

DATE: December 20, 1994
TO: All Departments
FROM: City Clerk
RE: PLEASE POST FOR THE INFORMATION OF EMPLOYEES

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

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FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL

HELD IN THE COUNCIL CHAMBERS, CITY HALL

MONDAY, DECEMBER 19, 1994

COMMENCING AT 4:30 P.M.

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- (1) Confirmation of the Minutes of the Regular Meeting of December 5, 1994

DECISION - CONFIRMED AS TRANSCRIBED

PAGE

- (2) **UNFINISHED BUSINESS**

- (3) **PUBLIC HEARINGS**

- 1) City Clerk - Re: Road Closure Bylaw 3120/94/Portion of road adjoining the North Boundary of Lot 2, Block 5, Plan 872-1784 lying within Plan _____, containing 0.05 ha more or less

(4) **REPORTS**

- 1) City Assessor - Re: 1994 Adoption Bylaw 3123/94 .. 3

DECISION - REPORT RECEIVED AS INFORMATION

- 2) City Clerk - Re: Joint General Municipal Plan/Bylaw 3122/94/Special Meeting/Public Hearing .. 5

DECISION - AGREED TO SPECIAL PUBLIC HEARING TO BE HELD ON JANUARY 10, 1995 AT 5:00 P.M. AT RED DEER REGIONAL PLANNING COMMISSION BOARD ROOM

- 3) Bylaws & Inspections Manager - Re: Dog Control Contract .. 6

DECISION - DEFEATED RESOLUTION TO ENTER INTO REVENUE SHARING AGREEMENT WITH S.P.C.A. FOR COLLECTION OF DOG CONTROL LICENSING FEES. AGREED TO HAVE A COMMITTEE OF COUNCIL REVIEW AND REPORT BACK TO COUNCIL

- 4) Land and Economic Development Manager - Re: Offer to Purchase/Lot 8, Block 5, Plan 902-0499/Edgar Industrial Park/Swab-Tech Inc. .. 7

DECISION - APPROVE SALE OF LAND SUBJECT TO CONDITIONS

- 5) City Assessor - Re: Bylaw 2947/87/Interest on Unpaid Mobile Unit Licence Fees .. 10

DECISION - REPORT RECEIVED AS INFORMATION

- 6) Recreation, Parks & Culture Board - Re: Red Deer Curling Club/Lease Extension .. 11

DECISION - AGREED TO EXTENSION OF LEASE UNTIL THE YEAR 2045

7)	Mayor Surkan/Commissioner Day - Re: Strategic Plan/Final Draft	.. 14
	DECISION - APPROVED THE STRATEGIC PLAN	
8)	Public Works Manager - Re: Blue Box Program/Status Report	.. 15
	DECISION - REPORT RECEIVED AS INFORMATION	
9)	Personnel Manager - Re: Training and Development Plan for 1995	.. 17
	DECISION - REPORT RECEIVED AS INFORMATION	
(5)	<u>CORRESPONDENCE</u>	
1)	Alberta Sports Hall of Fame & Museum - Re: Alberta Sports Hall of Fame/Fund-raising	.. 25
	DECISION - REQUEST FOR FUNDS FROM THE ALBERTA SPORTS HALL OF FAME TABLED UNTIL BUDGET REVIEW MEETINGS OF COUNCIL IN JANUARY 1995	
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- 4) Joyce Tona - Re: 1 & 3 Edgington Ave/Lots 3-4, Block 15, Plan 912-3502/Conversion of single family to multiple family dwelling/Contrary to City Bylaws . . 53

DECISION - REQUEST FOR MULTI-FAMILY DWELLING IN AN R1A ZONE WAS DENIED

- 5) Sharon Sayers - Re: 11, 13, 33 Eggleton St/4 Elwell Ave/Conversion of basements in semi-detached units to self-contained dwelling units/Contrary to City Bylaws . . 63

DECISION - REQUEST FOR MULTI-FAMILY DWELLING IN AN R1A DISTRICT WAS DENIED

- 6) Alberta Municipal Affairs - Re: Discussion Paper, "The Condominium Property Act - Looking to the Future"/Request for Comments . . 74

DECISION - AGREED TO SEND COMMENTS OF ADMINISTRATION TO ALBERTA MUNICIPAL AFFAIRS

- 7) Red Deer Visitor and Convention Bureau - Re: Report/Impact Analysis of Visitors to the City of Red Deer . . 77

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(6) **PETITIONS AND DELEGATIONS**

(7) **NOTICES OF MOTION**

NOTICE OF MOTION SUBMITTED BY ALDERMAN PIMM

NOTICE OF MOTION SUBMITTED BY ALDERMAN HULL

(8) **WRITTEN ENQUIRIES**

(9) **BYLAWS**

- 1) 2947/A-94 - Re: Bylaw to authorize the imposition of Interest on Unpaid Mobile Unit Licence Fees - 3 readings .. 10
.. 80

DECISION - BYLAW GIVEN 3 READINGS

- 2) 3120/94 - Re: Road Closure Bylaw/Portion of road adjoining the North Boundary of Lot 2, Block 5, Plan 872-1784 lying within Plan _____, containing 0.05 ha more or less - 2nd & 3 readings .. 1

DECISION - BYLAW GIVEN 2ND AND 3RD READINGS

- 3) 3123/94 - Re: 1994 Adoption Bylaw - 3 readings .. 3
.. 81

DECISION - BYLAW GIVEN 3 READINGS

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- (1) Director of Engineering Services - Re: Public Works and Engineering Department Infrastructure Project

DECISION - APPROVED REALLOCATION OF FUNDS AS OUTLINED IN REPORT

- (2) City Clerk - Re: Appointment to Alarm Bylaw Educational Appeal Board

DECISION - AGREED TO APPOINT TRACY MCCLELLAND TO THIS BOARD AS A CITIZEN-AT-LARGE REPRESENTATIVE FOR A TERM TO EXPIRE OCTOBER 1996

- (3) City Clerk - Re: Appointment to Landlord and Tenant Advisory Board

DECISION - AGREED TO APPOINT ROGER MCKAY AS A CITIZEN-AT-LARGE REPRESENTATIVE FOR A TERM TO EXPIRE OCTOBER 1996

A G E N D A

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- 2) City Clerk - Re: Joint General Municipal Plan/Bylaw 3122/94/Special Meeting/Public Hearing .. 5
- 3) Bylaws & Inspections Manager - Re: Dog Control Contract .. 6
- 4) Land and Economic Development Manager - Re: Offer to Purchase/Lot 8, Block 5, Plan 902-0499/Edgar Industrial Park/Swab-Tech Inc. .. 7

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- NOTICE OF MOTION - ALDORMAN Pimm
- NOTICE OF MOTION - ALDORMAN Hull
- APPOINTMENT TO ALTERN EDUCATIONAL APPEAL BOARD
- APPOINTMENT TO LANDLORD - TENANT ADVISORY BOARD

Committee of the Whole:

- 1) Board Appointment
- 2) Administrative Matter

PUBLIC HEARINGS

No. 1

DATE: December 14, 1994
TO: City Council
FROM: City Clerk
RE: ROAD CLOSURE BYLAW 3120/94

A Public Hearing has been advertised in regard to the above noted Road Closure Bylaw. The Public Hearing is scheduled to be held in the Council Chambers on Monday, December 19, 1994, commencing at 7:00 p.m. or as soon thereafter as Council may determine.

Bylaw 3120/94 provides for the closure of all that portion of road adjoining the North Boundary of Lot 2, Block 5, Plan 872-1784 lying within Plan _____, containing 0.05 ha more or less.

Excepting thereout all Mines and Minerals."

A copy of the map associated with the road closure is attached hereto. Following the Public Hearing, Council may choose to give the Bylaw Amendment second and third readings.



Kelly Kloss
City Clerk

KK/ds

KINGSTON DRIVE

ROAD CLOSURE

KENTWOOD DRIVE

KENNINGS CRESCENT

77 STREET





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

December 20, 1994

Avalon Industries Ltd.
4920 - 54 Street
Red Deer, Alberta
T4N 2G8

Att: Arnold Ritchie

Dear Sir:

RE: ROAD CLOSURE BYLAW 3120/94

Further to my letter of November 22, 1994 regarding the above topic, I would like to advise as follows.

At The City of Red Deer's Council Meeting held December 19, 1994, Road Closure Bylaw 3120/94 was given second and third readings by Council following the Public Hearing. Attached hereto is a certified copy of the above noted Road Closure Bylaw.

In my letter of November 22, 1994, I outlined a number of conditions that the closure of this road was subject to, including:

1. The developer is to remove the existing asphalt roadway and construct a new gravel lane, sidewalk crossing, extend Kentwood Drive (54 Avenue) sidewalk and other related work.
2. Any utility right-of-ways which are necessary are to be registered against the new Lot 1.
3. The developer pay any recreation levy which is applicable to this parcel.

If you have not already done so, I trust you will be ensuring that the above conditions are met.

... / 2



*a delight
to discover!*

Avalon Industries Ltd.
December 20, 1994
Page 2

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

Sincerely,



KELLY KLOSS
City Clerk

KK/dlr
attchs.

cc: Director of Community Services
Director of Engineering Services
Recreation and Culture Manager
Bylaws and Inspections Manager
City Assessor
Land and Economic Development Manager
E. L. & P. Manager
Fire Chief
Principal Planner
Council and Committee Secretary, S. Ladwig

Beta Surveys Ltd.
3, 5555 - 45 Street
Red Deer, Alberta
T4N 1L1

BYLAW NO. 3120/94

Being a Bylaw to close a portion of road in The City of Red Deer as described herein.

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

1 The following portion of roadway in the City of Red Deer is hereby closed.

"All that portion of road adjoining the North Boundary of Lot 2, Block 5, Plan 872-1784 lying within Plan _____ containing 0.05 ha more or less.

Excepting thereout all mines and minerals."

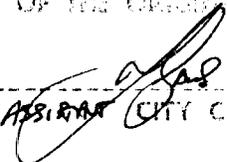
2 This Bylaw shall come into full force and effect upon the passage of third reading.

READ A FIRST TIME IN OPEN COUNCIL this 21 day of November A.D. 1994.

READ A SECOND TIME IN OPEN COUNCIL this 19 day of December A.D. 1994.

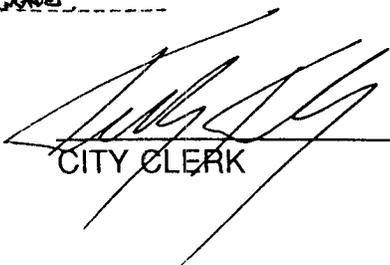
READ A THIRD TIME IN OPEN COUNCIL this 19 day of December A.D. 1994.

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


----- S. GOWES
ASSISTANT CITY CLERK



MAYOR



CITY CLERK

NO. 1

of adoption

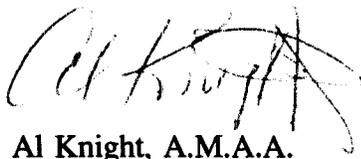
DATE: 9 December 1994
TO: City Clerk
FROM: City Assessor
RE: 1994 ADOPTION BYLAW

Pursuant to Section 28 of the *Municipal Taxation Act*, we respectfully request City Council to pass a bylaw, similar to Bylaw #3100/93, to authorize the assessor to use the assessed value of any property as shown on the Assessment Roll for 1994 taxation as the assessed value for 1995 taxation, except for those properties as shown by Account Number (Roll Number) on attached Schedule "A" and those properties affected by Sections 34 and 35 of the Act.

Section 34 allows and requires the assessors to depreciate machinery and equipment, remove or decrease valuations of properties that have changed from the previous year because of removal of improvements, and to add value to properties increased by the erection, completion, or repair of an improvement on it, or by some other cause.

Section 35 requires the assessment of exempt property. The exclusions as per Schedule "A" are required to allow the adjustment of assessments to properties that have not had physical changes and are, therefore, not included in Sections 34 or 35.

Section 286 of the *Municipal Government Act*, effective January 1, 1995, also allows for adoption of the assessment by by-law to be passed before December 31 of the year preceding the year in which the Council wishes to adopt the assessments.



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

AK/ngl

Enc.

SCHEDULE "A"

0330210

0420080

0932800

1521855

1620146

2921485

2933345

3010110

3010400

3110075

Commissioner's Comments

I recommend Council give 3 readings to the proposed Bylaw as same must be in force prior to December 31, 1994.

"A. WILCOCK"
Acting City Commissioner

DATE: DECEMBER 20, 1994
TO: CITY ASSESSOR
FROM: CITY CLERK
RE: 1994 ADOPTION BYLAW 3123/94

At the Council Meeting of December 19, 1994, consideration was given to your report dated December 9, 1994 concerning the above and at this meeting the above noted bylaw was given three readings, a copy of which is attached hereto.

Trusting you will find this satisfactory.



