " " "
FROEHLER, GAYE	Gaye Frauder	21 Wiltshire Blvd
WALLS, Mona & Roger	M. Walls	17 Wiltshire Blvd.
Stang - Luke & Sandy	[Signature]	53 Wiltshire Blvd.
ADEN LOVE	Aden Love	53 WILTSHIRE BLVD.
Leslie Love	Leslie Love	53 Wiltshire Blvd.
ELSIE LOVE	Elaine Love	53 Wiltshire Blvd.
ROBERT K LEFFROBUEH	Robert Leffroebueh	61 WILTSHIRE BLVD P.D.
STANGE, PHIL & WENDY	[Signature]	29 WILTSHIRE BLVD.
JACOBSEN, W	[Signature]	49 WILTSHIRE BLVD.
Lachy & Janie Kerchard	Rocky & Josie Richard	57 Wiltshire Blvd.
Aaron Kerchinsky	Aaron Kerchinsky	65 Wiltshire Blvd
Alicia Kerchinsky	Alicia Kerchinsky	65 Wiltshire Blvd
Verna Kerchinsky	Verna Kerchinsky	65 Wiltshire Blvd
Lyn de Sando	Lynda Sando	69 Wiltshire Blvd
Poland Baeten	[Signature]	" "
Lyann Gagné	[Signature]	81 Wiltshire Blvd.
PAULINE SENKO	Pauline Senko	89 Wiltshire Blvd.
Red Middlebrook	Red Middlebrook	97 Wiltshire Blvd
PAT MORRIS	Pat Morris	105 Wiltshire Blvd.
Terry Vaughan	[Signature]	113 Wiltshire BLVD.

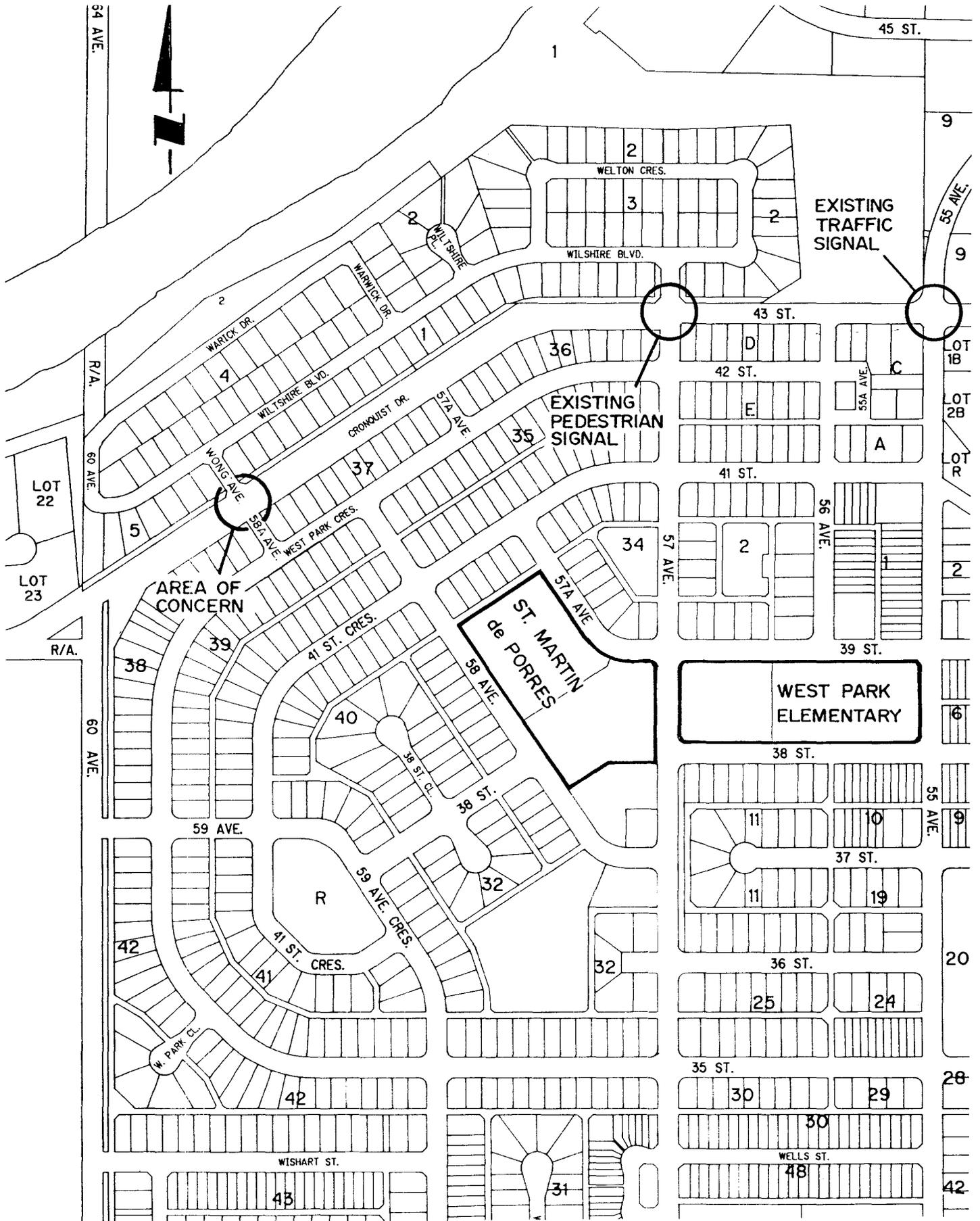
PAGE 2

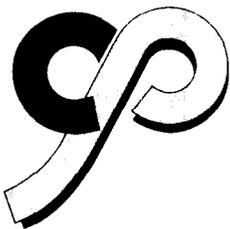
Signature.	Signed (PRINT) ADDRESS
Muriel Holladay	MURIEL HOLLADAY 117 Wiltshire Blvd
Hani Schmitt	Hani Schmitt 121 Wiltshire Blvd
Hugh German	HUGH GERMAN 125 Wiltshire Blvd
Melbie Wales	DEBBIE WALES 133 Wiltshire Blvd.
Ev. Goller	EV. GOLLER 5709-107. Cres
<del>Bob</del>	BOB STOKK 5710 WESTPARK CRES.
<del>Barb</del>	Barb Friesz 5714 Westpark Cres
<del>Pat Chapman</del>	PAT CHAPMAN 5715 " "
Della Graham	Della Graham 5730 Westpark Cres.
Rick Hartley	Rick Hartley 5750 Westpark Cres
A. Gillingham	A. Gillingham 5758 Westpark Cres
HK	KENT HARRIS 5758 WEST PARK CRES

## Representative

Alice Hennig  
5820 Westpark Crescent  
Red Deer, Ab.  
T4N 1E6  
Phone 346-5605







**PARKLAND  
COMMUNITY  
PLANNING  
SERVICES**

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

**TO: KELLY KLOSS, CITY CLERK** **DATE: JUNE 1, 1995**

**FROM: FRANK WONG, PLANNING ASSISTANT**

**RE: PETITION - TRAFFIC ON 43 STREET/WEST PARK**

Some residents of West Park, in the vicinity of 43 Street (Cronquist Drive) are petitioning Council to take action to alleviate the problem of traffic and traffic noise in the area. They are concerned about the amount of traffic and noise along 43 Street. The residents feel that the problem may escalate when the Sports Hall of Fame is built and that the City should be looking at providing another access to the Heritage Ranch site.

Planning staff have reviewed the content of the petition and have the following comments:

1. 43 Street (Cronquist Drive) is classed as a collector roadway and should handle up to 10,000 vehicles per day
2. As no City residential within the City front onto 43 Street, it does not appear to warrant to reduce the speed limit of 50 kph
3. Another access to the future Sports Hall of Fame is being planned through the Cronquist 1/4 section immediately west of the West Park Subdivision; this access is to accommodate primarily traffic off of Highway No. 2; however some City traffic may use the route
4. In checking with the Visitor and Convention Bureau, this year's Victoria Day long week end, they had approximately 400 visitors, the highest number for months, which may indicate that much of the traffic on 43 Street is local traffic
5. Another pedestrian crosswalk may assist children crossing 43 Street and slow traffic

**RECOMMENDATION**

We have no objection to the installation of a pedestrian crosswalk at Wong Avenue and 43 Street. We would also support some random monitoring of traffic speeds by the R.C.M.P..

*Frank Wong*

Frank Wong,  
Planning Assistant

**DATE: May 31, 1995**

**TO: KELLY KLOSS**  
**City Clerk**

**FROM: LOWELL R. HODGSON, Community Services Director**  
**INSP. SCOTT SUTTON, OIC City Detachment**

**RE: PETITION: TRAFFIC ON 43 STREET, WEST PARK**  
**Your memo dated May 28, 1995 refers**

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The Community Services Division will limit comments on this issue to that of an RCMP response regarding enforcement, and to the matter of access to Heritage Ranch and the planned Sports Hall of Fame & Museum.

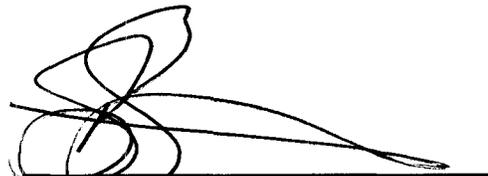
1. Access to Heritage Ranch is limited to three approaches. You either come to it on Highway 2 north via an exit, from Highway 2 south via the 32 Street overpass, or from within the city via 43 Street. There are no other alternatives. The traffic volumes on 43 Street are, therefore, going to be dependent on the programming and the appeal to Red Deer residents. Forty-third street was designed as a collector route and so no change is being proposed here.
2. The issue of speed on this street is an issue for RCMP monitoring and enforcement. Two complaints were received this past year, which is not considered significant. However, if these petitioners are now concerned, the RCMP can patrol this street more regularly for a time in order to reinforce the speed limit.

### **RECOMMENDATION**

That Council of The City of Red Deer receive the petition relative to the traffic problem on 43 Street, requesting that some increased RCMP patrols be made on this street in order to control speed.



LOWELL R. HODGSON



INSP. SCOTT SUTTON

:dmg



Royal Gendarmerie  
Canadian royale  
Mounted du  
Police Canada

Security Classification / Designation  
Classification / Désignation sécuritaire

**Protected "A"**

Red Deer City R.C.M.P. Detachment  
P.O. Bag 5033  
Red Deer, Alberta  
T4N 6A1

Your file      Votre référence

Our file      Notre référence

May 31, 1995

City Clerk, City of Red Deer  
4914 - 48th Avenue, Box 5008  
Red Deer, Alberta  
T4N 3T4

Dear Sir/Madam:

**RE:    PETITION - TRAFFIC ON 43RD STREET/WEST PARK**

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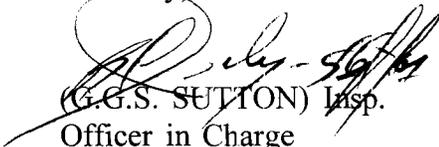
Please be advised that I agree with Mrs. HENNIG'S request to alternation 1 and 2.

I feel that commuters are using this route to the downtown core rather than using 32nd Street and Taylor Drive. I suggest we make this route less desirable by:

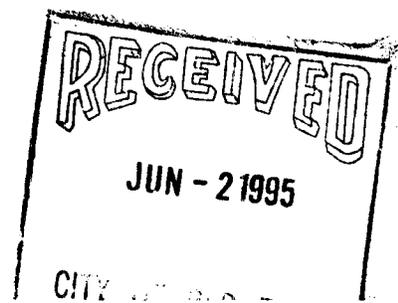
1.     Posting a 50 km/h area on 60th Avenue into and leaving the City;
2.     A stop sign at 60th Avenue and 43rd Street to stop northbound traffic onto 43rd Street, and that a crosswalk be placed at Wong Avenue on 43rd Street.

We have had very little luck in the past for convicting inbound traffic on 60th Avenue because it is not posted (specifically). The Courts feel it should be. I feel that it should be 50 km/h though, rather than a 60 km/h, then dropping to 50 km/h again on 43rd Street.

Sincerely,

  
(G.G.S. SUTTON) Insp.

Officer in Charge  
Red Deer City Detachment



Canada

DATE: June 8, 1995  
TO: City Clerk  
FROM: Engineering Department Manager  
**RE: PETITION - TRAFFIC ON 43 STREET - WEST PARK SUBDIVISION**

The residents are requesting City Council to review and provide some improvement to the existing traffic situation along 43 Street, between 57 Avenue and 60 Avenue. Specifically mentioned are the following:

1. Install a painted crosswalk and signs.
2. Increase enforcement of vehicle speeds.
3. Construction of an alternate access to Heritage Ranch.

#### **CROSSWALK**

A painted crosswalk and signs could be considered (approximate cost of \$300) at the intersection of Wong Avenue and 43 Street, for children from the west portion of West Park Estates crossing 43 Street. There is an existing pedestrian activated traffic signal further east at the intersection of 57 Avenue and 43 Street, which provides a very high level of service to all residents of West Park Estates. This signal, however, is not in the direct route between the West Park Schools and the west portion of the West Park Estates Subdivision. We do not have traffic or pedestrian counts at the intersection of Wong Avenue and 43 Street.

#### **INCREASED ENFORCEMENT**

The RCMP will likely be commenting on the enforcement effort in this area and issues if any, surrounding increasing traffic surveillance along 43 Street.

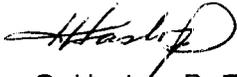
#### **NEW ROADWAY TO HERITAGE RANCH**

The City Planner is looking at developing an overall area concept plan that will include the raw land area west of 60 Avenue as well as the potential redevelopment of the Heritage Ranch Site. Until such time as the concept plan is approved, it is our opinion that provision of an alternate route is premature at this time.

City Clerk  
 Page 2  
 June 8, 1995

### RECOMMENDATION

In view of the information presented above, we would respectfully recommend that the action considered at this time be limited to enforcement of current traffic regulations and planning for better access to the Heritage Ranch as part of the future redevelopment of the lands west of 60 Avenue. We are unable to make a recommendation on the painted crosswalk without traffic and pedestrian count information. A typical pedestrian and traffic count at the intersection would cost in the order of \$850.



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

KGH/emg  
 c.c. Director of Community Services  
 c.c. RCMP Inspector  
 c.c. Principal Planner

### COMMENTS:

Based on the amount of traffic that we believe to be currently visiting Heritage Ranch, the difficulties associated with traffic on 43 Street seem to be arising largely from traffic generated within West Park. We concur that the situation might be improved by the inclusion of a painted pedestrian crosswalk at Wong Avenue and by some accelerated patrolling of this area by the RCMP. At this point, we do not concur that a stop sign at 60 Avenue will significantly alter the speed or levels of noise associated with traffic on 43 Street. As a result, we recommend:

1. That the RCMP be asked to increase their patrols in this area.
2. That painted pedestrian crosswalk be installed at Wong Avenue and 43 Street with the cost to be charged as an overexpenditure to the 1995 Budget.

"G. SURKAN"  
 Mayor

"M.C. DAY"  
 City Manager

DATE: May 26, 1995

TO: X DIRECTOR OF COMMUNITY SERVICES  
DIRECTOR OF CORPORATE SERVICES  
✓ X DIRECTOR OF DEVELOPMENT SERVICES  
BYLAWS & INSPECTIONS MANAGER

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

CITY ASSESSOR

E.L. & P. MANAGER

ENGINEERING DEPARTMENT MANAGER

FIRE CHIEF (EMERGENCY SERVICES)

INFORMATION TECHNOLOGY SERVICES MANAGER

LAND AND ECONOMIC DEVELOPMENT MANAGER

PERSONNEL MANAGER

PUBLIC WORKS MANAGER

✓ X 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: PETITION - TRAFFIC ON 43 STREET/WEST PARK

---

Please submit comments on the attached to this office by June 12, 1995, for the Council Agenda of June 19.

"Kelly Kloss"  
City Clerk



# THE CITY OF RED DEER

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

May 26, 1995

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

Mrs. Alice Hennig  
5820 West Park Crescent  
Red Deer, Alberta  
T4N 1E6

Dear Madam:

I acknowledge receipt of your letter dated May 26, 1995, re: Traffic Problem on 43 Street along West Park Crescent and West Park Estates.

This item will be discussed and possibly a decision made at the Meeting of Red Deer City Council on Monday, June 19, 1995. Council meetings begin at 4:30 p.m., and adjourn for the supper hour at 6:00 p.m., reconvening at 7:00 p.m.

In the event you wish to be present at the Council meeting, would you please telephone our office on Friday, June 16, 1995, and we will advise you of the approximate time that Council will be discussing this item.

Would you please enter City Hall on the park side entrance when arriving, and proceed up to the second floor Council Chambers.

This request has been circulated to City administration for comments, and 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, June 16, 1995.

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

Yours sincerely,

Kelly Kloss  
City Clerk

KK/ds



*a delight  
to discover!*



# THE CITY OF RED DEER

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

**FILE**

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

June 20, 1995

Alice Hennig  
5820 West Park Crescent  
Red Deer, Alberta  
T4N 1E6

Dear Mrs. Hennig:

RE: TRAFFIC PROBLEMS/43 STREET/WEST PARK

At The City of Red Deer Council meeting held on June 19, 1995, consideration was given to your letter dated May 26, 1995 and petition dated May 24, 1995, 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 Alice Hennig dated May 26, 1995, re: Traffic Problems/43 Street/West Park, hereby agrees as follows:

- 1) That the R.C.M.P. be asked to increase their patrols along 43 Street in the West Park subdivision;
- 2) That a painted Pedestrian Crosswalk be installed across 43 Street at Wong Avenue, with the cost being charged as an over expenditure to the 1995 Budget;

and as presented to Council June 19, 1995."

.../2



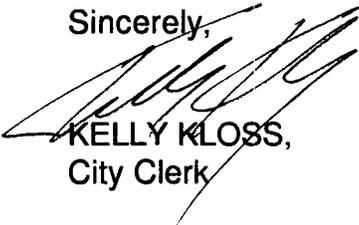
*a delight  
to discover!*

Alice Hennig  
June 20, 1995  
Page 2

The decision of Council in this instance is submitted for your information. Thank you for bringing this issue to Council's attention. We trust the above actions will assist in alleviating your concerns.

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

Sincerely,



KELLY KLOSS,  
City Clerk

KK/fm

cc. Director of Community Services  
Director of Development Services  
Director of Corporate Services  
Inspector Sutton

**FILE**

**DATE: June 20, 1995**  
**TO: Inspector Sutton**  
**FROM: City Clerk**  
**RE: ALICE HENNIG - TRAFFIC PROBLEMS/43 STREET/WEST PARK**

---

At The City of Red Deer Council meeting held on June 19, 1995, the following resolution was passed regarding the above topic:

"RESOLVED that Council of The City of Red Deer having considered correspondence from Alice Hennig dated May 26, 1995, re: Traffic Problems/43 Street/West Park, hereby agrees as follows:

- 1) That the R.C.M.P. be asked to increase their patrols along 43 Street in the West Park subdivision;
- 2) That a painted Pedestrian Crosswalk be installed across 43 Street at Wong Avenue, with the cost being charged as an over expenditure to the 1995 Budget;

and as presented to Council June 19, 1995."

On behalf of Council, I request that you increase your patrols along 43 Street in the West Park Subdivision for the purpose of ensuring that traffic is obeying the traffic laws.

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

Thank you.



KELLY KLOSS,  
City Clerk

KK/fm

cc. Director of Community Services

**FILE**

**DATE: June 20, 1995**  
**TO: Director of Development Services**  
**FROM: City Clerk**  
**RE: ALICE HENNIG - TRAFFIC PROBLEMS/43 STREET/WEST PARK**

---

At The City of Red Deer Council meeting held on June 19, 1995, the following resolution was passed regarding the above topic:

"RESOLVED that Council of The City of Red Deer having considered correspondence from Alice Hennig dated May 26, 1995, re: Traffic Problems/43 Street/West Park, hereby agrees as follows:

- 1) That the R.C.M.P. be asked to increase their patrols along 43 Street in the West Park subdivision;
- 2) That a painted Pedestrian Crosswalk be installed across 43 Street at Wong Avenue, with the cost being charged as an over expenditure to the 1995 Budget;

and as presented to Council June 19, 1995."

As outlined in the above resolution, please provide for the placement of the crosswalk at your earliest convenience.

Trusting you will find this satisfactory.

  
KELLY KLOSS,  
City Clerk

KK/fm

cc. Public Works Manager

NOTICES OF MOTIONNO. 1

**DATE: June 6, 1995**

**TO: City Council**

**FROM: City Clerk**

**RE: ALDERMAN VOLK NOTICE OF MOTION - REVIEW OF SIGN BYLAW**

---

At the Council Meeting of June 5, 1995, the following Notice of Motion was submitted by Alderman Volk, relative to the above topic:

"RESOLVED that Council of The City of Red Deer hereby agrees as follows:

- 1) That an ad hoc committee be established to review The City's Sign Bylaw relative to location of signage on public and private property adjacent to Highways and major corridors;
- 2) That said committee review the use of The City of Red Deer billboard located adjacent to Highway 2;
- 3) That the membership be appointed by the Mayor and include members of Council and City Administration."

This is submitted for Council's consideration.



KELLY KLOSS,  
City Clerk

KK/fm

**DATE:** June 20, 1995  
**TO:** Mayor Surkan  
**FROM:** City Clerk  
**RE:** ALDERMAN VOLK NOTICE OF MOTION - ESTABLISHMENT OF AN AD HOC COMMITTEE TO REVIEW THE SIGN BYLAW

---

At the Council meeting of June 19, 1995, the following Motion was passed with regard to the above topic:

"RESOLVED that Council of The City of Red Deer hereby agrees as follows:

- 1) That an ad hoc committee be established to review The City's Sign Bylaw relative to location of signage on public and private property adjacent to Highways and major corridors;
- 2) Subject to the review of said committee, the use of The City of Red Deer billboard located adjacent to Highway 2 conform to the Sign Bylaw;
- 3) That the membership be appointed by the Mayor and include members of Council and City Administration;

and as present to Council June 19, 1995."

It would now be in order for you to appoint the members to this committee and direct when the first meeting shall occur. For your information, Alderman Volk; Alderman Lawrence; Alderman Hull; Recreation, Parks and Culture Manager, Don Batchelor; Principal Planner, Paul Meyeette; and Bylaws & Inspections Manager, Ryan Strader all volunteered to serve on this committee.

Mayor Surkan  
June 20, 1995  
Page 2

Council and Committee Secretary Cheryl Adams will be the Committee Secretary for this committee and will assist wherever required.

Trust you will find this satisfactory.



KELLY KLOSS,  
City Clerk

KK/fm

- cc. Director of Community Service  
Recreation, Parks & Culture Manager  
Principal Planner  
Bylaws & Inspections Manager  
Council & Committee Secretary, C. Adams

NO. 2

DATE: June 13, 1995  
TO: City Council  
FROM: City Clerk  
RE: ALDERMAN LAWRENCE NOTICE OF MOTION: PARKING OF TRAILERS  
IN FRONTYARDS OF RESIDENTIAL AREAS

---

The following Notice of Motion was submitted by Alderman Lawrence on June 12, 1995.

WHEREAS the Land Use Bylaw defines the term "Trailer" as: any vehicle or conveyance equipped or designed to be equipped with wheels, whether self-propelled or not, and any building having no foundation other than jacks or skids, which is used or intended for use as a dwelling or sleeping place for one or more persons;

AND WHEREAS the Land Use Bylaw provides that such a Trailer is not to be parked in a front yard of a site in a residential area;

AND WHEREAS this provision causes hardship for residents in finding a location to park their trailer.

THEREFORE BE IT RESOLVED that Council of The City of Red Deer hereby agrees that the Land Use Bylaw be amended to allow for the parking of a "Trailer" in the driveway of a site in a residential area during the time period of May 15 to September 15 in any given year.

This is submitted for Council's consideration.



Kelly Kloss  
City Clerk  
KK/ds

**FILE**

**DATE: June 20, 1995**

**TO: Principal Planner**

**FROM: City Clerk**

**RE: LAND USE BYLAW AMENDMENT 2672/R-95 - PARKING OF TRAILERS  
ON FRONT DRIVEWAYS IN RESIDENTIAL AREAS**

---

At The City of Red Deer Council meeting held on June 19, 1995, consideration was given to the Notice of Motion submitted by Alderman Lawrence concerning the above topic, and at which meeting the following resolution was passed:

"WHEREAS the Land Use Bylaw defines the term "Trailer" as: any vehicle or conveyance equipped or designed to be equipped with wheels, whether self-propelled or not, and any building having no foundation other than jacks or skids, which is used or intended for use as a dwelling or sleeping place for one or more persons;

AND WHEREAS the Land Use Bylaw provides that such a Trailer is not to be parked in a front yard of a site in a residential area;

AND WHEREAS this provision causes hardship for residents in finding a location to park their trailer;

THEREFORE BE IT RESOLVED that Council of The City of Red Deer hereby agrees that the Land Use Bylaw be amended to allow for the parking of the "Trailer" in the driveway of a site in a residential area during the time period of May 1 to September 30 in any given year."

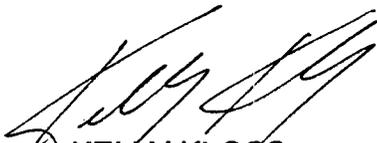
In addition to the above resolution, first reading was given to Land Use Bylaw Amendment 2672/R-95, a copy of which is attached hereto.

Land Use Bylaw Amendment 2672/R-95 provides for the parking of trailers in front driveways of residential areas between May 1 and September 30, in any given year.

Principal Planner  
June 20, 1995  
Page 2

This office will now proceed with the advertising of said Bylaw which is scheduled to appear in the Advocate on June 30 and July 7, 1995. A Public Hearing will be held at 7:00 p.m., or as soon thereafter as Council may determine, on Monday, July 17, 1995.

Trust you will find this satisfactory.



KELLY KLOSS,  
City Clerk

KK/fm

attchs.

cc. Director of Development Services  
Bylaws & Inspections Manager  
Council & Committee Secretary, S. Ladwig

NO. 3

**DATE: June 6, 1995**  
**TO: City Council**  
**FROM: City Clerk**  
**RE: ALDERMAN SCHNELL NOTICE OF MOTION - TURF NATURALIZATION**

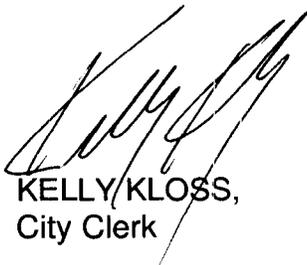
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At the Council Meeting of June 5, 1995, the following Notice of Motion was submitted by Alderman Schnell, relative to the above topic:

"Whereas concerns continue to be raised by citizens of Red Deer whose properties are affected by the turf naturalization program;

NOW BE IT RESOLVED that regular mowing programs be reinstated immediately in all areas of Red Deer where a residential property line is immediately adjacent to a park or public reserve area which has previously been the subject of the turf naturalization program."

This is submitted for Council's consideration.



KELLY/KLOSS,  
City Clerk

KK/fm

RPC -5.517

**DATE: June 12, 1995**

**TO: KELLY KLOSS**  
City Clerk

**FROM: DON BATCHELOR**  
Recreation, Parks & Culture Manager

**RE: ALD. SCHNELL NOTICE OF MOTION:**  
**TURF NATURALIZATION PROGRAM**

---

The following notice of motion was submitted by Alderman Schnell at the June 5th meeting of City Council:

"Whereas concerns continue to be raised by citizens of Red Deer whose properties are affected by the turf naturalization program;

NOW BE IT RESOLVED that regular mowing programs be reinstated immediately in all areas of Red Deer where a residential property line is immediately adjacent to a park or public reserve area which has previously been the subject of the turf naturalization program."

Turf naturalization is not a new concept. The Recreation, Parks & Culture Department has successfully implemented the naturalization of 104 acres of turf since 1990. In 1994, Council instructed the department to naturalize the largest naturalization initiative in any one year, at a total of 52 acres. At that time, the naturalization initiative was largely motivated by the financial restraints and cutbacks associated with the 1994 budget. As outlined to Council at that time, returning grass to the native or natural growing height is a logical and environmentally practical initiative. However, as has been demonstrated throughout 1994 and 1995, it is only publicly acceptable in certain areas. The only areas of public controversy have been when in close proximity to residential properties.

In July 1994, a notice of motion was submitted to Council to start mowing some of the areas that had been naturalized in 1994. At that time, the following motions were passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Parks Manager dated June 22, 1994, re: Turf Naturalization Program, Alderman Schnell - Notice of Motion, hereby agrees as follows:

1. That City Council cancel the Naturalization Program and reinstate grass mowing in those areas along Selkirk Boulevard, Stanley Crescent, Overdown Drive and Duncan Crescent to the same standard as was implemented in 1993.
2. That City Council authorize overexpenditure in the Parks Department's 1994 Operating Budget to provide initial cutting, grass mulching and ongoing turf maintenance on the 10.6 acres outlined above.

.../2

City Clerk

Page 2

June 12, 1995

Ald. Schnell: Turf Naturalization Program

3. That the Parks Department continue to monitor the remaining 41.4 acres of turf naturalized in 1994 and, through ongoing discussion with residents, evaluate the effectiveness of the program.
4. That the Parks Manager be directed to review alternate park areas to be naturalized for consideration by Council during the 1995 budget deliberations so as the savings in the 1995 grass mowing budget will still be in the area of \$10,000.00."

The Recreation, Parks & Culture Department has continued to monitor the remaining 41.4 acres that had been naturalized. Numerous public inquiries (45 in 1995) and complaints are still being registered in those naturalized areas that are immediately adjacent to residential properties.

Of all the 104 acres naturalized since 1990, 70 acres have been publicly accepted and are adjacent to existing natural treed areas. The remaining 34 acres are in areas that were naturalized in 1994 and are adjacent to residential properties, for which the department is still receiving significant public complaints.

To start mowing in the 34 acres adjacent to residential properties, the Recreation, Parks & Culture Department must adjust two turf maintenance contracts and adjust mowing schedules. Putting these 34 acres of naturalized turf into a regular mowing cycle can easily be done, but first the grass must be cut down in stages to prevent excessive grass clippings and ensure that grass does not go into shock and drought stress. Staged cleanup costs and annual maintenance costs for the 34 acres are as follows:

Staged cleanup	\$ 2,800
Annual Maintenance	\$10,700

The Recreation, Parks & Culture Department has taken steps directed toward providing some public acceptance of naturalization:

- New arterial road construction includes seeding with a no-maintenance seed mixture.
- Litter and weed control has been carried out in naturalized areas.
- The department has been tolerant of homeowners who dump their grass clippings and yard waste in naturalized areas adjacent to their properties.
- Residents have been offered an alternative provision of a "perimeter mowing standard", i.e., mowing approximately four times per year, at a higher mowing height.

.../3

City Clerk  
 Page 3  
 June 12, 1995  
 Ald. Schnell: Turf Naturalization Program

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Despite the above, there has not been public acceptance of naturalized areas adjacent to residential areas to the same degree as the 70 acres adjacent to natural areas.

I believe that the Parks maintenance standards that have made Red Deer a unique and special place in which to live are expected by residents. The Strategic Plan outlines community pride and the quality of life as the biggest assets of our city. The parks and their standards of maintenance are a major contribution to this.

*"One of the city's major economic benefits is its well maintained infrastructure, including roads, structures, utility systems and **parks**."*

Strategic Plan

If City Council chooses to start mowing some naturalized areas, my recommendation is that it be only for the 34 acres that were naturalized in 1994 that are adjacent to residential properties. The staged cleanup and regular mowing would result in a cost of:

1995:	\$13,500
1996 and thereafter:	\$10,700

There is no funding within the Recreation, Parks & Culture Department budget to absorb these costs without significantly jeopardizing other programs and services.

### **RECOMMENDATION**

Council's direction on this matter is requested.



DON BATCHELOR

:dmg

c Lowell Hodgson, Community Services Director  
 Ron Kraft, Parks Construction/Maintenance Supt.

**DATE: June 12, 1995**

**TO: KELLY KLOSS**  
**City Clerk**

**FROM: LOWELL R. HODGSON**  
**Community Services Director**

**RE: ALD. SCHNELL NOTICE OF MOTION:**  
**TURF NATURALIZATION**

---

The report from the Recreation, Parks & Culture Manager documents a cost of \$13,500 to return 34 acres of naturalized park to a manicured condition as existed in 1993. This cost would be \$10,700 for 1996 and subsequent years.

At the request of City Council, a sincere effort has been made to significantly extend the naturalization program started in 1990. However, it may be that we have expected too much in returning these areas directly adjacent to homeowners to a natural state, as they were once manicured. There is a cost to reinstate this service, whether it is provided by The City or by contract, and we will need overexpenditure approval in order to reinstate this service.

This commitment to turf naturalization is a policy issue and, thus, direction is requested from City Council as to the extent of this commitment.



LOWELL R. HODGSON

:dmg

c Don Batchelor, Recreation, Parks & Culture Manager

May 25, 1995

Ms. Gail Surkan  
Mayor  
City of Red Deer  
2nd Floor City Hall  
Box 5008  
Red Deer, Alberta T4N 3T4

Dear Ms. Surkan:

Re: Park Turf Naturalization Program

Thank you for your letter dated May 16, 1995. I have reviewed your comments and agree with your statement on page 2, that, "in this instance, perhaps an alternative is more appropriate."

I was disappointed with the two options outlined in the letter for the following reasons:

Option 1: The City will provide mowing three to four times per year

As pointed out in my previous letter, we are already having problems with rodents.

Several neighbors have found MOUSE nests in their yards since the Turf Naturalization Program has been implemented.

Several neighbors have had SKUNKS in their yards since the Turf Naturalization Program has been implemented.

Several neighbors have GOPHERS coming onto their property since the Turf Naturalization Program has been implemented.