KELLY KLOSS
City Clerk

KK/clr
attchs.

cc: Director of Financial Services

NO. 2

DATE: DECEMBER 7, 1994
TO: CITY COUNCIL
FROM: CITY CLERK
RE: BYLAW 3122/94 - JOINT GENERAL MUNICIPAL PLAN

At the Council Meeting of December 5, 1994, first reading was given to Bylaw 3122/94, which proposes the adoption of The City of Red Deer and the County of Red Deer's Joint General Municipal Plan. At the County Council Meeting of December 6, 1994, first reading was also given to their bylaw to adopt said Plan.

In conversations with the County of Red Deer, it has been agreed that Tuesday, January 10, 1995 be set as the Public Hearing date for the above noted Bylaw. The Public Hearing would take place in the Red Deer Regional Planning Commission's board room at 5:00 pm. with both Councils of The City of Red Deer and the County of Red Deer being present.

We will also be preparing the necessary advertising for the Public Hearing of this Bylaw, jointly with the County of Red Deer.

In order to hold the Public Hearing, City Council should pass a resolution authorizing a special meeting of Council. This will serve two purposes, first being that if Council wishes to proceed with second and third readings of Bylaw 3122/94 then they may do so and secondly to give notice to the public.

RECOMMENDATION

That Council pass a resolution declaring that a special meeting of Council be held on Tuesday, January 10, 1995 commencing at 5:00 p.m. in the Red Deer Regional Planning Commission's board room for the purposes of holding a Public Hearing on Bylaw 3122/94, adoption of Joint General Municipal Plan.



KELLY KLOSS
City Clerk

Commissioner's Comments

I concur with the recommendation of the City Clerk.

"A. WILCOCK"
Acting City Commissioner

DATE: DECEMBER 20, 1994
TO: RED DEER REGIONAL PLANNING COMMISSION
FROM: CITY CLERK
RE: SPECIAL MEETING OF COUNCIL -
JOINT GENERAL MUNICIPAL PLAN / BYLAW 3122/94

At the Council Meeting of December 19, 1994, the following resolution was passed for the purpose of setting a special meeting for the Public Hearing relative to Bylaw 3122/94 - Adoption of Joint General Municipal Plan:

"RESOLVED that Council of The City of Red Deer, having considered report from the City Clerk dated December 7, 1994, re: Bylaw 3122/94 - Joint General Municipal Plan, hereby agrees that a special meeting of City Council be held on Tuesday, January 10, 1995, commencing at 5:00 p.m. in the Red Deer Regional Planning Commission's Board Room, for the purposes of holding a Public Hearing on Bylaw 3122/94, Adoption of Joint General Municipal Plan."

As you are aware, this Public Hearing will be a joint Public Hearing between The City of Red Deer and the County of Red Deer.

In addition, this will confirm my telephone conversation with Paul Meyette that we wish to book the Planning Commission's Board Room for the purposes of the above noted meeting.

Trusting you will find this satisfactory.



KELLY KLOSS
City Clerk

KK/clr

cc: Director of Engineering Services
Director of Community Services
Director of Financial Services
Bylaws and Inspections Manager



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

December 20, 1994

Media
City of Red Deer

Dear Sir/Madam:

Copies mailed to the following 94 DEC 21/clr:

*Red Deer Advocate
Advisor Publications
CKGY
CKRD Radio
RDTV
CFRN TV
Shaw Cable*

Copies Faxed 94 DEC 20/clr:

*Advocate RDTV
Advisor/Sunday Express CFRN TV
CKGY Shaw Cable
Radio 7/CKRD Red Deer Morning News*

RE: SPECIAL MEETING OF COUNCIL

Council of The City of Red Deer will be holding a special meeting of Council on the following date for the purpose of holding a Public Hearing regarding Bylaw 3122/94, Adoption of Joint General Municipal Plan:

TUESDAY, JANUARY 10, 1995

5:00 P.M.

RED DEER REGIONAL PLANNING COMMISSION'S BOARD ROOM

This is submitted for your information. If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,

KELLY KLOSS
City Clerk

KK/clr



*a delight
to discover!*

TO: City Clerk
FROM: Bylaws and Inspections Manager
RE: DOG CONTROL CONTRACT

Please present the following information to City Council, for their information.

During the debate on the Dog Control Contract and fee schedule, Council requested information on how the licensing requirements would be enforced. We met with the animal control contractor and representatives of the S.P.C.A. to discuss that and other common concerns.

The consensus of this meeting was:

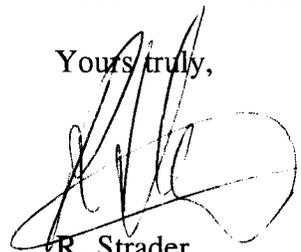
1. The City would, in the January-February utility billings, provide information on the requirements for dog licensing.
2. The City will provide the S.P.C.A. with addresses of the owners of licensed dogs and a list of addresses of owners of possible unlicensed dogs.
3. The S.P.C.A. will contact, by phone, the owners of unlicensed dogs, requesting that they obtain a license.
4. After the initial contact (14 days) a list of addresses of unlicensed dogs will be sent by the S.P.C.A. to the animal control contractor, who will send out a letter requesting bylaw compliance within seven days. If there is not a license purchased, the contractor will follow-up with an offence ticket, if necessary.
5. The owner of an unlicensed dog will have about 30 days from the time of the initial contact to obtain a license.

Council also requested information on costs of this initiative and we (Bylaws & Inspections Department, S.P.C.A., and Alberta Animal Services) are pleased to report that there will not be any direct costs. The inclusion of a notice in the utility billings is something that we have done for a number of years at very little cost and the follow-up is being done by the other partners. There will be one indirect cost: the S.P.C.A. request that revenue from licenses sold by them be split evenly with that the City and the City pay a \$50 per month administration fee. Currently, they receive one dollar per license and a \$25.00 per month administration fee.

The S.P.C.A. revenue request is fair, in my opinion, because of the involvement of their personnel with the dog owners. Certainly it should be considered that our 50% of the revenue is 50% of something we probably wouldn't have received without the involvement of the S.P.C.A.

Recommendation: That Council approve the revenue sharing with the S.P.C.A.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

Commissioner's Comments

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

"A. WILCOCK"
Acting City Commissioner

DATE: DECEMBER 20, 1994
TO: BYLAWS AND INSPECTIONS MANAGER
FROM: CITY CLERK
**RE: DOG CONTROL CONTRACT - REVENUE SHARING AGREEMENT
WITH S.P.C.A.**

At the Council Meeting of December 19, 1994, consideration was given to your report dated November 30, 1994 concerning the above topic, and at which meeting the following resolution was **defeated**:

"RESOLVED that Council of The City of Red Deer, having considered report from the Bylaws and Inspections Manager dated November 30, 1994, re: Dog Control Contract, hereby agrees as follows:

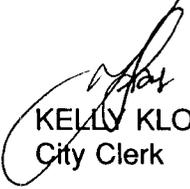
1. That The City enter into a revenue sharing agreement with the S.P.C.A. relative to the collection of dog licensing fees.
2. That the revenue sharing be based on The City and the S.P.C.A. each receiving 50% of dog licenses sold and in addition, The City paying the S.P.C.A. a \$50 per month administration fee,

and as presented to Council December 19, 1994."

Council did, however, agree to form a new committee of Council to again review dog licensing. This Committee is to consist of the following Aldermen:

Alderman Campbell-Cardwell
Alderman Hull
Alderman Pimm
Alderman Volk

I trust you will now convene a meeting of this ad hoc committee with a subsequent report being submitted back to Council in due course.


KELLY KLOSS
City Clerk

KK/clr

cc: Alderman Campbell-Cardwell
Alderman Hull
Alderman Pimm
Alderman Volk

DATE: DECEMBER 22, 1994

**TO: MAYOR
ALDERMEN**

FROM: ASSISTANT CITY CLERK

RE: CORRESPONDENCE FROM STEVEN MACDORLAND

Attached hereto for your information is a letter which was not received in time to circulate prior to the Monday, December 19, 1994 Council Meeting.

Thank you.



JEFF GRAVES
Assistant City Clerk

JG/clr
Attch.

cc: Mayor
City Clerk
Bylaws and Inspections Manager

21 Orwell Close
Red Deer, Alberta
December 19, 1994

Red Deer City Council
Red Deer, Alberta

Dear Councillors:

I am having a real problem with the provisions of the new dog bylaw. Every year I buy a dog licence and every year I wonder why. I have an indoor dog so wanton barking is not an issue; neither is public defecation, since my yard provides sufficient opportunity for exercise and other outdoor canine activities. My dog has never been loose, but even if he were to escape, I have my own tag on him with his name and my phone number, so the city tag would be quite irrelevant.

A city official was quoted in the weekend newspaper as saying that the new rules would lead to a "user-pay system". The "users" of this system are the people whose dogs bark too much, or soil public (or private) property, or run loose, or chase or bite people. I am not one of these people and yet I am a "payer" for the system ... and raising the price of a licence will mean I am paying even more. If you have no philosophical objection to making nonusers pay for a system (which is certainly the case for most city services) then why are only some of the nonusers being singled out for payment? All nonusers should have to help pay.

On the other hand, if you do want a user-pay system, then the above-mentioned "users" should be the ones who pay for it. Charge fines which are high enough to finance the system on their own, and leave everyone else (dog owners or not) alone. Either way, the whole concept of a dog licence becomes redundant. Actually, in our neighbourhood loose cats are a much bigger nuisance than loose dogs. Has anyone suggested licencing cats?

Please note that I do not include care and shelter of homeless animals in my arguments. I believe everyone benefits by having a community animal shelter, and that this service should therefore be financed by everyone. The "system" I am referring to above is that which deals with animals which do have owners but who are not living up their obligations of responsibility.

Please consider these points in your debate this evening. Thank you.

Yours Truly,



Steven MacDorland,
taxpayer & dog owner

PS. I am horrified at the prospect of your attempt to turn mailmen and meter readers into spies upon their fellow citizens. I can't believe their unions would hold still for this and I can't imagine how you might force them to comply. Half of them (the mailmen) don't even work for you. I am shocked to think you could even consider such a Third Reich scheme. I fervently hope Big Brother has not found a home in Red Deer.

NO. 4

DATE: December 12, 1994
TO: Kelly Kloss, City Clerk
FROM: Alan Scott, Land and Economic Development Manager
RE: **OFFER TO PURCHASE
LOT 8, BLOCK 5, PLAN 902-0499
EDGAR INDUSTRIAL PARK**

Attached is an offer from Swab-Tech Inc. to purchase the above parcel of land, at a price of \$50,000. The applicant is proposing to develop an office/shop combination, probably during the 1995 construction season. This will depend, to some degree, on the potential for rental, and therefore, may be delayed until 1996. Swab-Tech owns the adjacent property to the north, and has completed their development on this site in accordance with all bylaws and conditions imposed by the City of Red Deer.

The parcel in question consists of 0.72 acre, and is priced at \$54,000. The offer of \$50,000 is the equivalent of \$69,444 per acre, and is consistent with other sales in the area. As a matter of interest, Lot 8 was priced at a somewhat higher value than the neighbouring property on the west side because of the corner exposure. In reviewing industrial uses permitted within the area, we are now of the opinion that the corner exposure does not carry as large a premium as we had first anticipated. Lot 7 to the west is priced at \$50,000 and is slightly larger than Lot 8. We believe that a similar price is therefore appropriate for Lot 8.

RECOMMENDATION

We would recommend that Council approve the sale of Lot 8, Block 5, Plan 902-0499 for a price of \$50,000, subject to the following conditions:

1. The sale be to 550760 Alberta Ltd., as requested by the President of Swab-Tech Inc. The shareholders of the numbered company are similar to those who control Swab-Tech Inc.
2. As there is no building commitment in Edgar Industrial Park, we recommend that any development proposed conform with the City of Red Deer Land Use Bylaw.
3. The purchaser entering into an agreement satisfactory with the City Solicitor.



Alan V. Scott

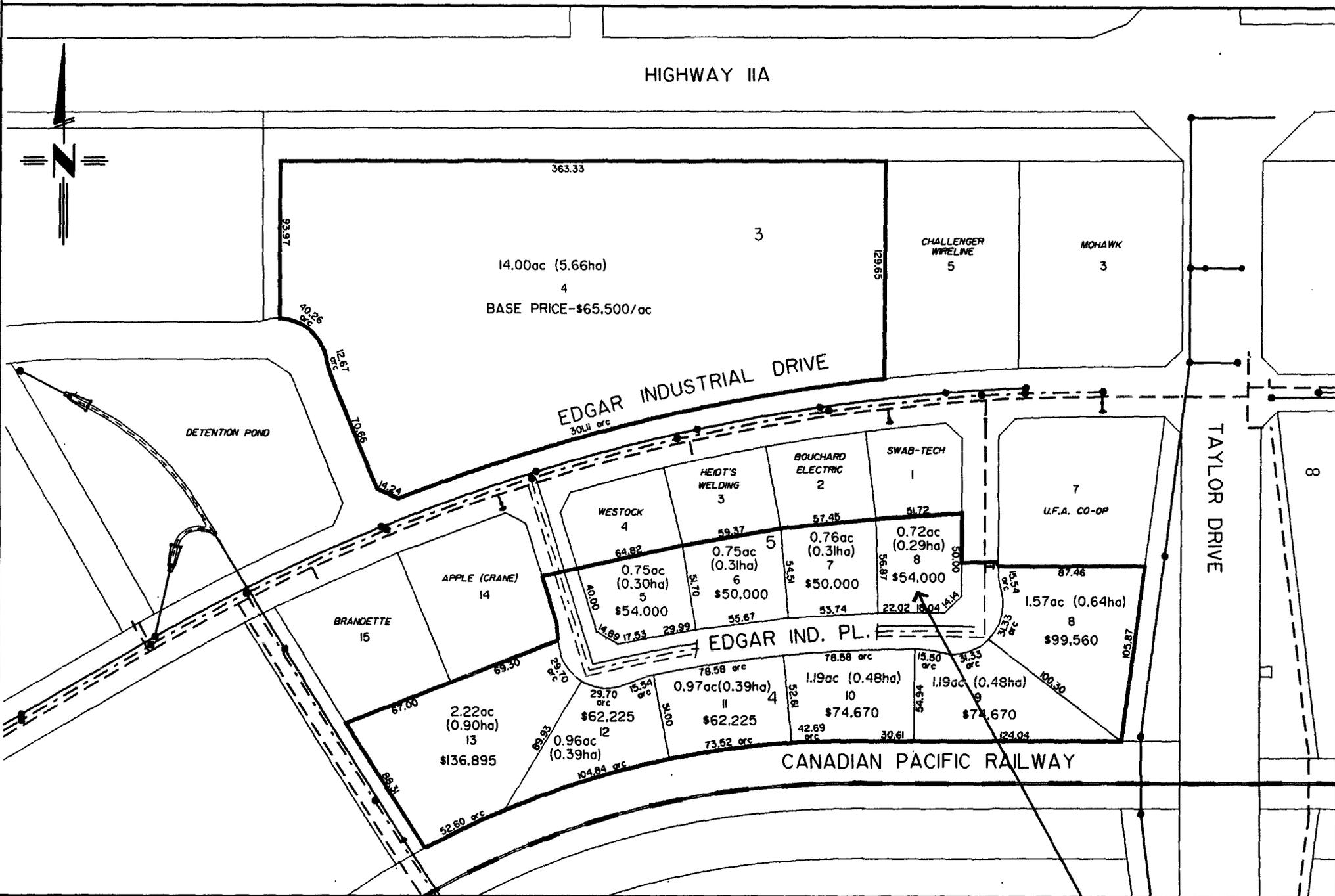
AVS/mm
Att.

EDGAR INDUSTRIAL PARK -PLACE-

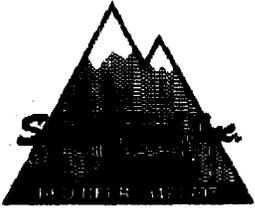
SCALE 1:3000

22-NOV-1994

--- WATER
 - - - SANITARY
 = = = STORM



Subject Property



24 Hour Answering Service
(403) 347-2707
Fax: (403) 340-0244
R.R. #1, Site 9, Box 11
Red Deer, Alberta T4N 5E1

SWAB-TECH INC.

December 07, 1994

Economic Development Department
City of Red Deer
Box 5008
Red Deer, AB T4N 3T4

Attention: Mr. Allan Scott

Dear Sir,

Please accept this letter in conjunction with the letter dated October 24th, 1994.

On behalf of 550760 Alberta Ltd., I would like to increase the offer on Lot #8, Block #5, Plan 902-0499 from \$ 49,000 to \$ 50,000.

I understand that the asking price is about two to three per cent higher, but there would not be any real estate fees connected with this transaction.

At this point and time, I would not be willing to offer anymore and would trust this to be satisfactory to the parties involved.

Thank you for your time and consideration on this matter.

Should you have any questions, please feel free to contact myself at your convenience.

Yours very truly,

SWAB-TECH INC.

Barry Anderson
President

Commissioner's Comments

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

"A. WILCOCK"
Acting City Commissioner

BA/cgh

DATE: DECEMBER 20, 1994
TO: LAND AND ECONOMIC DEVELOPMENT MANAGER
FROM: CITY CLERK
RE: OFFER TO PURCHASE LOT 8 BLOCK 5, PLAN 902-0499 /
EDGAR INDUSTRIAL PARK / SWAB-TECH INC.

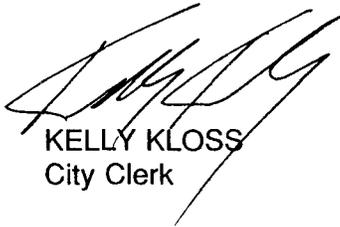
At the Council Meeting of December 19, 1994, consideration was given to your report dated December 12, 1994 concerning the above and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Land and Economic Development Manager dated December 12, 1994, re: Offer to Purchase Lot 8, Block 5, Plan 902-0499, Swab-Tech Inc., Edgar Industrial Park, hereby approves the sale of Lot 8, Block 5, Plan 902-0499 for a price of \$50,000 subject to the following conditions:

1. The sale be to 550760 Alberta Ltd., as requested by the President of Swab-Tech Inc. The shareholders of the numbered company are similar to those who control Swab-Tech In.
2. As there is no building commitment in Edgar Industrial Park, we recommend that any development proposed conform with the City of Red Deer Land Use Bylaw.
3. The purchaser entering into an agreement satisfactory to the City Solicitor,

and as presented to Council December 19, 1994."

The decision of Council in this instance is submitted for your information and appropriate action. I trust you will be contacting Swab-Tech Inc. regarding Council's decision in this instance.



KELLY KLOSS
City Clerk

KK/clr

cc: Director of Financial Services
Director of Engineering Services
Bylaws and Inspections Manager
City Assessor
Fire Chief
E. L. & P. Manager
Public Works Manager
Principal Planner

NO. 5

DATE: December 9, 1994
TO: City Clerk
FROM: City Assessor
RE: BY-LAW #2947/87

atbylaw.2947

The Assessment and Tax Department will be administering the collection of Mobile Home License payments in 1995. We feel that the interest rates that are charged on delinquent accounts should be the same as or similar to those charged for all other property tax accounts.

Therefore, we respectfully recommend that By-law #2947/87 be amended as follows:

- 1) Clause 1, where 1.5% appears, be amended to 1.0%;
- 2) Clause 2, where 1.5% appears, be amended to 1.0%.

This is a monthly interest rate charged on the unpaid balance.



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

AK/ngl

c.c. Tax Coordinator
Director of Finance

Commissioner's Comments

We concur with the recommendation of the City Assessor.

"A. WILCOCK"
Acting City Commissioner

DATE: DECEMBER 20, 1994
TO: CITY ASSESSOR
FROM: CITY CLERK
RE: BYLAW AMENDMENT 2947/A-94,
INTEREST ON UNPAID MOBILE UNIT LICENSE FEES

At the Council Meeting of December 19, 1994, consideration was given to your report dated December 9, 1994 concerning the above topic and at which meeting three readings were given to the above noted bylaw. A copy of the noted bylaw is attached hereto.

This office will be updating the consolidated copy of Bylaw 2947/87 in due course and forwarding same to your attention.



KELLY KLOSS
City Clerk

KK/clr
attchs.

cc: Director of Financial Services

NO. 6

FILE NO. R-41470

DATE: December 14, 1994

TO: KELLY KLOSS
City Clerk

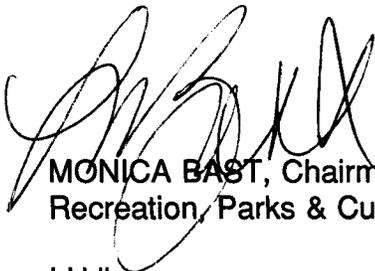
FROM: MONICA BAST, Chairman
Recreation, Parks & Culture Board

RE: RED DEER CURLING CLUB - LEASE EXTENSION

The Recreation, Parks & Culture Board met on Tuesday, December 13, 1994 and, at this meeting, we considered the request of the Red Deer Curling Club for a lease extension, to the year 2045, on the land they now occupy. Attached to this memo is the letter of request from the Red Deer Curling Club and the recommendation of the Recreation & Culture Manager.

The Recreation, Parks & Culture Board acknowledges the significant investment that the Curling Club will be making in this facility and, thus, their wish to extend their land lease for the life expectancy of this upgraded facility. Therefore, the following resolution was introduced and passed:

"That the Recreation, Parks & Culture Board recommend to City Council support in principle of the request from the Red Deer Curling Club for an extension of their lease to the year 2045, subject to a satisfactory detailed lease update to be prepared by the City Solicitor."



MONICA BAST, Chairman
Recreation, Parks & Culture Board

LH:lb
Attach.

DATE: December 7, 1994
TO: RECREATION, PARKS & CULTURE BOARD
FROM: LOWELL R. HODGSON, Manager
Recreation & Culture Department
RE: RED DEER CURLING CLUB - LEASE EXTENSION

The Red Deer Curling Club leased the land on which the curling rink is occupied, with the current lease running until the year 2016. With the club now preparing a major front-end renovation and an ultimate expansion of their facility to incorporate 12 sheets of ice, they are seeking an extension of this lease agreement to the year 2045. This request recognizes the very significant investment the club is making in improvements and they, of course, wish to be certain that they can continue to operate from this site for the life expectancy of this building.

RECOMMENDATION:

That the Recreation, Parks & Culture Board recommend to City Council support in principle of the request from the Red Deer Curling Club for an extension in their lease to the year 2045 subject to a satisfactory detailed lease update to be prepared by the City Solicitor.



LOWELL R. HODGSON, Manager
Recreation & Culture Department

:lb

cc. Craig Curtis, Director of Community Services

RED DEER CURLING CLUB
P.O. BOX 423
Red Deer, Alberta
T4N 5E9

December 6, 1994

DELIVERED
BY HAND

Community Services Division
The City of Red Deer
P.O. BOX 5008
Red Deer, Alberta
T4N 3T4

Attention: Mr. Lowell Hodgson

Dear Sir:

RE: CITY OF RED DEER/RED DEER CURLING CLUB - LEASE EXTENSION

The Red Deer Curling Club would like to extend the existing Land Lease to the year 2045.

The Club is preparing to demolish the front end of its existing structure and construct a new, expanded facility. It is our desire to extend the term to more closely match the expected lifetime of the improvements planned for 1995 and the future expansion of the curling area.

The existing Land Lease which was executed August 5, 1981 was for the term starting May 1, 1981 and ending April 30, 2016.

We request that you prepare for presentation at the December 19th, 1994 City Council Meeting the documentation for an Approval in Principle to extend the Lease to April 30, 2045 incorporating the existing rental rate and debenture repayment structure.

The Approval in Principle should include the preparation of a new Land Lease subject to the satisfaction of the City Solicitor as it appears appropriate to rewrite and simplify the present Lease document.

Please contact myself at 346 9249 or Toby Lampard at 340 0180 if you have any questions.

Yours respectfully,

Sandra McMakin
President
Red Deer Curling Club

Commissioner's Comments

I concur with the recommendation of the Recreation, Parks & Culture Board. The 50 year term is consistent with the lease term of the Westerner facilities.

\DOC\CURLLSE.EXT

"A. WILCOCK"
Acting City Commissioner

DATE: DECEMBER 20, 1994
TO: RECREATION, PARKS AND CULTURE BOARD
FROM: CITY CLERK
RE: RED DEER CURLING CLUB - LEASE EXTENSION

At the Council Meeting of December 19, 1994, consideration was given to your report dated December 14, 1994 concerning the above topic and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Recreation, Parks and Culture Board dated December 14, 1994, re: Red Deer Curling Club - Lease Extension, hereby agrees that the land lease agreement dated August 5, 1981 between The City of Red Deer and the Red Deer Curling Club be extended to the year 2045, subject to an agreement satisfactory to the City Solicitor, and as presented to Council December 19, 1994."

By way of a copy of this memo I will be asking the Recreation and Culture Manager to advise the Red Deer Curling Club of the above decision and to ensure that the necessary agreement is prepared and duly signed.

Trusting you will find this satisfactory.



KELLY KLOSS
City Clerk

KK/clr

cc: Director of Community Services
Recreation and Culture Manager

NO. 7

SP-4.587

DATE: November 29, 1994
TO: CITY COUNCIL
FROM: MAYOR GAIL SURKAN
 H. MICHAEL C. DAY, CITY COMMISSIONER
RE: STRATEGIC PLAN

On February 28, 1994, Council approved a Corporate Planning process which had the following three major components:

- a long-term Strategic Plan
- a three-year Business Plan for each department
- a two-year operating budget

On August 29 Council approved "in principle" the first draft of the Strategic Plan. Subsequent to your approval, public input was sought. A public meeting was held on September 13 and an insert in the "Advocate" explained the Plan and encouraged the community to respond. Related City boards also had opportunity to comment.