I believe that if the grass is only mowed three to four times per year and the grass allowed to grow three to six inches tall, this would provide a perfect habitat for the rodents, thus this option does not appear to be satisfactory.

**Option 2: Myself and my neighbors assemble a partnership to fund the regular mowing of the area**

We, myself and my neighbors, are paying taxes to the City of Red Deer. We are providing constructive feed-back to the City Council about the issues that are important to the majority of the residents whose homes back onto the burm on which we would like to see our tax dollars used. Please cut the grass behind our homes as was done up until 1994.

We don't feel option 2 is appropriate because we will incur additional expenses which are not being incurred by other tax payers in the City of Red Deer.

There is another option, which I discussed with Mr. Batchelor:

**Mow the grass on the north side of the burm and leave the grass on the south side of the burm.**

We are very upset that the City of Red Deer appears to value the opinion of "the traveling public" more than the opinion of the tax payers in Bower. In your letter you stated that "a number of specific areas on major traffic arteries which would be highly visible to the traveling public" are being mowed. I found this very interesting. It appears that counsel itself does not find the turf naturalization program esthetically pleasing, and thus feels embarrassed to allow "the travelling public" to view it.

The area in question is "highly visible" to everyone who sits in their back yard on Barrett Drive. When I have had members of "the traveling public" as guests in my home and they have viewed the turf naturalization program behind my residence, it is not esthetically pleasing to them nor to me. I have discussed the matter with "the traveling public," and like the residents of Bower, they feel that the residents should be given the service of the grass being mowed on the north side of the burm, rather than "the traveling public" who are driving by the south side of the burm.

The residents of Bower take pride in maintaining their homes. It is Mr. Bachelor's opinion that this area is perfect for turf naturalization. I respect his opinion, however all but one resident who lives on Barrett Drive and back onto this area disagree with Mr. Bachelor. Please reconsider this matter and make a decision based on the opinion of the majority of the residents - PLEASE RESUME MOWING THE GRASS.

As a group we wanted to let City Council know that we understand that decisions must be made, but when one is made that affects us directly and we are not happy with it, we collectively want to provide our feedback to City Council and give City Council the opportunity to correct the decision.. We would like to think that our opinion is of importance to City Council. We would like to think that City Council appreciates input from the citizens in Red Deer who are interested in what happens in their neighborhoods. We would like to think that as tax payers we do have a say in how our money is used to care for the City.

A recent article in the Red Deer Advocate suggested that additional moneys were obtained from the Province and as a result a reduction would be made to taxes. Our suggestion is

Please keep the money and mow the grass.

I would like to extend an invitation to you to have coffee in my home to give you the opportunity to meet with the neighbors and to view the area behind our homes. If this is not possible, I would like the opportunity of meeting you in your office or speaking at a council meeting regarding this issue.

I sincerely appreciate your attention. It's unfortunate that this has already taken up so much of your time. I am sure the cost of having this matter reviewed repeatedly by highly paid administrators of the program is far more expensive than the actual costs of mowing the area in question.

I look forward to hearing from you. My work telephone number is 340-4997 and my home phone number is 340-4997.

Sincerely,



Lois Hornung



May 16, 1995

Mrs. Lois Horning  
208 Barrett Drive  
Red Deer, AB  
T4R 1J3

Dear Mrs. Horning:

I received your letter late in April, in which you expressed your concern for the naturalization program behind your property on Barrett Drive. As you outlined, you and your neighbours have not been satisfied with the program since its inception approximately one year ago.

I applaud you and your neighbours for working with the Recreation, Parks & Culture Department in trying to establish a partnership where both residents and the City did some mowing behind your properties. However, it is my understanding, in talking with Mr. Batchelor, that most residents are not satisfied with this partnership, primarily because of the difficulties some residents have in getting their lawnmowers behind their homes to mow a portion of this area.

Admittedly, the turf naturalization program has had varying degrees of public acceptance. As of this spring, a total of 112 acres have been naturalized in the city, 52 acres of which have been in the last two years. We still have some very successful partnerships with the naturalization program where residents, the business community and the Royal Canadian Legion are mowing some areas.

Council did agree to resume City mowing in a number of specific areas on major traffic arteries which would be highly visible to the travelling public. As you mentioned, these included the areas in Sunnybrook, Oriole Park and Deer Park. They did, however, maintain their commitment to naturalization in areas similar to yours which back onto homes. Examples include easement areas in Normandeau, Aspen Heights, Glendale and Bower ( behind London Drugs).

The area behind your home still meets the criteria for naturalization, and we believe it is well suited for less frequent mowing. Since we have given a sincere effort to the partnership mowing carried out over last year, I would like to suggest one or two alternatives be tried for this year. Appreciating that, from a City of Red Deer perspective, this area is preferred as a natural area with no mowing, perhaps a compromise would be in order:

1. The City to provide mowing three - four times per year as a "Perimeter Park Area", similar to approximately 165 other acres of parkland in the city. The grass would grow between three and six inches at all times.

OR

**THE CITY OF RED DEER**

Box 5008, Red Deer, Alberta, Canada T4N 3T4 Telephone: (403) 342-8155 Fax: (403) 346-6195

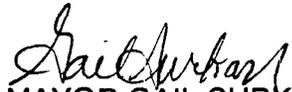
Mrs. Lois Horning  
May 16, 1995  
Page 2

2. You and your neighbours assemble a partnership among yourselves with a corporate business, community group or service club to fund the regular mowing of the approximately eight acres of land behind your properties.

I understand you have discussed these options with Mr. Batchelor. I would appreciate your consideration of one of these options. Council remains committed to the naturalization program; however, in this instance, perhaps an alternative is more appropriate.

I encourage you to contact Mr. Batchelor, 342-8159, to finalize discussions of these alternatives.

Yours sincerely,

  
MAYOR GAIL SURKAN

DB\ad

- c. Aldermen  
Kelly Kloss, City Clerk  
Lowell R. Hodgson, Community Services Director  
Ron Kraft, Parks Construction/Maintenance Superintendent  
Don Batchelor, Recreation, Parks & Culture Manager

RPC -5.516

**DATE:** June 12, 1995

**TO:** KELLY KLOSS  
City Clerk

**FROM:** DON BATCHELOR  
Recreation, Parks & Culture Manager

**RE:** TURF NATURALIZATION: BOWER PLACE

The May 25th letter from Mrs. Lois Hornung has been forwarded to The City after numerous discussions with myself regarding the naturalization of turf south of Barrett Drive (see attached map).

As outlined in the report addressing Alderman Schnell's Notice of Motion, naturalization has been controversial in some areas. Certainly, this area in Bower Place is one of them.

When naturalization was implemented starting in 1990, there was general public acceptance. However, when the program was accelerated in 1994 to naturalize 52 acres in that year, it became a concern for residents who either had the area immediately across the street outside their front door, and for those residents where it was immediately adjacent to their rear properties. In July 1994, City Council did reinstate all mowing in ten acres of naturalized areas that were outside the front yards of residential properties.

The request before Council tonight is in Bower Place, totalling 8.2 acres, and is typical of approximately 34 acres of naturalized area in the city that are immediately adjacent to the rear of residential properties.

The residents along Barrett Drive have been committed and patient to try the naturalization concept. In 1994, they mowed a strip of grass four metres wide behind their rear properties on an agreement that The City would mow an equal four-metre strip. This still left a large naturalized area that was unmowed behind their property, which, after one year, they still find unacceptable. Alternatives such as a less frequent mowing standard in this area or naturalizing the north side of the Delburne Road berm, instead of the south side berm have been discussed, but no agreements have been reached.

*"The City will maintain a leading role in ensuring that Red Deer remains aesthetically pleasing through such initiatives as the greening of major transportation routes . . ."*

Strategic Plan

The cost to implement a staged cleanup and then regular mowing of this 8.2 acre area is as follows:

Staged cleanup	\$ 750
Regular mowing	<u>1,850</u>
<b>Total</b>	<b>\$2,600</b>

.../2

City Clerk  
 Page 2  
 June 12, 1995  
 Turf Naturalization: Bower Place

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Note: The above averaged costs are included in the 34 acre \$10,700 figures indicated in the Ald. Schnell Notice of Motion report.

Since the Bower Place naturalization area is a portion of the 34 acres that are immediately adjacent to the rear yards of residential properties throughout the city, I would recommend that this issue be dealt with in the same manner as the 34 acres affected by Ald. Schnell's Notice of Motion. The regular mowing of this area cannot be absorbed by the Recreation, Parks & Culture Department budget without jeopardizing other services.

### **RECOMMENDATION**

That City Council consider the mowing of 8.2 acres of naturalized area in Bower Place as part of the 34 acres that immediately abut the rear yards of residential properties throughout the city.



DON BATCHELOR

:dmg

c Lowell Hodgson, Community Services Director  
 Ron Kraft, Parks Construction/Maintenance Supt.

Att.

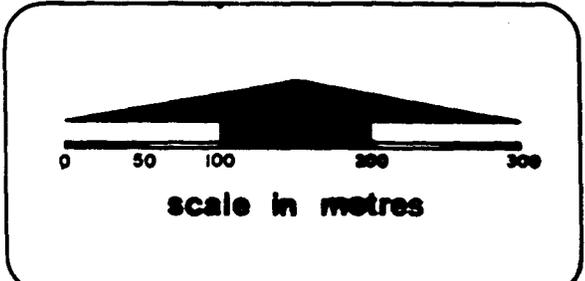
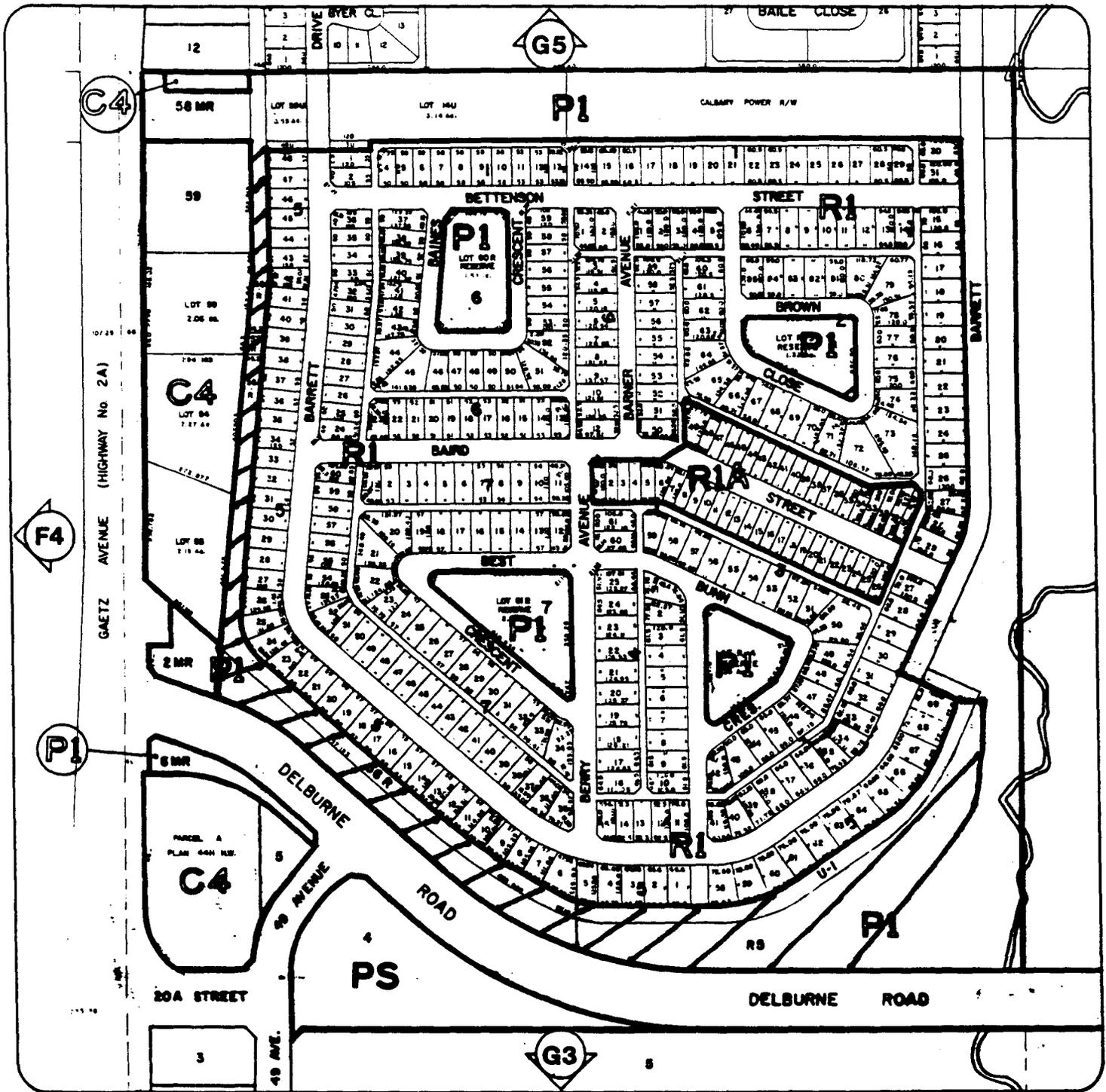
### **COMMENTS:**

We concur with the direction of the Notice of Motion. As Council is aware, the City's commitment to this program included a commitment to ongoing evaluation and consideration of public acceptance. As the comments of the administration reflect, public acceptance is not good in this area and as a result, this portion of the program deserves reconsideration. We, therefore, recommend that Council approve an overexpenditure of \$13,500 in the 1995 budget and an increase in the base budget of \$10,700 for future years.

With regard to the correspondence from Lois Hornung, if Council agrees with Alderman Schnell's Notice of Motion, her concerns will be resolved as it is included in the proposed mowing program to be reinstated.

"G. SURKAN"  
 Mayor

"M.C. DAY"  
 City Manager



Revisions :

- 2672/P-81 (4/8/81)
- 2672/C-82 (10/5/82)
- 2672/T-87 (08/09/87)
- 2672/G-93 (21/06/93)

**THE CITY OF RED DEER**

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

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

June 20, 1995

Mrs. Lois Hornung  
208 Barrett Drive  
Red Deer, Alberta  
T4R 1J3

Dear Mrs. Hornung:

At The City of Red Deer Council meeting held on June 19, 1995, consideration was given to the topic of Turf Naturalization, and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer having considered the report from the Recreation, Parks & Culture Manager, dated June 12, 1995, re: Alderman Schnell Notice of Motion: Turf Naturalization Program, hereby agrees as follows:

- 1) That the mowing program be instituted only for the 34 acres that were naturalized in 1994 that are adjacent to residential properties;
- 2) That the cost, of \$10,700.00, to reinstated the program and begin regular mowing of the additional 34 acres, be charged as an over expenditure to the 1995 Budget;
- 3) That the base Budget of the Parks Department be increased by \$7,900.00 for future years to cover the cost of mowing the additional 34 acres, as noted above;

and as presented to Council June 19, 1995."

.../2

Lois Hornung  
June 20, 1995  
Page 2

The decision of Council in this instance is submitted for your information. On behalf of Council, thank you for taking the time to express your concerns and attend the June 19 Council meeting.

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 in a cursive style.

KELLY KLOSS,  
City Clerk

KK/fm

cc. Recreation, Parks & Culture Manager

**FILE**

**DATE: June 20, 1995**

**TO: Recreation, Parks & Culture Manager**

**FROM: City Clerk**

**RE: ALDERMAN SCHNELL NOTICE OF MOTION: TURF NATURALIZATION PROGRAM**

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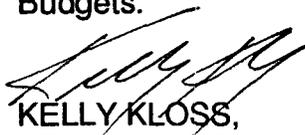
At the Council meeting of June 19, 1995, consideration was given to reinstating a portion of the Turf Naturalization Program, and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer having considered the report from the Recreation, Parks & Culture Manager, dated June 12, 1995, re: Alderman Schnell Notice of Motion: Turf Naturalization Program, hereby agrees as follows:

- 1) That the mowing program be instituted only for the 34 acres that were naturalized in 1994 that are adjacent to residential properties;
- 2) That the cost, of \$10,700.00, to reinstitute the program and begin regular mowing of the additional 34 acres, be charged as an over expenditure to the 1995 Budget;
- 3) That the base Budget of the Parks Department be increased by \$7,900.00 for future years to cover the cost of mowing the additional 34 acres, as noted above;

and as presented to Council June 19, 1995."

The decision of Council in this instance is submitted for your information and appropriate action. By way of a copy of this memo I will be advising the Director of Corporate Services of the 1995 Overexpenditure, as well as the increase to the 1996 and subsequent Base Budgets.

  
KELLY KLOSS,  
City Clerk  
KK/fm

cc. Director of Community Services  
Director of Corporate Services

**BYLAW 2525/A-95**

Being a Bylaw to repeal Bylaw No. 2525/76, The Public Contributions Bylaw of The City of Red Deer.

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

- 1           Bylaw No. 2525/76, known as "The Public Contributions Bylaw", is hereby repealed.
  
- 2           This Bylaw shall come into full force and effect upon the passage of third reading.

READ A FIRST TIME IN OPEN COUNCIL this        day of                               A.D. 1995.

READ A SECOND TIME IN OPEN COUNCIL this        day of                               A.D. 1995.

READ A THIRD TIME IN OPEN COUNCIL this        day of                               A.D. 1995.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CITY CLERK

**BYLAW NO.2672/Q-95**

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. 7/95 attached hereto and forming part of the Bylaw.
  
- 2 This Bylaw shall come into full force and effect upon the passage of third reading.

READ A FIRST TIME IN OPEN COUNCIL this                    day of                    A.D. 1995.

READ A SECOND TIME IN OPEN COUNCIL this                    day of                    A.D. 1995.

READ A THIRD TIME IN OPEN COUNCIL this                    day of                    A.D. 1995.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CITY CLERK





## ADDITIONAL AGENDA

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FOR THE **REGULAR MEETING** OF RED DEER  
CITY COUNCIL TO BE HELD ON **MONDAY, JUNE 19, 1995,**  
IN THE COUNCIL CHAMBERS OF CITY HALL,  
RED DEER, COMMENCING AT 4:30 P.M.

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1.	Senior Management Team - Medi-Fire Emergency Dispatch	. . 1
	Appendix A - Medi-Fire	. . 7
	Appendix B - E911 Service Provision Report	. 13
	Appendix C - Budget	. 27
	Appendix D - Emergency Dispatch Service Agreement	. 29
	Appendix E - David Thompson Health Region	. 47
2.	Fire Chief - Deputy Chief Report/911 Services	. 48
3.	Medical Director, City of Red Deer - Privatization of 911 Dispatch	. 50

DATE: June 16, 1995  
TO: City Clerk  
FROM: Senior Management Team

**RE: MEDI-FIRE EMERGENCY DISPATCH**

---

Several months ago, representatives of Medi-Fire Emergency Dispatch Inc. appeared before Council to introduce their firm and to discuss in general terms the possibility of their firm providing emergency call/answer and dispatch services to The City of Red Deer. Following the discussions, Council expressed general support and directed the Administration to further investigate the issue and report back to Council. It has taken some considerable time to bring the matter back to Council. A complete analysis must consider a number of factors:

**A. Cost/Benefit Analysis - Will outsourcing of the service result in a measurable cost savings to the City?**

---

Appendix A contains the correspondence from Medi-Fire. The proposal indicates that the fixed rate annual fee would be \$262,080 per year, including GST. This annual sum would be fixed for a five year term. Offsetting this cost, the contractor is offering to share in a number of revenue sources he anticipates. The contractor anticipates that our share of this revenue could approximate \$128,000 per year for the five year term. Appendix B contains a report from the Deputy Chief - Operations. This report outlines the current situation and examines possible "in-house" options. These options range from continuing to provide the current service within the City boundaries with the new E911 system, to providing call/answer and/or dispatch services to a wide region around Red Deer. A cost analysis of these options, compared to private sector provision of the service, is provided in the figures at the end of the Deputy Chief's report. This analysis indicates that for Option 1, utilizing the private sector would be considerably cheaper than continuing the operation in-house; probably in the order of \$180,000 per year. Comparing the outsourcing option against the Option 2 scenario (present City service and call/answer for a wide outlying region), reveals that the contract option is about \$30,000 a year cheaper. Option 3 of the in-house scenarios (full call/answer and dispatch for the City and the region), indicates that we could save approximately \$150,000 per year by doing it with City Forces. The assumption is made in both Option 2 and Option 3 that we would be totally successful in capturing the regional markets. This same assumption is made in the contractor's scenario.

City Clerk  
Page 2  
June 16, 1995

If Medi-Fire was unsuccessful in negotiating contracts with surrounding municipalities, the cost implications to the City would be only 20% of the cost implications if the City were unsuccessful in negotiating these same agreements in Options 2 and 3.

Appendix C contains a financial analysis done by the Director of Corporate Services, which provides a five year picture of the various options and includes a number of assumptions not contained in the Deputy Fire Chief's report. The outcome of this analysis can be summarized as follows:

Option 1 (current service, in-house) - Net Cost	\$2,071,232
Option 2 (city service, regional call/answer) - Net Cost	\$1,459,162
Option 3 (full call/answer and dispatch, City and region) - Net Cost	\$ 892,517
Medi-Fire Contract (revenue sharing on call/answer and dispatch) - Net Cost	\$1,107,371

Development of these costs involved a number of assumptions:

- fire fighter salaries rising at 2% per year
- phased in revenue generation over first few years with in-house option
- would not provide dispatch service for entire region

**B. Reliability of Contractor** - Is this firm capable of providing the service to The City of Red Deer in a completely safe and reliable fashion?

---

The reference checks we have made with respect to Medi-Fire are restricted to their principal municipal client, The City of Airdrie, though they do serve Biseker and Irricana. They have indicated that they are satisfied with the service received from the firm. The population served in this instance is much smaller than the Red Deer area, although the physical area he services for ambulance is significant. The contractor appears to have a comprehensive knowledge of the emergency call/answer and dispatch business. He is proposing to set up a Red Deer office and Mr. Dexter, the senior officer in the company, has indicated he would be moving to Red Deer to oversee the operation through the early years of setup and operation. If the decision were made to engage Medi-Fire for this service, very close monitoring of the company's performance would be required for at least the first year.

City Clerk  
Page 3  
June 16, 1995

- C. Agreement Construction** - The agreement to cover this type of service is perhaps more complex and sensitive than others because of the emergency nature of the service.
- 

There has been a lot of effort expended in the drafting of an agreement that would satisfy our requirements. This contract regulates the provision of an emergency service to The City of Red Deer. This means that its crafting requires special provisions that would allow us to step in quickly if the Contractor is not or cannot provide satisfactory service to us. Lives can literally hang in the balance, depending on faultless execution of the duties of this contract. There is a zero tolerance for error, and the contract has to set out very specific guidelines for performance.

We have had our Solicitors review and comment on the original draft agreement provided by Medi-Fire. The result of this exercise is a totally new agreement drafted by the City Solicitor that addresses the issues important to us. This agreement is attached in Appendix D.

- D. Situation Regarding Regional Health Authorities** - We must determine as best we can, the intent of the Regional Health Authority as it relates to the provision of E911 services to the region as a whole.
- 

On Wednesday, May 31, 1995, representatives of the City met with Ms. Jean Graham and Mr. Al Martin of the David Thompson Health Authority. We met with them to discuss the E911 issue and the fact that we were considering the possibility of engaging Medi-Fire to provide this service. We further indicated that should we do so, the Contractor would likely try to sell that same service to other municipalities in the region. Their response was generally positive, indicating that they saw this as an effective means of providing the service throughout the region. They were not able to predict the success of the Contractor outside of City boundaries, but did think that many communities might take advantage of some or all of the services being offered. They further indicated that they thought the City might be less successful should we continue to operate the service in-house and try and solicit business from the region. They indicated that they would discuss the matter with their board and respond to us. This response is in Appendix E.

- E. City Philosophy Regarding Entrepreneurial Activity** - In analyzing the pros and cons of privatizing, we must consider the potential of our Emergency Services Department to deliver E911 services beyond the City boundary.
- 

This is the most difficult issue to address. City Council and administration have over recent years considered private sector delivery of services for many City activities. Private sector involvement in City programs has increased significantly. Another issue

City Clerk  
Page 4  
June 16, 1995

that provokes considerable debate is whether or not the City should be competing with the private sector. Options 2 and 3 in the Emergency Service's report envisions the City approaching other municipalities and offering E911 service; call/answer and/or dispatch. There are very few private sector firms offering these services at present. However, we anticipate an increase in the number of firms offering this service with the passage of time.

#### **F. CRTC Approval of AGT E911 Service**

The use of the AGT Centrex Network Solution to E911, the system to which we will have to utilize in the near future regardless of any other changes, contemplates that AGT will bill each telephone subscriber 45¢ per month for the provision of the network and the necessary technology to support the system and 45¢ per month for the cost of staffing the call/answering centre. These figures are estimates and need CRTC approval, but are based on approvals given by CRTC to Bell Canada in similar applications in Eastern Canada. The 45¢ per month per subscriber for call/answering would be paid by AGT to whichever agency is manning the centre; in this case, The City of Red Deer or Medi-Fire.

This form of revenue capture will, to some extent, encourage municipalities not yet providing E911 to contract for this service because of minimal impact on their property taxes.

It should be noted that all the economic analysis is predicated on either the City or Medi-Fire receiving this revenue of 45¢ per month per subscriber, which will require CRTC approval. This requires that if we were to enter in to an agreement with Medi-Fire, it could not become effective prior to CRTC approval, or the City would need to negotiate bridging provisions to provide an interim source of revenue to Medi-Fire until CRTC approval was received. We anticipate such approval would likely occur in the next six months or so.

#### **SUMMARY**

The decision before us is a difficult one. While a great proportion of the calls do not entail life threatening situations, some do. If the delivery of this service is not the best it can be, tragedy can occur. Two points need to be made: first the decision to consider alternates for the delivery of this service is not being precipitated by any concerns over the quality of our present operation. The staff involved in the E911 service do an excellent job. They are faced with challenges everyday, and respond to these challenges in a professional and caring manner. Second, we cannot assume that a private sector operation would necessarily be any less professional and caring. Our dilemma is that we

City Clerk  
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June 16, 1995

are trying to compare a known against an unknown. This investigation was precipitated by the possibility of providing an equal service to the citizens of this City for less cost than is presently being experienced.

The Senior Management Team has given this matter serious consideration.

One issue we deliberated over at great length was that of The City of Red Deer providing E911 call/answer and dispatch beyond our boundaries to a significant number of municipalities scattered over a wide region. Two factors need to be considered: first, do we want to provide E911 service to other municipalities, and second, would we be successful in such a venture.

There is no question that our first responsibility is to the citizens of Red Deer. We would not want our attention diverted from that thought, or our energies and attention to serving other customers over our own. Because of the sensitivity of the service, we would have to ensure that the quality of service provided to others is excellent. In responding to their needs, we may not be as flexible as the private sector in being able to respond to our own needs as quickly.

While there are other services provided by our Emergency Services Department which we could offer to others on an entrepreneurial basis, we do not consider that E911 is one.

Second, how successful would we be in achieving Option 3? This is the option that contemplates us providing call/answer and dispatch services for the entire David Thompson Region. While we believe that we would be quite successful in offering call/answer service to most of the region, we do not believe we would enjoy the same success with the dispatch part of the service. Many communities would give favourable consideration to contracting these services with the private sector because they will still remain "in control" of their situation and destiny. Contracting with another government from a larger municipality may result in a level of discomfort. The perception could be that we would step in and "take over". Regardless of the success ratio, we firmly believe that a concentrated marketing program would have to be undertaken that would undoubtedly consume scarce resources.

Accepting the position that we are then comparing the cost of the Medi-Fire contract against the scenario that contemplates provision of in-house E911 services to our municipality only, we are looking at an approximate saving of \$960,000 over five years if we go to Medi-Fire. There is a strong possibility that they would, if successful in obtaining this contract, be offering jobs to our present employees. There is no guarantee of that or that our employees would accept the offers.

City Clerk  
Page 6  
June 16, 1995

**RECOMMENDATION**

We would respectfully recommend to Council that we enter into a contract with Medi-Fire subject to an agreement satisfactory to the City Solicitor, the negotiation of a suitable implementation date, and, if necessary, negotiation of suitable bridging provisions pending CRTC approval of rates.

GAIL SURKAN  
Mayor

MIKE DAY  
City Manager

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

AL WILCOCK  
Director of Corporate Services

LOWELL HODGSON  
Director of Community Services

BCJ/emg  
Att.

Appendix A



*Emergency Dispatch Inc.*

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Ph. (403) 948-8911 P. O. Box 3368 Airdrie, Alberta T4B 2B6

Red Deer City Council  
The City Of Red Deer

May 15, 1995

We would like to thank the members of City Council for allowing us to present this proposal for Emergency Dispatching for the City of Red Deer. We would also like to thank Mr. Mike Day, Mr. Dennis Dubois and Mr. Bryon Jeffries for their most generous assistance in helping us to put this proposal together.

Times are certainly changing with many unique opportunities being presented on almost a daily basis. We feel that this is one of those unique opportunities both for the City of Red Deer and Medi-Fire Emergency Dispatch Inc. It is an opportunity for the private and public sector to work together to provide a high quality, low cost service to the citizens of Red Deer. We look forward to a long, mutually beneficial relationship.

Sincerely,

A handwritten signature in black ink, appearing to read "Pat Dexter", with a long horizontal flourish extending to the right.

Mr. Pat Dexter - Director  
Medi-Fire Emergency Dispatch Inc.

# MEDI-FIRE EMERGENCY DISPATCH INC.

## Revenue Analysis And Market Potential

This proposal and analysis is to provide you with our position on **Revenue Sharing** and how we intend to reach that goal. We recognize a unique opportunity whereby the public and private sector can work together for the mutual benefit of both parties. We have spent considerable time with our accountant and have analysed various aspects of what we can do with respect to providing emergency dispatching services for the City of Red Deer in view of this unique opportunity.

For the most part, we have used data provided by the City of Red Deer Emergency Services along with other data we have gathered from A.G.T. and from our experience in the emergency dispatching and alarm monitoring/electronic field.

We have determined that we can offer Emergency Dispatching in the City of Red Deer for an annual fee of \$ 252,000.00. This equates to \$ 21,000.00 per month. If you add the 4% G.S.T. that the City must pay, this gives a total of \$ 262,080 per year. However, the area which has the greatest potential is the area of **Revenue Sharing**. This area is the one with the most flexibility for both Medi-Fire Emergency Dispatch Inc. And the City of Red Deer.

There are many communities surrounding Red Deer which require a central location to do both their E911 Call-Answer as well as their actual dispatching. This fact alone provides a large untapped market with considerable revenue potential. Medi-Fire Emergency Dispatch Inc. has over 12 years experience in the alarm sales, service and monitoring field. We know and understand that market. Who would be better to do alarm monitoring than those people that actually send out Police, Fire and Ambulance ?

The issue of **Revenue Sharing** in the E911 solution for Red Deer was not addressed in the first draft of the contract agreement. It is addressed in this proposal. We are proposing revenue sharing on **all** aspects of the AGT E911 solution. This includes the AGT E911 within the City of Red Deer. This sharing would also include E911 for surrounding communities as well as any actual dispatching done for those surrounding communities. As was stated earlier, this would also include alarm monitoring revenues.

It is readily apparent that the communities surrounding Red Deer would be more than receptive to having the Red Deer centre become their call-answer point for 911. There would be **No** capitol cost to these communities and the on-going costs would be carried on residents telephone bills instead of coming from the tax base.

## REVENUE RATIONAL

**Red Deer E911**

38535 lines X .45 per month  
X 12 months per year..

= \$ 208,089.00

**Surrounding E911**

37789 lines X .45 per month  
X 12 months per year..

= \$ 204,060.60

**Alarm Monitoring**

300 Systems X 12.00 per mo.  
X 12 months per year..

= \$ 43,200.00

**Dispatching**

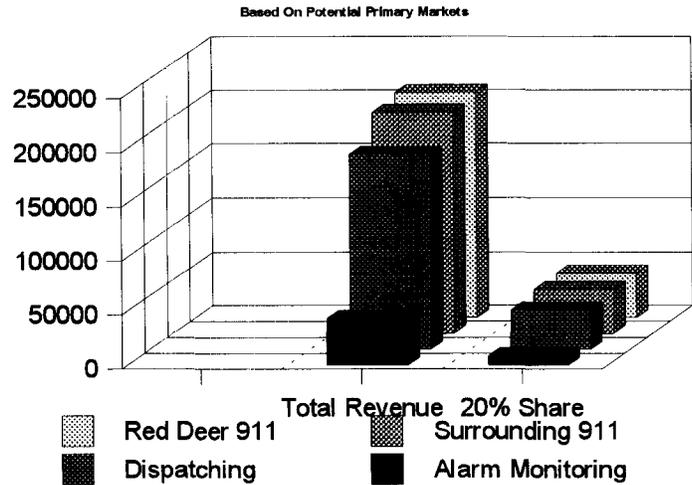
Population of 60,000 X  
3.00 per capita per year

= \$ 180,000.00

**TOTAL REVENUE TO SHARE**

**\$ 635,349.60**

**Revenue Sharing Sources**



**REVENUE TO CITY OF RED DEER  
BASED ON 20% REVENUE SHARING**

**\$ 127,069.92**

As can be seen by the analysis on the previous page, we are proposing a 20% share for the City of Red Deer of **gross revenue** generated from additional sources. We have indicated only the obvious primary sources of additional revenue. We feel there would also be a market for 911 call-answer from communities farther out from the immediate surrounding area. The A.G.T. E911 technology makes it possible for virtually any community to be served from almost any area in the province.

Other less obvious markets exist such as C.C.T.V. monitoring, key-holder call out service and security check-in services. All of these services would lend themselves to a 24 hour a day dispatch centre and represent additional sources of revenue.