Attached is the final draft of the Strategic Plan which includes many changes based on public response. The intent of the document which you approved last August remains intact. The revisions are underlined for your reference. You will note a whole new section (1.4) on Community and Land Use Planning. Section 1.5 indicates the need for the development of plans focused on Protective and Emergency Services.

We have also included for your information an appendix which details all the comments received, along with the Integration Task Force recommendations. This will clearly identify the reasoning behind the revisions.

The next step in the Corporate Plan is the three-year business plan from each department. These plans will provide the detailed actions and activities necessary to implement the Strategic Plan.

Council will consider the two-year budget in January 1995 which will complete the whole Corporate Plan.

The final draft of the Strategic Plan reflects a great deal of staff time, energy and thought, as well as community values. It is our first attempt at establishing our vision, mission, long-term direction and goals. It is not intended to be a static document, but one that will evolve over time as our organization moves forward.



 MAYOR GAIL SURKAN



 H. MICHAEL C. DAY
 City Commissioner

CJ:kt
 Enc.

COUNCIL MEETING OF DECEMBER 19, 1994

ATTACHMENT TO REPORT ON OPEN AGENDA

**RE:
STRATEGIC PLAN**



The City of Red Deer **STRATEGIC PLAN**

December 1994

EXECUTIVE SUMMARY

The City of Red Deer's strategic plan focuses on four main areas: Community Development; Economic Development; Organization Development; and Financial Development. A value statement and the goals which have been identified for each focus area are set out in the summary. In the body of the strategic plan, each focus area has been broken down into several subcategories with the respective goal under each.

VISION

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

MISSION

To provide an effective and accessible municipal government which responds to the needs of the community through collaboration, innovation and communication.

FOCUS AREAS

■ COMMUNITY DEVELOPMENT

Value Statement: The City believes in supporting programs and initiatives which reflect a caring community and which provide high quality of life in a unique and attractive environment for all citizens.

Goals:

To place a strong emphasis on quality of life and the achievement of a safe, healthy and attractive environment.

To position itself as a leader in environmental management, and ensure that Red Deer's unique natural environment is protected and preserved.

To facilitate planning, development and delivery of programs that support and enhance individuals, families and a healthy community through programs and opportunities related to social concerns.

To ensure that information and adequate planning policies are in place to guide development to be beneficial to the City's long-term interests.

To ensure the availability of effective protective and emergency services.

■ ECONOMIC DEVELOPMENT

Value Statement: The City believes in strengthening economic prosperity for the citizens of Red Deer through initiatives that encourage controlled, compatible growth while protecting the quality of life and environment.

Goals:

To develop a co-ordinated approach to the marketing and promotion of Red Deer in partnership with the business community and other stakeholders in order to foster local growth opportunities as well as attract a more diverse range of business development.

To aggressively promote the tourist and convention industry as a priority in the economic development of Red Deer and the region.

To ensure an adequate supply of serviced residential and industrial land to support the appropriate development of Red Deer, and to ensure that land is available to all sectors of the market at reasonable prices.

To support and maintain the City's infrastructure, including roads, structures, utility systems, parks and open spaces as a long-term investment.

■ ORGANIZATION DEVELOPMENT

Value Statement: The City believes in developing the organization's capacity to be responsive and accountable to the community through flexibility, co-operation, communication, innovation and training.

Goals:

To ensure active public participation in municipal decision-making.

To achieve an organization structure which promotes efficiency and effectiveness through clearly defined roles and innovative collaboration.

To achieve an effective and efficient service delivery which is responsive to community need.

To provide necessary and appropriate training and development opportunities to ensure an innovative and skilled workforce.

■ FINANCIAL DEVELOPMENT

Value Statement: The City believes in ensuring reliable, sustainable funding for ongoing services, with direction and guidance provided through long-term planning.

Goals:

To clearly define the financial roles and responsibilities of The City.

To clearly define the debt management policy for The City.

To develop an efficient and effective system of budgeting which responds to financial limitations, community need and the quickly changing environment.

FOREWORD

With ever increasing challenges facing The City of Red Deer as we move toward the 21st Century, most people recognize the need for a strategic plan to guide The City along its path. The Strategic Plan reflects the collective values and goals of the municipal organization and is a blueprint for the future, intended to provide focus and purpose to all that must be undertaken to be successful.

In order to make the Strategic Plan workable, Council identified five focus areas: Economic, Finance, Organization, Social and Quality of Life. In the material that follows, Social and Quality of Life have been combined under "Community Development". The Plan reflects the research and input of a broad cross-section of staff, extensive public input and ,finally, the approval of Council.

This document will provide the broad guidelines on which the City will base its planning. The elements of detail which support the Plan are provided in a number of other long-range planning documents which focus on specific areas of City involvement. These documents, which are regularly updated, include:

- The City of Red Deer General Municipal Plan
- East Hill Area Structure Plan
- Northwest Area Structure Plan
- Downtown West Area Redevelopment Plan
- C.P. Railway Area Redevelopment Plan
- Downtown Concept Plan
- Community Services Master Plan
- Outline and Neighbourhood Park Plans for individual neighbourhoods
- Several Transportation Studies
- Various Infrastructure Studies
- Cultural Policy
- Environmental Action Plan
- Tourism Action Plan

In addition, each City department has developed a three-year business plan which also provides specific goals and strategies to fulfil our vision.

We are aware that there are areas of the City's operations which have not been addressed in this Plan. The City's Strategic Plan is not a static document but rather the first element in a dynamic process which will be continually monitored and updated in light of changing community realities, opportunities and expectations.

DEFINITIONS

In the context of this Strategic Plan, the following terms are defined as:

- **Quality of Life** - those things which make Red Deer a desirable place to live
- **Basic** - those things which might be described as at an entry level to a program, activity or service, as opposed to more elite or professional levels. The cost of providing that program or service is also a determining factor and basic is intended to be accessible to the majority.
- **Accessible** - includes the removal of physical, mental and financial barriers, for programs and services for which The City is responsible.

VISION AND MISSION STATEMENTS

COMMUNITY'S VISION

The Vision 2020 Program, referring to the year 2020, was created by the Provincial Government to encourage municipalities, as communities, to set long range objectives. The Program encouraged the creation of a plan with a 30-year horizon. In Red Deer, the process began in May of 1989, with a strong commitment to public participation including public meetings, questionnaires and letters. Input from City staff was also sought.

In August, 1991, City Council adopted Red Deer's Vision 2020, which presented direction for the community of Red Deer in general. It focuses on Red Deer as a city of opportunity with a strong emphasis on the quality of life in the community, through:

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

There are seven planning principles related to this community vision:

- The provision of an effective and accessible municipal government committed to active public participation in decision-making.
- The preservation of Red Deer's unique natural environment and the demonstration of leadership in environmental management.
- The promotion of economic growth to ensure an increasing range of business and employment opportunities.
- The development of a well planned and healthy community, based upon the protection and enhancement of the residential neighbourhood unit and the provision of high quality industrial and commercial areas.
- The provision of a balanced and diverse range of social, education, health, recreation and cultural opportunities.
- The provision of an effective transportation and transit system, serving all sectors of the community.
- The provision of safe, efficient, reliable utility systems which are environmentally responsible.

OUR ORGANIZATION'S VISION

In preparing a Strategic Plan for The City of Red Deer, the municipal organization, rather than the broad community, is the focus. The Vision and Mission Statements have taken into account the key elements of Vision 2020 and many of the strategies have been adopted from the planning principles identified in that document.

The Vision identifies our "preferred future" in one clear and powerful statement. It captures the image of determination and desire of our organization to see Red Deer develop as a place of opportunity for its staff and the citizens, and it reflects a commitment to providing the best service possible while working toward a quality life for everyone.

The Mission statement describes our purpose, providing the foundation of how the organization does things.

Vision

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

Mission

To provide an effective and accessible municipal government which responds to the needs of the community through collaboration, innovation and communication.

1. COMMUNITY DEVELOPMENT

VALUE STATEMENT: The City believes in supporting programs and initiatives which reflect a caring community and which provide high quality of life in a unique and attractive environment for all citizens.

1.1 QUALITY OF LIFE

BACKGROUND:

The community's vision of Red Deer as set out in Vision 2020 states, in part, that "Red Deer is a City of opportunity with a strong emphasis on the quality of life in the community. It is a community which reflects high standards in terms of the quality of life".

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

Recent studies have shown that one of the main factors which businesses consider when choosing their operating locations is the quality of life of the community. The role of municipal government is to maintain a broad range of services and opportunities that support the quality of life. To that end, tools must be in place that will assist the Administration and Council to consider not only financial criteria but also community values when determining what services and the levels or standards of service that should be provided in Red Deer.

The City will both foster and deliver basic level programs and services. Our definition of "basic" is those things which might be described as at an entry level to that program or activity, as opposed to the more elite or professional levels. The cost of providing that program or service is also a determining factor and basic is intended to be accessible to the majority.

It is recognized, however, that the community's perspective on basic services is constantly changing and Departments must be adaptive and responsive. The Community Services Master Plan and the Culture Policy will articulate services which are determined to be basic.

For purposes of this plan, the word "culture" is meant to include all aspects of the arts as well as heritage issues, and anything that could contribute to developing a unique sense of community identity and spirit in Red Deer. It includes cultural services directed at all levels of individual expertise, from the youngest child first exploring creativity to professionals earning their livelihood in the arts.

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

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

STRATEGIES:

- 1.1.1 The City, through leadership, will seek to provide an overall environment that supports quality of life.
- 1.1.2 The City's analysis of standards and services will include not only the financial implications but also the impact on the quality of life in Red Deer.
- 1.1.3 The City will ensure an effective transit system is available to the citizens of Red Deer.
- 1.1.4 The City will maintain a commitment to basic recreation and culture programs and opportunities.
- 1.1.5 The City will support and facilitate groups and agencies in the delivery of recreation and cultural programs and opportunities.
- 1.1.6 The City will support initiatives in the community and surrounding area which are consistent with our vision, values and goals.
- 1.1.7 The City will support and maintain the Municipal Integration Strategy regarding access for persons with disabilities.

1.2 ENVIRONMENT

BACKGROUND:

The relationship between economic development and quality of life is recognized as being mutually interdependent. One of the elements of quality of life is protection of the environment. Environmental concerns demand a high priority in today's society and Red Deer has already been recognized in a number of areas for its conscientious environmental perspective. However, it should continue to seek a balance between environmental concerns and the need to provide a competitive climate for the business community.

GOAL: To position itself as a leader in environmental management, and ensure that Red Deer's unique natural environment is protected and preserved.

STRATEGIES:

- 1.2.1 The City will maintain a leading role in ensuring that Red Deer remains aesthetically appealing through such initiatives as the "greening" of major transportation routes, preservation of natural areas, setbacks and development standards and signage requirements. This will be achieved through direct City involvement in co-operation with private industry and community agencies.
- 1.2.2 The City will maintain a leading role in environmental management of the community, including all municipal infrastructure and services such as waste management, major utilities, weed and pest control, park management and environmental education.

- 1.2.3 The City will ensure that Red Deer is established as a community with a clean and ecologically sound natural and built environment.
- 1.2.4 The City will preserve escarpments and natural areas and maximize the provision of green space throughout the community.
- 1.2.5 The City will ensure the provision of safe, efficient, reliable utility systems which are environmentally responsible.

1.3 SOCIAL RESPONSIBILITY

BACKGROUND:

The City, through Vision 2020, supports "the provision of a balanced and diverse range of social, education, health, recreation and culture opportunities". Vision 2020 goes on to say that in support of this principle, The City will "coordinate/facilitate the provision of preventive social services to meet the community's needs with specific consideration given to the youth, the elderly, persons with disabilities, immigrants and single parent families".

The Province has the primary responsibility for social programs and their funding. To facilitate the creation of programs and services to foster and promote the well being of Albertans, the Province formed the Family and Community Support Services program. Funding for FCSS programs is provided 80% by the Province and 20% by the participating municipalities.

The mission statement for The City's Social Planning Department is "to work with the citizens of Red Deer to support and enhance individual, family and community life by evaluating community needs and facilitating the planning, development and delivery of programs that address social concerns." In achieving this mission, The City has chosen to be a facilitator for social programs rather than a provider, through partnerships with non-profit agencies.

With the current Provincial objective of cost control and reduction, funding to municipalities for preventive social programs will continue to decline over 1994 to 1997.

With this in mind, it is important to reaffirm The City's role as a facilitator in the planning, development and delivery of social programs and to ensure that the Province does not download this area of primary responsibility onto the municipalities.