### **REVENUE RATIONAL DETAIL**

#### **Red Deer E911 A.G.T. Solution**

There are approximately 38,535 telephone lines within the corporate limits of Red Deer. If A.G.T. is successful in its' application to the C.R.T.C. this fall for the call-answer leg of E911, it could result in a levy of .45 cents per telephone line per month. This revenue would be collected by A.G.T. and then forwarded each month to the call-answer point provider. In the case of Red Deer, this would result in an annual amount of \$ 208,089.00. 20% of this amount would be credited toward the base rate Medi-Fire Emergency Dispatch Inc. charges the City of Red Deer.

Three major advantages to the A.G.T. solution are...

- (1) A.G.T. is responsible for all technological upgrades and changes.
- (2) The revenue is collected and passed on by A.G.T.
- (3) The C.R.T.C. controls any increase or decrease in the rate.

#### **Immediate Surrounding E911 Area**

It is apparent to many smaller communities that it is not cost effective for each of them to set up their own 911 call-answer centre. They have therefore been looking toward larger centres to accommodate their needs. The City of Red Deer is in an excellent market position to meet that need.

The communities which lay immediately outside of the City of Red Deer and are interconnected through the A.G.T. central office in Red Deer, represents approximately an additional 37,789 subscriber lines. At .45 per line per month, this represents an additional

revenue source of \$ 204,060.60 per year. Once again, 20% of this gross revenue would be credited toward the base rate Medi-Fire Emergency Dispatch Inc. charges the City of Red Deer.

The above figures naturally do not reflect any of the other communities which are farther out and may also choose to use Red Deer as their call-answer point for 911.

### **Alarm Monitoring**

Alarm monitoring is a field in which management of Medi-Fire Emergency Dispatch Inc. has over 12 years experience. That experience includes marketing, sales & service. The potential for the Red Deer dispatch centre in this area we feel, is almost untapped. We have however, taken a very conservative approach in our figures.

Most alarm monitoring companies can achieve one system per day connected to their monitoring station with only a moderate marketing approach. It is our intention to adopt an aggressive approach in our marketing strategy. However, as was stated, we have taken a conservative approach to what we feel is achievable in the first year.

We fully expect to have 300 systems monitored within the first 12 months of our marketing campaign. The current market rate for alarm monitoring is \$ 12.00 for the first channel and \$ 4.00 for each additional channel per month. The total revenue generated on an annual basis will be \$ 43,200.00.

It is true that the alarm monitoring field is quite competitive. However, as was stated earlier, who would be more qualified to do alarm monitoring than those people that actually send out police, fire trucks and ambulances ?

### **Dispatching For Immediate Surrounding Area**

Regardless of whether other surrounding communities participate with Red Deer or not, the City of Red Deer **must** have a dispatch centre. The City currently carries a per capita cost for providing and maintaining a dispatch centre. The surrounding communities are not in a financial position to maintain a dispatch centre the calibre of the Red Deer centre.

Naturally, we would not be able to convince the surrounding communities to use the Red Deer centre for their respective dispatching if it costs them the same per capita as it does within the City. If they could afford that cost, they would have already set up a similar centre. It is therefore incumbent upon us to strike a balance between afford ability and the need to generate further revenues to share.

We have taken an annual per capita charge of \$ 3.00 and multiplied that charge by an approx. population count of 60,000 in the surrounding area. This will result in an annual amount of \$ 180,000.00 in additional revenue. And again, the City of Red Deer would enjoy 20% of this revenue being applied toward the base price which Medi-Fire Emergency Dispatch Inc. charges the City.

**BENEFITS BROUGHT TO EMERGENCY DISPATCHING**

**BY MEDI-FIRE EMERGENCY DISPATCHING INC.**

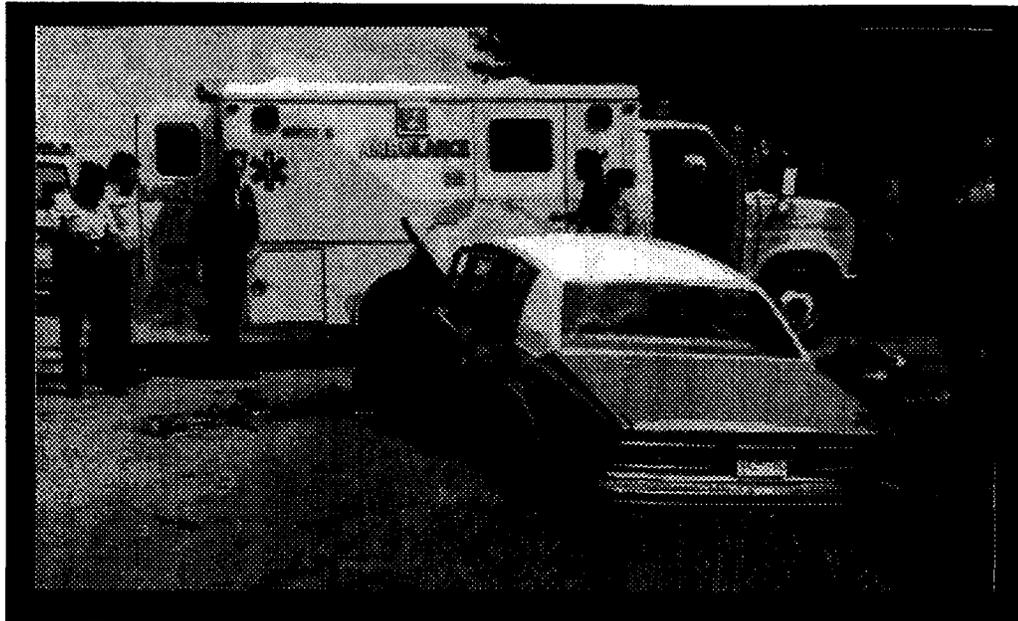
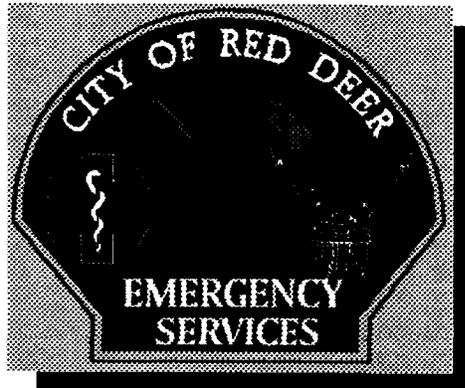
1. The ability and desire to work closely with Red Deer Emergency Services to provide the expected level of service delivery and then to exceed that level.
2. The provision of a complete Computer Aided Dispatch System.
3. Dispatchers trained to local standards as well as to Powerphone fire dispatch and E.M.D. standards.
4. The purchase of existing hardware which Red Deer Emergency Services wishes to sell from their existing dispatch centre.
5. To Revenue Share with the City of Red Deer to ultimately reduce the base fee charged to the City for emergency dispatching.
6. 14.5 years managerial experience in the communication field & 3.3 years experience in providing emergency dispatching as a contractor.

Mr. Pat Dexter - Director

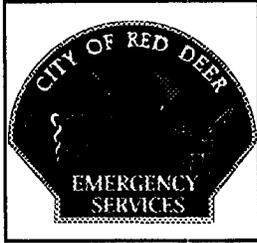
Medi-Fire Emergency Dispatch Inc.

April 25, 1995

# Red Deer Emergency Services



## E 9-1-1 Service Provision Report



## RED DEER EMERGENCY SERVICES

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DATE: MAY 15, 1995

TO: CITY CLERK

FROM: DEPUTY CHIEF OPERATIONS

**RE: AN EVALUATION OF THE VARIOUS METHODOLOGIES  
RELATED TO THE PROVISION OF AN E9-1-1 SERVICE  
IN THE CITY OF RED DEER**

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This report is in response to a directive by Council to investigate the contracting out of the services provided by the E9-1-1 Dispatch Center currently operated by the Emergency Services Department. Considerable time and energy have been devoted to providing a comprehensive report to Council for their consideration. In an effort to provide a balanced view of the relative positive and negative aspects of the concept, an attempt has been made to compare the various issues related to a contracted service as compared to maintaining an in-house system over both the short and long term.

### **BACKGROUND:**

The City of Red Deer has provided some form of E9-1-1 access to the citizens for about 25 years. Prior to that time, persons requiring emergency response from Fire, Police or Ambulance were required to dial a seven digit telephone number for Fire or Ambulance. A separate seven digit emergency contact number was used to contact the R.C.M.P. The decision to install a E9-1-1 emergency line that allowed immediate connection to any of the emergency service providers within the City was brought about by the difficulties that had been experienced by citizens in contacting the appropriate emergency response agency. Council of the day responded to this important issue and authorized the necessary moneys to install a E9-1-1 system. It should be noted that Red Deer was the first city in the province to provide such a service to its citizens.

In 1987, the Red Deer Fire Department investigated the possibility of installing an Enhanced 9-1-1 system. Alberta Government Telephones was not able to provide a system capable of delivering the Automatic Number Identification (ANI) and Automatic Location Identification (ALI) at a price that was affordable. In 1990 further investigation by the Fire Department indicated that the costs associated with providing an Enhanced 9-1-1 system were no longer prohibitive and plans were initiated to install such a system.

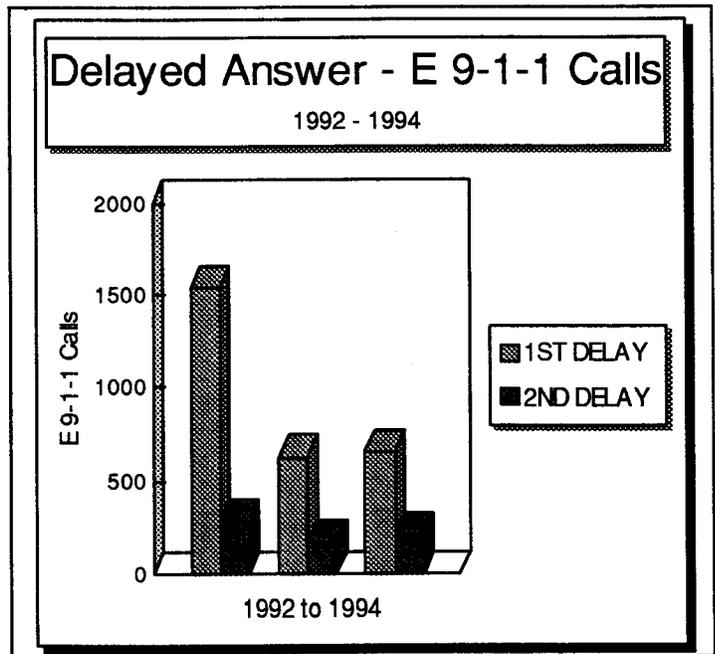
A fully Enhanced 9-1-1 system was placed in operation in September of 1991. The same system had already been installed in Lethbridge, Medicine Hat, Calgary and Fort McMurray by AGT. The technology of the day dictated that the computer equipment necessary to provide such a service needed to be located in each E9-1-1 Center. Data dumps via modem were, and continue to be, made once a week in order that information regarding location, telephone number and subscriber are kept current. All of the systems in place were capable of providing ANI-ALI information on E9-1-1 calls only within the telephone exchanges for that locality. In the case of Red Deer, the 340, 341, 342, 343, 346 and 347 prefix exchanges were being serviced.

In 1994, AGT announced that it was their intention to institute what was termed to be the "Centrex E9-1-1 Network Solution". This new system is based on the new Centrex telephone technology and is a Network based system as opposed to the local Central Office based telephone system that has been the standard for many years. With the Network Solution in place, it is possible to define any geographical area as an E9-1-1 area with no limitations being placed on phone number prefixes. Unfortunately, for current E9-1-1 service providers the implementation of the new Centrex Network technology means that the existing E9-1-1 systems currently in place will not be supported by AGT beyond 1998.

**CURRENT SITUATION:**

A number of factors; some of which have been outlined above; have necessitated a complete review of the provision of Enhanced 9-1-1 service to the citizens of Red Deer.

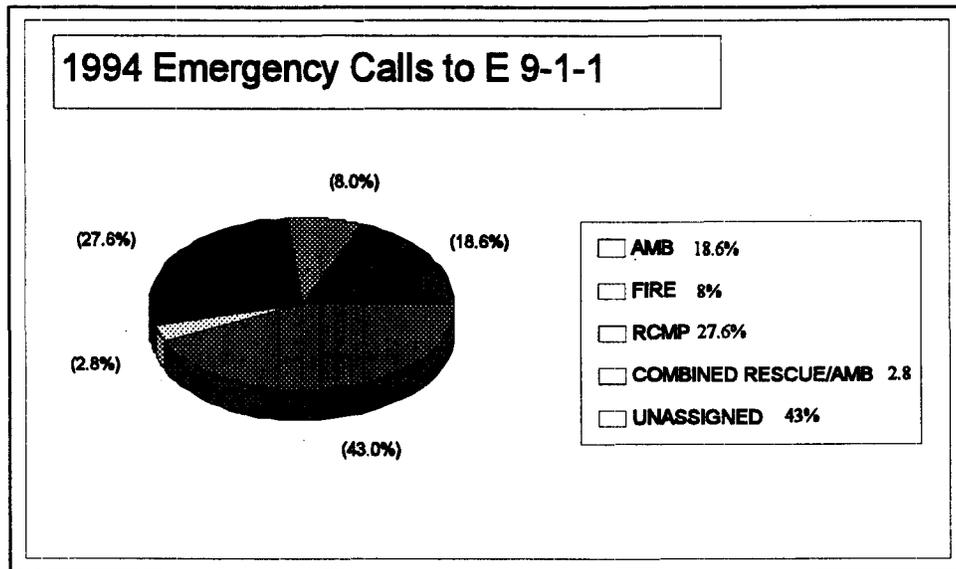
- ▶ The introduction of the Centrex based Network Solution for E9-1-1 has for all intents and purposes placed a definite time limit on the life expectancy of the existing system.
  
- ▶ Maintaining the status quo is not an option. Call volumes on the existing system have reached the point where the current manning levels are seen to be inadequate during busy periods. In 1994 the number of times callers received a first delay message has risen 4% over the previous year. In terms of actual numbers, in 1993 - 599 times compared to 624 times in 1994. The comparison for second delayed message in 1993 to 1994 are



even more pronounced and represent a 16.24% increase. Actual second delayed answers in 1993 amounted to 162 while 1994 increased to 197 occurrences.

- ▶ With the implementation of the new Regional Health Authority and their broad ranging powers, it is becoming increasingly apparent that several components of the governing legislation pertaining to the provision of ambulance service also impacts on the dispatch functions of the department's E9-1-1 system.
- ▶ The adoption of the "Network Solution" as it applies to E9-1-1 service provision implies an automatic \$.90 to \$1.00 per month per telephone subscriber charge being levied by AGT for the provision of such a service. Approximately \$.45 of this amount is available to current service providers of E9-1-1, providing the service provider maintains their system to the standards outlined in the attached "Service Level Document" attached as Appendix 2 of this document.

It is incumbent upon the City to act in a proactive manner with regard to E9-1-1 service provision at this time. The Regional Health Authority appear to be moving in the direction of providing E9-1-1 service as part of their overall mandate as it applies to the provision of pre-hospital care and the provision of ambulance services. Ambulance service represents only a fraction of the total calls received for some form of emergency response as is indicated in the chart below.



It is apparent from the charted information shown above that call answer as it relates to health care represents 18.6 percent of the total E9-1-1 call volume, thus indicating that the retention of control of the system would be in the best interests of the municipality.

A number of solutions have been investigated over the past months. The following alternatives to E9-1-1 are provided for your consideration and direction:

## **OUTSOURCING OPTION**

Medi-Fire Emergency Dispatching Inc. of Airdrie, Alberta has submitted a contract to the City of Red Deer, which is attached to this report, for your perusal. A brief overview of the contract points out a number of significant items.

- ▶ Service would be provided from a Red Deer location.
- ▶ Term of the agreement is five (5) years. The five year term of the contract would ensure a long term predictable level of expenditure for E9-1-1 service provision.
- ▶ Emergency Medical Dispatch system would be maintained.
- ▶ Contract cost amounts to \$21,000 per month or \$252,000 per year plus G.S.T. This calculates out to \$262,080 at the 4% G.S.T. rate the City of Red Deer pays.
- ▶ An opportunity to reduce this cost exists in that the City shall enjoy a percentage reduction in the monthly base charge by the Contractor equivalent to 20% of the overall additional gross revenues generated.
- ▶ The Contractor would receive a \$.45 per month per telephone subscriber from AGT. This \$.45 per month charge plus an additional \$.45 per month charge by AGT would be added to each telephone subscribers telephone bill.
- ▶ The Emergency Services Communications budget could not be totally eliminated due to significant costs associated with the maintenance of data line charges, service contract costs, and supplemental Disaster Services communications equipment costs. A careful review of the current Emergency Services Communications budget indicates that a minimum of \$74,000 would have to be left in place on an ongoing basis to meet the above noted requirements.
- ▶ Future capital expenditures related to the call answer portion of the E9-1-1 system would be eliminated.
- ▶ Backup answer site provision is met by the capabilities built into the Centrex E9-1-1 Network solution. The question of Dispatch from a remote location has not been addressed by this proposal.
- ▶ A one time capital cost to the City of Red Deer in the magnitude of \$24,000 would be required to relocate the necessary high quality telephone data links from the existing E 9-1-1

site on 32 Street to the new location elsewhere in the city. These data links are an integral part of the 800 Mhz Trunked Radio System. This one time capital cost is not represented in the comparison graph.

## **IN-HOUSE E9-1-1 SERVICE PROVISION**

Given that the issues pertinent to the provision of E9-1-1 call answer and dispatch are very complex and that a variety of approaches can be taken in addressing said provision, a number of options have been explored in order that Council may have adequate information on which to make a decision.

### **Option One - In-House Service Option**

This level of E9-1-1 service provision would provide an increased level of service compared to the current system due to the hiring of four additional dispatch personnel. The acquisition of additional staff would address the issues related to delayed answer of 911 emergency calls. In addition, a level of redundancy would be available via an automatic secondary answer site should the local system fail. The Centrex Network Solution is envisaged at this level of service.

- ▶ All telephone subscribers would pay an additional \$.90 per month on their phone bill to support the Centrex Network.
- ▶ The City would receive from AGT approximately \$.45 per subscriber per month for providing the service.
- ▶ Capital costs amortized over a five year period would amount to approximately \$10,000 per year to acquire the necessary computer hardware and software.
- ▶ Wage costs associated with the E9-1-1 operation would increase by \$209,216 with the addition of four E9-1-1 personnel. The addition of these personnel would address the concerns raised earlier in this report related to the current first and second delayed answer situation.
- ▶ Revenue generated at this service level would amount to approximately \$208,090 per year.
- ▶ Backup answer site provision is met by the capabilities built into the Centrex E9-1-1 Network solution. The question of Dispatch from a remote location has not been addressed by this proposal.

### **Option Two - In-house Service Option**

This level of E9-1-1 service provision would provide the same level of service as the current system except that a level of redundancy would be available via an automatic secondary answer site, should the local system fail. In addition, for areas outside of Red Deer, Call Answer - Hot Handoff services could be taken over by the City of Red Deer if outside agencies so desired. The Centrex Network Solution is envisaged at this level of service. Hot Handoff is defined as the process by which emergency calls answered are passed onward to the appropriate responding emergency service provider via a dedicated telephone line or lines.

- ▶ All telephone subscribers would pay an additional \$.90 per month on their phone bill to support the Centrex Network.
- ▶ The City would receive from AGT approximately \$.45 per subscriber per month for providing the service.
- ▶ Annual capital costs amortized over a 5 year period associated with this level of service would amount to approximately \$12,000 to acquire the necessary computer hardware and software.
- ▶ Wage costs associated with the E9-1-1 operation would increase by approximately \$261,520. Four additional dispatch personnel and one supervisor position would be required to meet the anticipated demand on the system.
- ▶ Revenue generated at this level of service over an extended call answer area could amount to approximately \$412,150 per year should outside agencies choose to have Red Deer act as a primary E9-1-1 answer site.
- ▶ The area that could be served for Call Answer, Hot Handoff would extend from approximately Highway 21 to the East, West to the British Columbia border, South to Innisfail and North to Ponoka.
- ▶ This approach could be adjusted to meet the Regional Health Boards jurisdictional boundaries and would in all likelihood meet their mandate regarding E9-1-1 service provision as it applies to ambulance service provision.
- ▶ Backup answer site provision is met by the capabilities built into the Centrex E9-1-1 Network solution. The question of Dispatch from a remote location has not been addressed by this proposal.

### **Option Three - In-house Service Option**

This level of E9-1-1 service provision could provide the same level of service as the current system except that a level of redundancy would be available via an automatic secondary answer site should the local system fail. In addition, an additional service area for Call Answer - Hot Handoff could be taken over by the City of Red Deer. In addition, Dispatching services could be made available to neighbouring communities and Counties on a contractual basis if desired. The Centrex Network Solution is envisaged at this level of service.

- ▶ All telephone subscribers would pay an additional \$.90 per month on their phone bill to support the Centrex Network.
- ▶ The City would receive from AGT approximately \$.45 per subscriber per month for providing the service.
- ▶ Annual capital costs amortized over a five year period would amount to approximately \$12,000 to acquire the necessary computer hardware and software.
- ▶ Wage costs associated with the E9-1-1 operation would increase by approximately \$261,520. Four additional dispatch personnel and one supervisor position would be required to meet the anticipated demand on the system.
- ▶ Contractual agreements with surrounding communities would be drawn up in such a way as to ensure that all capital costs directly related to the Dispatch portion of the service provision would fall on the community or district entering into the agreement with the City of Red Deer. Revenues generated by the contracted dispatch portion of the service are difficult to ascertain at this time, however the City of Lethbridge, City of Calgary, County of Strathcona, City of Fort McMurray and the City of Grand Prairie are all currently actively pursuing this avenue. All centers mentioned who are offering this service to out lying communities are meeting with success. Revenues garnered are, of course, governed by population served and related call volumes.
- ▶ Revenue generated at this level of service over an extend call answer area could amount to approximately \$412,150 per year.
- ▶ The area being served for Call Answer, Hot Handoff could extend from approximately Highway 21 to the East, West to the British Columbia border, South to Innisfail and North to Ponoka.
- ▶ Revenue generated by the Dispatch functions at this service provision level are difficult to approximate at this time, however it has been indicated by Medi Fire that a reasonable estimate would indicate that an additional \$180,000 may be garnered from this activity.

- ▶ This approach could be adjusted to meet the Regional Health Boards jurisdictional boundaries and would in all likelihood meet their mandate regarding E9-1-1 service provision as it applies to ambulance service provision.
- ▶ Backup answer site provision is met by the capabilities built into the Centrex E9-1-1 Network solution. The question of Dispatch from a remote location has not been addressed by this proposal.

The number of communities who would be interested in contracting with the City of Red Deer for the Dispatch function is unknown at this time, however the Emergency Services Department has received calls from at least six neighbouring towns and municipalities enquiring as to the availability of such a service being provided to them by the City of Red Deer E9-1-1 Center.

It should be noted in all of the above noted Service level scenarios that additional revenue generation opportunities exist should Council wish to pursue them.

The City currently operates an 800 Mhz trunked radio system that is capable of handling an additional 75 percent in call volume with no degradation of service. This unused radio capacity could be offered to other users in the community such as the Red Deer Regional Hospital and the Red Deer College. An approach such as this is in keeping with the principles and objectives of the City whereby needed services are shared between various organizations within the community where mutual benefits can be derived. It is estimated that an additional 300-350 radios could be added to the current system with no capital outlay and only minimal programming changes. A detailed cost analysis has not been initiated towards this revenue generation alternative to date, however discussions with Motorola Canada have indicated that this could be accomplished at a minimal expenditure with a relatively high rate of return.

Additional examples could include Alarms monitoring and Building system trouble alarm monitoring. It should be noted that these types of revenue generation activities could be done in partnership with the private sector. The Emergency Services Department currently does this type of call monitoring for city owned buildings. Installation and servicing of the various system components are carried out by the private sector. Information on the Vancouver system that is currently in place is attached to this report as are other relevant documents.

**Summary:**

I would direct the readers attention to the attached graph and charts for a detailed cost comparison of the various options that have been considered.

It should be noted that revenue projections in all of the above noted options including the Outsourcing option are based on information supplied by AGT. The \$.45 per subscriber per month is subject to the CRTC rate approval provisions. It is expected that the rate projections will be viewed favourably by the CRTC given that the proposed rates are consistent with prior rulings in Ontario and Quebec.

I would point out that every attempt has been made to ensure that the comparisons made between the solution proposed by Medi Fire and the various In House solutions have been made on a basis of equal service provision and revenue source projections.

**Conclusion:**

A review of the foregoing information would seem to indicate; based on the best available information, and from a purely "cost of service" perspective; that the Outsource Option 2 would provide a marginally more cost effective solution.

In house Option 3 appears to be far more more cost effective than any of the other options explored, however there are a number of significant issues that cannot be quantified with any degree of certainty at that level of service provision and I would not recommend that option at this time.

The proposal made by Medi Fire is \$21,407 less expensive than the In House option 2. Given the relative dollar values of the two proposals, one is forced to look to other more intangible issues related to the question. Relative risk of the various options is of concern. Issues related to level of direct control cannot be dismissed nor can issues related to wage escalation within the existing system. Public trust is an issue of paramount importance in any question of Emergency Services.

Given all of the foregoing, it would be my recommendation that the E9-1-1 functions currently being delivered by the City of Red Deer Emergency Services department remain with the department provided the changes envisioned in Option 2 as outlined previously in this report could be implemented. This presupposes that revenue generation projections based on the information provided by AGT are in fact approved by the CRTC.

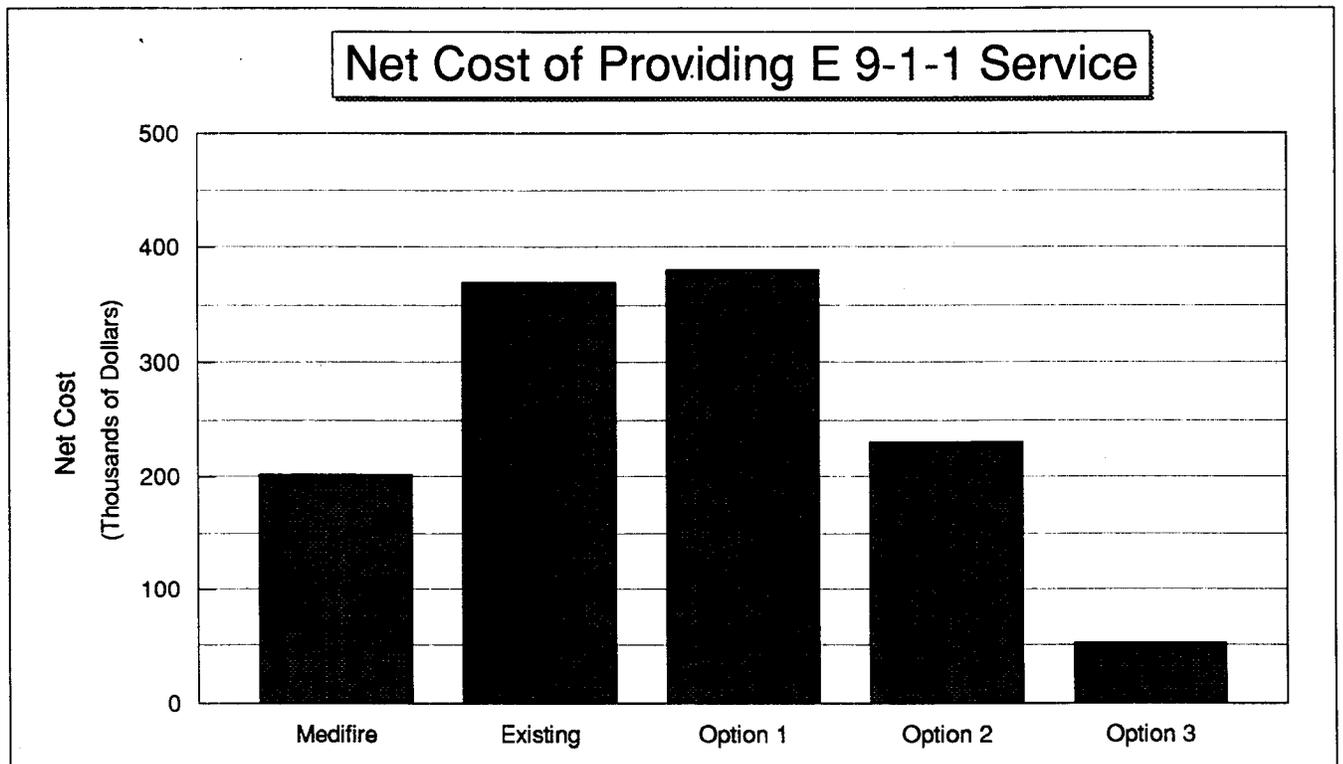
All of which is submitted for your information and direction.

A handwritten signature in black ink, appearing to read 'D. Dubois', with a horizontal line extending to the right.

Dennis A. Dubois  
Deputy Chief Operations  
Red Deer Emergency Services

## Annual Cost Analysis E 9-1-1 Service Provision

	Medifire	Existing	Option 1	Option 2	Option 3
Budget/Contract Cost	\$262,080	\$369,847	\$369,847	\$369,847	\$369,847
Add 4 Alarm Operators			\$209,216	\$209,216	\$209,216
Add Supervisor and Support Staff				\$52,304	\$52,304
Capital Expenditures (annualized)	\$4,800		\$10,000	\$12,000	\$12,000
OnGoing Radio Costs	\$74,000		included	included	included
<b>Total Expenditure</b>	<b>\$340,880</b>	<b>\$369,847</b>	<b>\$589,063</b>	<b>\$643,367</b>	<b>\$643,367</b>
<b>Revenue</b>					
Medifire Revenue Sharing	\$127,070				
Medifire Purchase of Equipment	\$12,000				
AGT Revenue Sharing - Local			\$208,090	\$208,090	\$208,090
AGT Revenue Sharing- Rural				\$204,060	\$204,060
Dispatch Fees					\$180,000
<b>Total Revenue</b>	<b>\$139,070</b>	<b>\$0</b>	<b>\$208,090</b>	<b>\$412,150</b>	<b>\$592,150</b>
<b>Net Cost of E911</b>	<b>\$201,810</b>	<b>\$369,847</b>	<b>\$380,973</b>	<b>\$231,217</b>	<b>\$51,217</b>



## Cost of Alternative E-9-1-1 Service Providers

### Existing Service Area

#### Item Description

Expenditures	MediFire Proposal	City
Cost of Existing Service (1996 Budget)		\$369,847
Cost of MediFire Contract	\$262,080	
On-going Radio System Costs	\$74,000	included
Add four additional Alarm Operators		\$209,216
<b>Total Expenditures (Existing Service Area):</b>	<b>\$336,080</b>	<b>\$579,063</b>

#### Revenues

Revenue Sharing from MediFire (Total all Sources)	(\$127,070)	
Revenue Sharing from AGT (Existing Service Area)		(\$208,090)
<b>Total Revenues (Existing Service Area):</b>	<b>(\$127,070)</b>	<b>(\$208,090)</b>
<b>Net Cost (Existing Service Area):</b>	<b>\$209,010</b>	<b>\$370,973</b>

### Additional Costs and Revenues If Service Area is Expanded

#### Expenditures

Add Supervisor of Communications		\$52,304
<b>Total Expenditures (Expanded Service Area):</b>	<b>\$0</b>	<b>\$52,304</b>

#### Revenues

Revenue Sharing from AGT (Rural Service Area)		(\$204,060)
Dispatching Fees		(\$180,000)
<b>Total Revenues (Expanded Service Area):</b>	<b>\$0</b>	<b>(\$384,060)</b>
<b>Net Cost (Expanded Service Area):</b>	<b>\$0</b>	<b>(\$331,756)</b>

### Combined City and Rural

Total Expenditures	\$336,080	\$631,367
Total Revenues	(\$127,070)	(\$592,150)
<b>Net Cost</b>	<b>\$209,010</b>	<b>\$39,217</b>

<p style="text-align: center;">Network Solution to 911 Service Provision Cost Analysis - Revenue Generation</p>
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Operator Yearly Wage=      \$47,753

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Operator Positions	Wage Cost Per Year	Actual Call Volume	Projected Call Volume	Subscribers Served	Revenue @ \$.45 per	
Red Deer City	9.50	\$453,654	12352	12447	38535	\$208,089
Alix	9.50	\$453,654		204	633	\$3,418
Bentley	9.50	\$453,654		501	1551	\$8,375
Blackfalds	9.50	\$453,654		488	1510	\$8,154
Bowden	9.50	\$453,654		324	1002	\$5,411
Caroline	9.50	\$453,654		348	1076	\$5,810
Clive	9.50	\$453,654		204	633	\$3,418
Delburne	9.50	\$453,654		268	829	\$4,477
Eckville	9.50	\$453,654		532	1647	\$8,894
Innisfail	9.50	\$453,654		1339	4147	\$22,394
Lacombe	9.50	\$453,654		1668	5165	\$27,891
Lesliville	9.50	\$453,654		322	998	\$5,389
Mirror	9.50	\$453,654		131	406	\$2,192
Mirror	9.50	\$453,654		33	101	\$545
Nordegg	9.50	\$453,654		507	1571	\$8,483
Penhold	9.50	\$453,654		1545	4782	\$25,823
Ponoka	9.50	\$453,654		879	2720	\$14,688
Rimbey	9.50	\$453,654		1658	5132	\$27,713
Rockey Mtn House	9.50	\$453,654		5	14	\$76
Sask River Crossing	9.50	\$453,654		225	697	\$3,764
Spruce View	9.50	\$453,654		25	78	\$421
Sylvan Lake	9.50	\$453,654		1000	3097	\$16,724
<b>TOTALS</b>				<b>24653</b>	<b>76324</b>	<b>\$412,150</b>

27.  
BUDGET FOR OPTION 1

DESCRIPTION	PROJECTED BUDGET					TOTAL
	1996	1997	1998	1999	2000	
Expenditures:						
Salaries - Existing	\$256,087	261,209	266,433	271,762	277,197	\$1,332,687
Salaries - Proposed	209,216	213,400	217,668	222,022	226,462	1,088,768
Other Costs - Existing	113,760	116,035	118,356	120,723	123,137	592,012
Administrative Cost (5% of operating costs)	28,953	29,532	30,123	30,725	31,340	150,673
Capital Expenditure	50,000					50,000
Total Costs	658,016	620,176	632,580	645,232	658,136	3,214,140
Recoveries:						
AGT Revenue sharing - Local	208,090	212,252	216,497	220,827	225,243	1,082,909
Sale of Equipment	60,000					60,000
Total Recoveries	268,090	212,252	216,497	220,827	225,243	1,142,909
Net Cost	\$389,926	\$407,925	\$416,083	\$424,405	\$432,893	\$2,071,232
Present Value of Net Cost @ 6%	\$389,926	\$384,835	\$370,313	\$356,338	\$342,892	\$1,844,304

BUDGET FOR OPTION 2

DESCRIPTION	PROJECTED BUDGET					TOTAL
	1996	1997	1998	1999	2000	
Expenditures:						
Salaries - Existing	\$256,087	261,209	266,433	271,762	277,197	\$1,332,687
Salaries - Proposed	261,520	266,750	272,085	277,527	283,078	1,360,961
Other Costs - Existing	113,760	116,035	118,356	120,723	123,137	592,012
Administrative Cost (5% of operating costs)	31,568	32,200	32,844	33,501	34,171	164,283
Capital Expenditure	60,000					60,000
Total Costs	722,935	676,194	689,718	703,512	717,583	3,509,942
Recoveries:						
AGT Revenue sharing - Local	208,090	212,252	216,497	220,827	225,243	1,082,909
AGT Revenue sharing - Rural	102,030	156,106	212,304	216,550	220,881	907,871
Sale of Equipment	60,000					60,000
Total Recoveries	370,120	368,358	428,801	437,377	446,124	2,050,780
Net Cost	\$352,815	\$307,836	\$260,917	\$266,135	\$271,458	\$1,459,162
Present Value of Net Cost @ 6%	\$352,815	\$290,412	\$232,215	\$223,452	\$215,020	\$1,313,915

**REVENUE ASSUMPTION:**

- 50% of rural AGT revenue in first year, 75% in second and 100% in following years.