GOAL: To facilitate planning, development and delivery of programs that support and enhance individuals, families and a healthy community through programs and opportunities related to social concerns.

STRATEGIES:

- 1.3.1 The City will maintain a commitment to preventative social programs.
- 1.3.2 The City will only provide social services through community agencies.

- 1.3.3 The City will, as appropriate, act as facilitator to encourage interagency and community awareness and co-operation in the delivery of programs.
- 1.3.4 The City will attempt to identify those citizens in greatest need and establish priorities accordingly.

1.4 COMMUNITY AND LAND USE PLANNING

BACKGROUND:

Community and land use planning are considered two of the key elements affecting the well being of the City of Red Deer. The City, through Vision 2020, is committed to “the development of a well planned and healthy community, based upon the protection and enhancement of the residential neighbourhood unit and the provision of high quality commercial and industrial areas”. To achieve this vision, active public participation and the preservation of Red Deer’s unique natural environment are of major importance.

The City has had a long history of progressive land use planning and development, with two distinct thrusts over time. The first has been an emphasis on the neighbourhood unit; neighbourhoods have been planned to provide a range of housing types, recreational amenities and neighbourhood commercial and office use. The second thrust relates to city wide planning emphasizing the preservation of the natural environment, the aesthetics of the City, clear and effective development guidelines, a streamlined development process and a long-range vision focused on the City’s quality of life.

Within the context of these initiatives, several planning documents have been prepared. Vision 2020 was an initiative which provided the community with an opportunity to enunciate its vision. The City’s general municipal plan and the area structure plans provide more detailed guidelines for development and map the City’s long-range transportation network. Individual neighbourhoods are designed using a detailed outline plan. All of the City’s plans receive extensive public input prior to adoption.

Community planning policies have also been included in other documents such as the Community Services Master Plan and the Environmental Action Plan. Provision of information focusing on the social and economic demographics of the community also helps ensure development meets community needs.

GOAL: to ensure that information and adequate planning policies are in place to guide development to be beneficial to the City’s long-term interests.

STRATEGIES:

- 1.4.1 The City will ensure that land use planning provides for an appropriate mix of natural areas, and residential, commercial and industrial land use to support the citizens of Red Deer.
- 1.4.2 The City will ensure that the Land Use Bylaw, as well as planning documents, are regularly reviewed to ensure that they reflect the City’s long-term objectives as well as acknowledging development industry trends.

- 1.4.3 The City will ensure that the public has an opportunity to actively participate in the preparation of planning documents.
- 1.4.4 The City will support the development of the downtown becoming a vibrant and attractive focal point of the community.
- 1.4.5 The City will ensure that environmentally sensitive areas, historic resources and other significant features are maintained for future generations.

1.5 PROTECTIVE AND EMERGENCY SERVICES

GOAL: To ensure the availability of effective protective and emergency services.

(Further detail to be developed, with Community input and Council debate)

2. ECONOMIC DEVELOPMENT

VALUE STATEMENT: The City believes in strengthening economic prosperity for the citizens of Red Deer through initiatives that encourage controlled, compatible growth while protecting the quality of life and environment.

2.1 PROMOTION AND MARKETING

BACKGROUND:

The present economic development activity in Red Deer functions as a municipal department funded entirely by The City and directly accountable to City Council. The department occupies space in City Hall and management and support staff are City employees.

In 1991, City Council established a Strategic Marketing Task Force (SMTF) to conduct an in-depth study on ways to more effectively market the economic advantages of the Red Deer community, as well as to recommend an effective strategy for addressing the future challenges of economic development in the area. The SMTF identified a number of structural models available to address economic development activity. These options included a municipal department, commission, regional board or private corporation. Its final report recommended that the City's Economic Development Department be dissolved and replaced with a regional economic development commission.

More recently, there have been concerns expressed that Red Deer may not be well represented on a regional board and that potential conflicts of interest could occur among the partners. Other concerns were that a regional board would not represent municipal interests but rather a collective regional interest, and that regional boards in Canada have had limited success, with the resultant duplication of services at the local level.

Joint funding by the City and the business community is considered an essential factor based on the demonstrated desire of the business community to play a major role in economic development. The Chamber of Commerce has indicated a willingness to participate in the development of such a partnership.

GOAL: To develop a co-ordinated approach to the marketing and promotion of Red Deer in partnership with the business community and other stakeholders in order to foster local growth opportunities as well as attract a more diverse range of business development.

STRATEGIES:

- 2.1.1** The City, in conjunction with the business community, supports the establishment of an independent Economic Development Authority to consolidate a range of economic development activities.
- 2.1.2** The Authority will be jointly funded by the City and business, and initially be locally based, with the capacity to participate in regional projects, as appropriate.

- 2.1.3 The Authority will adopt a targeted pro-active and aggressive approach toward economic development, including attracting new business to the area, as well as supporting local business while considering the environmental impact.

2.2 TOURISM

BACKGROUND:

Vision 2020 states that The City will "promote tourism as a priority in the economic development of the City and the region".

The City's current tourism promotion is conducted through The Red Deer Visitor and Convention Bureau, an independent society established to coordinate tourism development and promotion on behalf of The City. The Bureau receives partial funding from The City and generates revenue from other sources to support its activities. Nearly 200 local businesses and organizations are bureau members.

The Red Deer Tourism Action Plan, approved by City Council in December 1990, includes the following tourism policy statement for Red Deer:

Tourism will be encouraged within Red Deer and the surrounding region in ways that will attract more tourists, increase their length of stay, increase the economic benefits to the City and its business community, and ensure that the social, economic and environmental aspects of the community are enhanced.

The Bureau's functions include tourist promotion, visitor information services and convention/event marketing.

The Centrium and Westerner exhibition facilities provide a major opportunity for Red Deer to significantly expand its hosting of provincial and national meetings, conventions, trade shows and sporting events. This has resulted in the recent establishment of a Convention Marketing Consortium comprised of the Westerner, major hotels and the Visitor and Convention Bureau. The consortium's cooperative marketing activities are coordinated and overseen by the Bureau, at the request of the other partners.

GOAL: To aggressively promote the tourist and convention industry as a priority in the economic development of Red Deer and the region.

STRATEGIES:

- 2.2.1 The City supports the Visitor and Convention Bureau retaining its responsibility to coordinate tourism and convention development and promotion, on behalf of the City.
- 2.2.2 The City supports the development of a mechanism for collaboration between the Visitor and Convention Bureau and the Economic Development Authority.
- 2.2.3 The City will encourage effective public-private partnerships to aggressively market Red Deer's wide range of facilities, amenities, and opportunities to key tourist markets, particularly the visitor markets of Edmonton and Calgary.

2.3 LAND DEVELOPMENT

BACKGROUND:

Land bank development is considered to be one of the key elements affecting economic development in Red Deer.

The City became involved in land banking approximately 35 years ago in response to a great demand and lack of supply of serviced lands, and with encouragement from the federal and provincial governments.

In recent years, through Council initiatives and private sector encouragement, the role of the City Land Bank has been redefined to encourage greater private sector participation in residential development. The City continues to be the primary provider of serviced industrial lots.

The approved Land Bank Administration Strategic Plan defines the land bank as consisting of "all lands which are held or have been acquired by the City, specifically for development and resale as residential, commercial or industrial parcels. Services front ended by the City related to the development of City and private land are deemed to be an asset of the Land Bank".

The Mission Statement of the Land Bank states: "The function of the Land Bank administration is to ensure that there is an adequate supply of serviced and unserviced industrial, commercial and residential land to provide for economic and orderly development of the City of Red Deer."

An updated Land Bank Administration Five-Year Business Plan for the period 1994-1998, was approved by City Council on June 6, 1994. The purpose of the business plan is to understand and ultimately respond to changing market conditions and identify strategies to meet the objectives and goals of the Land Bank.

GOAL: To ensure an adequate supply of serviced residential and industrial land to support the appropriate development of Red Deer, and to ensure that land is available to all sectors of the market at reasonable prices.

STRATEGIES:

- 2.3.1 The City will maintain a presence in land development to ensure that lots are available to individuals and small builders, and to provide long-range balanced development in the community.
- 2.3.2 The City will maintain a market share of 25% in its residential lot sales and actively encourage private sector participation in industrial land development.
- 2.3.3 The City will continue to sell its land at market value and where appropriate, make land available to developers in accordance with approved land use plans.
- 2.3.4 The City will be more aggressive in reducing its land inventory, particularly industrial land.

- 2.3.5** The City will work with the Town Centre Association and local realtors and developers to encourage the development of housing within the downtown core.

2.4 MUNICIPAL INFRASTRUCTURE

BACKGROUND:

One of the City's major economic benefits is its well maintained infrastructure, including roads, structures, utility systems, parks and open spaces.

In recognition of the significant investment in infrastructure and the current spending reductions which are occurring at the provincial and municipal levels, The City has developed a comprehensive Ten Year Infrastructure Maintenance Plan for the existing City infrastructure. The objective is to plan for and ensure all necessary maintenance is done on existing City infrastructure and to allocate sufficient funding to finance the proposed expenditures. The plan will be updated annually, and should ensure the long-term maintenance of this valuable resource.

The City recognizes that the Red Deer Industrial Airport is under-utilized and that it should be more aggressively marketed. However, issues such as ownership and the future of CFB Penhold must be resolved before an effective long-range business plan can be prepared. As the area lies outside the City boundary, development proposals must be prepared in conjunction with the County of Red Deer.

The potential of a high-speed rail link between Edmonton and Calgary has been identified over the years. Such a rail link would have major economic advantages for Red Deer, and its progress should be closely monitored to ensure that Red Deer is actively involved in any future planning and development.

GOAL: To support and maintain the City's infrastructure, including roads, structures, utility systems, parks and open spaces, as a long-term investment.

STRATEGIES:

- 2.4.1** The City will regard maintenance as a necessary annual investment rather than a discretionary cost.
- 2.4.2** The City will place a high priority on the resolution of jurisdictional and ownership issues related to the Red Deer Industrial Airport, and the preparation of a five-year business plan for its future use and development.
- 2.4.3** The City, in partnership with community stakeholders, will seek involvement in any planning of a high-speed rail link through the Edmonton-Calgary corridor.

3. ORGANIZATION DEVELOPMENT

VALUE STATEMENT: The City believes in developing the organization's capacity to be responsive and accountable to the community through flexibility, co-operation, communication, innovation and training.

3.1 ACCOUNTABILITY TO THE PUBLIC

BACKGROUND:

Vision 2020 states, "The provision of an effective and accessible municipal government committed to active public participation in decision-making".

Fundamental and rapid economic changes are taking place on a global scale. Senior levels of government are devoting larger portions of their budgets to the payment of long term debt costs and as a result, are less able to meet the demands for other services. As a result, transfer payments to municipalities are declining, squeezing the already limited ability of municipalities to provide services to their citizens.

At the same time, the public is demanding greater accountability on the part of government and seeking more involvement in terms of those issues which directly affect them or their environment.

As a City we are challenged to find innovative ways to achieve community goals. This must be done in consultation and close communication with the citizens. It is imperative, therefore, that we seek public input into planning and decision-making regarding service level adjustments and shifting service delivery responsibilities. This will ensure the broadest possible range of ideas and promote thorough examination of all the issues which will affect the quality of life in Red Deer.

GOAL: To ensure active public participation in municipal decision-making.

STRATEGIES:

3.1.1 The City will adopt a policy for the organization promoting the principles of public participation.

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

3.2 ORGANIZATION STRUCTURE

BACKGROUND:

Ted Gaebler, in his book "Reinventing Government", states that "Most government institutions perform increasingly complex tasks, in competitive, rapidly changing

environments, with customers who want quality and choice. These new realities have made life very difficult for our public institutions."

The City's organization structure consists of a series of divisions and departments which are not currently set up to take full advantage of opportunities to work together. With the trends toward moving decision-making to the lowest practical level with as few levels as reasonable, and toward more integrated organization structures, The City recognizes the need to address this area and is currently undertaking a complete organization review in order to ensure an effective operation in the future.

GOAL: To achieve an organization structure which promotes efficiency and effectiveness through clearly defined roles and innovative collaboration.

STRATEGIES:

- 3.2.1 The City will challenge the entire staff of the organization to identify opportunities to reduce the levels of hierarchy.
- 3.2.2 The City, whenever possible, will delegate authority and accountability to the lowest practical level.
- 3.2.3 The City will adopt the appropriate use of joint problem-solving or consultative problem-solving as a basic management tool.
- 3.2.4 Council will challenge Department Heads and Directors, with assistance from the Personnel Department, to work with staff to identify opportunities for reorganization within departments and among departments.
- 3.2.5 The City will explore the reconfiguration of the roles of the Mayor, Commissioner and the three Directors.
- 3.2.6 The City will clearly define the Mayor's role to include the ceremonial duties, chairman at council meetings, and a full working partner in establishing and carrying out operational policy.
- 3.2.7 Council will restrict its involvement to setting policy, budgets, and those pursuits which are basic to its trusteeship role, and avoid becoming involved in administrative and operational detail.
- 3.2.8 Council will make an ongoing commitment to the measurement of progress in meeting strategic goals, and the appropriate review of those goals and the structures put in place to meet them.