DATE: May 16, 1995  
TO: DIRECTOR OF COMMUNITY SERVICES  
X DIRECTOR OF CORPORATE SERVICES  
X DIRECTOR OF DEVELOPMENT SERVICES — can't respond  
BYLAWS & INSPECTIONS MANAGER  
CITY ASSESSOR  
E.L. & P. MANAGER  
ENGINEERING DEPARTMENT MANAGER  
FIRE CHIEF (EMERGENCY SERVICES)  
INFORMATION TECHNOLOGY SERVICES MANAGER  
LAND AND ECONOMIC DEVELOPMENT MANAGER  
X PERSONNEL MANAGER  
PUBLIC WORKS MANAGER  
X R.C.M.P. INSPECTOR  
RECREATION, PARKS & CULTURE MANAGER  
SOCIAL PLANNING MANAGER  
TRANSIT MANAGER  
TREASURY SERVICES MANAGER  
PRINCIPAL PLANNER  
CITY SOLICITOR

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

FROM: CITY CLERK  
RE: MEDI-FIRE EMERGENCY DISPATCH

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Please submit comments on the attached to this office by May 17, 1995, for the Council Agenda of May 23, 1995.

"Kelly Kloss"  
City Clerk

Date: 95 MAY 16

To: Kelly KLOSS  
Red Deer City Clerk

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

Frm: Insp. G.G.S. SUTTON  
OIC, Red Deer City Detachment

Re: EMERGENCY 911 - CITY OF RED DEER

The following is further to your correspondence and our conversation of May 16th, 1995. At the onset I am left at a disadvantage simply because I do not fully understand all the ins and outs of operating a 911 service. Notwithstanding, common sense would dictate that a decision on any system should be based solely on **efficiency, effectiveness and economics.**

I would however, like to make one suggestion, that being, the proposal as presented be referred to the recently formed Emergency 911 Advisory Committee which is comprised of a representation of all stakeholders in the Province. It is my understanding that professional standards have been developed and that Alberta Government Telephones, who is the common carrier of the service, has endorsed the Committee's mandate. Now that the Provincial Government is no longer regulating standards of Emergency 911 Services, I think it is essential to seek the opinion of "those that are in the know" before any contracts are entered into.

For your consideration.



G.G.S. Sutton, Insp.  
OIC, Red Deer City Detachment

These principles and models are intended to accompany the discussion paper " A Model of Regional Health Authority - Ambulance Board/Municipality - Ambulance Operator Linkage". These two documents will be discussed at the May 11, 1995 meeting of the Task Force on Ambulance and Patient Transportation

## General Principles For Ambulance Service Models

### Location

- The model ambulance service is located in an outlying community that has a hospital. It is 160 km to the nearest large referral hospital.

### Level of Service

- Ambulance service is provided at Basic Life Support (BLS) level.
- The BLS crew consists of 1 Emergency Medical Technician-Ambulance and 1 (EMT-A)Emergency Medical Responder (EMR).

### Call Volume

- In developing a model for ambulance services, an annual average of 1 call per 20 population was used. In practice we see that there is a natural curve that occurs, with call volumes going up at a somewhat equal rate as the population increases.
- Several ambulance operators, doing less than 1000 calls per year in outlying communities, were surveyed to determine a ratio of local calls to long distance transfers. The results show an average of 60% were local emergency calls and 40% were transfers to a larger tertiary care hospital.
- In areas generating 1000 calls and above, the local hospital is generally capable of managing more critical cases. Therefore, the number of long distance transfers will decrease and local emergency calls will become a larger percentage of the ratio to be determined by local circumstances.

# DRAFT

## Hours of Work

- Several private operators use a 56 - 60 hour work week. A 42 hour week is average for many municipal services that work a 4-on/4-off rotation.
- To reflect the higher-than-average work week seen in private sector services, this model uses a base work week of 48 hours. Overtime hours based on call volumes are not projected.

## Shift Coverage & Attendants' Wages

- In smaller services, part-time attendants are paid a small amount per hour while they are "on call". In addition, they are paid a regular hourly wage while they are on an ambulance trip.
- As call volumes increase, so too does the need for full-time personnel. In smaller services, this generally involves a limited number of positions, supplemented by on-call, part-time attendants who receive the same type of pay as indicated above.
- At some point, coverage will be provided by attendants who are on duty 24 hours per day. However, as is the case with many larger services, a roster of part-time or casual attendants is used to cover full-time shifts that are left open due to vacation, sick leave, unfilled vacancies, etc.
- Attendants covering full-time shifts are all paid at the same hourly rate.

## Full Time Equivalencies

- Full Time Equivalencies (FTEs) are based on a gross annual wage rather than number of paid hours required to provide the required coverage.
- The number of FTE's required is determined in the following manner:
  - Add:
    - annual total of all wages paid to part-time personnel
    - annual total of salaries paid to full-time attendants
    - portion of the manager's salary attributed to ambulance calls
    - costs of dispatch service
  - Divide the above total by the annual wage that would be paid to one full-time person working 48 hours per week.

# **DRAFT**

## Ambulance Base Facility

- A clearspan, steel-framed building is situated on an industrial or commercial lot. It has ambulance bay(s), an office area, training room and storage space for medical supplies and equipment. It also includes:
  - washrooms & showers
  - plumbing & a floor drain for washing the vehicles
  - in larger services, 16 foot ceilings are included to allow for expansion onto a mezzanine (for crew quarters, etc.) as may be required by future growth.
  
- The capital cost is amortized at 9% over 20 years.

## Ambulance Vehicles

- Each model ambulance service uses Type II (raised roof) van ambulances, fully equipped to BLS standards. Each unit has a communications system that allows for two-way communications with both the dispatcher and the hospital.
  
- Each ambulance receives a safety inspection from a licensed mechanic every six months.

## Budget

- The budget for each ambulance service considers the following items: (Note: Some items may not be applicable to smaller services.)

### Ambulance Board Expense

- honoraria
- travel
- conference registration
- training

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## Administrative Costs:

- Management salaries
- Clerical salaries
- Office supplies
- Telephone & fax
- Dispatch / Answering service
- Accounting & audit fees
- Business license
- Legal fees
- Membership fees - APPA, AAOA, PHAA, etc.
- Travel & subsistence, administrative functions
- Interest expense, long & short term
- Bad debt expense @ 10%
- Depreciation
- Public Relations & Advertising

## Personnel Costs:

- Remuneration - overtime, on-call, replacement personnel costs & vacation
- Employee wages
- Employee benefits
- Medical Director
- Uniforms

## Insurance Costs:

- Malpractice / Liability
- Vehicle & Content
- Facility

## Vehicle Costs:

- Lease / Rent
- Repairs and maintenance
- Fuel and oil
- License
- Inspections
- Tires

**DRAFT**

Communications Costs:

- Vehicle and base locations
- Equipment rental / lease
- Repairs and maintenance
- License
- Depreciation

Facility Costs:

- Building mortgage / lease
- Repairs and maintenance
- Taxes
- Utilities
- Depreciation

Medical:

- Equipment repairs and maintenance
- Supplies - disposable and non-disposable
- Capital costs which would include 12-1 and 12-2 equipment

Training:

- Courses / Conference Fees
- Tuition and books
- Travel & subsistence, training functions
- Replacement costs for personnel taking training

NOTE:

1. The models presented in this paper deal only with emergency ground ambulance and inter-facility transfers from the model community to a tertiary care centre. Inter-facility transfer services within a city and provision of air medical crews for air ambulance flights are not included in these models. Those entities are funded through other programs.
2. Large-volume ambulance services (Edmonton and Calgary) are not included. Due to the number of calls (over 35,000 annually), these services have unique operational requirements and styles. They have developed sophisticated internal management systems such as data processing, human resources, training and quality assurance. Therefore, each will have a unique set of funding requirements.

# **DRAFT**

## **BASIC LIFE SUPPORT AMBULANCE SERVICE MODEL**

### **50 CALLS/YEAR**

#### **Demographics**

- The population of the service area is 1000.
- At 50 calls per year, a model service will do the following:
  - 30 local emergency calls; average trip time = 50 minutes
  - 20 inter-facility transfers; average trip time = 5 hours

#### **Administration**

- A part-time coordinator/manager oversees all administrative functions. This person is paid a monthly salary to perform or delegate office bookkeeping procedures, scheduling, planning, training, public relations, promotion, etc.
- This part of the service's budget is attributed to Management Salaries.

#### **Dispatch**

- Dispatching of ambulances may be done in a variety of manners, depending on available local resources and preferences. The FTE requirements shown below include costs for a dispatch system.

#### **Human Resources**

- There are no full-time employees. All ambulance attendants are part-time/on call.
- The coordinator/manager does regular rotations on the ambulance call roster and receives the same hourly rate as other attendants with the same qualifications.

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Full Time Equivalencies

- Attendants rotate on a call roster. Two people are available, 24 hours per day, to respond to an ambulance call.
- A volume of 50 calls per year will require approximately 250 paid hours of ambulance duty. Paid "on-call" time will amount to 17,270 hours per year.
- In this model, the FTE requirement is 1.3.

Ambulance Base Facility

- The required area is approximately 1000 square feet, with a single ambulance bay.

Ambulance Vehicles

- The model service at 50 calls per year requires 1 ambulance.
- This unit is replaced every 10 years.
- The capital cost is amortized at 9% over 10 years.

# **DRAFT**

## **BASIC LIFE SUPPORT AMBULANCE SERVICE MODEL**

### **300 CALLS/YEAR**

#### **Demographics**

- The population of the service area is 6000.
- At 300 calls per year, a model service will do the following:
  - 180 local emergency calls; average trip time = 50 minutes
  - 120 inter-facility transfers; average trip time = 5 hours

#### **Administration**

- A full-time coordinator/manager oversees all administrative functions. As well as doing a regular rotation on the ambulance call roster, this person performs or delegates scheduling, planning, training, public relations, promotion, etc.
- Twenty (20) per cent of the manager's monthly salary is attributed to Management Salaries in the budget.
- Office bookkeeping procedures are performed by a part-time clerical person who is required 15 hours per month.

#### **Dispatch**

- Dispatching of ambulances may be done in a variety of manners, depending on available local resources and preferences. the FTE requirements shown below include costs for a dispatch system.

#### **Human Resources**

- Besides the coordinator/manager, there are no other full-time employees. All ambulance attendants are part-time and rotate onto an "on-call" duty roster at regular intervals.
- The coordinator/manager spends approximately 80% of the work week on call and doing ambulance trips.

# DRAFT

## Full Time Equivalencies

- Attendants rotate on a call roster. Four (4) people are available, 24 hours per day, to respond to ambulance calls.
- A volume of 300 calls per year will require approximately 1500 paid hours of ambulance duty. Paid "on-call" time will amount to 33,540 hours per year.
- In this model, 3.1 FTE's are required. FTE's include ambulance attendants' wages plus the cost of dispatch. Management and clerical wages are not included.

## Ambulance Base Facility

- The required area is approximately 1600 square feet, with 2 ambulance bays.

## Ambulance Vehicles

- The model service at 300 calls requires 2 ambulances.
- The newer unit is used on almost all long distance transfers and is generally first out on all emergency calls.
- The back-up unit is used to provide coverage when the primary unit is already on an emergency call or is out of town on a transfer. It also serves as a back-up when the main unit is down for maintenance.
- Each unit spends 5 years as the first-line ambulance and is then rotated to back-up service for 5 years.
- Capital costs for each unit are amortized at 9% over 5 years.

# **DRAFT**

## **BASIC LIFE SUPPORT AMBULANCE SERVICE MODEL**

### **600 CALLS/YEAR**

#### **Demographics**

- The population of the service area is 12,000.
- At 600 calls per year, a model service will do the following:
  - 360 local emergency calls; average trip time = 50 minutes
  - 240 inter-facility transfers; average trip time = 5 hours

#### **Administration**

- A full-time coordinator/manager oversees all administrative functions. As well as doing a regular rotation on the ambulance call roster, this person performs or delegates scheduling, planning, training, public relations, promotion, etc.
- Sixty (60) per cent of the manager's monthly salary is attributed to Management Salaries in the budget.
- Office bookkeeping procedures are performed by a part-time clerical person who is required 30 hours per month.

#### **Dispatch**

- Dispatching of ambulances may be done in a variety of manners, depending on available local resources and preferences. The FTE requirements shown below include costs for a dispatch system.

#### **Human Resources**

- There are 4 full-time employees; the coordinator/manager and 3 full-time attendants.
- The remaining ambulance attendants are part-time/on-call.
- The coordinator/manager spends approximately 40% of the work week on call and doing ambulance trips.

# DRAFT

## Full Time Equivalencies

- Full-time attendants work a regular, scheduled rotation. Part-time attendants are rotated onto the "on call" duty roster at regular intervals.
- Paid "on-call" time will amount to 16,520 hours per year.
- Four (4) people are available, 24 hours per day, to respond to ambulance calls.
- In this model, 5.2 FTE's are required. FTE's include ambulance attendants' wages plus the cost of dispatch. Management and clerical wages are not included.

## Ambulance Base Facility

- The required area is approximately 2200 square feet, with 3 ambulance bays.

## Ambulance Vehicles

- The model service at 600 calls requires 3 ambulances.
- The newest unit does the majority of all long distance transfers and a portion of the emergency calls. The second newest unit is used for first response to local emergency calls and second response for transfers. The third is a back-up unit that sees limited use.
- The back-up unit is used to provide coverage when one of the primary units is down for maintenance or, on occasion, when both of the other units are on a call.
- Each unit spends 3 years as the first-line and transfer ambulance, another 3 years as second-line unit and is then rotated to back-up service for 3 years.
- Capital costs for each unit are amortized at 9% over 6 years.

# **DRAFT**

## **BASIC LIFE SUPPORT AMBULANCE SERVICE MODEL**

### **1000 CALLS/YEAR**

#### **Demographics**

- The population of the service area is 20,000.
- At 1000 calls per year, a model service will do the following:
  - 600 local emergency calls; average trip time = 50 minutes
  - 400 inter-facility transfers; average trip time = 5 hours

#### **Administration**

- A full-time coordinator/manager oversees all administrative functions. This person performs or delegates scheduling, planning, training, public relations and promotion as well as covering some ambulance shifts.
- Eighty (80) per cent of the manager's monthly salary is attributed to Management Salaries in the budget.
- Office bookkeeping procedures are performed by a part-time clerical person who is required 60 hours per month.

#### **Dispatch**

- Dispatching of ambulances may be done in a variety of manners, depending on available local resources and preferences. The FTE requirements shown below include costs for a dispatch system.

#### **Human Resources**

- At this call level, the number of full-time employees may begin to equal or outnumber the part-time component. The ratio will depend on the ownership and management style of the service.
- Part-time ambulance attendants may still be a valuable resource and be rotated onto the duty roster at regular intervals.
- The coordinator/manager spends approximately 20% of the work week on call and doing ambulance trips.

# DRAFT

## Full Time Equivalencies

- Full-time attendants work a regular, scheduled rotation. Part-time attendants are scheduled into the duty roster, as needed, to ensure complete coverage is available 24 hours per day.
- Four (4) people are scheduled at all times to respond to ambulance calls. An additional 2 people are available on a "call-back" basis to man the third ambulance if required.
- In this model, 8.0 FTE's are required. FTE's include ambulance attendants' wages plus the cost of dispatch. Management and clerical wages are not included.

## Ambulance Base Facility

- The required area is approximately 2200 square feet, with 3 ambulances.

## Ambulance Vehicles

- The model service at 1000 calls requires 3 ambulances.
- The newest unit does the majority of all long distance transfers and a portion of the emergency calls. The second newest unit is used for first response to local emergency calls and second response for transfers. The third unit is generally used only when both of the other units are on a call.
- Each unit spends 3 years as the first-line and transfer ambulance, another 3 years as second-line unit and is then rotated to back-up service for 3 years.
- Capital costs for each unit are amortized at 9% over 5 years.

# **DRAFT**

## **BASIC LIFE SUPPORT AMBULANCE SERVICE MODEL**

### **1500 CALLS/YEAR**

#### **Demographics**

- The population of the service area is 30,000.
- At 1500 calls per year, a model service's ratio of emergency calls to long distance transfers will change to the following:
  - 1050 local emergency calls (approximately 70%)
  - 450 inter-facility transfers (approximately 30%)

#### **Administration**

- A full-time coordinator/manager oversees all administrative functions. This person performs or delegates scheduling, planning, training, public relations and promotion as well as covering some ambulance shifts.
- Eighty-five (85%) per cent of the manager's monthly salary is attributed to Management Salaries in the budget.
- Office bookkeeping procedures are performed by a part-time clerical person who is required 100 hours per month.

#### **Dispatch**

- Dispatching of ambulances may be done in a variety of manners, depending on available local resources and preferences. The FTE requirements shown below include costs for a dispatch service.

#### **Human Resources**

- At this call level, there is a larger number of full-time attendants supplemented by part-time staff.
- The ratio of full-time to part-time staff and scheduling of "on-duty" and "on-call" coverage will depend on the ownership and management style of the service.
- The coordinator/manager spends approximately 15% of the work week on call and doing ambulance trips.

# DRAFT

## Full Time Equivalencies

- Full-time attendants work a regular, scheduled rotation. Part-time attendants are scheduled into the duty roster, as needed, to ensure complete coverage is available 24 hours per day.
- Six (6) people are scheduled at all times to respond to ambulance calls.
- In this model, 10.3 FTE's are required. FTE's include ambulance attendants' wages plus the cost of dispatch. Management and clerical wages are not included.

## Ambulance Base Facility

- The required area is approximately 2500 square feet, with 3 ambulances.
- Sleeping quarters are provided for on-duty crews at night.

## Ambulance Vehicles

- The model service at 1500 calls requires 3 ambulances.
- The newest unit does the majority of all long distance transfers and a portion of the emergency calls. The second newest unit is used for first response to local emergency calls and second response for transfers. The third unit is generally used only when both of the other units are on a call.
- To ensure reliability and cost-effectiveness, the ambulance replacement rotation at this call level is such that no unit is older than 5 years.
- Capital costs for each unit are amortized at 9% over 5 years.

# **DRAFT**

## **BASIC LIFE SUPPORT AMBULANCE SERVICE MODEL**

### **2500 CALLS/YEAR**

#### **Demographics**

- The population of the service area is 50,000.
- At 2500 calls per year, a model service's ratio of emergency calls to long distance transfers will change to the following:
  - 1900 local emergency calls (approximately 75%)
  - 600 inter-facility transfers (approximately 25%)

#### **Administration**

- A full-time coordinator/manager oversees all administrative functions. This person performs or delegates scheduling, planning, training, public relations and promotion.
- One Hundred (100%) per cent of the manager's monthly salary is attributed to Management Salaries in the budget.
- Office bookkeeping and reception procedures are performed by a full-time clerical person.

#### **Dispatch**

- Dispatching of ambulances may be done in a variety of manners, depending on available local resources and preferences. The FTE requirements shown below include costs for a dispatch system.

#### **Human Resources**

- At this call level, there is a larger number of full-time attendants supplemented part-time staff.
- The ratio of full-time to part-time staff and scheduling of "on-duty" and "on-call" coverage will depend on the ownership and management style of the service.
- The coordinator/manager is not normally scheduled to cover any ambulance shifts.

# DRAFT

## Full Time Equivalencies

- Full-time attendants work a regular, scheduled rotation. Part-time attendants are scheduled into the duty roster, as needed, to ensure complete coverage is available 24 hours per day.
- Six (6) people are scheduled at all times to respond to ambulance calls. An additional 2 people are available on a "call-back" basis to man a fourth ambulance if required.
- In this model, 14.8 FTE's are required.

## Ambulance Base Facility

- The required area is approximately 2500 square feet, with 3 ambulances.
- Sleeping quarters are provided for on-duty crews at night.

## Ambulance Vehicles

- The model service at 2500 calls requires 4 ambulances.
- Three (3) of these are first-line units, while the fourth is a back-up unit that sees limited use.
- The newest unit does the majority of all long distance transfers and a portion of the emergency calls. The other 2 primary units provide first response to local emergency calls and second response for transfers.
- The back-up unit is used to provide coverage when one of the primary units is down for maintenance or, on occasion, when all of the other units are on an ambulance call.
- One (1) new ambulance is purchased each year providing a 4 year replacement rotation.
- Capital costs for each unit are amortized at 9% over 4 years.

# **DRAFT**

## **BASIC LIFE SUPPORT AMBULANCE SERVICE MODEL**

### **5000 CALLS/YEAR**

#### **Demographics**

- The population of the service area is 65,000.
- At 5000 calls per year, a model service's ratio of emergency calls to long distance transfers will change to the following:
  - 4250 local emergency calls (approximately 85%)
  - 750 inter-facility transfers (approximately 15%)

#### **Administration**

- A full-time coordinator/manager oversees all administrative functions. This person performs or delegates scheduling, planning, training, public relations and promotion.
- One Hundred (100%) per cent of the manager's monthly salary is attributed to Management Salaries in the budget.
- Office bookkeeping and reception procedures are performed by a full-time clerical person.

#### **Dispatch**

- Dispatching of ambulances may be done in a variety of manners, depending on available local resources and preferences. The FTE requirements shown below include costs for a dispatch system.

#### **Human Resources**

- At this call level, there is a larger number of full-time attendants supplemented part-time staff.
- The ratio of full-time to part-time staff and scheduling of "on-duty" and "on-call" coverage will depend on the ownership and management style of the service.
- The coordinator/manager is not normally scheduled to cover any ambulance shifts.

# **DRAFT**

## Full Time Equivalencies

- Full-time attendants work a regular, scheduled rotation. Part-time attendants are scheduled into the duty roster, as needed, to ensure complete coverage is available 24 hours per day.
- Eight (8) people are scheduled at all times to respond to ambulance calls. An additional 2 people are available on a "call-back" basis to man a fifth ambulance if required.
- In this model, 19.5 FTE's are required.

## Ambulance Base Facility

- The required area is approximately 3400 square feet, with 4 ambulances.
- Sleeping quarters are provided for on-duty crews at night.

## Ambulance Vehicles

- The model service at 5000 calls requires 5 ambulances.
- Four (4) of these are first-line units, while the fifth is a back-up unit that sees limited use.
- The newest unit does the majority of all long distance transfers and a portion of the emergency calls. The other 4 primary units provide first response to local emergency calls and second response for transfers.
- The back-up unit is used to provide coverage when one of the primary units is down for maintenance or, on occasion, when all of the other units are on an ambulance call.
- One (1) new ambulance is purchased each year providing a 4 year replacement rotation.
- Capital costs for each unit are amortized at 9% over 4 years.

# **DRAFT**

## **BASIC LIFE SUPPORT AMBULANCE SERVICE MODEL**

### **40000 CALLS/YEAR**

#### **Demographics**

- The population of the service area is 750,000.
- At 40000 calls per year, a model service's ratio of emergency calls to long distance transfers will change to the following:
  - 36000 local emergency calls (approximately 90%)
  - 4000 inter-facility transfers (approximately 10%)

#### **Administration**

- A full-time coordinator/manager oversees all administrative functions. This person performs or delegates scheduling, planning, training, public relations and promotion.
- One Hundred (100%) per cent of the manager's monthly salary is attributed to Management Salaries in the budget.
- Office bookkeeping and reception procedures are performed by full-time clerical persons.

#### **Dispatch**

- Dispatching of ambulances may be done by an emergency services dispatch centre. The FTE requirements shown below include costs for a dispatch system.

#### **Human Resources**

- At this call level, there is a larger number of full-time attendants supplemented part-time staff.
- The ratio of full-time to part-time staff and scheduling of "on-duty" and "on-call" coverage will depend on the ownership and management style of the service.
- The coordinator/manager is not scheduled to cover any ambulance shifts.

# DRAFT

## Full Time Equivalencies

- Full-time attendants work a regular, scheduled rotation. Part-time attendants are scheduled into the duty roster, as needed, to ensure complete coverage is available 24 hours per day.
- (42) people are scheduled at all times to respond to ambulance calls. An additional 15 people are available on a "call-back" basis to man ambulances if required.
- In this model, 87 FTE's are required.

## Ambulance Base Facility

- The required area is approximately eight service points with approximately 2200 square feet, for (2) two ambulances.
- Sleeping quarters are provided for on-duty crews at night.

## Ambulance Vehicles

- The model service at 40000 calls requires 20 ambulances.
- Ten (10) of these are first-line units, while the other ten are back-up unit that rotated through the system.
- The back-up units are used to provide coverage when one or more of the primary units is/are down for maintenance or, on occasion, when all of the other units are on an ambulance call.
- Five (5) new ambulances are purchased each year providing a 4 year replacement rotation.
- Capital costs for each unit are amortized at 9% over 4 years.

# **DRAFT**

## **BASIC LIFE SUPPORT AMBULANCE SERVICE MODEL FOR EMERGENCY RESPONSE VEHICLES**

In some cases where call volume or care structure dictate, an ambulance service may opt to provide some form of Emergency Response Vehicle. This vehicle may be used to transport manpower or medical equipment to the scene of an accident or mass casualty incident. As there are no legislated regulations for the configuration of these vehicles the cost to a service would be minimal.

For the purpose of this model, no further FTE's will be required by the service, as it will function on an as needed basis.

The vehicle will have on board, equipment that is supplement to the normal supplies as required by the level of care for which the ambulance service is licensed to provide.

The vehicle will be of the type which is practical for the geographical environment that it is intended to be used. That is, a rural service may wish to use a station wagon as apposed to a rural service using a four wheel drive truck, etc.

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

**ALBERTA PREHOSPITAL PROFESSIONS  
ASSOCIATION**

***Scope of Practice***

***and***

***Standards of Practice***

**Draft #4**

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## **Introduction**

The primary aim of the Alberta Prehospital Professions Association is to ensure that registered members provide competent, safe and ethical care to the citizens of Alberta. To that end, the Association has developed a Code of Professional Conduct and Standards of Practice.

The Code of Professional Conduct was approved by the registered members in March, 1994. It contains the principles of ethical behavior for all registered members, and lists the members' responsibilities to both the patient and the profession.

Establishing standards of practice for a self-regulatory profession is essential. Inherent in any profession are the standards to which its members must adhere. The skills listed may be performed in any environment providing they are utilized while the registered member is under medical control and undergoing an ongoing medical audit by a physician specifically charged with that responsibility.

The Standards of Practice have been developed to inform the client of the level of care and the services which can be provided by registered members. It serves as a guide to promote professional out of hospital care and to facilitate evaluation of the care.

# CODE OF PROFESSIONAL CONDUCT

## Preamble

The primary aim of the Alberta Prehospital Professions Association is to ensure that registered members provide competent, safe and ethical prehospital care in the Province of Alberta.

The Alberta Prehospital Professions Association has developed a Code of Professional Conduct to define standards of conduct for members of the Association.

The Alberta Prehospital Professions Association recognizes that ongoing review and modification are required to maintain a Code of Professional Conduct which reflects the experience and changes in the delivery of patient care.

## PRINCIPLES OF ETHICAL BEHAVIOUR FOR ALL MEMBERS

1. The well-being of the patient must be the primary concern.
2. Honour your profession.
3. Recognize your limitations and the skills of others in the care and treatment of the patient.
4. Protect and maintain patient confidentiality.
5. Teach and be taught.
6. Remember that integrity and professional ability should be your best advertisement.

## RESPONSIBILITIES TO THE PATIENT

### *An ethical prehospital care practitioner*

1. Must provide care based on human need with respect for human dignity.
2. Must provide patient care within scope of practice and to the best of the registered member's ability, seeking consultation where necessary.
3. Must protect and maintain the patient's safety, dignity and privacy.
4. Must once having accepted responsibility for a patient or the provision of patient care, continue to provide care until it is no longer required or care is being provided by an appropriate practitioner.
5. Must hold in confidence all personal information entrusted to the member in the health care setting respecting the patient unless failure to disclose would endanger the patient or a third party or the disclosure is required by law.

## **RESPONSIBILITIES TO THE PROFESSION**

### *An ethical prehospital care provider*

1. Must be familiar with current applicable legislation and practise within the limitations defined in the member's scope of practice.
2. Must behave in a way beyond reproach and report any incompetent, illegal or unethical conduct by colleagues or other health care personnel to the appropriate authorities.
3. Must conduct and present oneself in such a manner so as to encourage and merit the respect of the public for members of the prehospital care profession.
4. Must avoid impugning the reputation of any colleague.
5. Must recognize that self discipline of the profession is a privilege and that each prehospital care practitioner has a continuing responsibility to merit the retention of this privilege.
6. Must assume responsibility for personal and professional development.
7. Must not use the member's profession, knowledge, or skills for unethical gain.
8. Must strive to improve the standards of medical services in the member's community and shall accept a share of the profession's responsibility to society in matters relating to the health and safety of the public, health education, and legislation affecting the health or well-being of the community.
9. Must observe the rules of professional conduct set out in this Code in the spirit, as well as in the letter.

## **Philosophy**

The traditional view of prehospital care has been seen as a means of transporting patients to and from health care facilities. The registered members were expected to complete an emergency assessment and provide the appropriate treatment before and during the transportation of a patient to a hospital. However, the public is starting to utilize the prehospital professions in more non-traditional ways. The term "prehospital" is no longer adequate and is found to be limiting in its definition. It is the philosophy of the Alberta Prehospital Professions Association that registered members may provide the client with prehospital emergency care, out of hospital care, and in-hospital care based on:

- the registered member's appraisal of the scene, assessment of the patient, treatment of any illnesses or injuries and transportation of patients as required;
- consultation with the consumer in an attempt to meet the immediate needs and requests of the patient or family members;
- maintaining a relationship with the consumer in an attempt to prevent further complications of the illness or injury;
- allowing the consumer to make choices that will assist them in gaining control of their immediate health concerns;
- communication with other health care providers or rescue personnel;
- providing inter-facility transportation of patients between health care facilities;
- assisting within the health care facility in areas of expertise.

## **The Guiding Principles of Care**

The following principles will assist the registered member in determining the appropriate scope of practice required by any given patient found in any setting.

Registered members will:

- function on their own, fully responsible for the provision of out of hospital care within their individual standards of practice and as defined by their medical director's protocols;
- respect the rights, privileges and beliefs of the consumer regardless of race, creed, sex, color or age;
- be accountable to themselves, their patients, employer, and members of the public;
- keep confidential all health related matters as well as whatever else is learned regarding the private affairs of patients;
- collaborate with other health care providers and rescue personnel to ensure appropriate care is given to their patient;
- remain current in their knowledge base and skill levels as defined by their regulatory body;
- assist in the education of new entry level out of hospital providers;
- respect the areas of overlap between other scopes of practice of various health care providers;
- provide safe, effective and responsible transportation of patients, consumers and family members;
- assist, initiate or participate in out of hospital research.

## **A GENERAL SCOPE OF PRACTICE**

A registered member, under medical direction and with an ongoing medical audit, may:

- a) perform a scene evaluation to determine the risk factors and safety hazards found at any given medical or traumatic incident;
- b) initiate any steps required to ensure a safe environment for the patient, bystanders, rescue personnel, and the member;
- c) perform appropriate assessments and history taking to determine the patient's condition;
- d) determine and initiate immediately required treatment, based on information obtained from assessment and history;
- e) determine the most effective means of extricating the patient, based on information obtained from the scene evaluation;
- f) provide continuous supervision of the patient to identify the need for further treatment as determined through the assessment of changes in the patient's condition;
- g) determine the most effective means of patient transportation, based on assessment and consultation;
- h) communicate and interact with other health care providers and rescue personnel in an effort to provide the most effective care of the patient;
- i) determine, based on patient assessment, obvious death or patient refusal, that medical care or transportation not be required or provided; and
- j) provide written documentation that describes the scene, patient assessment, patient treatment and other pertinent information.

## **Proposed Scope of Practice**

*[For clarification: the following scopes of practice for EMR, EMT and EMT-P will be proposed for regulation amendment once approved by the stakeholders group.]*

### **Emergency Medical Responder (EMR)**

*An Emergency Medical Responder may, under medical control, with an ongoing medical audit, and with reference to the Standards of Practice and the Code of Professional Conduct of the Alberta Prehospital Professions Association, provide the following health services:*

- a) conduct patient assessments;
- b) manage medical, traumatic, obstetrical and psychological emergencies;
- c) use basic airway management techniques;
- d) administer oxygen;
- e) perform basic bandaging;
- f) perform cardiopulmonary resuscitation;
- g) provide patient extrication;
- h) use splinting devices;
- i) perform automatic and semi-automatic defibrillation;
- j) provide glucose testing and oral administration of glucose; and
- k) monitor peripheral intravenous locks.

## **Proposed Scope of Practice**

### **Emergency Medical Technician (EMT)**

*An Emergency Medical Technician may, under medical control, with an ongoing medical audit, and with reference to the Standards of Practice and the Code of Professional Conduct of the Alberta Prehospital Professions Association, provide the following health services:*

- a) provide all health services and skills described for EMR;
- b) use intermediate airway management techniques;
- c) use traction splints;
- d) establish intravenous infusions;
- e) apply and use pneumatic cardiopulmonary resuscitation devices;
- f) perform cardiac monitoring;
- g) apply and use pneumatic anti-shock garments;
- h) administer nitrous oxide/oxygen inhalational analgesia;
- i) provide routine care for common drainage or feeding tubes;
- j) administer patient's previously prescribed medications; and
- k) endotracheal intubation.

## **Proposed Scope of Practice**

### **Emergency Medical Technologist - Paramedic (EMT-P)**

*An Emergency Medical Technologist - Paramedic may, under medical control, with an ongoing medical audit, and with reference to the Standards of Practice and the Code of Professional Conduct of the Alberta Prehospital Professions Association, provide the following health services:*

- a) provide all health services and skills described for EMR and EMT;
- b) use advanced airway management techniques;
- c) perform defibrillation;
- d) provide drug administration;
- e) perform vascular access;
- f) use gastric tubes;
- g) perform gastric lavage;
- h) provide pacing;
- i) perform suturing;
- j) perform urinary catheterization;
- k) monitor chest tubes, central and arterial lines; and
- l) initiate, monitor and maintain blood products.

## **Proposed Standards of Practice**

*{For clarification: the proposed scope of practice for each discipline has been repeated in order to more clearly identify the standards.}*

### **Emergency Medical Responder (EMR)**

*An Emergency Medical Responder may, under medical control, with an ongoing medical audit, and with reference to the Standards of Practice and the Code of Professional Conduct of the Alberta Prehospital Professions Association, provide the following health services:*

**a) conduct patient assessments;**

conduct primary and secondary assessments, including scene assessments and control:

- attempt to preserve all evidence at a suspected crime scene
- gather subjective information through verbal interview
- gather objective information through "hands on" assessment of patient
- determine mechanism of injury or medical history relevant to the incident
- interact with other EMS disciplines
- perform medically appropriate triage

**b) manage medical, traumatic, obstetrical and psychological emergencies;**

- reassure patient
- take and record vital signs
- determine and provide immediate treatment for chief complaint
- document and communicate patient's condition and treatment provided
- provide transportation to appropriate facility, if required
- restrain a patient who is a danger to himself or the public

**c) use basic airway management techniques;**

- use oropharyngeal airways
- use oropharyngeal suction devices
- use oxygen-supplemented mask devices to assist ventilation
- use manual airway manoeuvres

**d) administer oxygen;**

- administer oxygen using basic delivery devices including masks and nasal canula
- apply oxygen therapy if indicated after patient assessment
- determine appropriate flow rate

**e) perform basic bandaging;**

- control all types of external bleeding
- apply appropriate dressings and/or bandages

**f) perform cardiopulmonary resuscitation;**

- provide basic life support measures as defined by Canadian Heart Foundation - Basic Rescuer Level

**Proposed Standards of Practice - EMR (con't)**

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**g) provide patient extrication;**

- determine appropriate carry, move or procedure needed to remove patient from scene
- use necessary equipment needed to remove patient from scene

**h) use splinting devices;**

- includes spinal immobilization and cervical collars
- apply splints to immobilize suspected fractures

**i) perform automatic and semi-automatic defibrillation;**

- apply to pulseless and non-breathing patients
- perform to Canadian Heart Foundation standards

**j) provide glucose testing and oral administration of glucose; and**

- provide oral administration of glucose on a conscious patient
- perform manual testing
- use glucometer or glucose test strip

**k) monitor peripheral intravenous locks.**

- identify the device and IV site

## **Proposed Standards of Practice**

### **Emergency Medical Technician (EMT)**

*An Emergency Medical Technician may, under medical control, with an ongoing medical audit, and with reference to the Standards of Practice and the Code of Professional Conduct of the Alberta Prehospital Professions Association, provide the following health services:*

- (a) provide all health services and skills described for EMR;**
  - provide all scope of practice skills at EMR level. The skills and standards listed for the EMT level are in addition to the standards approved at the EMR level.
  - conduct patient assessment appropriate to discipline
- (b) use intermediate airway management techniques;**
  - use nasopharyngeal airways
  - perform nasopharyngeal suction
  - assist ventilations with endotracheal tubes under direct ALS supervision
  - perform foreign body removal by direct techniques
- (c) use traction splints;**
  - use of all traction splints to manufacturer's specifications
  - manipulate limb as required
- (d) establish intravenous infusions;**
  - establish peripheral intravenous lines
  - establish to maintain or replace fluid volume and/or provide a route for drug administration
  - approved intravenous solutions include Ringer's Lactate, normal saline, and D5W, or a combination thereof, without medications or blood products
  - utilize infusion pumps
  - administer D50W
- (e) apply and use pneumatic cardiopulmonary resuscitation devices;**
- (f) perform cardiac monitoring;**
  - recognize rhythm presented on monitor
  - recognize life threatening dysrhythmias
- (g) apply and use pneumatic anti-shock garments;**
  - use for treatment of shock
  - use for splinting of lower limbs/pelvis
- (h) administer nitrous oxide/oxygen inhalational analgesia;**
  - self-administered by patient for pain relief
  - approved concentration: 50:50

**Proposed Standards of Practice - EMT (con't)**

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**(l) provide routine care for common drainage or feeding tubes;**

- includes nasogastric tubes, urinary catheters, feeding gastrostomy tubes, penrose drains
- does not include chest tubes

**(j) administer patient's previously prescribed medications; and**

- specifically: nitroglycerin, self-injectable epinephrine devices, inhaled B-agonist agents
- the following requirements must be met:
  - medication has not expired
  - medication is found in a "recognizable" container that has the patient's name on the outside
  - history of patient's condition is consistent with use of the medication
  - knowledge of expected affects of the medication
- pre-applied timed release skin patches or pre-established and running infusions by dermoclisis should not be discontinued
- dispensing of non-prescription medication such as acetaminophen, ASA and ibuprofen

**(k) endotracheal intubation.**

- on pulseless and apneic patients

## **Proposed Standards of Practice**

### **Emergency Medical Technologist - Paramedic (EMT-P)**

*An Emergency Medical Technologist - Paramedic may, under medical control, with an ongoing medical audit, and with reference to the Standards of Practice and the Code of Professional Conduct of the Alberta Prehospital Professions Association, provide the following health services:*

**(a) provide all health services and skills described for EMR and EMT;**

- all scope of practice skills at EMR and EMT level. The skills and standards listed for the EMT-P level are in addition to those approved at the EMR and EMT level.
- conduct patient assessment appropriate to discipline

**(b) use advanced airway management techniques;**

- perform tracheal suction
- perform deep chest suction
- perform endotracheal intubation
- perform nasotracheal intubation
- perform emergency cricothyrotomy
- use intermittent positive pressure breathing adjuncts
- perform percutaneous transtracheal ventilation
- perform needle thoracostomy

**(c) perform defibrillation;**

- perform advanced cardiac management including: manual defibrillation, cardioversion, vagal manoeuvres, telemetry transmissions, pericardiocentesis

**(d) provide drug administration;**

- determine proper dosage and route prior to administration
- administration routes include: topical, oral, sublingual, intralingual, intranasal, rectal, subcutaneous, intramuscular, intravenous, intraosseus, endotracheal, and nebulized drug administration

**(e) perform vascular access;**

- initiate and maintain the following:
  - intraosseus infusions
  - femoral venipuncture
  - venipuncture for blood specimens
  - external jugular venipuncture
  - draw arterial blood gas samples

**(f) use gastric tubes;**

- insert and maintain nasogastric and orogastric tubes

**(g) perform gastric lavage;**

**Proposed Standards of Practice - EMT-P (con't)**

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**(h) provide pacing;**

- initiate transcutaneous pacing
- monitor transvenous pacing

**(i) perform suturing;**

- perform for closure of minor wounds confined to dermal layer
- perform for temporary closure of wounds with complications (eg. tendon or muscle laceration)

**(j) perform urinary catheterization;**

- initiate and maintain catheter

**(k) monitor chest tubes, central and arterial lines; and**

**(l) initiate, monitor and maintain blood products.**

- includes whole blood, packed cells, fresh frozen plasma, platelets, cryoprecipitate, and albumin

## GLOSSARY

<b>CLIENT</b>	members of the public who access the Emergency Medical Services (EMS) system. These individuals may not necessarily require medical assistance.
<b>FAMILY MEMBER(S)</b>	individual or groups related to the patient by blood or marriage or legal guardian.
<b>HEALTH CARE FACILITY</b>	a location providing a higher level of medical care, such as a hospital or a community health care centre.
<b>MEDICAL AUDIT</b>	an assessment by the medical director of the health services provided by a registered member and the protocols under which the registered member operates.
<b>MEDICAL CONTROL</b>	orders within the registered member's scope of practice that define patient management and are issued by the medical director or a person designated by the medical director  (i) prospectively through the development of protocols, (ii) directly by oral or written orders, or (iii) retrospectively by medical audits.
<b>MEDICAL DIRECTOR</b>	a practicing physician responsible for providing medical control and medical audit to registered members under his authority.
<b>OUT OF HOSPITAL</b>	the environment where most registered members will practice. Registered members are not limited to working out of hospital.
<b>PATIENT</b>	an individual requiring medical assistance.
<b>PROTOCOLS</b>	communications between the registered member and his medical director in the form of medical orders that may be written or given verbally.
<b>PROVIDER(S)</b>	any other individual or group assisting in or taking over the medical care of a patient.
<b>REGISTERED MEMBER</b>	a member of the Alberta Prehospital Professions Association, an Emergency Medical Responder (EMR), Emergency Medical Technician (EMT) or Emergency Medical Technologist-Paramedic (EMT-P).
<b>REGULATORY BODY</b>	the Alberta Prehospital Professions Association.
<b>RESCUE PERSONNEL</b>	any other individuals or groups specializing in an area that will assist the registered member in accessing or extricating patients.



BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

April 17, 1995

Honorable Shirley McClellan  
Minister of Health  
127 Legislature Building  
10800 - 97 Avenue  
Edmonton, AB T5K 2B6

Office of the Minister of Health 67036 APR 18 1995	
MINISTER	/
MO	/
DM	Draft
	response. pk
	+
	Comments
Due:	May 11/95

**RE: TASK FORCE ON AMBULANCE & PATIENT TRANSPORTATION**

Dear Mrs. McClellan,

I am writing at the request of the Council of Chairs to urge you to provide your support to the Task Force on Ambulance and Patient Transportation. The Council of Chairs met on March 31st, 1995 and were provided with an overview of the Task force's activities. Council members have expressed their strong recognition of the work that Task Force members have completed since November of 1994. The Council further strongly expressed their support for the continuation of the Task Force with an extended membership so that the extremely important mandate as outlined in the Terms of Reference attached hereto can be completed.

The work of the Task Force is critical for a number of reasons including but not limited to:

1. Regional Health Authorities are now becoming directly involved in ambulance issues by virtue of their assumption of the global budgets of health care facilities within their respective regions. This includes the responsibility for payment of in-patient inter-facility transfers, many of which occur by ground ambulance.
2. There is a strong need for strong linkages to develop between RHA's, municipalities, ambulance boards and ambulance operators to ensure an appropriate access to emergency service throughout each region while at the same time, rationalizing the resources applied to inter-facility transfers.
3. There are many changes in the health system that will impact on pre-hospital and inter-facility transportation, some of which are as follows:

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Honorable Shirley McClellan  
April 17, 1995  
Page 2

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- 3.1 Discharging of more acutely ill patients into the community.
- 3.2 Increased intensity and complexity of medical intervention for emergency patients.
- 3.3 Significant reduction in acute care bed numbers, closure of some emergency departments and role conversion of some hospitals.
- 3.4 The need for coordination between ground and air ambulance.

The above points very briefly address only some of the critical issues which require the attention of the Task Force. We respectfully request your strong support in this process.

Yours sincerely,

  
Jean Graham (Mrs.)  
Board Chair

COPIES TO:

Chairs, Regional Health Authorities  
Provincial Mental Health & Cancer Boards  
George Verhelre, Board Member  
John Vogelzang, Senior Vice President, Regional Services

**DRAFT**

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

DRAFT FOR DISCUSSION AT THE MAY 11, 1995 TASK FORCE ON AMBULANCE AND PATIENT TRANSPORTATION MEETING

A MODEL OF REGIONAL HEALTH AUTHORITY/MUNICIPAL/AMBULANCE OPERATOR COLLABORATION IN THE DELIVERY OF AMBULANCE SERVICES

**I. INTRODUCTION TO THE TASK FORCE**

The Task Force on Ambulance and Patient Transportation was appointed by the Council of Chairs in October 1994. This discussion paper was prepared in May 1995 following approval of the Task Force's revised Terms of Reference, by the Regional Health Authority Council of Chairs, on March 31, 1995. RHA.

The Terms of Reference of the Task Force are:

"To review current patient transfer and emergency <sup>medical</sup> response services available to Albertans, and to investigate possible funding and service approaches which will address the emergency and inter-facility transportation needs of consumers in the changing health care environment."

The original Task Force members have proceeded on the premise that, irrespective of historical arrangements for funding and governance, emergency out-of-hospital and inter-facility transport services are increasingly important components of the health system. The "emergency health services network", including ambulances, should be deployed in accordance with patients' medical needs.

There are many changes underway in the health system:

- discharging of more acutely ill patients into the community;
- increased intensity and complexity of medical intervention for emergency patients out-of-hospital;
- greater recognition by Regional Health Authorities of the need for medical control and direction (Core Services document);
- implications of the difference between "in-patient" and "out-patient" for inter-facility transfers;
- significant reductions in acute care bed numbers, potential closure of some emergency departments and hospitals, and possible role conversions of some hospitals to "community health centers";

# DRAFT

- the need for greater coordination between the ground and air ambulance programs;
- the greater number of <sup>relationships</sup> "mutual aid" agreements between ambulance operators and emergency response organizations;
- the <sup>potential</sup> potential to deploy some ambulance attendants in non-traditional duties, under medical direction and control.

These changes will have significant implications for out-of-hospital care.

? The fundamental role of the Task Force has been to build on the many enhancements to ambulance services since the "New Dimensions in Emergency Health Services: an Alberta Solution" report was released in 1988. The authors of the report recommended that there is a continuing need to ". . . provide provincial identity and status to ambulance services as part of the health care delivery system, and . . . bring co-ordination and direction to air and ground ambulance services" (page 13, emphasis added). Irrespective of the many funding arrangements, ambulances deliver patients to health care facilities and are used to transfer them between health care facilities. As a result, one of the major purposes of the Task Force has been to determine the role ambulance services should assume in the RHA structure. *and to*

*make some suggestions as to how that role might be carried out.*  
A number of RHA's have commented in their business plans that they are interested in "integrating" ambulance services into their structures. Integration is defined as bringing together "parts" to form a cohesive "whole". While this concept has proven to be sensitive, it does not necessarily imply a change in governance or ownership, or even ~~additional or full~~ *current* funding <sup>by RHA's</sup>. From a patient care perspective, it means a regional and provincial network of stakeholders who work together to improve patient outcome.

*BRAGANA*  
RHA's are now becoming directly involved in ambulance issues, by virtue of their assumption of the global budgets of acute care hospitals. This includes responsibility for payment of in-patient inter-facility transfers. Many of these transfers occur by ground ambulance. RHAs collectively spent about \$15 million on inter-facility transfers last fiscal year.

*UP* The Core Services document of RHA responsibilities was provided to RHA members in June 1994. The document makes reference to Emergency Health Services:

"Each RHA will plan for an emergency health services network responsible for assessment, diagnosis and treatment of people with unexpected illness or injury. The RHA's responsibilities include 24 hour hospital resources capable of stabilizing a patient for transfer to the next appropriate higher level of care . . . RHA's are also responsible for providing medical direction for ground ambulance and interfacility transfers of patients. Coordination with both ground and provincial air ambulance is also required."

# DRAFT

## II. PRINCIPLES FOR COLLABORATION

1. Patients' interests are best addressed in each Region by an emergency health services network that includes medical control and direction, staff, vehicles and equipment, dispatch centre(s), a network of acute care hospitals, health care practitioners, communication systems, pre-hospital and inter-facility transfer protocols, and a mechanism for coordination with the provincial air ambulance program.
2. Accountability and advocacy for patient care ultimately rests with each ambulance operator's Medical Director, appointed in accordance with the Emergency Medical Technicians Regulations under the Health Disciplines Act.
3. Each region should have an effective communication system to ensure timely dispatching of ground ambulances within and outside the region. As is noted in the 1988 "New Dimensions" report:

"it is evident that an emergency service can only be as effective as its system of exchanging information."

4. Each region should have a regional dispatch system under medical control and direction. It is widely acknowledged that a properly trained dispatcher can save lives by responding to patients' medical conditions, rather than callers' heightened emotional states. The dispatch-centre requires strong administrative backing and the full support of the ambulance service's Medical Director.

The role of the dispatcher is to "send the right vehicle, in the right way, at the right speed, at the right time, in the right configuration".

5. All citizens within the RHA should have reasonable access to a "Basic Life Support" or "Advanced Life Support" level of ground ambulance service, as defined by the Ambulance Services Act and Regulations. The Emergency Medical Responder level of ambulance service should be confined to remote, rural areas of the province with a low call volume.

There are many ways to define "reasonable access". Some RHA's have defined this term as provision of BLS service within 30 minutes to 95% of the population.

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EMR level services should assist BLS and ALS services, but should exist only as "rescue outreach services". That is, the minimum level of care throughout the region should be BLS, preferably being provided by attendants with advanced "121" skills. EMR practitioners would work with Emergency Medical Technicians - Ambulance in BLS services.

6. Ground ambulance personnel will continue to report under Health Disciplines Act to an accountable Medical Director, with appropriate continuing education and accountability to their professional association. These ground ambulance personnel ~~should~~<sup>may</sup> be supplemented by a network of volunteers in rural areas.

*RHA should identify + network to support training coordination*  
Volunteers should be trained in first aid and cardio-pulmonary resuscitation. They should be organized but not regulated by the RHA and Medical Director. Alternatively, consideration should be given to upgrading selected volunteers to become Emergency Medical Responders. *initials*

7. Each region should have a formal network with other ambulance operators/emergency measures/disaster relief organizations within and close to the region. With collaboration, there is considerable potential for "economies of scale", particularly in the group tendering and shared services. Examples include shared administration, purchasing, training, staff deployment and other administrative/support functions.

*7.11 Each hospital should have a 24 hr emergency service*  
*8. All hospitals*  
Each region should provide access to one or more hospitals providing 24 hour a day emergency services, including resuscitation, and care in trauma, cardiac, pulmonary, gynaecology/obstetrics; eye, ear, nose and throat; orthopaedic and psychiatric emergencies, as well as the capability for short-term observation. This level of service should be accessed in another region if necessary.

This level of health care facility includes equipment, staffing, space, clinical support services and technology. Nurses should be certified in Advanced Cardiac and Basic Trauma Life Support, and physicians should be certified in Advanced Cardiac and Trauma Life Support.

Signs on the highway should reflect the level of care available. Only hospitals with this level of service should be able to portray themselves to the public with the road sign "H" (Program Guidelines for Rural Alberta Hospitals, April 1994).

9. All "hospitals" within the region should have protocols for referrals through the regional dispatch centre with other hospitals providing the necessary level of care. This includes access to the provincial air ambulance program. *a*

**DRAFT**

*Freedom of objectives, protocols and performance criteria*

- 8 10. Each region should have a regional quality management program to ensure timely, accountable and appropriate air and ground ambulance service, as well as inter-hospital transportation. There should also be a means for each region to be linked with the provincial <sup>total</sup> quality management program, once established.
  
- ? 11. Each region should have transfer procedures for returning various types of patients, in accordance with regional and provincial protocols. Sending hospitals in major urban areas should be ~~obliged~~ <sup>asked</sup> to determine whether an empty, returning ground (or, if applicable, air) ambulance is available to return a patient to a rural hospital. There should be a continuing strong reliance on the air ambulance network.
  
- 12. Each region should have a mechanism for transporting medically stable patients and persons who require health services not available in their home communities. This will be particularly important, as some hospitals close or are converted to "community health centres".
  
- 13. Each region should have a revenue generation plan for certain capital and operating costs. This might include fund raising for capital equipment, donations to municipalities, and service contracts between ambulance operators and industrial firms. This revenue generation plan will vary considerably with population density and the degree of municipal involvement, among other factors. *work with the appropriate funding authority to ensure an adequate funding mechanism*
  
- 14. Each region should have a public and media relations strategy that might include school and community presentations and "ride-a-longs" *to educate the public with respect to the availability & appropriate use of medical emergency services*

*to ensure adequate funding*

*to educate the public?*

**III. STRATEGIC PLANNING**

The first step in planning for the integration of ambulance services is through the development of strategies, as well as drawing upon existing management information. Each RHA should consider refinement of the emergency health services component of its business plan, by addressing the following:

- 1. the volume, complexity and routes of emergency cases within the region;
- 2. linkage with fire, police and protective services;
- 3. current hospital practices for emergency patients;
- 4. mutual aid agreements within and outside the region;

# DRAFT

5. deployment of ambulance attendants in "non-traditional" (non-emergency services) roles, as well as use of other health practitioners to assume pre-hospital and inter-hospital care functions. Consideration needs to be given to the role of bargaining agents in this area;
6. collaboration among stakeholders to ensure "economies of scale", such as training, staffing, and the bulk purchasing of medical equipment and supplies;
7. prevention and promotion efforts to reduce the reliance on emergency health services (for example, programs to deal with causes of cardio-vascular disease, premature births, injuries and trauma).
8. an evaluation of the degree of teamwork among the stakeholders in the emergency health services network.

## IV. GOVERNANCE AND FUNDING ISSUES

There are approximately 120 ground ambulance operators in province. In terms of ownership/governance:

- 51 are municipally owned (25 of these are hospital based);
- 49 are private sector, operating under contract (most often to municipalities); and
- 20 are volunteer or native band operated.

*(Note: see 2014 findings)*  
The Provincial Government pays considerable funds, on a "fee for service" basis, for ambulance services. Over \$20 million per year is spent for "provincial clients" such as in-patients being transferred between facilities, seniors and recipients of Social Assistance, and Alberta Blue Cross recipients. Another \$10 million is spent for in-province and out-of-province air ambulance. The Federal Government spends approximately \$10 million on ambulance transportation for aboriginal people.

Municipal and other ambulance operators depend to varying degrees on revenues from "provincial clients." In some instances, these provincial payments comprise up to 100% of an ambulance operator's revenues.

The Municipal Government Act gives municipalities the option but not the requirement to:

- establish and determine ambulance boundaries,
- levy a special tax to recover ambulance expenditures, and provide grants,
- establish by-laws which prohibit any other person from providing ambulance service, and
- set rates that may be charged for ambulance services.

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There is a potential that some municipalities may consider divesting themselves of the responsibility for administering ambulance services. They may consider this course of action due to competing priorities, at a time of significant fiscal restraint. During the coming year, municipalities will need to work closely with RHAs to ensure that this critical entry point to the health system is preserved and even enhanced.

One <sup>option for coordination</sup> potential for integration of ambulance services between municipalities and RHAs might be to have municipalities form an "ambulance authority" that is co-terminus with the RHA boundaries. The ambulance authority might have <sup>requesting capabilities in relation to the</sup> requisitioning capabilities in relation to the municipalities included in whole or in part within the ambulance authority boundary. ~~This taxation authority would have to be carefully defined.~~

A preferred arrangement is to have the municipalities included within each RHA enter into service contracts with the RHA. Municipalities would need to be promised an identical or higher level of ambulance service to encourage them to collaborate with RHA's.

One possible mechanism to assign costs on an area or regional basis is found in the attachment. The funding models for a Basic Life Support level of service are noted, for various call volumes. The intention in presenting the models is to begin to arrive at the actual costs for ambulance service within an area or region. No assumptions have been made in preparing the models about funding sources or the desirability of any of the three levels of service.

## V. REGIONAL MEDICAL DIRECTION

Initially, each RHA should look to appoint a <sup>an Advisory</sup> "Coordinating Regional Medical Director", whose role will be to provide advice to the RHA on clinical matters relative to the establishment of the emergency health services network, including:

- consistent, high quality protocols for pre-hospital and inter-hospital care, in accordance with the "Manual for Medical Control Directors of Ambulance Services in Alberta" published by the Alberta Association of Emergency Medical Services Physicians;
- mutual aid agreements within and outside the region; and
- liaison and coordination with the provincial air ambulance program.
- regional dispatch ~~arrangements~~ <sup>system</sup>

• coordinate & liaise with each <sup>medical director</sup> ~~medical director~~ <sup>emergency service operators</sup>

• EMT regulations

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*many consider the appointment of a ambulance response within the EMT system*

In the longer term, it is anticipated that each RHA will appoint a Regional Medical Director, in conjunction with ambulance operators with the region. Consideration should be given to compensating this individual or individuals for their regional duties. The Medical Director ~~for pre-hospital and inter-hospital care would likely report to the region's medical "Chief of Staff", with the responsibilities to:~~

*may have responsibilities to*

- prepare and recommend intra- and inter-regional protocols and procedures;
- delegate authority under the Health Disciplines Act to the three classifications of ambulance attendants in the region through:
  - procedures and protocols,
  - direct "on line" on line verbal or written orders, and
  - patient care report audits and Total Quality Management initiatives.
- ~~assume medical direction and control of the centralized dispatch center, if developed in the future.~~ This would include approval of pre-arrival instructions given to the public. *Just if the system*
- provide clinical advice and ~~direction~~ regarding the advisability of the:
  - location and level of service of ambulance bases
  - required advanced ("12.1 and 12.2") attendant skills
  - ambulance staff and equipment
  - establishment of a regional 911 dispatch ~~centre~~ *system*, including ensuring that the closest and most appropriate ambulance available is dispatched on each call
  - interaction and working relationships of ambulance attendants with other health care providers
  - liaison with other Regional Medical Directors and Alberta Health Emergency Health Services Branch's Provincial Medical Director

*12/12/11*

*12/12/11*

## VI. ACCESS TO APPROPRIATE LEVELS OF PRE-HOSPITAL CARE

Most large urban municipalities (and some smaller municipal districts) provide an Advanced Life Support level of care to their citizens. Sparsely populated areas in the province often struggle to provide Emergency Medical Responder or Basic Life Support. Almost all residents of the province can access the provincial air ambulance program's Advance Life Support services within 60 to 90 minutes.

Paradoxically, it is a well accepted principle that patients in sparsely populated areas stand to benefit the most from higher levels of pre-hospital and inter-facility care. That is, with long response and transport times, rural patients are often most in need of higher levels of care.

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By comparison, most urban patients are within minutes of sophisticated regional or tertiary care hospitals, with highly trained medical specialists.

Emergency patients who are stabilized in a community or regional hospital are usually provided with the equivalent of Advanced Life Support care while in the sending hospital. The level of care they receive "in transit" may well be less. The College of Physicians and Surgeons of Alberta has noted with concern the inappropriate practice of downgrading the level of care provided during inter-facility transfers. They have determined that this constitutes "abandonment" of the patient.

There are at times pressures for this downgrading of service to occur:

- the sending physician is unable to accompany the patient because of other duties. This sending physician may be the only physician "on call" at the sending hospital;
- the absence of a "backup" higher level of service within a timely period;
- the potential impact of "lost trips" on the local operator's financial viability;
- the possibility of adverse competition for a patient, based on his or her location. That is, most ambulance operators have mutual aid agreements. However, at times ambulance attendants elect not to provide service to patients in situations such as highway traffic accidents, out of respect for another operator's demarcated service area.

Additionally, out-patients without health insurance at times do not access ambulance service when it is clearly medically indicated. These patients elect to transport themselves to and from a sending hospital, sometimes at considerable personal risk, simply because they are unable to pay the cost of an ambulance trip.

## VII. INTER-FACILITY PATIENT TRANSPORTATION

There is a need for RHA's to consider a set of protocols for inter-facility transfer by various types of vehicles, on the basis of the patient's medical condition. Guidelines have been published by the Alberta Association of Emergency Medical Services Physicians.

It is impractical and not cost-effective to move all inter-facility patients by ambulance. Subject to medical control and direction, patients need to be transported by the least expensive method that best suits their medical needs, whether by ambulance or specialty transport vehicle.

# DRAFT

As an example, the proposal advanced by the Oilfields and District Emergency Medical Services (in Black Diamond) includes:

- a vehicle capable of transporting five patients plus a driver. The vehicle is air conditioned and has front and rear heaters. This vehicle accommodates only sitting patients. It is equipped with a cellular telephone and a mobile radio for communication with the regional dispatch center, and sending and receiving hospitals
- a driver trained at the Emergency Medical Responder level. He can provide a basic level of emergency care for patients who unexpectedly become ill if necessary, until a responding ambulance arrives
- criteria for transport are that the in-patient:
  - can be moved by staff with minimal medical training
  - is ambulatory, with minimal assistance, or can be transferred by one person from a wheelchair
  - requires no medications, including oxygen, enroute
  - is able to look after his/her own personal needs and hygiene
  - is mentally competent.

## VII. REGIONAL DISPATCH SYSTEMS

The role and importance of dispatch centres has increased significantly in recent years, as a result of public, health care facility and municipal initiatives. Past (and recent practice in some areas) was often to merely provide an individual to answer the telephone, obtain the patient's address, and deploy an ambulance vehicle.

The dispatch function is recognized among progressive services as a very important element of pre-hospital and inter-facility care, arguably which the remainder of the system complements.

The more important features of the dispatch communication systems are:

- the dispatch centre and Emergency Medical Dispatchers should operate under the authority of a Medical Director (under the Health Disciplines Act). That is, dispatching is a "delegated medical act" when conducted by practitioners registered under the Health Disciplines Act. (Note that Emergency Medical Dispatch is not recognized by the Health Disciplines Act)

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- personnel capable of determining the medical nature and urgency of the call, coordination of the appropriate response resources, and "on-line" monitoring
- clear and relatively trouble free communications systems are needed between the dispatch center and the ground ambulances, and between the ground ambulances and receiving hospital. *This is highly desirable, but not always necessary.*
- there must be a capability to tape record all telephone calls and radio transmissions, and retain them for at least six months
- all dispatchers should be certified to at least the Emergency Medical Responder level under the Health Disciplines Act, with Emergency Medical Dispatch certification
- the dispatch center should ideally be connected to fire, rescue and police dispatch centers, or operate as part of an integrated dispatch center
- provision of advance notice to the receiving hospital
- the ability for ambulance attendants to "patch" to physicians at sending or receiving hospitals enroute
- the dispatch center should have the ability to send ambulances in accordance with the medical priority of the patient's complaint (that is, not all calls require "lights and sirens")
- a Total Quality Management Program to ensure that procedures are followed and improvements made continuously
- clear protocols for contacting the air ambulance dispatch center
- the ability to act as the region's "disaster coordination center", as a resource to personnel on scene.

Emergency Medical Dispatch is the most popular dispatch system throughout North America. Certification as an EMD is achieved after a three day course, and is relatively inexpensive.

Dispatch functions should ideally include "Enhanced Regional 911", to allow electronic determination of the caller's location. Automated programs have been developed (and will be implemented shortly) that use legal land descriptions (section, township, range and meridian) to determine callers' addresses. Enhanced Regional 911 will be available in 1995 for many Albertans at less than one dollar per month.

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Other aspects of introducing centralized dispatch need not be expensive. Many dispatch centres could be housed in community health centres. Other protective services such as fire and rescue services can be dispatched from the same centre. ~~The cost of establishing an ambulance dispatch centre within a community health centre can be as little as \$5000.00.~~

Pre-arrival instructions have repeatedly been shown to improve patient outcome, leave bystanders with the feeling that they have done all that can be done, and keep those in a position to assist busy until the ambulance's arrival. Ambulance services employing pre-arrival instructions are also far less susceptible to litigation.

There are 125 ambulance operators in the province, with many forms of ownership and operational models. Their "response areas" are varied, as are their capabilities of responding to differing levels of patient care requirements. "Boundaries" between response areas served by ambulance operators at times may hinder effective pre-hospital or inter-facility care.

"911" service is currently in place in Lethbridge, Medicine Hat, Calgary, Red Deer, Edmonton, Strathcona County, Fort McMurray and Grande Prairie. Pilot projects are underway in the Municipal District of Foothills and the Airdrie area.