3.3 SERVICE DELIVERY

BACKGROUND:

There is a growing public demand for quality, responsiveness and efficiency in the delivery of services. To meet this demand, The City must place a greater emphasis on customer

service training and examine ways and means of reorganizing to meet the service needs, including the appropriate use of technology.

In addition, The City must redefine its role in the delivery of services. To this end, a detailed service analysis is currently underway, to assist Council in determining which services The City should provide, at what level, and the most effective delivery.

Volunteerism, which has historically been an important factor in our ability to provide services in a cost-effective manner, will continue to be encouraged. However, it is recognized that there is a cost involved in managing and training volunteers to be proficient in roles they will be required to fulfil in the future.

GOAL: To achieve an effective and efficient service delivery which is responsive to community need.

STRATEGIES:

3.3.1 The City will choose the most effective delivery of service considering in order of priority the following options:

- facilitate others providing a service directly.
- enter into partnerships.
- provide the service directly. (The City will not directly provide social services.)

3.3.2 The City, regardless of the service delivery model, will monitor and influence the standards of services that affect the quality of life in Red Deer, with consideration to the level of City funding.

3.3.3 The City will adopt a customer service policy, for the organization.

3.3.4 The City will continue to encourage and support volunteerism in the delivery of programs and services.

3.3.5 The City acknowledges the need for innovation and experimentation and will adopt a policy whereby projects and innovative solutions are given test trials.

3.3.6 The City will commit to making the necessary investment required to achieve maximum productivity by using appropriate technology.

3.4 TRAINING

BACKGROUND:

Of the physical, human and financial resources of a corporation, the human resources are the most valuable.

In these times of dramatic change and technological advance, it is important that The City understand and respond to the need for training to ensure the efficiency and continued effectiveness of its staff. At present, training is occurring in most areas of the operation on

an ad hoc basis, with little emphasis on a planned approach to the development and maintenance of appropriate job related skills for the future.

Through its commitment to the principles of Vision 2020, The City has indicated that it will "ensure a properly trained and highly motivated City workforce to serve City residents".

Toward this end, The City is developing a Training Records system which will provide the opportunity for departments to maintain up-to-date information on skills and training. As the organization review is completed and changes identified, a corporate training plan will be completed. Discussions are currently underway with other major public sector employers to look for ways to collaborate in providing higher quality training at lower cost.

As The City moves toward more teamwork, innovation and flexibility in decision-making, it will be faced with new challenges in meeting the needs of a changing "culture" within the organization.

GOAL: To provide necessary and appropriate training and development opportunities to ensure an innovative and skilled workforce.

STRATEGIES:

3.4.1 The City will assign a high priority to staff training and develop a corporate-wide training plan.

4. FINANCIAL DEVELOPMENT

VALUE STATEMENT: The City believes in ensuring reliable, sustainable funding for ongoing services, with direction and guidance provided through long-term planning.

4.1 FINANCIAL RESPONSIBILITY

BACKGROUND:

All levels of government are striving to cope with their respective deficit and debt. One of the easiest methods of accomplishing this goal is to freeze, reduce or eliminate transfer payments to the junior levels of government. Municipalities feel the effects of such actions from both senior levels.

As a result, The City's major challenge over the next few years, will be to try and maintain service levels and contain taxes while dealing with the anticipated significant reductions in provincial grants.

The City will be challenged to find new and innovative ways of meeting the needs of its customers, often with shrinking resources. While the Corporation must continually strive to improve efficiencies in service delivery, there will be a need to review revenue options and identify new sources if it is to maintain acceptable levels of service with the minimum of impact on taxes.

GOAL: To clearly define the financial roles and responsibilities of The City.

STRATEGIES:

- 4.1.1 The City will not accept responsibility for funding programs which are truly a Federal or Provincial responsibility.
- 4.1.2 The City will take a proactive and aggressive approach to senior levels of government to encourage and maintain partnerships, particularly relating to financial arrangements.
- 4.1.3 The City will encourage agencies with whom it partners, to look at ways to increase their ability to recover costs and become more self-sufficient.
- 4.1.4 The City will explore innovative cost reduction and revenue generation options.

4.2 DEBT MANAGEMENT

BACKGROUND:

For a number of years The City has had an aggressive policy of long term debt reduction. Since 1991 there has been no additional long term debt incurred and a "pay-as-you-go"

financing policy has been adopted by Council. The ability to "pay-as-you-go" is the result of a significant reduction in The City's major capital expenditure program and the use of reserves to fund capital expenditures.

The City's Five Year Plan for Major Capital Expenditure (1994 to 1998) assumes that Council will continue its aggressive policy of debt reduction and does not propose any additional debt be issued.

A debt load of \$76.8M in 1984 has been reduced by \$25.4M in the past ten years and will drop to \$22M by the year 2000.

GOAL: To clearly define the debt management policy for The City.

STRATEGIES:

4.2.1 The City will only incur debt for major capital projects.

4.2.2 The City will implement a clearly defined long-term cost analysis policy for all capital projects, including their impact on future operating budgets.

4.3 BUDGET AND ACCOUNTING

BACKGROUND:

With the rapid changes in funding levels from the provincial government and the decline of revenues from other sources, the City is faced with the challenge of developing more effective and efficient systems of budgeting. The historical system of budget review by Council, which focuses on detailed expenditures, is no longer practical. Instead, it is important for Council to concentrate, in more depth, on measurable results. Departments should be given greater flexibility in allocating resources within the funds available, in order to achieve the best possible results.

Multi-year budgeting for capital expenditures is a well-established practice in the City. However, until recently, operating budgets have generally been restricted to single year documents. Longer term projections of revenue sources and expenditure levels are vital to our ability to respond to an unstable environment. More responsive and effective financial management will be achieved in the future, as the City moves to a two-year operating budget.

With the increased demand for program assessment and evaluation of responsibility, it will be important to develop an integrated financial system to provide timely and relevant information access to all departments.

GOAL: To develop an efficient and effective system of budgeting which responds to financial limitations, community need and the quickly changing environment.

STRATEGIES:

- 4.3.1** The City will continue to move from line item to program review which includes performance based analysis in the budgeting process.
- 4.3.2** The City will adopt a practice of developing two-year operating budgets.
- 4.3.3** The City acknowledges the requirement for timely and relevant information access and will support the implementation of an integrated financial system.

COUNCIL MEETING OF DECEMBER 19, 1994

ATTACHMENT TO REPORT ON OPEN AGENDA

**RE:
STRATEGIC PLAN**

NOTE: The public comments to the Strategic Plan have been submitted to the media and public. Please remember to bring your copy to this meeting.

DATE: December 12, 1994

TO: KELLY KLOSS
City Clerk

FROM: COLLEEN JENSEN
Social Planning Manager

RE: STRATEGIC PLAN - PUBLIC COMMENTS

As requested, I have contacted the following public who submitted comments regarding the City's Strategic Plan:

- Ken and Heather Gnam
- Alfred J. Porter
- Fred Lebedoff
- JoAnne Curtis
- Linda Ottosen
- Sherry Sheunert/Donna Durham
- Roger Clarke (FCSS Board)
- Lorne Daniel
- Diana Rowe (Visitor and Convention Bureau)
- Michael Keyes
- Dr. Timothy Grier
- Marg Hicks (Handicapped Housing Society)
- Frances Craigie (Special Transportation Advisory Board)
- Harry Wright
- Rod Trentham
- Jim Robertson
- Sandi Koop
- Greg Hall (Environmental Advisory Board)
- Micheal O'Brien
- Joyce Matthys

All of these individuals are agreeable to having their comments shared on open agenda.

I was unable to contact the following:

- Ian Cook (comment #38)
- Albert Buckland (comment #40)
- Louise Smith (comment #57)
- Teresa Neuman (comment #69)

Kelly Kloss
December 12, 1994
Page 2

I suggest, as we discussed, that the comments be left in the document, with their names removed. This will ensure the privacy of these individuals, but Council and the public will still have the benefit of their input.

In the past, all comments submitted by the public, relating to various plans, have always been included on public agenda. Perhaps in the future, any questionnaire should note that comments submitted will be considered on open agenda.



COLLEEN JENSEN
Social Planning Manager

CJ:kt

- c. Pat Shaw, Executive Assistant
Craig Curtis, Director of Community Services

COUNCIL MEETING OF DECEMBER 19, 1994

ATTACHMENT TO REPORT ON OPEN AGENDA

**RE:
STRATEGIC PLAN**

NOTE: This is the Public comments from the Public Meeting and also any comments that were submitted to City Hall.