"911" service will shortly be available to rural areas at minimal cost. Yet, provision of "911" services without strong linkage with ambulance, fire, and other emergency response services is inappropriate, and may detract from effective patient care. That is, 911 by itself is merely an answering service, with no medical direction or control. 911 service must be delivered in concert with centralized dispatch, under medical direction and control. It otherwise adds little to pre-hospital care.

The role of the dispatch centre is to "send the right vehicles and staff, the right way, at the right time". The dispatch process should provide for a standardized, protocol system of caller questioning, pre-arrival determinants, and an appropriate response. This is accomplished more effectively through regional coordination of the dispatch function. Regional dispatch centres allow for "economies of scale" not present in dispatch centres that conform to individual operators' boundaries.

A preferred option for RHAs to consider is to enhance existing 911 systems into a provincial 911 network, ensuring that the dispatch function is under medical direction and control. There are sufficient "regional" centres available that, if expanded, could offer province-wide coverage, reduce inappropriate duplication, and lower costs by making existing 911 dispatch systems more efficient.

Two or more RHA's could conceivably establish a common regional dispatch centre. These centres might also have the capacity to dispatch fire, police and other protective services. As well, they should play a role in returning patients to their home communities by ambulance and interfacility transfer vehicle.

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## X. PUBLIC EDUCATION

Regional Health Authorities will need to consider educating the citizens they serve on the role of emergency health services in supporting health care restructuring. An effective emergency health services network will in part address one of the pressing issues RHA's are confronting, the potential closure of emergency departments in smaller rural hospitals.

Among the questions RHA's will need to address in their public presentations are:

- what is the meaning of an "emergency health services" network?
- how does the "emergency health services network" fit into the vision and mission of the Regional Health Authority?
- what is "reasonable access" to emergency services that are hospital and community based? That is, when should I go to the hospital, as opposed to booking an appointment with a physician?
- what are the various capabilities of acute care hospitals in the region relative to accepting emergency patients of varying complexity and severity?
- what are the main causes of emergency room visits and admissions to hospitals. Are there any means to reduce or prevent these visits or admissions? Some examples are falls among the elderly, motor vehicle trauma and cardiac disease.
- what guidelines govern the inter-facility transfers of patients (within and between regions)? Do ambulances have protocols to "by-pass" certain hospitals? under what circumstances? *who pays and what is my responsibility -*
- how will the reduction in acute care hospital beds and possible role conversions of some hospitals impact on pre-hospital care and inter-facility transportation?
- what mechanism is there for health care providers and the public to provide input to the RHA on emergency health service issues?
- who is administratively and medically accountable for pre-hospital care and inter-facility transfers in the region?
- how do I know that the ambulance will be able to find me?
- if I am transported by air or ground ambulance within or from this region, to which hospital will I be sent? *who will pay*

# **DRAFT**

- what capabilities will the "community health centre(s)" in the region have to accept emergency patients?

## **XI. CONTRACTING FOR SERVICES**

One approach to ensure that the expectations of Regional Health Authorities, ambulance boards/municipalities and operators are met is through contracting. Some features of these contracts might be expectations for:

- payment for services
- qualification of attendants, their training, and the medication and supplies they carry
- purchase, disposal and responsibility for capital assets
- an administrative and clinical reporting structure
- a defined length of the agreement and a notification period for termination
- selection of key management staff
- provision of shared administrative and support services
- advisory committee representation (to the participating municipalities and Regional Health Authority)
- levels of service for each area of the region
- response times for each area of the region
- deployment of staff, equipment and vehicles
- centralized payroll and purchasing
- provision of annual audited financial statements by operators to support the expenditure of funds
- deployment of ambulance attendants in "non-traditional" roles
- the regional communications system
- formal protocols between ambulance operators, emergency measures and disaster relief organizations within and close to the region
- transfer protocols for returning various types of patients, in accordance with regional and provincial protocols
- completion of Patient Care Report forms and other information for patient care, financial and management purposes
- maintenance of an ambulance license under the Ambulance Services Act and Regulations
- record keeping and the right of inspection
- liability insurance
- compliance with legislation, policies, procedures and directives of the municipalities and Regional Health Authority
- mechanisms to modify the agreement
- contractual violations and penalties
- dispute resolution and arbitration

Attachments

**First Draft - For Discussion Purposes Only**

May 11, 1995



## Tribunal decisions can affect wrongful dismissal claims

by Glenn Tait

Often, employers do not devote much time or energy to complaints from former employees under either employment standards or unemployment insurance legislation. However, a recent Alberta case has illustrated that decisions under such legislation could have significant implications if these complaints grow into wrongful dismissal actions.

**"If... tribunals conclude that there was not 'just cause', all that will be left to the courts to decide in any subsequent wrongful dismissal action will be the amount of money owed to the former employee."**

In the case, an employee quit, and claimed he had been constructively dismissed. He filed a complaint under the *Employment Standards Code*. An employment standards officer concluded that the former employee was entitled to termination pay

because he had been terminated without cause. The employer disagreed, and appealed the

officer's decision to an umpire. The umpire confirmed that the employee was entitled to notice, because there had been a constructive dismissal.

The employee, dissatisfied with the minimum amounts of compensation available under the *Employment Standards Code*, then commenced a wrongful dismissal action. The employer defended, claiming, among other things, that the employee had quit. The employee applied to the court to strike out that portion of the defence, claiming that the issue of whether he had quit or been dismissed for just cause had been resolved during the employment standards action.

The court agreed. It concluded that since the employment standards officer and umpire had found that the employee was terminated without cause, the employer could no longer claim that the employee had quit.

This case has significant implications. There are a number of tribunals which have the authority to determine whether or not an employee is discharged for cause. If those tribunals conclude that there was not "just cause", all that will be left to the courts to decide in any subsequent wrongful dismissal action will be the amount of money owed to the former employee.

Also of concern is the possibility that this will happen with decisions made by Boards of Referees under the *Unemployment Insurance Act*. Under this legislation, when an employee's Record of Employment indicates that he or she was terminated for cause, that employee is denied unemployment insurance benefits. The employee can appeal the denial to a Board of Referees. The Board then decides whether or not the employee was terminated for "just cause". If the Board concludes that there was not

*continued on page 3*

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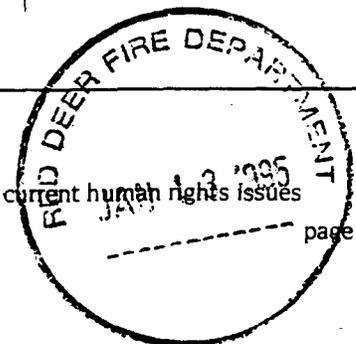
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# Defamation: employers beware

by Damon Bailey

**E**mployers may inadvertently make statements about their employees that are potentially defamatory. This can occur when providing references, doing

performance appraisals, or justifying a decision to discharge or discipline an employee.

In Canada, successful defamation suits by employees are currently rare. However, if the experience in the United States is

any indicator, this may change in the future. In the United States, one-third of all defamation suits arise out of employment relationships.

In deciding whether a statement is defamatory, the courts usually ask, "Does the statement lower the person's character in the perception of reasonable members of society?" This is a broad test, and it can apply to a vast array of comments, such as calling an employee "incompetent", "unreliable", an "alcoholic" or "a disgrace to the profession".

In order for a potentially defamatory statement to cause a liability, it must be communicated

to a third party and must be untrue or unjustified.

It is no excuse for a person making a defamatory statement to say, "I was only repeating what I was told by others". Nor can liability be avoided by using words like "I think" or "I heard".

Even in cases where an employee is defamed, an employer may escape liability if it can demonstrate the statement was subject to "qualified privilege". Qualified privilege exists when the maker of a statement has a duty or interest to make it to the recipient, and the recipient has a corresponding interest or duty to receive it. Qualified privilege may exist, for example, when an employment reference is made.

Qualified privilege is not necessarily a defence in cases where an employee can show that the employer was acting with malice. Malice is defined as spite, ill-will, or a desire to injure, but also includes such things as indirect or ulterior motives, and making statements with indifference to their validity. However, careless or impulsive statements will not normally be regarded as malicious.

In order for malice to remove a defence of qualified privilege, it must be the dominant motive behind a defamatory statement.

Malice can be proven by pointing to the contents of a statement or by having reference to surrounding circumstances, such as an ongoing feud between an employee and a supervisor.

There are a number of precautions employers can take to minimize their risk of defaming an employee. Employee evaluations and references should be standardized as much as possible, so as to deter inappropriate comments. Some employers have all employee evaluations and references reviewed by a designated party before they are distributed, to ensure they will not attract a defamation suit. Managers should avoid making unsolicited or unwarranted negative comments about employees and respond only to written reference requests. They could also ensure that any comments made can be substantiated by documentation. ✍

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*"In deciding whether a statement is defamatory, the courts usually ask, 'Does the statement lower the person's character in the perception of reasonable members of society?'"*



## Employee vs. contractor: which is which?

by Phil Ponting

**E**mployers may be surprised to discover that those they believe to be independent contractors are

**"Certain individuals... are considered employees for the purposes of labour relations legislation, but are independent contractors under the Income Tax Act."**

considered by law to be employees. This surprise can turn to dismay when, for example, Revenue Canada approaches the employer seeking unemployment insurance and Canada pension plan premiums for these employees. Whether or not contractors are deemed to be

employees can also affect insurance coverage and availability of Workers' Compensation benefits.

There are issues that complicate the distinction between employees and contractors. The situation is made more complicated under the *Canada Labour Code*, for those employers who are "federal" employers. There is a third category under that code, called "dependent contractors". This category includes persons who are in a position of "economic dependence" on another, such as truckers who own their own trucks and are under contract with one trucking company. Dependent contractors are "employees" under the *Code*.

A second complication arises where different statutes take different approaches to the issue. Certain individuals, for example, are considered employees for the

purposes of labour relations legislation, but are independent contractors under the *Income Tax Act*.

Even with these complications, there are certain factors which are *always* considered in deciding whether or not a person is an employee.

**Control** is always a core issue. This is determined by looking at who decides how the work will be performed, the methods used to perform the work and the time and place that the work will be performed. If the person doing the work has control in this way, that person is more likely to be considered a contractor.

**Ownership of tools** is also a consideration. Where an individual does not own tools or other materials (such as supplies) which are necessary to carry out work, that individual is more likely to be considered an employee.

**Chance of profit and risk of loss** are also considerations. This is also known as the economic reality test. A person who does not stand to profit or lose from the work which is performed (for example someone who gets the same amount per day, regardless of how much work is done) is less likely to be considered a contractor.

The **organization test** is also used. Under this test, the question is whether the person is integral or only an accessory to the business.

### Tribunal decisions - continued

"just cause", the employee's unemployment insurance benefits are reinstated. Board of Referee hearings are generally heard quite soon after an appeal by an employee. As a result, this process is likely to precede any wrongful dismissal action, and could, therefore, affect the outcome.

Board of Referee hearings are often ignored by employers, who believe that the only implication could be reinstatement of unemployment insurance benefits of a former employee. In addition, referees are often not experienced in labour law, and therefore may not appreciate the implications of their decisions.

It is now common for dismissed employees, intent on contesting their dismissal, to challenge an employer's assertion of cause in several forums, including those provided through unemployment insurance and employment standards legislation. Decisions made by tribunals appointed under such legislation could affect the position which an employer can take in a wrongful dismissal action. ✍

### Free parking

McLennan Ross is pleased to provide free parking to clients. Parking is available behind our offices. Access to the parking lot is off Stony Plain Road or 105 Street, via the alley. ✍

continued on page 4

***Employee vs contractor - continued***

If integral to the business, the person is more likely to be considered an employee.

In some circumstances, the **intention of the parties** is important. This includes not only the written contract between the parties, but also how the parties conduct themselves, and whether or not that conduct is consistent with the contract.

Most often, none of these factors will, by itself, determine whether an individual is an

employee or a contractor. Rather, it will be the combined effect of all of these factors.

A situation where these tests have been applied involved rig welders. Rig welders are hired, along with their welding rig and sometimes a helper, for a fixed rate per hour. Generally, rig welders are incorporated businesses, so they are retained through their corporations.

Even though they are paid through their corporations, the Alberta Labour Relations Board has consistently found that these persons, and their helpers, are

employees of the contractor who engages their services. This is consistent with an application of tests noted above. Rig welders typically take considerable direction from the person who hires them. They are told the hours to work, and where they are to work. They usually have little control over their work. Although they own their own tools, they do not bear any risk of profit or chance of loss because they are paid on an hourly basis. This finding was made despite the presence of a contract between the rig welder's corporation and the contractor.

Similar findings have been made for other one person companies such as heavy duty mechanics and interior system mechanics.

Appreciating the difference between employees and contractors can help employers avoid subsequent surprises at inappropriate times. ✍

***Seminar - current human rights issues***

**H**uman rights law is one of the most rapidly unfolding and sometimes most misunderstood areas of employment law.

To help employers become better informed in this area, McLennan Ross invites you to attend one of three breakfast seminars.

Each seminar will focus on human rights issues of concern to employers, including:

- an overview of the types of employment practices which are prohibited by human rights legislation
- sexual harassment: what it is and how employers can deal with it
- the duty of employers to accommodate employees
- what a "bona fide occupational requirement" means and how it can be used by employers as a

defence to a human rights complaint

- the evolving nature of human rights law

**Dates:** Friday, February 3  
Tuesday, February 7  
Thursday, February 9

**Breakfast:** 7:30 a.m.

**Seminar:** 7:45 sharp

**Location:** McLennan Ross  
600, 12220  
Stony Plain Road

**RSVP:** to Lenora Anderson  
- 482-9277

Please specify your date of choice when responding. Due to space restrictions, attendance is limited to 15 per seminar. ✍

*Employment Times is written to keep clients and other friends of the firm informed of current legal issues. It is not intended to provide legal advice. As individual circumstances may vary, readers with questions about issues raised by this newsletter or any other legal issue should contact their legal counsel for specific advice.*

**Editor:** Glenn Tait  
**Editorial Committee:** Brian Burrows, Hugh McPhail

*We welcome your input. Please address comments and suggestions to:*

**McLENNAN ROSS**  
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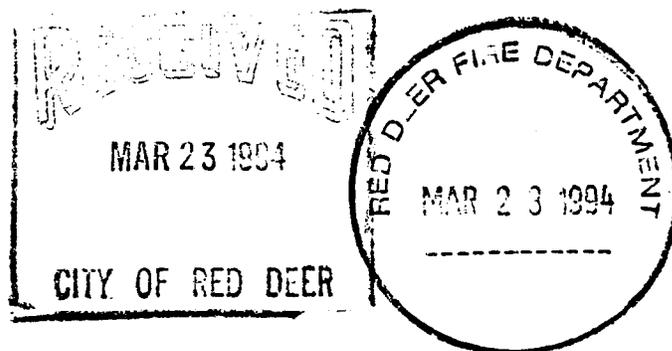


**Protection Engineering Inc.**  
Standard Building, Suite 1400  
510 West Hastings Street  
Vancouver, British Columbia  
Canada V6B 1L8  
☎ 604 . 682-0388  
Fax: 604 . 682-6105

March 16, 1994

Red Deer Fire Department  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

Attention: Fire Chief Dennis Dubois



Dear Sirs:

**RE: FIRE DEPARTMENT CENTRAL MONITORING STATION**

Further to your telephone call last week, this letter will provide you with information on how the Vancouver Fire Department is proceeding with a Central Monitoring Station at their No. 1 Fire Hall.

The City of Vancouver decided to disconnect their "Gamewell" municipal alarm box monitoring service because of the prohibitive maintenance cost and replace it with a new system. The main Vancouver Fire Department Dispatch Centre is being upgraded to ULC requirements for a listed Central Station for fire and a Monitoring Station for burglary.

Protection Engineering Inc. was retained by the City of Vancouver to carry out the design and to oversee the construction of the station.

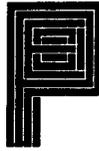
The work on the construction is near completion and the Central Monitoring Receiver is under test to allow the Fire Department staff time to get trained on the system, before connecting customers to the system.

Houle Electric Limited was the low tenderer for the supply and installation of the Central Monitoring Equipment.

Houle Electric and the Vancouver Fire Department will be entering into a ULC Joint Shared Listing for the Central Monitoring Station (see the attached flow chart).

Although the initial intent is to monitor existing customers and all Government buildings, schools, hospitals, museums, libraries, etc., studies have shown the monitoring costs will be competitive with the monitoring industry and will also provide additional revenue to the fire department.

After the initial 250 customers have been connected to the new monitoring system, it is hoped to add additional customers onto the system at a controlled pace approximately 200 per year.



This would include future medical alert customers at various Health Care facilities, as well as traditional fire alarm monitoring.

The monitoring may also be extended to residential monitoring because of the pending By-law that all residential construction must be sprinklered.

Although the Fire Department will not initially be actively looking for security monitoring customers, it will have the capacity to handle them with the system installed.

Some of the initial government buildings will have security alarms monitored as part of their system.

By maintaining a direct transmission to the fire department, customers are assured their alarm signals will not be misinterpreted in transmission between a commercial central station (possibly not located in your City or Province) and the Fire Department Dispatch Centre.

Without inspecting a proposed Red Deer Fire Department monitoring station location or having a directive to how extensive Red Deer would be considering to monitor, it is difficult to give any accurate costing. Therefore, the figures below should be treated as ballpark for discussion purposes only.

Construction Items	Minimum System Fire Alarms Only Digital Dialler System	Maximum System Fire, Security, Medical Alert with Dedicated DVAC Technology
Fire Hall Dispatch Modifications to Meet ULC	\$35,000	\$150,000
Consulting Fees	\$10,000	\$25,000
Monitoring Receiving Equipment	\$35,000	\$60,000
Misc. Installation and Telephone Costs	\$10,000	\$25,000



Although the monitoring charges have not been finalized yet, the range will be approximately:

- \$35.00 to \$60.00/month per customer for Digital Dialler response
- \$60.00 to \$95.00/month per customer for DVAC dedicated line response (including telephone monthly line charges).

Protection Engineering are pleased to offer their Consulting Services to:

- first carry out a visit to Red Deer and develop a detailed cost estimate for a proposed Central Monitoring Station under the control of the Fire Department, and
- to provide design services to produce tender documents for the construction and installation of a Central Monitoring Station itself.

We trust you will find the foregoing in order but in the event that you have any questions please do not hesitate to contact the writer.

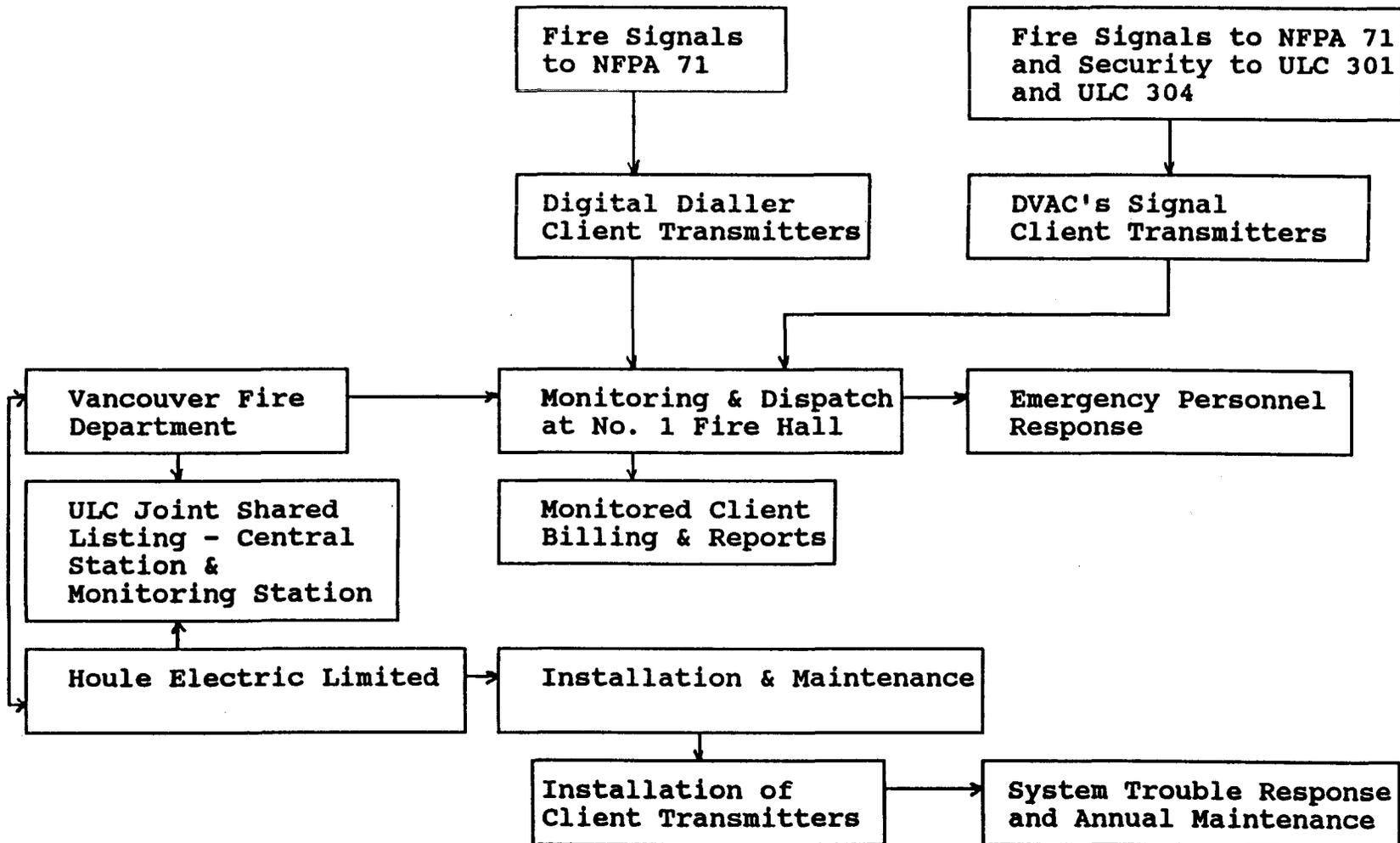
Yours very truly,

PROTECTION ENGINEERING INC.

Per:  
Ray Newberry  
Senior Fire Protection Consultant

RN/dgb:RDeer.M15

Vancouver Fire Department - Central Monitoring Station Flow Chart



NOTE: ULC have not reviewed the new NFPA #72 and are still using NFPA #71 (1989) as their Fire Standard for Monitoring.

28.  
BUDGET FOR OPTION 3

DESCRIPTION	PROJECTED BUDGET					TOTAL
	1996	1997	1998	1999	2000	
Expenditures:						
Salaries - Existing	\$256,087	261,209	266,433	271,762	277,197	\$1,332,687
Salaries - Proposed	261,520	266,750	272,085	277,527	283,078	1,360,961
Other Costs - Existing	113,760	116,035	118,356	120,723	123,137	592,012
Administrative Cost (5% of operating costs)	31,568	32,200	32,844	33,501	34,171	164,283
Capital Expenditure	60,000					60,000
Total Costs	722,935	676,194	689,718	703,512	717,583	3,509,942
Recoveries:						
AGT Revenue sharing - Local	208,090	212,252	216,497	220,827	225,243	1,082,909
AGT Revenue sharing - Rural	102,030	156,106	212,304	216,550	220,881	907,871
Sale of Equipment	60,000					60,000
Dispatch Fees	45,000	91,800	140,454	143,263	146,128	566,645
Total Recoveries	415,120	460,158	569,255	580,640	592,253	2,617,425
Net Cost	\$307,815	\$216,036	\$120,463	\$122,872	\$125,330	\$892,517
Present Value of Net Cost @ 6%	\$307,815	\$203,808	\$107,212	\$103,166	\$99,273	\$821,274

**REVENUE ASSUMPTION:**

- 50% of rural AGT revenue in first year, 75% in second and 100% in the following years.
- 25% of dispatch fees revenue in first year, 50% in second, 75% in the third year and 100% in the following year

**BUDGET FOR MEDIFIRE CONTRACT**

DESCRIPTION	PROJECTED BUDGET					TOTAL
	1996	1997	1998	1999	2000	
Expenditures:						
Contract Cost	\$262,080	\$262,080	\$262,080	\$262,080	\$262,080	\$1,310,400
Capital Expenditures	24,000					24,000
On Going Radio Costs	74,000	75,480	76,990	78,529	80,100	385,099
Total Costs	360,080	337,560	339,070	340,609	342,180	1,719,499
Recoveries:						
AGT Revenue sharing - Local	41,618	42,450	43,299	44,165	45,049	216,582
AGT Revenue sharing - Rural	20,406	31,221	42,461	43,310	44,176	181,574
Dispatch Fees	9,000	18,360	28,091	28,653	29,226	113,329
Sale of Equipment	60,000					60,000
Other Services	4,320	8,813	8,989	9,169	9,352	40,643
Total Recoveries	135,344	100,844	122,840	125,297	127,803	612,128
Net Contract Cost	\$224,736	\$236,716	\$216,230	\$215,313	\$214,377	\$1,107,371
Present Value of Net Cost @ 6%	\$224,736	\$223,317	\$192,444	\$180,781	\$169,807	\$991,084

**REVENUE ASSUMPTION:**

- 50% of rural AGT revenue in first year, 75% in second and 100% in the following years.
- 25% of dispatch fees revenue in first year, 50% in second, 75% in the third year and 100% in the following year

**ASSUMPTIONS FOR ALL TABLES:**

- Costs quoted in the report are for 1996.
- Firefighter salary costs escalate at the rate of inflation after 1996.
- Other costs escalate at the rate of inflation.
- Inflation is 2% per year.
- Interest rate to calculate present value is 6%.

29.

\*\*\*\*\*

DATED:

\*\*\*\*\*

BETWEEN:

**MEDI-FIRE EMERGENCY DISPATCHING  
INC.**  
(the "Contractor")

-and-

**THE CITY OF RED DEER**  
(the "City")

\*\*\*\*\*

**EMERGENCY DISPATCH SERVICES  
AGREEMENT**

\*\*\*\*\*

**CHAPMAN RIEBEEK**  
Barristers & Solicitors  
208-4808 Ross Street  
Red Deer, Alberta  
T4N 1X5

**DONALD J. SIMPSON**  
Solicitor for the City of Red Deer

(403) 346-6603

File No. \_\_\_\_\_ DJS

EMERGENCY DISPATCH SERVICES AGREEMENT

THIS AGREEMENT made effective this \_\_\_\_ day of \_\_\_\_\_, 1995;

BETWEEN:

**MEDI-FIRE EMERGENCY DISPATCHING INC.**

(the "Contractor")

-and-

**THE CITY OF RED DEER**

(the "City")

**Background**

The City wishes to provide a service to its citizens to handle emergency telephone calls requiring police, ambulance, fire or other services, and to do so on a cost-effective basis. The Contractor is in the business of providing emergency dispatching services and has the personnel and expertise necessary to provide this service to the City.

NOW THEREFORE THE PARTIES AGREE AS FOLLOWS:

**Clause 1: Interpretation and Subject Matter**

1.0 In this agreement:

- a) "AGT Solution" means the enhanced 911 service currently being proposed by AGT and known as the "AGT Centrex E911 Network Solution" whereby the City would have a direct link to the AGT computer to access the names and addresses of 911 callers and which permits the City to define the 911 area without limitation by telephone number prefix.

- b) "EMD" means the Emergency Medical Dispatch Program designed, copyrighted and amended from time to time by Priority Consultants Incorporated, which is approved by the medical advisor to the City and which provides for supplementation of current care given prior to the arrival of the emergency response personnel by using an established card system with protocols and pre-arrival instructions;
- c) "Manual" means the City Emergency Services Communications Procedure Manual (and amendments thereto from time to time) of all policies and procedures in relation to communication and dispatching of personnel to be used by emergency services personnel and dispatchers in emergency response situations; and
- d) "Red Deer Dispatch Facility" means the facility to be operated by the Contractor hereunder and from which the services hereunder are to be provided.
- e) "Services" means emergency dispatch services as outlined herein and in Schedule "A".

## **Clause 2: Services**

- 2.0 The Contractor agrees to provide Services to the City so as to handle emergency telephone calls from the public for police, ambulance, fire and other emergency services. The Services shall be provided on a 24-hour basis and shall include the detailed duties set out in Schedule "A" hereto, all of which shall be provided in accordance with the other terms of this agreement.
- 2.1 The parties acknowledge and agree that the City may adopt the AGT Solution for Red Deer and in that event, this contract shall continue to remain in effect and the duties of the Contractor hereunder shall be read as applying within that context.
- 2.2 The Contractor covenants and agrees:
  - a) that he is qualified to provide the Services referred to herein in a timely and diligent manner, including compliance with applicable legislation, regulations, the provisions of the Manual and the procedures of the EMD. The Services of the Contractor shall be performed to the specifications and satisfaction of the City;

- b) to obtain and maintain in good standing throughout the term of this agreement, all applicable and necessary licenses, permits and approvals as may be required by federal or provincial statute or regulation and to comply with all relevant bylaws of the City.

**Clause 3: Payment and Fees**

- 3.0 The Contractor shall be paid a monthly fee of \$24,583.33 plus G.S.T. or any other applicable taxes. This monthly fee does not include any revenues which may be generated by the A.G.T. Solution.
- 3.1 For the duration of this contract, these rates are based on the premise that the Contractor is designated as being the A.G.T. E-911 call answer point for the City. The City agrees to take such steps as may be necessary to ensure that this is done.
- 3.2 The foregoing fees shall be paid in arrears on the first business day of the month following the month in which the Services are rendered. The City agrees that any outstanding balance of fees shall bear interest at 2% per month from the date due until such balances are paid.

**Clause 4: Declining Dispatching Fees**

- 4.0 In addition to providing E911 service to the City, the Contractor may also provide similar service to surrounding communities if he is able to negotiate such arrangements. The Contractor may also provide private commercial services such as alarming monitoring, key holder call-out service, C.C.T.V. monitoring, etc. The Contractor agrees that as it receives revenue from such sources, the City shall be entitled to a benefit equal to 20% of the gross monthly amount of such revenue.
- 4.1 If the City decides to adopt the A.G.T. Solution, and if as a result the Contractor obtains increased revenue from AGT, then the City shall be entitled to receive a benefit equal to 20% of the gross monthly amount of such revenue.
- 4.2 In either of the foregoing cases, the benefit to the City may be in the form of a reduction in the monthly fee owed by the City under Clause 3.0 and shall be calculated and applied on a quarterly basis.

4.3 The Contractor shall keep and maintain complete and accurate written records and accounts of all such additional revenues, which records and accounts shall be open for inspection by the City, its servants and agents at all reasonable times, and the Contractor shall as soon as possible after the end of each of its fiscal years, all or part of which fall during the term hereof, provide a financial statement prepared by an independent accountant from the Contractor's books and records of all its operations hereunder.

**Clause 5: Term**

5.0 The term of this agreement shall commence on \_\_\_\_\_, and shall extend for a period of five (5) years, terminating one (1) day prior to the fifth annual anniversary of the commencement date (the "term").

5.1 The City is hereby granted an option to renew this agreement on the same terms as provided herein subject to adjustment of the fees set forth hereunder to the then current market rate ("market rate") for the provision of such services. If the parties cannot agree to the market rate, then the market rate shall be determined by arbitration in accordance with the provisions of the *Arbitration Act*, R.S.A., 1980, Chapter A-43.1, as amended.

**Clause 6 : Default**

6.0 If the Contractor should be adjudged bankrupt, or make a general assignment for the benefit of creditors, or if a receiver is appointed on account of the Contractor's insolvency, or if the Contractor makes application for protection under the Company's Creditors Arrangement Act, the City may, in addition to any other remedy which may be available to it in law or equity, terminate this agreement upon 24 hours notice given in accordance with this agreement.

6.1 If the Contractor:

- a) neglects, fails, or refuses to perform the Services in a proper, timely and diligent manner; or
- b) fails to make payments legitimately due to its creditors or its employees; or
- c) disregards applicable legislation, regulations, the provisions of the Manual, the

procedures of the EMD or fails to perform to the specifications and satisfaction of the City; or

- d) violates the provisions of the agreement in a material manner; or
- e) has committed any or all of the above;

then the City may notify the Contractor in writing that it is in default of the agreement ("notice of default"). Upon receipt of a notice of default, the Contractor shall immediately take all such actions as are reasonably required to rectify the default and shall rectify such default within 3 days of receipt of the notice of default. Where the default would reasonably take more than 3 days to rectify and the Contractor has commenced within such 3 day period all of the steps reasonably required to rectify the default, then the Contractor shall be granted such time to remedy the default as is reasonably necessary provided the Contractor does not abate its efforts to remedy the default. If the Contractor fails, neglects or refuses to remedy or commence to remedy a default within 3 days of receipt of a notice of default, then the City may, in addition to an without prejudice to any other remedy available to the City, terminate this agreement.

6.2 Notwithstanding the foregoing, if the Contractor is repeatedly in default under this agreement, such that, in the reasonable opinion of the City, the provision of satisfactory 911 service to the citizens of Red Deer is jeopardized, then the City shall be entitled to immediately terminate this agreement.

6.3 If the City terminates the agreement pursuant to the provisions of Clause 6.1 or 6.2, the Contractor shall be liable to the City for the cost of completing the Services from the date of termination to the end of the term, including all direct costs plus an additional charge of 10% of all direct costs as reasonable compensation for overhead and administration. The City shall be entitled to purchase services or to use its own forces to provide substituted service and for the purpose of this clause, the "direct costs" of the City shall mean out-of-pocket expenses and where the City uses its own forces, the cost of such personnel, equipment and premises as determined in accordance with standard accounting principles. In addition, the Contractor shall be liable for all of the costs of the City in enforcing or attempting to enforce the agreement, including, without limiting the generality of the foregoing, legal costs of the City on a solicitor/client basis. The City shall be entitled to set off any such claim against any sum due by the City to the Contractor.

- 6.4 The Contractor acknowledges that the Services to be provided are essential to the safety, health and welfare of the citizens of Red Deer and accordingly the Contractor agrees to give immediate notice to the City in the event that the service being provided hereunder by the Contractor is interrupted or stops for any reason. In the event of a shutdown or interruption of the service provided by the Contractor, then notwithstanding anything contained in this agreement, the City shall be entitled to make immediate alternate arrangements to ensure that service will continue to be provided. To this end the City shall be entitled to take any steps which in its reasonable opinion are necessary to permit the City to provide service, including, without limiting the generality of the foregoing, the right to enter on the premises of the Contractor and to operate the City's equipment or to remove it to another location and operate the equipment there.
- 6.5 For the better securing of its obligations hereunder, the Contractor hereby covenants to provide the City with a charge in respect of all of the equipment of the Contractor to be used under this agreement and which charge shall, in the event of a default by the Contractor, entitle the City to have immediate and unrestricted possession of the said equipment together with the right to use the same, as well as the right to purchase the said equipment at its then fair market value. The City shall be entitled to register such charge in the Personal Property Security Registry and such charge shall be first in priority to all other interests in and to the said equipment.
- 6.6 For the better securing of its obligations hereunder, the Contractor hereby covenants to provide the City with an Assignment of all of its interest in the Lease of the premises from which it operates the Red Deer Dispatch Facility, which Assignment shall be prior in right to any and all other dispositions of the said Lease.

#### **Clause 7: Services to be Performed**

##### **7.0 Staffing Requirements**

The Contractor agrees to provide sufficient manpower to provide necessary Services.

##### **7.1 Confidentiality**

The Contractor agrees to enter into a Confidentiality Agreement with the City in the form attached as Schedule "B" hereto.

## 7.2 **Auditing - EMD Services**

The Contractor agrees to random audits by the City's Medical Director with respect to the EMD portion of the service.

## 7.3 **Equipment**

- a) The City agrees to provide all necessary interconnection between the Contractor's site location and the City's emergency equipment;
- b) The City further agrees to maintain its equipment in proper working condition and, at the City's discretion, to either repair or replace at the City's costs any of the Equipment that is defective. If, in the reasonable opinion of the City, the defectiveness in any of the Equipment, occurred as a result of the negligent or abuse of any of the equipment by the Contractor, the Contractor shall reimburse the City for the cost of repair or replacement of the defective equipment.
- c) The Contractor shall be responsible for any other equipment deemed necessary to complete the Services.
- d) The Contractor agrees to immediately notify the Director of Emergency Services (or his designate) if any of the equipment required to perform the Services becomes defective and repair or replacement is required.
- e) The Contractor shall provide a "language line" to facilitate those callers that are not able to communicate in English.

## 7.4 **Records and Public Relations**

- a) The Contractor agrees:
  - i) to keep legible and accurate records of its activities related to performance of the Services under this agreement;
  - ii) to advise the City in a timely fashion of any problems encountered by the Contractor which may prevent the Contractor from performing the Services

in a timely, diligent and proper manner.

- b) The City shall be informed of the Contractor's intent to publicly or privately promote and/or defend its operations and/or integrity in regards to the Services performed.
- c) The Contractor shall jointly collaborate with the City on any public response regarding the Services performed, to ensure that the response is mutually supported by each party.
- d) The City agrees to respond to all concerns, comments or complaints from residents of the City related to the Contractor's performance of the Services and will record or summarize such concerns, comments or complaints for the benefit of the Contractor.

#### **7.5 Statistical Reporting**

- a) The Contractor agrees to provide the City statistical information regarding the Services on a regular basis as specified in Schedule "C" and amended from time to time by the City.
- b) The Contractor further agrees to forward the statistical information to the Director of Emergency Services at the address set forth in clause 11 hereof or such other person or location as specified from time to time by the City.

#### **Clause 8: Assignment and Transfer**

8.0 The Contractor shall not, without the prior written consent of the City, which consent may be arbitrarily withheld, assign or transfer in any manner whatsoever any or all of the rights, liabilities, obligations and benefits of the agreement.

#### **Clause 9: Laws of Alberta**

9.0 The agreement shall be deemed to have been made in and shall be construed in accordance with the laws of the Province of Alberta, and for the purposes of all legal proceedings, the agreement shall be deemed to have been performed in the Province of Alberta. The

Contractor hereby attorns to the jurisdiction of the Courts of the Province of Alberta and the Courts of Alberta shall have the exclusive jurisdiction to entertain any action arising under the agreement, provided the City shall be at liberty to bring an action arising out of the agreement in any jurisdiction where the Contractor may be located, own assets or perform services.

**Clause 10: Severance**

10.0 If any provisions herein contained shall in any way contravene the laws of the Province of Alberta, such provisions shall be severed from the agreement and the remaining provisions shall continue in full force and effect.

**Clause 11: Enurement**

11.0 The agreement shall enure to the benefit of and be binding upon the parties hereto, their successors and assigns.

**Clause 12: Remedies**

12.0 All remedies which the agreement confers upon the City shall be deemed cumulative and no one remedy is exclusive of the other or of any remedy conferred by law.

**Clause 13: Notice**

13.0 Written notices in connection with the agreement will be effectively given if sent by registered mail or hand delivered to the Contractor at:

Medi-Fire Emergency Dispatching Inc.

P.O. Box 3368

Airdrie, Alberta

T4B 2B6

**ATTENTION: President**

and to the City at :

Emergency Services

City of Red Deer  
P.O. Box 5008  
4914 - 48 Avenue  
Red Deer, Alberta  
T4N 3T4

**ATTENTION: Director of Emergency Services**

and if sent by registered mail, will be considered as having been received 5 days after the mailing of such by the party to whom it is directed. Any notice which is hand delivered shall be deemed to be received 1 working day after delivery.

**Clause 14: Insurance**

14.0 Throughout the term of this agreement, the Contractor shall maintain in full force and effect the following insurance:

- a) a comprehensive general liability insurance policy providing coverage of at least \$2,000,000.00 inclusive in respect of any one claim, including but not limiting the generality of the coverage to injury sustained by, extended and additional injury sustained by, or death of one or more persons resulting from the negligence of the Contractor in failing to convey relevant information to the City's emergency response employees or to respond in a timely, proper, and diligent manner.
- b) to furnish to the City a copy of the liability insurance certificates as specified in this agreement. The Contractor shall forward to the City copies of all insurance policies referred to in this section at the commencement of the policy and at the time of any renewal.

14.1 The City must be shown as an additional named insured on all insurance policies. Each policy shall have a cross liability clause and a provision that it may not be cancelled except upon 30 days written notice to the City, which notice shall be delivered in accordance with the provisions of clause 11 hereof.

**Clause 15: Indemnity**

15.0 Both parties agree to indemnify and save harmless the other from and against any and all

demands, claims, actions, causes of action, losses, damages, expenses or other liabilities of every kind and description, including counsel fees on a solicitor/client basis, which may be directly or indirectly sustained, suffered, or incurred by one party arising out of:

- a) failure or neglect by the other party to observe or comply with any of the terms or conditions in the agreement; or
- b) breach of or any misrepresentation by the other party of the obligations, covenants, representations, or warranties set forth in the agreement; or
- c) any matter in respect of the *Worker's Compensation Act*.

**Clause 16: Worker Compensation**

16.0 The Contractor shall comply with all applicable legislation and be responsible for those costs associated with compliance relative to Worker's Compensation.

16.1 The Contractor shall provide the City with such evidence of compliance with all applicable legislation relating to Worker's Compensation coverage required for the Contractor's employees.

**Clause 17: Covenants of Agreement**

17.0 This agreement (the "agreement") constitute the entire agreement between the parties and supersedes any and all prior agreements and understandings between the parties. No agreement, condition or warranty, either express or implied by any employee, servant or agent of either the City or the Contractor, shall affect or modify any of the terms or obligations contained in this agreement. The agreement may only be amended by agreement in writing between the parties.

IN WITNESS WHEREOF the parties hereto have executed this agreement the day and year first above written.

**THE CITY OF RED DEER**

**MEDI-FIRE EMERGENCY  
DISPATCHING INC.**

Per: \_\_\_\_\_  
(Mayor)

Per: \_\_\_\_\_

Per: \_\_\_\_\_  
(City Clerk) (c/s) (c/s)

Per: \_\_\_\_\_

**SCHEDULE "A"**  
**EMERGENCY DISPATCH SERVICES AGREEMENT**  
**- SERVICES DESCRIPTION**

1. 911 Call Answer
2. Dispatch of Fire & Ambulance Calls
3. Maintain Weather Stats Log (Minimum of 4 Times Per Day - 6 hr Intervals.)
4. Handoff Of Police calls to R.C.M.P.
5. Provision Of Pre-Arrival/Post Dispatch Instructions To All Ambulance Calls.
6. Operation of TTY Devices For Calls From Hearing Impaired On 911 System.
7. Act As Information Conduit To R.C.M.P. On TTY Calls.
8. Call In Of Off Duty Employees.
9. Notification Of Chief Officer On Call When Required.
10. Answering of After Hours Trouble Calls For All City Departments.
11. Dispatch Of Appropriate City Crews After Hours.
12. Apparatus Location/Status Tracking.
13. Issuance Of After Hours Dangerous Goods Permits.
14. Filling Out Of Alarm Operator Reports And Other Associated Reports For Submission To Administration.
15. Monitoring Of Alarms For City Of Red Deer Buildings.
16. Notification Of Various Media Of Events As Directed By Red Deer SOP's.
17. Operation Of Dangerous Goods Information Retrieval System.
18. Faxing Out Of Dangerous Goods Info on Request To Rescue Truck.
19. Operation, Updating & Maintenance Of Dangerous Goods Location Data Base.
20. Maintenance Of City of Red Deer Fire Department Zone Maps.
21. Maintain A Log of Street Closures And Hydrants Out Of Service.
22. Operation, Updating & Maintenance Of Lock Box Location Data Base As Provided By Various Departments.
23. Maintain A List Of Outside Department Call In Employees As Provided By Various Departments.

24. Provide General Information To The Public After Hours.
25. Maintain A Log Of All Activities Related To The Operations Of The 911/Dispatch Centre.
26. Monitor And Notify Appropriate Individuals Of Any Weather Alerts Received On Weather Radio.
27. Maintain A List Of Keyholders Relevant To Fire Department Operations.
28. Operation Of Motorola CRT Based Radio Consoles For All City Of Red Deer Departments.
29. Monitoring Of Non Emergency Radio Talk Groups On Radio System After Hours And On weekends.
30. Maintain A Working Knowledge Of City Of Red Deer Disaster Plan.
31. Call Out Of Disaster Services Employees As Required.
32. Maintain Fire/Police/Ambulance Call Numbering In Accordance With The Needs Of The Red Deer Fire Departments Run Time Database Requirements.
33. Maintain Appropriate Telephone Contact Numbers Of All Appropriate Dangerous Goods, Environment etc. Contact Employees.
34. Maintain Appropriate Telephone Contact Numbers Of All Fire Department Agencies Who Are Signatories To The City of Red Deer's Mutual Aid Agreements.
35. Maintain Appropriate Telephone Contact Numbers Of All Ambulance Service Providers With Whom The Red Deer Fire Department Has Jurisdictional Boundaries.



2.3 The Contractor further agrees to require each of its employees to enter into confidentiality agreements containing provisions similar to this agreement.

**CLAUSE 3: DAMAGES**

3.0 In the event of a breach of this agreement by the Contractor or its officers, agents or employees, the City shall be entitled to seek and to recover damages in such amount as a court may award. In addition and notwithstanding this remedy the City shall be entitled to recover in respect of each such breach damages in the fixed amount of \$5,000.00 which amount shall be treated as an estimate of the minimum value of the loss of reputation or other similar intangible losses suffered by the City as a result of such breach.

**CLAUSE 4: LAWS OF ALBERTA**

4.0 This agreement shall be deemed to have been made in and shall be construed in accordance with the laws of the Province of Alberta, and for the purposes of all legal proceedings, this agreement shall be deemed to have been performed in the said Province. The Contractor and the contractor's employee hereby attorn to the jurisdiction of the Courts of the Province of Alberta. The Courts of Alberta shall have the exclusive jurisdiction to entertain any action arising under this agreement, provided the City shall be at liberty to bring an action arising out of this agreement in any jurisdiction where the Contractor may be located, own assets or perform services.

**CLAUSE 5: ENUREMENT**

5.0 This agreement shall enure to the benefit of and be binding upon the parties hereto, their respective heirs, executors, administrators, successors or assigns.

**CLAUSE 6: REMEDIES**

6.0 All remedies which this agreement confers upon the City shall include injunctive remedies which the City may seek at its discretion and shall be deemed cumulative and no one remedy is exclusive of the other or of any remedy conferred by law.

**CLAUSE 7: NOTICE**

7.0 Written notices in connection with this agreement will be effectively given if sent by registered mail or hand delivered:

to the Contractor at: Medi-Fire Emergency Dispatching Inc.  
P.O. Box 3368  
Airdrie, Alberta  
T4B 2B6  
**Attention: President**

and to the City at: Emergency Services  
City of Red Deer  
P.O. Box 5008  
4914 - 48 Avenue  
Red Deer, Alberta  
T4N 3T4  
**Attention: Director, Emergency Services**

and if sent by registered mail will be considered as having been received five (5) days after the

mailing of such by the party to whom it is directed. Any notice which is hand delivered shall be deemed to be received one (1) working day after delivery.

**CLAUSE 8: INDEMNITY**

8.0 The Contractor severally agrees to indemnify and save harmless the City from and against any and all demands, claims, actions, causes of action, losses, damages, expenses or other liabilities of every kind and description, including counsel fees on a solicitor and his own client basis, which may be directly or indirectly sustained, suffered or incurred by the City in connection with or arising out of:

- a. any matter in relation to this agreement other than the matters arising as the result of the negligence of the City, its servants, or agents and any and all or them; or
- b. the failure or neglect of the Contractor to observe or comply with any of the terms or conditions in this agreement; or
- c. breach of or any misrepresentation by the Contractor of his obligations, covenants, representations or warranties set forth in this agreement.

**IN WITNESS WHEREOF** the parties hereto have executed this agreement as of the day and year first above written.

**THE CITY OF RED DEER**

**MEDI-FIRE EMERGENCY  
DISPATCHING INC.**

Per: \_\_\_\_\_  
(Mayor)

Per: \_\_\_\_\_

Per: \_\_\_\_\_  
(City Clerk) (c/s)

Per: \_\_\_\_\_  
(c/s)

**SCHEDULE "C"**

**EMERGENCY DISPATCH SERVICES AGREEMENT**  
**REQUIREMENTS FOR STATISTICAL RECORD KEEPING**

Contractor shall record the following information with respect to all telephone calls received on the emergency response telephone line and the emergency dispatch telephone:

1. The nature of all telephone calls and without limiting the generality of the foregoing including wrong phone numbers, frivolous calls and disconnections.
2. The time that each telephone call was received.
3. Actions or response taken by the Contractor with respect to such calls.
4. Such other information as reasonably requested by the City from time to time provided that the collection of such information will not materially interfere with the provision of the Services by the Contractor.



June 13, 1995

Gail Surkan  
Mayor, City of Red Deer  
Box 5008  
Red Deer, AB T4N 3T4

**RE: 911 SERVICE**

Dear Mayor Surkan,

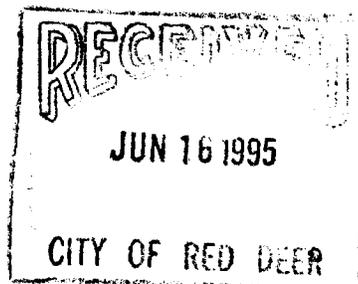
Further to our discussions relating to a proposed 911 service within our Region, the Board of the David Thompson Health Region fully supports this service. This type of service would provide simple and reliable access to Emergency Services and certainly is compatible with the vision and goals of our Region.

We wish you success in the future development of this service and if we can be of assistance, please feel free to contact us.

Yours sincerely,

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

Al Martin  
President & CEO



No. 2

DATE: May 15, 1995  
TO: City Clerk  
FROM: Fire Chief  
RE: DEPUTY CHIEF REPORT/9-1-1 SERVICES

---

Council has directed the Emergency Services Department investigate alternatives to the existing method of delivering E9-1-1 services to the community in response to technological changes occurring to make E9-1-1 available to all areas of the Province.

It is obvious that the City cannot continue to operate its E9-1-1 service as it has in the past, and that the service cannot be operated wholly for the benefit of its own citizens. However, as the largest area user of these services, it would not be in the best interests of the City to turn over control of the service without having a say in how the service is delivered to Red Deer residents.

The Deputy Chief has worked closely with a private contractor (Medifire) to determine if this contractor could deliver the required services at a cost advantage to the City, as well as expand the service to a regional level for the advantage of other Alberta residents.

Medifire appears to be a competent contractor, with successful similar business interests in southern Alberta. He is offering to meet the needs of the City's 9-1-1 and dispatch functions, as well as to expand to a regional level to support Provincial 9-1-1 services.

Under existing conditions, the contractor has cost advantages not available to the City, primarily in the area of wage and benefit costs.

However, as indicated in the Deputy Chief's report under Option 2, should the City look to operating a regional 9-1-1 service, they could do so at a cost slightly higher than that of the contractor. If the City were to choose Option 3, then the City could operate the service at considerable cost advantage to that of the contractor.

The contracting of municipal services to the private sector is not new, and is evident in many of the City's operations.

The contracting of essential public services is a new phenomena however, and should be approached with some caution.

Our existing 9-1-1 operators/dispatchers are members of Local 1190, International Association of Fire Fighters, and are forbidden to withdraw services, or go on strike. This is an advantage not available to the private contractor, and provides stability of service delivery.

City Clerk  
Page 2  
May 15, 1995

As service provider, the City can implement changes quickly to its system to improve or enhance service delivery. Some of these same changes may have to be negotiated with the contractor.

There will be ongoing costs, both operating and capital of \$75-\$80,000.00 yearly to the Emergency Services Department for radio rental fees, line charges, license fees, etc.

There would be a cost of approximately \$20,000.00 to the City for the relocation of existing equipment to the contractor's new location.

The entire radio communication system for the City of Red Deer would be shut down for approximately sixty (60) hours to accommodate relocation to the contractor's new location.

In the event that the contractor's business failed, there could be a serious service level drop to the public, in that the City's expertise in the operation of this service would diminish over a period of time.

AGT has not yet applied to the CRTC for rate approval for the new Centrex 9-1-1 system, and it appears that this application will not take place until September or October 1995. It could be after Christmas before the CRTC grants approval, and in the interim, there would be a loss of revenue to the contractor.

The Deputy Chief has indicated three options available to the City for the delivery of E9-1-1 and dispatch services. Option 1 is certainly advantageous to the City in terms of cost savings. Options 2 and 3 however are more advantageous to the City in terms of reduced operating costs, increased service levels, and direct control of this essential service.

I would agree with the Deputy Chief that Option 2 is the most advantageous to the City at this point in time, particularly in view of the fact we have had no contact with the Regional Health Authority with regards to a regional dispatch service.



R. Oscroft  
Fire Chief

RO/dd

95 / 01 / 16

Chief R. Oscroft  
City of Red Deer Fire Department  
Red Deer, Alberta

re: Privatization of 911 Dispatch

Dear Chief Oscroft;

It is my understanding that City Council is reviewing a proposal that may lead to our 911 dispatch system being run by a private operator. We realize that the financial constraints of today's economy requires Council to consider a number of cost saving options and as medical consultants to the City of Red Deer Emergency Medical Services, our group ( Red Deer Physicians' Emergency Services ) will respect their choice in this matter. However, we feel that as medical consultants it is imperative that certain issues be clearly addressed should dispatch be taken over by a private firm.

Medical control and audit are extremely important in any EMS system and should a private firm operate the 911 dispatch component we feel it is mandatory that the local medical director have input in these areas.

Currently our 911 dispatchers are trained in and utilize the Priority Dispatch system which is the recognized industry standard. Any private firm should maintain at least this level of training for its dispatchers. Along these lines, there should be clearly outlined a means of medical control (ie. - input from the medical director) on any alterations to medical dispatch protocols.

The backbone of quality control in any EMS system is medical audit or review of procedures. We feel strongly that as medical consultants we must have audit input on the medical dispatch calls. Along these lines, there should also be a clearly defined line of responsibility of the dispatchers to the medical director and a means of disciplinary input if necessary.

(2)

Currently we have the ability to review any 911 call that causes concern and recently, in conjunction with the department, we conducted a random audit for the purpose of quality assurance. We would hope to continue these forms of audit. These roles should not be fulfilled by a medical director outside of the local community as all levels of an EMS system must work on an integrated basis to serve the community need.

Should you have any questions or concerns please contact me and we can meet to discuss issues.

Yours truly;



Gordon F. Neil M.D.  
Diplomat American Board  
of Emergency Medicine  
Medical Director  
City of Red Deer  
Fire Department

cc. - Deputy Chief Osbourne  
- Dr. Junck Asst. Director  
- Red Physicians' Emergency  
Services Group

**COUNCIL MEETING OF JUNE 19, 1995**

**ATTACHMENT TO REPORT ON  
ADDITIONAL OPEN AGENDA**

**RE: APPENDIX 2 -  
E 911 SERVICE PROVISION REPORT**

# **Alberta Enhanced 9-1-1**

*Guidelines for Call Answer Operation*

**Draft**

**March 22, 1995**

## E9-1-1 Guidelines for Call Answer Operation

### Definitions

1. *9-1-1*: a three-digit telephone number to facilitate the reporting of an incident or situation requiring response by a public safety agency.
2. *Automatic Location Identification (ALI)*: the system's capability to identify automatically the geographical location of the telephone being used by the caller and to provide a display of this location at the Call Answer centre.
3. *Automatic Number Identification (ANI)*: the system's capability to identify automatically the calling telephone number and to provide display of that number at the Call Answer centre.
4. *Call Answer Centre*: a communications facility open 24 hours a day and responsible for transmitting emergency calls to emergency response agencies. The Call Answer centre is the first point of reception for all 9-1-1 calls in its serving area. Sometimes referred to as the primary Public Safety Answering Point (*primary PSAP*).
5. *Central Office (CO)*: a telephone service provider's facility that houses the switching and trunking equipment service telephones in a defined area. Also know as *end office*.
6. *Class of Service (COS)*: indicator of the type of service associated with a telephone service (Residential, Business, PABX, Public Coin Telephone, etc.)
7. *Computer-Aided Dispatch (CAD)*: computerized system used to assist in tracking and dispatching the proper emergency assistance.
8. *Emergency Response Agency (ERA)*: agency authorized to respond to requests from the public to meet emergencies related to safety and/or health. Typically this refers to law enforcement, fire and emergency medical service, but may also include agencies such as hazardous materials units, poison control and forest services.
9. *Emergency Service Zone (ESZ)*: a defined geographical territory consisting of a specific combination of law enforcement, fire, emergency medical and Call Answer centre coverage areas.
10. *Enhanced 9-1-1 (E9-1-1)*: a telephone system which includes ANI, ALI and (optionally) selective routing to facilitate appropriate emergency response.
11. *Public Switched Telephone Network (PSTN)*: the totality of equipment, lines, and controls assembled to establish communication paths between calling and called parties.
12. *Selective Routing*: a feature of the E9-1-1 system which routes 9-1-1 calls from a central office to the designated Call Answer centre based on the physical location of the calling party.
13. *TDD*: Telecommunications Device for the Deaf.
14. *Uninterruptible Power Supply (UPS)*: the capability of providing a continuous source of power without regard to the interruption or loss of commercial power.

### ***Use of this Document***

1. This document is intended to be used to guide the operation of 9-1-1 Call Answer centres across Alberta.
2. This guide is not meant to address other response system elements such as public safety dispatching, pre-arrival instructions or deployment of field forces.

## ***Establishment and Roles of The Alberta E9-1-1 Advisory Council***

The Alberta E9-1-1 Advisory Council (AEAC) will be established to oversee 9-1-1 service in Alberta and to set guidelines for local management committees in each 9-1-1 serving area. While the AEAC will define strategy and direction, it will fall to Local E9-1-1 Management Committees (LEMC's) to manage 9-1-1 service in their areas (see next section). Representatives from the following organizations will serve on the AEAC:

- the Alberta Urban Municipalities Association
- the Alberta Association of Municipal Districts and Counties
- the Fire Chiefs Association of Alberta
- the RCMP
- Alberta Health
- the Alberta Public Safety Services
- the Solicitor General's department
- Call Answer centres across the province
- telephone service providers.

The AEAC will have the following roles:

1. To serve as the principal focus for consultation on the initiatives by telephone service providers to provide enhanced 9-1-1 access to emergency services to all citizens of the Province of Alberta.
2. To establish and monitor standards for emergency services responsibilities relating to the processing of 9-1-1 calls.
3. To establish and monitor minimum performance and quality standards for equipment and operation of 9-1-1 service.
4. To establish and monitor minimum training standards relating to the operation of 9-1-1 service.
5. To assist telephone service providers in the establishment of standards public education programs and strategies.

The AEAC will also play a role with telephone service providers to advise municipalities meeting requirements for E9-1-1 with respect to the identification of potential Call Answer centres in the municipality's region.

**NOTE: An interim AEAC has been formed (attendees of the E9-1-1 General Meeting) with Ken Tryon (APSS) as interim chairperson. This interim group will define who should be on the AEAC, and will draft up an interim standards document.**

## ***Establishment and Roles of Local E9-1-1 Management Committees***

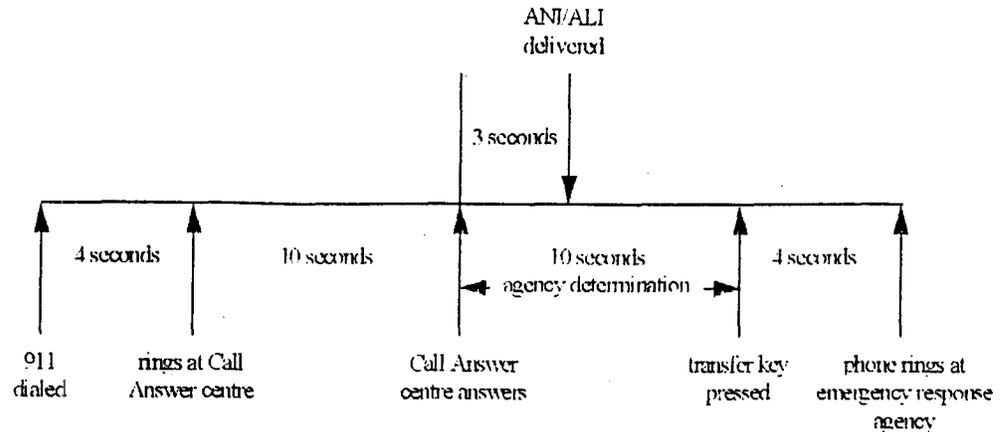
A local E9-1-1 Management Committee (LEMC) will be established in each 9-1-1 serving area, where a serving area is defined as a geographic region served by one Call Answer centre. The LEMC will be made up of representatives from all municipalities served by the call answer centre as well as representatives of the call answer centre. Specific membership will be determined on a local basis. The role of the LEMC is to establish agreement with all agencies involved in 9-1-1 in the area (ambulance, fire, police) as well as the government bodies in the serving area. The LEMC is responsible for all aspects of the operation of the 9-1-1 Call Answer centre, including the evaluation of the Call Answer centre's performance and determining the training requirements for the Call Answer staff. As well, the LEMC is responsible for interfacing with the AEAC on behalf of the serving area.

All E9-1-1 operating procedures must be agreed to by all the ambulance, fire and police agencies in the E9-1-1 network that interact with a Call Answer centre before the LEMC provides final approval and instructions to the telephone service provider to install and to implement E9-1-1 throughout the region in the LEMC's jurisdiction. This includes the development of an operating procedures manual. The AEAC will provide a template for an operating procedures manual to assist the LEMC in setting up operating procedures. The Call Answer centre and affected emergency response agencies will have a copy of this operating procedures manual.

## **9-1-1 Operating Guidelines**

1. Call Answer centres must operate 24 hours per day, 365 days per year.
2. The Call Answer centre must have the ability to respond to all 9-1-1 calls received through the transfer of the call to the ERA having the required dispatching capability.
3. 9-1-1 service should be designed to eliminate waiting time for all 9-1-1 callers. In particular, the means to achieve zero tolerance for call blockage include:
  - network and Call Answer equipment: equipment and facilities to deliver and answer calls to 9-1-1 include the public and 9-1-1 network, switch and database software, telephone equipment and computer equipment at the Call Answer centre (see Equipment Guidelines for more details).
  - ERA response: ERA's are responsible to designate a hand-off and back-up point to their Call Answer centre. Each LEMC is responsible for ensuring that this designation occurs.
  - LEMC's will determine the requirement for forced answering (use of headsets).
  - The hand-off from the Call Answer centre to an emergency response agency should be to a live body.
  - On 9-1-1 calls, the Selective Transfer feature will allow single button transfer of the caller to the emergency response agency. If ANI/ALI is not delivered with the call, manual dialing will be used to transfer the call to the emergency response agency.
  - Call Answer centres are responsible for ensuring that they can get access to AT&T's language line service. The Call Answer centre is responsible for payment for this service.
4. Grade of Service: the 9-1-1 network is composed of 9-1-1 trunks that deliver the call from the caller's central office to the tandem switch, 9-1-1 transfer trunks that deliver the call from the Call Answer centre to non 24 hour 7 day emergency response agencies, and the public switched network.
  - 4.1. 9-1-1 trunks and transfer trunks will be provisioned to ensure 0.001 grade of service: that is, at most 1 call in 1000 will be blocked.
  - 4.2. The public switched network operates at 0.01 grade of service (1 call in 100 is blocked).
  - 4.3. The telephone service provider will provide data on a regular basis to determine if this grade of service is maintained.
5. Response Time:
  - 5.1. The 9-1-1 network will ring the Call Answer phone within 4 seconds of the caller dialing 9-1-1.
  - 5.2. Calls will be answered at the Call Answer centre before 2 rings, 98% of the time.
  - 5.3. Automatic Number Identification (ANI) and Automatic Location Identification (ALI) will be displayed within 3 seconds of the call being answered at the Call Answer centre, 98% of the time.
  - 5.4. The Call Answer centre will determine the appropriate emergency response agency and will forward the call within 10 seconds of the call being answered, 98% of the time.
  - 5.5. The 9-1-1 network will ring the emergency response agency's phone within 4 seconds of the Call Answer centre forwarding the call, 98% of the time.
  - 5.6. In total, the time between the caller dialing 9-1-1 and the emergency response agency's phone ringing will be no more than 24 seconds, 98% of the time.

5.7 The following diagram describes the above response time criteria:



5.8. Each LEMC will determine speed of answer criteria at their emergency response agencies.

6. ANI/ALI information:

- 6.1. All Call Answer centres and all 24 hour per day/365 days per year emergency response agencies will receive ANI/ALI information. The information will be delivered via visual display and printer connection.
- 6.2. The 9-1-1 network will not deliver ANI/ALI information to other agencies. Call Answer centres may provide facilities to forward the ANI/ALI information to their agencies. The cost of these facilities will be borne by the Call Answer centre.
- 6.3. Location information will consist of a physical address. Civic addressing will be provided where available. The LEMC's and telephone service providers will work together to ensure addressing requirements are met.
- 6.4. The primary source of information on the caller's location will be the 9-1-1 caller. ANI/ALI information is a secondary source of information. If there is a discrepancy between the caller's information and the ANI/ALI information, the verbal address is considered correct.
- 6.5. Telephone service providers will provide service address in the ALI information, not billing or directory address.

7. Call Answer Staffing:

- 7.1. Each LEMC will determine appropriate staffing levels to maintain the above requirements for response times.
- 7.2. A designated Call Answer operator has as primary job function to answer 9-1-1 calls, however, this will not necessarily be their only job function. These operators must be available to answer calls at all times at a service level meeting the operating standards outlined above.

8. Statistical Reports

- 8.1. The telephone service provider will deliver, on a regular basis, statistical reports to all LEMC's covering:
  - # of calls that hear recording (delay announcement)
  - # of calls received
    - by ESZ
    - by COS
    - no ANI/ALI

- 
- delay before answering
  - processing time (answer to transfer)
  - ERA answering time
  - # of calls transferred by agency
  - # of overflow calls
  - # of abandoned calls
  - call answer operator statistics
  - by time of day
  - network reports (trunk usage) - samples
- 8.2. These reports will be made available to the AEAC on an ad hoc basis, when compliance to standards is in question.
9. Call Recording: Call Answer centres must record all incoming 9-1-1 calls and store the recording for at least 3 months.
10. The Call Answer centre must maintain at least one seven digit number for emergency calls transferred to the Call Answer centre by the telephone service provider operators or by other Call Answer centres. A list of all phone numbers will be made available to all LEMC's on the E9-1-1 network.
11. A disaster-recovery plan must be worked out between Call Answer centre and the telephone service provider. This plan must include the identification of a back-up centre. Back-up service should be transparent to the 9-1-1 caller. Call Answer centres should work together to ensure that their services are consistent.
12. The Call Answer centre must establish a method to allow persons with speech and/or hearing disabilities to communicate with the Call Answer centre. This access does not need to be via 9-1-1, although access to emergency response agencies must be provided to the speech/hearing impaired community. There will be no TDD indicator on the visual A.I.I display.