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
	COMMENTS AT THE PUBLIC MEETING	PLEASE NOTE: References in this section are to the DECEMBER 1994 STRATEGIC PLAN	
1	<p>What is meant by "enhancing our escarpments"? Would like them left as they are.</p> <p>Response: (Gail) City has a policy whereby we will not develop on the escarpment. The intent of this question is that we will work with other jurisdictions, etc. to enhance/improve them if possible</p>	<p>the words "and enhance" have been removed in amended Strategy 1.2.4 Environment</p>	
2	<p>Feeling of uncertainty about what is happening (Strategic Planning). Trust needs to be developed between public and Council to ensure that this is developed into something</p> <p>Response: (Gail) Understands there is a cynicism. This is the first step to develop that trust.</p>	<p>no change to Strategic Plan</p> <p>ensure release of Strategic Plan, Business Plans and Budgets is well planned</p>	
3	<p>Why does anyone want to come to Red Deer? What do we have that is attractive? Location really only advantage. No one has asked what are the strong points of Red Deer, what are its weaknesses</p> <p>Response: (Gail) Location was really the focal point of the Economic Development report. Feels we have more than location - very strong rural ethic, commitment to family life, natural environment, sense of neighborhood. Came to Red Deer because of style of life Red Deer could offer (applause)</p> <p>Comment from audience: Came to Red Deer 40 years ago because of fine, dedicated people</p>	<p>no change to Strategic Plan</p>	
4	<p>Is Council committed to preserving Gaetz Lakes as they are?</p> <p>Response: (Gail) Yes. Council committed to preserving all of Waskasoo Park</p>	<p>no change to Strategic Plan</p> <p>covered in Community Services Master Plan</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
5	<p>(M.L. Armstrong) Paper does not define 'quality of life'. Social responsibility is the protection of life in Red Deer, including fire, police, etc. Recreation and Culture more properly belong in Quality of Life. Ask that they be moved there. Quality of life is what makes life worth living.</p> <p>Response: (Gail) Report does not deal with Police, Fire, Ambulance. There should be some comment on protective services. Social programs, other than Rec & Culture, provided through agencies eg. Golden Circle, Meals-on-Wheels. Rec. & Culture - City will provide basic level, accessible to everyone, not enhanced level.</p> <p>There may be a need to revisit this whole area - in terms of Social and Quality of Life issues and where they more properly belong.</p>	<p>"Quality of Life" is defined as "those things which made Red Deer a desirable place to live"</p> <p>See amended Section 1.1 Quality of Life - Background and new Strategies 1.1.4 (recreation), 1.1.5 (culture), 1.1.6 (support - e.g., degree granting) and 1.1.7 (access)</p>	
6	<p>Education (Red Deer College) - important re moving here - high tech, research. Needs degree-granting (applause)</p> <p>Response: (Gail) Preaching to the converted. City has long identified the need to work with College. Strong consensus on Council to do this. Also critical to economic development (applause)</p>	<p>dealt with in new Strategy 1.1.6 Quality of Life</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
7	<p>(Linda - Community Inform. & Referral) Applaud Council and Staff on document. Refer to quality of life several times - safe, healthy and attractive community. Need to further define it</p> <p>Response: (Jason) Q. of L. difficult to define. Can vary; fire and police are essential and could be a part of Q. of L.</p> <p>(Linda) Community Development Background - What is the City's commitment to assist groups in lobbying government to ensure downloading does not happen? (e.g., FCSS)</p> <p>Response: Not abandoning, just a more appropriate level</p>	<p>see No. 5 of this document</p> <p>"Quality of Life" defined on "definition page"</p> <p>see new Strategy 4.1.2 (Family & Community Support Services Board resolution)</p>	
8	<p>(Edna Allwright) Economic Development - Red Deer has to get away from depending on government services - hospital, college, etc. Concerned about possibility of using tax dollars to provide incentives for industry</p> <p>Response: (Bob Schnell) Incentives were discussed at length in the Economic Task Force. Council's policy is that there will not be monetary incentives for industry to move into Red Deer. The Strategic Plan includes active support of local business which means protecting them. We will be looking at a pro-active approach to attracting industry - business community must contribute/share in this</p>	<p>no change</p> <p>confirms the Strategic Plan</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
9	<p>(Darlene Cardinal - Ex. Dir., Native Friendship Centre) Have you considered looking into Aboriginal self-government? Financial, self-help/development?</p> <p>Response: (Linda Campbell-Cardwell) FCM Conference discussed. Planted seed with Council regards Council's role in working with native people toward self-government. A number of areas we can be involved in: infrastructure; social; consultation. Need to ask Chiefs what they see as our role?</p> <p>What about non-status aboriginals (Metis, etc.)?</p> <p>Response: (Linda) We're working on it</p>	no change to Strategic Plan	
10	<p>Pg. 15, Section 3.2.7 - Organization. What does it mean?</p> <p>Response: (Linda C.-C.) This will mean a move in the direction where Council makes policy and procedure and is not involved in the day to day operations</p> <p>Effective management re: required change, need of Department and need of community.</p> <p>(Linda) Will work with staff to see how new efficiencies can be achieved, etc.</p>	accepted for information	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
11	<p>(Lyle Richards) Enjoy Red Deer parks, facilities, activities. Are these basic services? Is City Council committed to maintaining what we have today as basic services for the future?</p> <p>Response: (Gail) Cannot commit that every service we have today will be the same tomorrow. We may want to enhance some services, do some things differently and possibly reallocate funding. Will guarantee to try and identify what the community really feels is important.</p>	<p>dealt with in amendments to Section 1.1 Quality of Life - Background</p>	
12	<p>How can you define <i>basic service</i>?</p> <p>Response: (Gail) Example: Recreation - those services which everyone in the community has a need for and can access</p> <p>(Andy Buruma) Feels swimming and skating are basic services. Need to ensure that the lower working class can use service as well as the rich (applause)</p> <p>Response: (Tim G.) Hard to define basic and essential. There are no guarantees but Council recognizes some basic services will be maintained. City Council is continuing to lobby other levels of government with regard to downloading. We are looking at alternative ways of ensuring access for all.</p>	<p>dealt with in amendments to Section 1.1 Quality of Life - Background</p> <p>see new Strategies under Quality of Life - 1.1.4 and 1.1.5</p>	
13	<p>(Sandy - County Rep. on Recreation & Culture Board) Disappointed that there is no recognition of the agricultural community (County) in the plan. Needs to be some reference to ambulance, fire and police services</p>	<p>see new Strategy 1.1.6 under Quality of Life</p> <p>see new Section 1.5 Protective and Emergency Services - detail to be developed</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
14	<p>(Harry Wright - Red Deer Fish & Game) Environmental Education - who is it for and how will it be done?</p> <p>Response: (Gail) City has a responsibility to inform the public - awareness. Collaboration/partnerships with educators in community, etc.</p>	<p>refer to Environmental Action Plan</p> <p>overall philosophy regarding Environment is included in Strategy 1.2.2 under Environment</p>	
15	<p>(Rep. of Cultural Advisory Committee) One of Red Deer's strengths is culture (the cultural opportunities in the community). There is limited mention of culture in the plan. Is this in part because of a perceived split in Quality of Life and Economic? It is important to work in collaboration</p> <p>Response: (Bill Hull) Culture as Q. of L. The Task Force tried very hard to define it. Looked at hierarchy of need - fire, ambulance - things that contribute to security. It becomes a major juggling act to apply needs and funds. We are faced with choosing between crucial items in Q. of L. and others not so necessary that maybe could be provided by other agencies.</p>	<p>see new Strategy 1.1.5, referring to culture, under Quality of Life</p>	
16	<p>(René) 20 years as non-disabled person; 19 years as handicapped person in wheelchair. Would like assurance that equal rights and equal opportunities for the handicapped - in transportation, recreation, education, jobs, is ensured. Is this in our long term plan?</p> <p>Response: (Gail) Very valid. Agree we need policy and a higher level of commitment. Council is committed to universal access within its ability to provide</p>	<p>See new Strategy 1.1.7, referring to access, under Quality of Life</p>	
17	<p>Commend Council on its efforts in this area - continue the work</p>	<p>accepted for information</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
18	<p>Environment - allowing people into the dump to recycle. Has City looked at composting on a community level - each resident composts and the City picks it up? City of Mississauga good example.</p> <p>Response: (Jason) Composting at the community level too costly so far. Tenders are out re: mattresses, white goods.</p> <p>(Linda) Only three replies on tender for mattresses and white goods. City will look at it as soon as a decent proposal is put forward. City is looking at scavaging at landfill site.</p>	covered in Environmental Action Plan	
19	<p>Klein's cuts - first poor; social services. If City was to cut back, what would be priority?</p> <p>Response: (Gail) Think we can achieve savings in the way we do things. Have had some small reductions in service; feel very committed to emergency services; parks system - community very committed; level of infrastructure maintenance - not building new facilities; doing more through partnerships. (e.g. community shelters)</p>	See new Strategy 1.3.4	
20	<p>Is the City committed to this process (public input) as an ongoing things?</p> <p>Response: (Gail) Yes, absolutely.</p>	yes - covered in Strategy 3.1.1 Accountability to the Public	
21	<p>(Ken Gnam) Quality of Life - does it extend to animals? SPCA is essential service. The dollar commitment is pitiful. What future commitment to this organization?</p> <p>Response: (Gail) The plans does not deal with individual agencies but rather broad policy. Council's policy is that the owners of animals should have responsibility, not taxpayers as a whole.</p>	no change to Strategic Plan	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE L.T.F.	APPROVED ACTION
22	<p>(Pat Marcellus, Nature Centre Employee) Pleased with Environment part (of plan). Public consultation is good. Concerned about commitment to access to natural areas - no reference.</p> <p>Municipal Infrastructure should be included in Community Development, not Economic.</p> <p>Economic Development Authority. Do not understand what it will do that our existing Economic Development Department cannot do?</p> <p>Response: (Gail) The Economic Development Authority would be an independent, arms-reach agency which would take over some responsibilities of the City Economic Department. It would be community supported (a form of privatization to represent government and private interests).</p> <p>Scrap all City planning maps and start fresh with all "natural areas" marked as "do not touch".</p>	<p>covered in the Environmental Action Plan</p> <p>see Strategy 1.2.3 Environment</p> <p>covered in the Environmental Action Plan</p> <p>this matter is currently under review</p> <p>accepted for information</p>	
23	<p>Social and Cultural areas - need for social housing for working poor. Like to see this included.</p>	<p>Council's current direction is to phase out of support in this area</p> <p>see Strategy 1.3.3 & 1.3.4 Social Responsibility</p> <p>covered in Social Planning Business Plan</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
24	<p>Excellent report. Strategies seem to be in conflict (eg. Strategy 2.1.1 - 4.1.1 in reordered Strategic Plan document) Not funding programs which are a Federal/Provincial responsibility. A lot of things are a responsibility of the three levels of government. Can't just say this is what we will fund. Have to look at collaboration. This strategy does not lend itself well to the rest of "strategy". City is pulling back when we should be reaching out.</p> <p>Response: (Gail) We need partnerships, collaboration, facilitation. We must be diligent that core things do not fall through the cracks.</p>	see new Strategy 4.1.2 Financial Responsibility	
	WRITTEN COMMENTS FROM PUBLIC		
25	<p>When the 67 Street bridge and road was built, you should not have put the curbs on (seeing that the road was not very wide) the sides--it is hard to park a car (with a flat or otherwise) straddling the curb. Knock them down.</p>	referred to Engineering Department	
26	<p>No extra funding from public purse for Economic Development Authority - Leave basic Parks services as is including ice rinks, Waskasoo Park and playgrounds etc.</p>	see Strategy 2.1.2 Promotion and Marketing to be reviewed as an "operational" item	
27	<p>Re Community Development. The City has dropped the Lawn Bowling Club. Our members are 65 plus. Cutting and maintaining the greens is a hardship. The City shows no social responsibility.</p>	no change to Strategic Plan to be reviewed as an "operational" item	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
28	<p>With respect to land development, I favor the idea of restricting population growth to 100,000. The thought of Red Deer becoming as large as Calgary or Edmonton is scary.</p> <p>I favor the idea of developing housing within the downtown core, but not skyscraper style</p> <p>I hope the food bank is considered a basic service</p>	<p>this is not Council policy</p> <p>under consideration in the Downtown Concept Plan</p> <p>the Food Bank is an independent agency</p>	
29	<p>I have to leave before 7:30 so cannot comment on the evening's proceedings. However I am sure a great deal of careful thought has gone into it. I like the mission statements--putting them into action will be a challenge</p> <ol style="list-style-type: none"> 1. Don't forget about historical preservation 2. Be sure to keep us informed 3. Keep track of expenses and people -insist on top quality work 	<ol style="list-style-type: none"> 1. covered in Cultural Policy 3. covered in Mission statement and Strategy 3.3.3 Service Delivery (customer service policy) 	
30	<p>(Ken and Heather Gnam - 342-4896) This City's (and those communities in the immediate area!!) "support" of the "SPCA" and "animal control" is a thorough disgrace and embarrassment!! This is an absolute "essential service" - not some "after thought" - living, breathing creatures need compassion - it is plainly obvious little of this exists in Red Deer's Council!! "Actions indeed speak louder than words"!! A staff of caring, hard working people at the SPCA do all they can, in a facility which shames the people unwilling to provide a larger, modern structure!! Why not a mandatory \$2.00/month (\$5 or \$10 is better!!) charge on property tax bills - a pittance, but it could dramatically alter the deplorable situation that now exists!! This is not a dollars and cents matter - this has to do with "quality of life" - money should not matter!! DO SOMETHING NOW!!!</p>	<p>no change to Strategic Plan</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE L.T.F.	APPROVED ACTION
31	<p>Please include the Homeowners (not just developers and realtors) in the housing development downtown. We are long-term 24 hour a day stakeholders who are concerned about a good balance in the inner city.</p> <p>Don't be afraid to say 'physical and financial access to services'</p>	<p>public input covered in Section 3.1, Accountability to the Public and new 1.4.3</p> <p>refer to Downtown Concept Plan</p> <p>"access" defined on "definitions page " in the Strategic Plan</p>	
32	<p>The Waskasoo Park and trails should be extended along the creek valleys and river valley as the City grows. Trails and if possible park areas should be incorporated in the planning of new residential areas which connect with the existing park trails.</p>	<p>covered in Community Services Master Plan</p>	
33	<p>Re Environment - Strategies (statements such as role "in ensuring"; "preservation of natural areas"; "natural" and built "environment"; "The City will preserve and enhance" escarpments and "natural areas") As far as I am concerned the City is just paying "lip service" to the community with the above underlined strategies on the environment. While the City has been drawing up its' Strategic Plan, it has at the same time been tearing up green area in Bower, with future plans to extend Molly Banister Drive east through the ravine, tearing up beautiful old trees, disrupting wild life and destroying existing walking paths. If the City plans to "preserve and enhance natural areas" why not leave Molly Banister Drive as is and move down to Delburne Road and widen it? Now that 32nd St. is being upgraded surely the City doesn't need another east/west corridor just two blocks south of there, especially when you consider all the resulting devastation to a "natural area".</p>	<p>covered in Environmental Action Plan</p> <p>Engineering Department to undertake a review of Molly Banister Drive extension</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE L.T.F.	APPROVED ACTION
34	<p>Please give more attention and financial assistance to cultural programs for the people of Red Deer. Not everyone is into hockey! Help the arts.</p>	<p>see new Strategy 1.1.5, Quality of Life</p>	
35	<p>(Alfred J. Porter, 4305-45A Avenue, Red Deer, AB., T4N 3M5) I have resided in the Parkvale area of Red Deer for about 20 years. I was happy to see that the City is committed to downtown development. I feel that there is a tremendous potential for development and rebuilding of residential housing in the downtown core area.</p>	<p>no change to Strategic Plan</p> <p>confirms Strategy 2.3.5, Land Development</p>	
36	<p>What about poor people living in Red Deer? Will there be any free or low cost recreation for them? The City transit fare is too much for many poor families in Red Deer. Will there be any efforts to include poor families in the community? Will businesses be encouraged to locate in Red Deer? Job creation, lower rentals needed here. Poor families need to be included in the community. This City <i>does not</i> fund innovative projects.</p>	<p>covered in Sections 1.1, Quality of Life; 1.3, Social Responsibility and 3.1, Accountability to the Public</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE L.T.F.	APPROVED ACTION
37	<p>(Signed by 25 people) Re: Economic Development</p> <p>A statement on <u>sustainable development</u> as a guiding principle should be inserted under the Economic Development section. This would indicate that <u>economic</u> development must be linked to the <u>environmental</u> well-being of the City. As we enter a new <u>economic</u> (post-recession) growth phase, this linkage would help avoid rampant growth at the expense of the environment, as has occurred so often in the past. Such a strategy is in sync with emerging world-wide development strategies.</p> <p>Re: Land Development</p> <p>The meaning of the words "raw land" in the phrase "make raw land available to developers" should be clarified. To some developers, raw land may mean any type of land, including treed and wetland areas that may be exploited for development. Others may see such land as valuable land to preserve.</p> <p>Re: Quality of Life</p> <p>Definitions of certain features in the Strategic Plan are not clear. For example, "...quality of life <u>infrastructure</u> in Red Deer".</p> <p>The next point could be included under Community Development (Quality of Life or Environment) - that historical and archaeologically significant sites associated in natural settings, such as the river valley, or old farmsteads incorporated into the City, be recognized as a valuable asset to be preserved.</p>	<p>see amended Strategy 2.1.3, Promotion and Marketing and the "Value Statement" for 2. Economic Development</p> <p>see amended Strategy 2.3.3, Land Development</p> <p>see amended Strategy 1.1.2, Quality of Life</p> <p>covered in Community Services Master Plan and the Cultural Policy</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
37 cnt.	<p>Re: Environment</p> <p>Ecological or Environmental Management should be clearly identified as requiring a <u>long term approach</u>, separated from changes related to short term administrative and political agendas. In addition, a statement should include the need for Environmental management, or planning, to be considered on an equal level as other City planning and development activities.</p> <p>The concept of Preservation of <u>Biodiversity</u> should be included, as in: "The City will preserve and enhance escarpments and natural areas and maximize the provision of green space throughout the community <u>to enhance and secure Biodiversity</u>". Again, Preservation of Biodiversity is in sync with emerging world-wide development strategies.</p> <p>Presently, it is believed that there is no firm legislation in place that protects established Park land in the City from potential development. Established Park areas should remain intact and protected, with other provisions made for new development as it arises.</p>	<p>covered in Environmental Action Plan</p> <p>implicit in Strategy 1.2.3, Environment</p> <p>covered in Environmental Action Plan</p> <p>environmental reserve is protected by law.</p> <p>other areas are protected through policies in Community Services Master Plan and the Land Use Bylaw</p>	
38	<p>The Arts community has voiced the importance of having all of the Fine Arts and Cultural groups working together towards common goals. This co-ordinated approach requires the development of a strategic plan. Recognizing the value of the arts to community cultural enrichment, funding support for the arts should be included as part of the Strategic Plan for The City of Red Deer.</p>	<p>covered in new Strategy 1.1.5 Quality of Life and the Cultural Policy</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
39	<p>I saw in the paper that people were concerned that basic recreation and programs be kept. I hope that includes culture because my children have taken many culture programs and I have seen a real difference in their confidence. I think we need culture services in Red Deer to keep it a place for families.</p>	<p>covered in new Strategies 1.1.4 and 1.1.5 Quality of Life</p>	
40	<p>As a resident of West Park and City taxpayer I attended The City of Red Deer Strategic Plan meeting of September 13, 1994, with the idea of being a better informed and more knowledgeable citizen. I was not disappointed.</p> <p>In trying to comprehend regional and political restructuring in all phases of local government it is difficult to find ones own position. However, as Kerry Wood suggested "Our Corner of Canada" was given to us as stewards of our land for a short time. Red Deer and the Red Deer River (as a Red Deerite or Red Deer Riverite) was and is a clean, fresh, green and vibrant area. May I as a resident assume the responsibility to keep it that way along with (motherhood of City administration) so as to pass our "Corner of Canada" on to successive generations in a similar condition.</p>	<p>accepted for information</p>	
41	<p>I recently moved here from St. Albert, attracted by the idea of a mid-size city with what we hope will be a high quality of life. St. Alberta values cultural activities for keeping families healthy and active; there was always something to do. I hope Red Deer will place the same kind of value on the soul of the city - arts and culture; that is a collective good that part of our taxes should go to.</p>	<p>covered in new Strategy 1.1.5 Quality of Life</p>	