## Equipment Guidelines

1. Call Answer centre must provide equipment that is compatible with 9-1-1 network. The Call Answer centre is responsible for the provision and maintenance of this equipment. In particular, the following are minimum requirements for Call Answer equipment:
  - 1 IBM-compatible PC for visual display of ANI/ALI delivered via 4800 baud data links (minimum 386 processor with 640 Kb conventional memory and 4096 Kb extended memory, hard disk with at least 2 Mb free space, 3.5" IID floppy disk, DOS version 6.2, Windows version 3.1, VGA or better monitor)
  - telephone equipment for 9-1-1 call answering capable of connection to 2 2500-type lines
  - 1 IBM-compatible PC with call logging software OR 2 serial printers capable of connecting to 4800 baud data links delivering real-time and log printer data
2. ANI/ALI standard: The protocol used for the delivery of ANI/ALI information is as follows:

### CAD Packet Specification

STX CHAR	1	<002>	Start of transmission delimitator
TYPE	1	2	not used - dummy set to 2 for compatibility
POSITION	4	nrrn	NOT USED
ANI	8	nxx-xxxx	Caller's phone number
DATE	8	yy/mm/dd	Call date
TIME	8	hh:mm:ss	Call time (24 hour clock)
HOUSE 1	5	x(5)	House or building number
STREET 1	18	x(18)	Street name
STREET TYPE 1	2	x(2)	Standard street type identifiers (Av, St, Rt ...)
QUAD 1	2	x(2)	Quadrant identifiers (NW, SW ...)
SLASH	1	/	Address separator
HOUSE 2	5	x(5)	
STREET 2	18	x(18)	
STREET TYPE 2	2	x(2)	
QUAD 2	2	x(2)	
TRUNK	3	rrn	Call trunk number
CLASS OF SERV	4	xxxx	Type of call (Res, Cell, Bus ...)
NAME 1	40	x(40)	Billing name
NAME 2	20	x(20)	Supplemental billing name
FUTURE	14	x(14)	reserved for future use
SOURCE ADDRESS	80	x(80)	Free format address field
COMMUNITY	20	x(20)	Community location
ESZ	3	xxx	Emergency Service Zone
FIRE	30	x(30)	Serving Fire Department
FIRE PHONE	8	nxx-xxxx	Serving Fire department phone number
POLICE	30	x(30)	Serving Police Department
POLICE PHONE	8	nxx-xxxx	Serving Police Department phone number
EMS	30	x(30)	Serving EMS department
EMS PHONE	8	nxx-xxxx	Serving EMS department phone number
POSITION ID	4	000n	Operator Position - 0 filled to 4 characters
CHECKSUM	1	x	Checksum validation*
ETX TERMINATOR	1	<003>	End of transmission delimitator

\* Checksum is calculated by "OR"ing each byte successively in the CAD packet excluding the delimitators. if the checksum calculates to an STX <002> or ETX <003> character then it is substituted with a value of EOT <004>.

### CAD Packet Verification

Response to a CAD packet to the customer site is:

ACK	<006>	Successful - no errors however this response must be received within 2 seconds or a timeout error is generated.
NAK	<021>	Failure - errors or checksum mismatch and will result in a CAD packet resend.
timeout	no response	Failure - will not resend the CAD packet to reduce risk of cascading failures.

### Heartbeat Packet Specification

Centrex 9-1-1 delivers a Heartbeat packet to the customer site every two minutes (no other messages) in the format :

STX CHAR	1	<002>	Start of transmission delimitator
TYPE	1	H	Heartbeat code
ETX TERMINATOR	1	<003>	End of transmission delimitator

### Heartbeat Packet Verification

Response to a CAD Heartbeat packet to the customer site is:

ACK	<006>	Successful - no errors however this response must be received within 2 minutes or a timeout error is generated.
NAK	<021>	Failure - errors or checksum mismatch.
timeout	no response	Failure - Lack of response. *

\* Successive failures are detected the system and generate alarm conditions.

## ***Training Requirements***

1. This section is designed as a guideline for recommending training for Call Answer staff. It is not intended as a training program. LEMC's will be responsible for specifying training programs suited to the requirements of and meeting the needs of their area.
2. Call Answer staff must be adequately trained in the use of E9-1-1 terminal equipment and call answering procedures. The following is a list of suggested training topics:
  - conduct and attendance requirements
  - code of ethics
  - the E9-1-1 system and Call Answer equipment
  - emergency service zones
  - community resources
  - proper use of the English language
  - phonetic alphabet/10 codes/24 hour time
  - telecommunicator standards/general telephone techniques and etiquette
  - quality control
  - stress syndrome
  - emergency/disaster situation handling
  - call handling and transfer procedures
  - local operating procedures, local office policy and safety
  - hearing/speech impaired callers
  - liability and the judicial system
  - first aid
3. Refresher courses and evaluation on a regular basis are recommended.

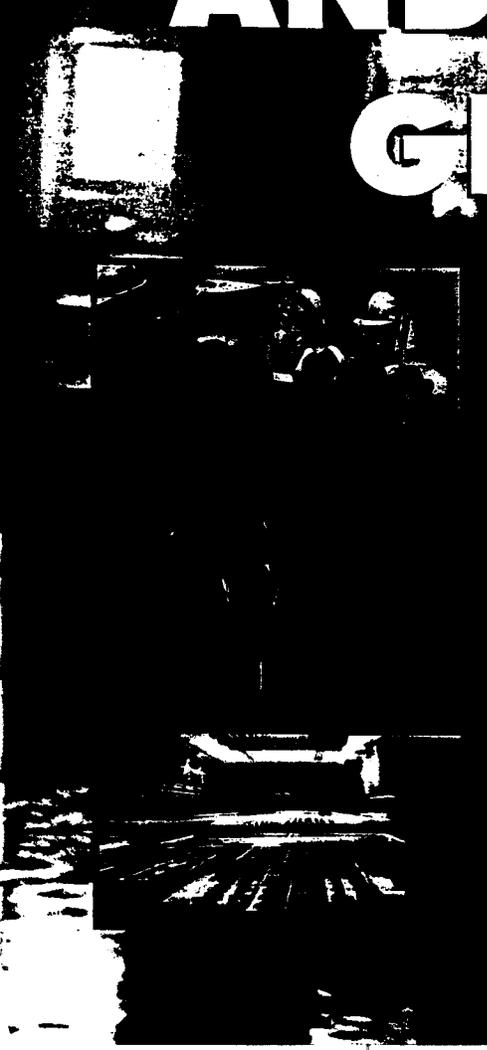
## ***Education Strategies***

1. This section provides a recommendation to LEMC's to work with municipalities and telephone service providers to develop education/marketing programs that are uniform across the province.
2. Initial plans for public education should include an explanation of 9-1-1 service, noting the agencies and the area to be served.
3. All sectors of the public should be included, from preschool through senior citizens.
4. Prior to cutover a publicity plan should be formulated. This plan includes provisions for preparation, productions, and dissemination of materials involving various media such as brochures, audio visuals, billboards, public speaking engagements, press packets, novelty items, and children's items. The plan should also include an implementation schedule.
5. A plan for continuing public education should also be developed by the AEAC.
6. All sectors of the 9-1-1 industry (municipalities, Call Answer centres, ERA's, telephone service providers and the AEAC) should participate in the development and funding of long-term education programs.

### ***Site Requirements***

1. Site refers to the physical structure and environment housing the Call Answer centre.
2. All entry ways to the Call Answer centre must be secured to prevent entry by unauthorized persons.
3. The Call Answer centre must maintain an emergency power source to ensure continuous operation for a minimum of 24 hours during power outages.
4. LEMC's are responsible for ensuring that adequate security procedures are implemented at their Call Answer centre. Only authorized personnel should have access to the call answering location at the Call Answer centre.
5. All Call Answer centres must follow the Alberta Building Code.

**AREAS WITHOUT  
9-1-1 SERVICE  
REPRESENT  
40% OF ALBERTA'S  
POPULATION  
AND 98% OF THE  
GEOGRAPHIC  
AREA**



# E9-1-1

There are many boundary issues which must be resolved prior to a provincial implementation of 9-1-1 service. Three important boundary conflicts are:

- AGT central office boundaries,
- 9-1-1 answering point's geographical boundaries, and service providers' (fire, police, ambulance etc.) boundaries. With the implementation of E9-1-1 tandem technology (provincial 9-1-1), it is possible to reconcile these boundaries.

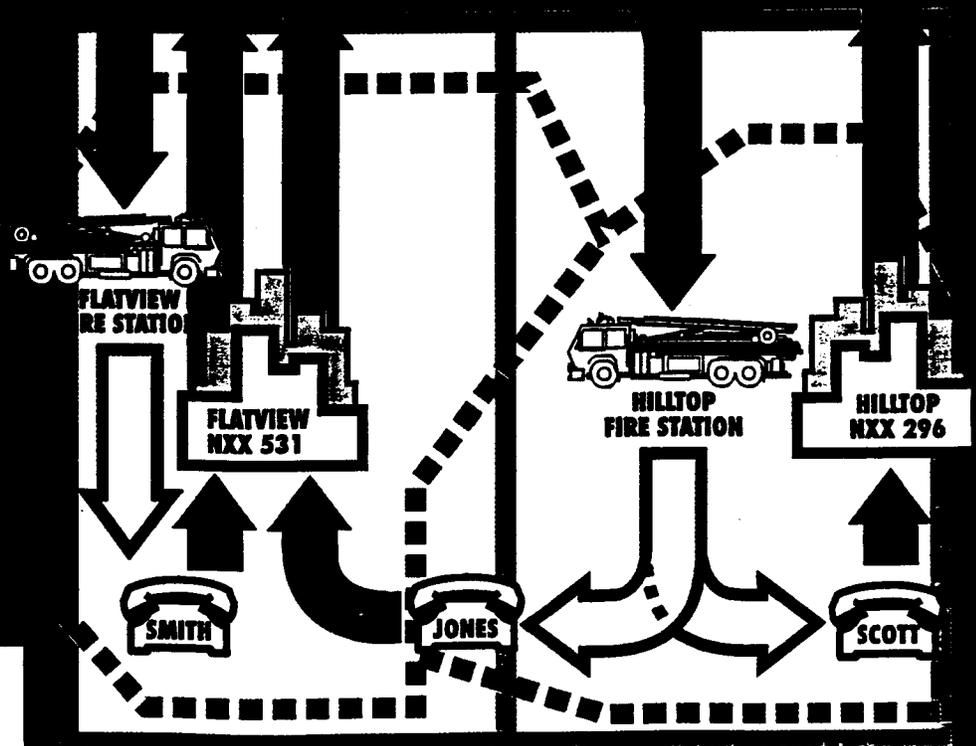
# PROPOSED PROVINCIAL AGT E9-1-1 SYSTEM

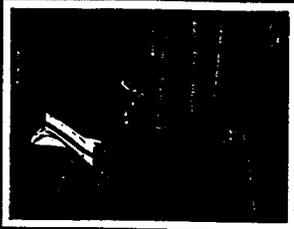
## E9-1-1 SELECTIVE CALL ROUTING



9-1-1 ANSWER POSITION

## 9-1-1 NETWORK

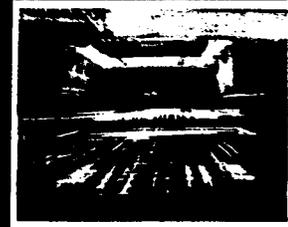




**9-1-1  
CALLER**



**9-1-1 ANSWER  
POSITION**



**RESPONSE  
AGENCY**

**AN EXAMPLE OF AGT SELECTIVE CALL ROUTING IN ACTION.**

This diagram identifies AGT boundaries for two exchanges, Flatview (NXX 531) and Hilltop (NXX 296). The Jones' residence is connected to AGT's Flatview telephone exchange while being physically located in the Hilltop Fire Department's serving area. The Smith's residence is also connected to AGT's Flatview telephone exchange, but would be serviced by the Flatview Fire Department.

If the Jones were to dial 9-1-1, the call would be routed to an AGT Operator. The Operator would check the NXX and transfer the call to the Flatview Fire Department. The NXX of the caller was automatically associated with that of the response agency — which is not the case.

The call would have to be rerouted to the Hilltop Fire Department creating a delay in response time. However, the Smiths, would successfully reach the correct fire department with their first call.

With a provincial 9-1-1 system both the Jones' and the Smith's 9-1-1 call would be answered at a 9-1-1 answering point instead of the AGT Operator. The 9-1-1 Operator would simply press the "fire" key. The Jones' call would be routed to the Hilltop Fire Department and the Smith's call would be routed to the Flatview Fire Department immediately.

- Single easy-to-remember emergency number 9-1-1
- Routing and special information databases minimize reliance on local knowledge
- E9-1-1 Operator automatically has information on the emergency response agency serving the caller.
- 9-1-1 calls are answered by a qualified person who has the tools to efficiently connect the caller with the proper response agency.
- Dispatching resources are now available to properly treat the emergency. Administration associated with answering the call is centralized.

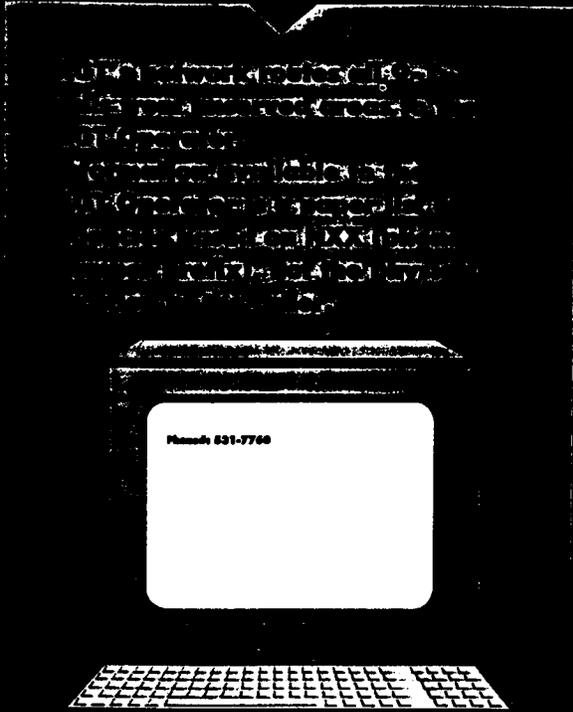
**ALBERTA  
9-1-1  
COVERAGE**

Areas with 9-1-1 represent of Alberta's population, but only of the geographic area.

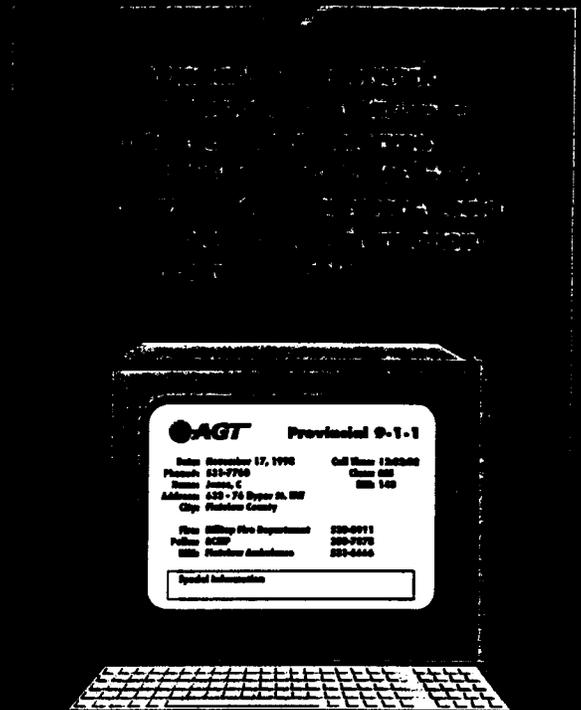
Areas without 9-1-1 represent of Alberta's population, and of the geographic area.



**WITHOUT  
E9-1-1**



**WITH  
E9-1-1**



**For further information on provincial E9-1-1,  
Contact Laurie Schultz at 493-4034.**



*Laurie Schultz*  
493-4034

AGT

CENTREX E9-1-1

Provincial Service

January 1994

## **Introduction**

AGT intends to provide 9-1-1 service to communities requesting 9-1-1 service on the DMS100 Centrex platform. Advantages to the customer include minimal PSAP/ERA equipment requirements, full range of 9-1-1 features supported, dedicated PSAP to ERA connections eliminated, as well as easy integration to existing telephone equipment.

AGT intends to provide the service in two phases. The first phase includes the installation, training and testing of the Centrex E9-1-1 service to the customer's location as well as 9-1-1 call routing based on NXX. The second phase will take place after addressing issues in a community are resolved and will include selective routing and selective transfer.

In order to proceed to the second phase AGT will in conjunction with the customer develop a MSAG (Master Street And Address) guide for the customer's geographical area of responsibility. This MSAG will then be used by AGT to properly identify the telephones located within the customer's geographical area and route 9-1-1 calls accordingly.

## **E9-1-1 Tandem Switch**

AGT will use existing DMS100 switches where required as E9-1-1 tandem switches. Appropriate E9-1-1 software and hardware will be provisioned in the DMS100 switch to meet the trial requirements. The first E9-1-1 tandem switch will be ready for testing in February 1994.

## **9-1-1 Trunks**

All network switches in the designated serving area will have 9-1-1 trunks connected to the E9-1-1 tandem switch. Trunk quantities will be determined by AGT and will be based on traffic considerations of one call in a thousand being blocked. The 9-1-1 trunks will support the 9-1-1 features of ANI, ring back, called party hold, and forced disconnect.

### **ANI**

ANI (Automatic Number Identification) is the ability for the end office 9-1-1 trunk to send the caller's phone number to the 9-1-1 tandem prior to connecting the caller. This ANI is the same number used by AGT to bill long distant calls and is not to be confused with CLID (Calling Number Identification) found with CMS services. The CLID can be blocked or an alternate number delivered if the subscriber desires. ANI cannot be changed by the subscriber.

The ANI will be delivered from the originating end office to the 9-1-1 tandem and not to the customer's location. This eliminates the

requirement of having equipment capable of decoding the ANI located at the customer's site.

### **Called Party Hold**

Called party hold on 9-1-1 trunks prevents a 9-1-1 trunk from being disconnected prior to the EO releasing the call. This puts the EO in control of the 9-1-1 call with the capability of activating the ring back feature or force disconnecting the call.

### **Ring Back**

Ring back is used when an Emergency Operator (EO) is connected to a 9-1-1 trunk and is unable to talk to the caller. This can occur if the caller hangs up after dialing 9-1-1 or is unable to communicate with the EO for some reason. This feature allows the EO to ring the caller's phone or to attract the attention of anyone at the caller's location able to provide the necessary information. If the caller goes on-hook (hangs up), the EO will hear a special low tone (very similar to dial tone). Generating a hook-switch flash and dialing \*20 at this time will cause the caller's phone to ring. Activating the ring back feature when no low tone is being heard will cause receiver off-hook (ROH) tone to be transmitted to the caller's line for 5 seconds. If the ring back attempt successfully activates ringing or ROH, the EO will hear ring back tone. An intermittent fast busy tone for 1 sec. is heard if the ring back attempt fails.

### **Forced Disconnect**

Forced disconnect allows the EO to release any caller which in turn releases the 9-1-1 trunk used by that caller. This feature ensures that no one caller can monopolize the 9-1-1 trunks thereby preventing their use by other callers.

### **Recording Of 9-1-1 Calls**

All call recording is the responsibility of the PSAP / ERA and must therefore be done at the PSAP / ERA location. As the 9-1-1 trunks do not terminate on the customer premises the cannot be recorded. The Centrex 2500 line at the PSAP / ERA site allows for call logging equipment to be connected directly to the line without the use of additional integration equipment. As a result the PSAP / ERA will have a recording of the 9-1-1 call only for the duration that the PSAP / ERA operator is on the line.

### **PSAP Location / Area Served**

The municipality will be responsible for defining the agency responsible for answering 9-1-1 calls in their area. Phase one of the proposed service requires that the agency answer all 9-1-1 calls originating within the geographical boundaries of each NXX involved in

the trial. Phase two of the service changes this to the geographical boundaries as defined by the municipality. The transition from phase 1 to phase 2 will occur once the municipality's 9-1-1 addressing deficiencies are corrected and the MSAG has been developed.

### **ERA's (Emergency Response Agencies)**

Discussion will be held to determine which agencies are to be connected to the 9-1-1 system as dedicated ERAs or if the existing seven digit numbers can be used. Dedicated ERAs are eligible for ANI / ALI data and have access to all the 9-1-1 features such as activation of ring back. It is AGT's policy to provide dedicated connections only to 24 hour 365 day dispatch centers.

### **Voice Equipment Required At The PSAP / ERA Location**

In the case of a 24 hour / 365 day ERA operation connections to the Centrex 9-1-1 network will be via a dedicated Centrex 2500 type line originating at the 9-1-1 tandem and terminating on the customer's premise. All PSAPs will use this type of dedicated connection and therefore must be 24 hour / 365 day operations. This type of connection provides all the 9-1-1 features to the PSAP / ERA. In the case of a non 24 hour / 365 day operations a seven digit number connected to the local exchange will be used. The non 24 hour / 365 day ERA will not have all of the 9-1-1 features available to them. This includes ring back and ANI / ALI display.

The Centrex 2500 line connection to the DMS100 is an industry standard interface that allows any telephone equipment meeting appropriate standards to be connected. In order to activate the Centrex features the telephone equipment must be able to generate a switch hook flash and to then out pulse DTMF tones, including the # and \*, to the DMS100.

### **Centrex ACD Features Used For Centrex 9-1-1 Service**

The DMS100 Centrex based E9-1-1 service provides the municipality with the ability to utilize the existing AGT Centrex feature set for the handling of emergency 9-1-1 calls. This provides the municipalities with many operational alternatives. Following is just a sample of available Centrex features and how they apply to E9-1-1 service

#### **Call Queuing**

This feature places 9-1-1 calls into a call queue from which they are answered in the order that they were received by the first available emergency operator.

## Delay Announcements

Provides the caller with a recording advising them that they have reached a 9-1-1 center and to wait until an emergency operator is available. The delay announcement is programmable, within certain guidelines, as to when it plays in the call sequence.

## Transfer/Conference

Centrex transfer / conference is initiated by a hook-switch flash followed by a speed call code (\*00 to \*49), selective transfer codes (\*10 to \*17), or by dialing the required number. If the operator reaches a busy tone, a hook-switch flash will remove the busy signal from the conference and leave the operator connected to the caller.

Selective Transfer codes are as follows:

- \*10 Primary PSAP 911 Answer
- \*11 FIRE Dispatch
- \*12 POLICE Dispatch
- \*13 EMS Dispatch

### Typical Operations Required To Transfer A 9-1-1 Caller

	Operation Required	Action Required	Result
1	Answer the 9-1-1 caller	Press the appropriate 9-1-1 key	Agent and 9-1-1 caller connected
2	Transfer the 9-1-1 caller	Generate a hook-switch flash	9-1-1 caller is placed on hold Agent hears stutter dial tone followed by steady dial tone
3		Press the ADL key for agency or Dial 9+ agency's phone number or Enter 3 digit speed call code	Agent hears ring back tone
4		Generate a hook-switch flash	9-1-1 caller re-connected
5		Agency answers call	Conference mode All parties connected
6	Agent disconnects	Hang up	Transfer completed 9-1-1 caller and agency connected

*Notes: The 9-1-1 caller cannot release during this process.*

*The agent can abort the transfer operation at any time by generating an additional hook-switch flash, the connection between the agent and the 911 caller will be re-established.*

*The agent cannot release the call by generating a hook-switch flash.*

## ACD Operation

### Agent Login / Logoff

Agent log-in and log-out procedures are as follows:

Agent Log-In...	*94 plus 4 digit login ID.
Agent Log Out...	*95 Logs agent out of ACD.

To log into the ACD queue, the Centrex 2500 line must be accessed and \*94 dialed after dial tone is heard. The DMS100 will return three tones followed by steady dial tone to indicate that the line is not already logged in. Two tones followed by silence will indicate that line is already logged in and must be logged off before you can continue with the login process. A four digit login code assigned to the agent logging on is then entered. Two tones followed by silence returned from the DMS100 will indicate a successful login. The line is now able to receive incoming 9-1-1 ACD calls.

To determine if a line is logged into the ACD, access the Centrex line and dial \*94. If two tones followed by silence is heard, the line is already logged in. If three tones followed by steady dial tone is heard, that means that the line is not logged in and the procedure for logging in must be used.

### **Automatic Agent Logoff**

This feature will log off an ACD agent whenever a call placed to their Centrex 2500 line is not answered within a predefined time period, number of rings. Logging the agent out forces the caller to be placed back in the incoming call queue so that they may be answered by another agent. This feature is useful as a backup in the event of the Centrex 2500 line being put out of service while it is logged on.

### **Night Routing**

Night routing for an ACD group defines the number that calls to the ACD group will go to in the event that all agents are logged off. This feature can be used to provide a backup route for 9-1-1 calls.

### **Backup**

There are many options available to the PSAP in the planning of backup contingency plans. Discussions and needs assessments will determine the final configuration for the backup of 9-1-1 service.

The municipality may determine a secondary PSAP location to be used in the event that the primary location must be evacuated or becomes non operational. The 9-1-1 ACD group will be programmed to night call forward to the secondary location. The night call forward feature is activated by logging out all agents logged into the ACD queue or when the agents fail to answer a 9-1-1 call in a pre determined length of time.

## **ANI / ALI Delivery**

The ANI / ALI information will be delivered to the PSAP via dedicated 4800 baud data links from AGT's ALI computer. In order for a PSAP / ERA to be eligible for ANI / ALI display they must be a 24 hour 365 day operation.

## **Equipment Required At The PSAP / ERA Location**

AGT is presently exploring various configuration requirements for equipment required by the PSAP / ERA to be used for the display of the ANI / ALI information. In it's simplest form the ANI / ALI information would be sent on a RS232 port to the PSAP / ERA with no error checking. It is AGT's desire to improve on this by including a method of error checking and correction during information transfer and for trouble detection during periods of inactivity. In order to provide this ability a smart device, such as an IBM PC or CAD system, is required at the customer's location. To facilitate this requirement for the trial AGT will develop a software program for use at the PSAP location where an alternate system is not available. The customer will be responsible for providing a PC for each emergency operator.

The minimum PC requirements will be:

- IBM PC AT 386 or compatible
- 2M Ram
- Hard Drive
- Windows 3.1
- 3.5 HD Floppy

The protocol used between the AGT ALI delivery system and the emergency operator's PC will be made available to parties wishing to develop their own software. AGT will include the following capabilities in their software:

### **Error Checking**

This capability will be used to ensure that the information received at the EO position is correct. It will have provisions for re-transmission of data if required and to alerting the EO if correct data cannot be received.

### **Data Facility Monitoring**

This feature will monitor the data facility between the AGT ALI delivery system and the EO. In the event of a failure in the facility both the EO and AGT will be notified so that corrective action can be taken as soon as possible.

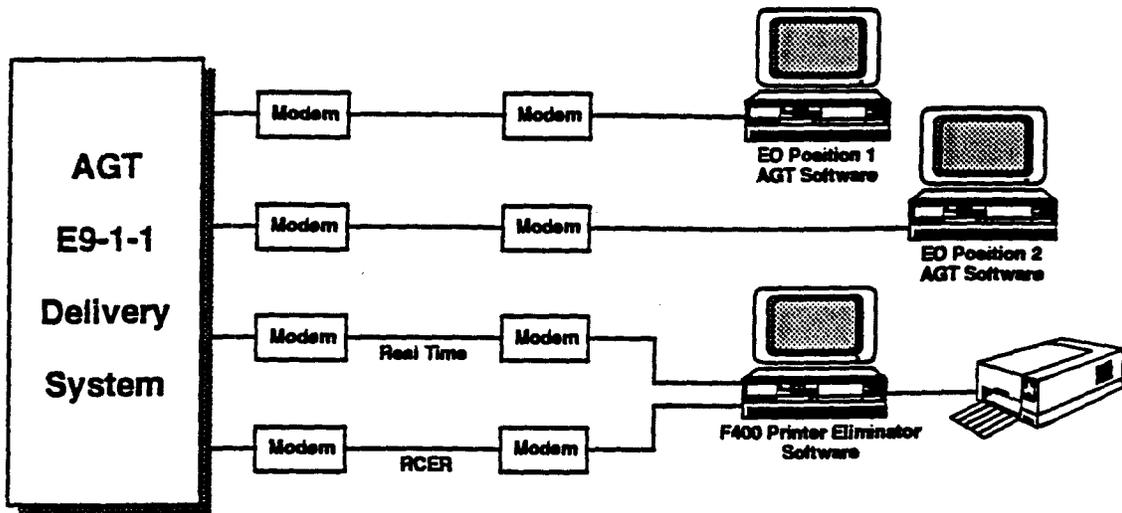
### **Error Logging**

This feature will log all failures to a PC log file for reference and trouble shooting purposes.

### Auto Booting

The software will require a dedicated PC. The software will be written in such a manner as to cause the PC to automatically boot into the application.

### Proposed ANI / ALI Delivery System



### PSAP Screen Information

Initially the 9-1-1 call routing, selective call transfer and their corresponding ANI / ALI display's will be based on NXX and not the caller's geographic location. The second phase provides for the selective call routing, selective call transfer features along with their corresponding ANI / ALI display's based on the caller's geographic location.

### Proposed ANI / ALI PSAP Screen


Provincial 9-1-1

Date: 15 MAR 94	Call Time: 22:32:02
Phone #: 4822321	Class: Bus
Name: Joe's Pizza	ESZ: 143
Address: 633 - 76 Hyper St. NW	
Community: Any Where Alberta	
Fire: Fire Department	482 - 0911
Police: RCMP	450 - 7878
EMS: Ambulance Service	531 - 6666
Special Information:	

**Field Definitions And Availability Table**

Field	Information	Availability	Information	Availability
Date	Date of 911 call	Phase 1		
Call Time	Time of 911 call	Phase 1		
Phone #	Phone Number (ANI)	Phase 1		
Name	Name	Phase 1		
Address	Address	Phase 1		
Community	NXX Name	Phase 1	ESZ Name	Phase 2
Class	Class Of Service	Phase 1		
ESZ			Emergency Service Zone	Phase 2
Fire			Caller's Fire Department	Phase 2
Police			Caller's Police Department	Phase 2
EMS			Caller's EMS Department	Phase 2
Special Information		TBD	TBD	TBD

**Uncommon Messages**

In the event that a problem occurs within the ANI / ALI delivery system information will be sent to the PSAP that will indicate the type of problem that occurred. Following is a table that outlines the event and the corresponding message that will be received.

Event	Action
ALI Failure	When the ALI software is unable to provide customer's records, due to system failure, the "ALI Failure" will appear in the address field. Alarm records will be generated to AGT's computer surveillance system (MOCS), so that action can be taken.
No ALI Found	The "No ALI Found" information will appear in the address field when there is no customer record in the database for the ANI provided. The PTCA system is informed so that action can be taken.
Cellular Phone Calls	For cellular NXX's the word "CELL" will be shown in the Class of Service field.
DPA (Different Premise Address)	When a possible DPA or OPX record is encountered, "MORE THAN ONE ADDRESS" will be displayed in the address field and the customer name in the name field.

### Real Time Printer

The real time printer ports will output the date, time, caller's phone number, caller's address, and the name of the caller if the call originates from a business or a pay phone, PSAP / ERA that answered the call, and the position ID of the agent that answered the call. This will provide an additional source for the caller's information in the event that the emergency operator's PC is not functioning when the call is answered. Format will be as follows :

7648946 SECURE SECURITY SYSTEMS  
120 ANY AV SE  
94/10/21 22:17:23 EO#1234 7856

ANI	COS	Name	
ALI			
Date	Time	PSAP Name	Position ID

### Remote Call Event Record (RCER) Printer

This RCER printer will collect call history on each 9-1-1 call after it is released by the emergency operator. This information will include the phone number, time call was delivered to the ACD queue, time call was answered by an emergency operator, which emergency operator answered the call, time call was transferred to an ERA, and the ERA that answered the call. An example of the print out is as follows:

7648946 SECURE SECURITY SYSTEMS  
120 ANY AV SE  
94/01/22 TRVLY 2463 8765 18:12:17 18:12:20 18:12:29 18:12:50 7654 FIREDEP

#### Field Definitions:

ANI (8)	COS (5)	Name (60)							
ALI (55)									
Date	PSAP	POS. ID	Login	Time Offer	Time Answ	Time XFR	Time DISC	XFR DN	XFR ERA

**FILE**

**DATE: June 20, 1995**  
**TO: Senior Management Team**  
**FROM: City Clerk**  
**RE: MEDI-FIRE EMERGENCY DISPATCH**

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At the Council meeting of June 19, 1995, consideration was given to your report dated June 16, 1995 concerning the above topic, and at which meeting the following resolution was passed:

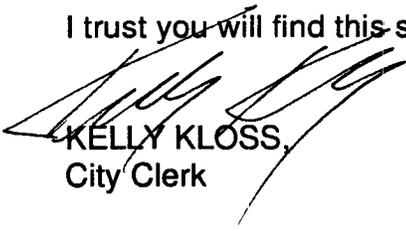
"RESOLVED that Council of The City of Red Deer having considered the report from the Senior Management Team dated June 16, 1995, re: Medi-Fire Emergency Dispatch hereby agrees to enter into a contract with Medi-Fire Emergency Dispatch Inc. to provide emergency call/answer and dispatch services to The City of Red Deer subject to the following conditions:

1. An agreement satisfactory to the City Solicitor;
2. Negotiation of a suitable implementation date;
3. Negotiation of suitable bridging provisions pending C.R.T.C. approval of rates;

and as presented to Council June 19, 1995."

The decision of Council in this instance is submitted for your information and appropriate action. I trust that you will now be proceeding with the necessary preparations to make this transition.

I trust you will find this satisfactory.



KELLY KLOSS,  
City Clerk

KK/fm

cc. Director of Community Services  
Director of Corporate Services  
Director of Development Services  
Personnel Manager  
Fire Chief  
City Solicitor