No	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
42 & 43	<p>The Plan represents a very good foundation from which strategies can be developed. It articulates most of the major areas of public concern and interest. I was particularly pleased with the attention afforded environmental and natural history issues. Red Deer has a long and strong tradition in these areas.</p> <p>Perhaps the community development commitments could be strengthened. Specifically Recreation, Culture and Heritage--Heritage and Tourism are linked but are not one and the same. "Basic services" is perhaps a bit thin. Red Deer has a tradition of strong support for heritage and this has been appreciated greatly.</p> <p>I was also pleased to see the care with which the ORGANIZATION topic was articulated.</p> <p>If this plan is criticized as being too vague, general or of motherhood mush, it must be remembered that this document can be expected only to frame the foundations--foundations are, however, the key to a lasting structure.</p>	<p>accepted for information</p> <p>covered in new Strategies 1.1.4 and 1.1.5 Quality of Life</p> <p>detail in Cultural Policy</p> <p>accepted for information</p> <p>accepted for information</p>	
44	<p>We need the Arts in all areas but must keep within the budgets set.</p>	<p>accepted for information</p>	
45	<p>It is my hope that the City will maintain the present level of involvement in Recreation and Culture</p>	<p>see new Strategy 1.1.4 Quality of Life, and the Mayor's comments in Item No. 11 of this document</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
46	<p>Under Goals: Economic Development--growth opportunities: We don't have unlimited land to grow physically. Some how we need to limit the size of lots for housing so that so much land is not necessary. Could we encourage developers in good use of small lots.</p> <p>Planning and regional planning are of utmost importance.</p> <p>Growth opportunities is mentioned under Goals of Promotion & Marketing, also under Land Development. I hope physical growth is not a priority over other issues.</p> <p>A lot of work has gone into this draft, I realize it is broad.</p> <p>Wherever competitive climate for business is seen, the natural areas need to be equally represented.</p>	<p>Council policy outlined in the Land Use Bylaw</p> <p>see new Section 1.4 Community and Land Use Planning</p> <p>Growth is not a priority over other issues. It is dealt with in new Section 1.4 Community and Land Use Planning</p> <p>accepted for information</p> <p>see amended Strategy 2.3.3</p>	
47	<p>The Strategic Plan seems <u>comprehensive</u> and complex--not an easy mission to accomplish however a laudable one. I am especially glad to see a balanced approach between economic and environment issues. I'm hopeful that Red Deer will integrate fully Red Deer's 'Environmental Action Plan' into decision-making; especially in regards to future development issues.</p> <p>Red Deer has been a fantastic place to grow up and to raise a family--with a plan like this I look forward to retiring here!</p> <p>Keep up the <u>great</u> work!</p>	<p>covered in amended Strategy 2.3.3</p> <p>accepted for information</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
48	<p>Public appears to be confused and not trusting of the presentation.</p> <p>Strengths of Red Deer that could be promoted to attract Industry and Business.</p> <p>Necessities of life and quality of life are confused in this document. Culture and Art should be prominent in our society.</p>	<p>accepted for information</p> <p>covered in new Strategy 1.1.5 Quality of Life</p>	
49	<p>The public generally agreed last night that the preservation of the park system and sanctuaries should remain a major priority of the City's Strategic Plan. I am a strong advocate of Red Deer's green spaces and its quality of life. I am also of the opinion that perhaps we would not think of our park system as so wonderful if the homeless, the runaways, the neglected and the abused had to make it their home. We need to remember that in these times of economic and social uncertainties their needs are the greatest. We need to ensure that support and commitment to social programs is maintained at all cost--only then will we be able to say that the quality of life is for <u>everyone</u> in Red Deer!</p>	<p>accepted for information</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
50	<p>This is an exciting start. I support much of the plan but...WHERE'S CULTURE?!!! I recognize it's mentioned BRIEFLY in a couple of places, but limited details are provided compared to many other areas.</p> <p>In 4.2 - 1.1 in reordered Strategic Plan, you talk about a "balance between economics and quality of life". I believe strongly that they aren't at either end of a spectrum. If we lost our cultural opportunities, many people will take many of the entertainment and retail dollars to Edmonton and Calgary. Without good quality culture, many go to Edmonton or Calgary for the week-end-spending what might have been injected into Red Deer elsewhere: hotel, restaurants, Christmas shopping, theatre tickets. All of these dollars are GONE. So culture isn't just soft--it's an economic issue, as well.</p>	<p>addressed in new Strategy 1.1.4 Quality of Life</p> <p>detail in Cultural Policy</p>	
51	<p>(Harry Wright, Red Deer Fish & Game) I hope that long term debt will be for the betterment of the City not just for business re: tax exemptions, low land prices to major developers or companies. I do not agree with zero tax levels as this is actually a three to five percent decline in operations and services. Continued downloading on to community organizations will eventually be too big a burden for them to operate property. Economic development will not succeed without environment protection in place and used as a guide for development projects and where possible ensure that the finished job supports and enhances the environment "mainly natural habitat".</p> <p>On 4.3 - 1.2 in reordered Strategic Plan, I also hope that due to pressure from development the integrity of sensitive areas will not be harmed but protected. There are areas in</p>	<p>no change to Strategic Plan other than amendment to Strategy 2.1.3 Promotion and Marketing</p> <p>refer to amended Strategy 2.1.3 Promotion and Marketing</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
51 cnt.	Red Deer that any further encroachment will cause severe damage to the present habitat.		
52	<p>Environment (4.3.4 - 1.2.4 in reordered Strategic Plan) "The City will preserve and enhance...." We <u>preserve</u> pickles--we conserve the environment! (natural areas)</p> <p>We conserve, Mother Nature will <u>enhance</u>. So please--no "preservation and enhancement"--just conservation!</p>	<p>the word "enhance" has been deleted from amended Strategy 1.2.4 Environment</p>	
53	<p>(Fred Lebedoff) This is a very good initiative and I compliment the City for moving in a very positive position.</p> <p>Three major areas that I feel must be addressed:</p> <p>1. Dissolve present Economic Development Department in favour of an economic development alliance of businesses.</p> <p>2. Eliminate land banking entirely within 3-5 year period.</p> <p>3. Privatize as many of the City operations as possible to increase a better level of service at a more economical level. Examples: Transit, Engineering Services, Electrical distribution, certain Public Works operations, equipment pool, fire/ambulance services. Eliminate Purchasing Department.</p>	<p>1. Strategy 2.1.1 Promotion and Marketing, partially addresses this item. Also depends on business support</p> <p>2. no change to Strategic Plan. Strategy 2.3.2 Land Development, represents Council's policy</p> <p>3. Strategy 3.3.1 Service Delivery, addresses this item</p>	
54	<p>The City should be much, much more aggressive in promoting Red Deer as <u>the</u> place to establish manufacturing and processing and assembly plants. We should especially concentrate on the Food Industry, and spin-offs from the Petro Chemical Industry.</p>	<p>see amended Strategy 2.1.3 Promotion and Marketing</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
54 cnt.	<p>But, we must also dedicate more time on hanging onto the industries we already have--Central Alberta Dairy Pool/Dairyland Industries, Canola Crushing plant, Fletchers, Travellaire, Quinn, etc.</p> <p>Probably more than 80% of our industrial type of development will come from local people, plants and initiatives. We must do more to show this segment of our business community how much we appreciate their presence, how much we need them.</p>	<p>see amended Strategy 2.1.3 Promotion and Marketing</p>	
55	<p>The recent mosquito control program and the walking/cycling paths through the parks and river valley have enhanced my family's quality of life in Red Deer.</p> <p>On the Tourism issue, please build on our successful existing programs (e.g., cultural and sports events) and work more closely with the College (i.e., Summer Art Scape Program, Summer Stock Theatre, Cabarets, etc.). ENTERTAINMENT attracts tourism! LOCATION AND QUALITY OF LIFE attract industry. Statues and Memorials attract neither.</p>	<p>accepted for information</p> <p>reflected in Strategy 2.2.3 Tourism</p> <p>refer to Tourism Action Plan</p>	
56	<p>(J.M.) Your proposal--starting with land development and including budget and accounting is not bad, but nothing is said about financial responsibility and the aim to balance the budget.</p> <p>The section under Community Development is a collection of phrases that say nothing. It gives you the feeling that somebody is trying to justify their job or department. It clearly contradicts the statements made under "Organization Structure".</p>	<p>reflected in the "value statement" of 4. Financial Development as well as a requirement under the Municipal Government Act</p> <p>accepted for information</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
56 cnt.	<p>The statements made under Environment about Red Deer's "Unique Environment" and also under Community Development the same statement--we have a good natural environment, but nothing is unique about it. What a bunch of B.S. adjectives that only take up space.</p> <p>Promotion & Marketing--this is just so much B.S. Has our taxes decreased since we got bigger with more industry? Our taxes have gone up and our pollution has increased. What is with this fanatical desire to get more industry and more people? Is Edmonton and Calgary cheaper places to live and a better environment? <u>Not so.</u> So why are we trying to get big like them???</p> <p>(Other comments transcribed from the Public Tabloid itself) Referring to the goal for Promotion & Marketing: This has been the policy for years. Referring to the establishment of an Economic Development Authority: Will not work. It is still the responsibility of the City.</p> <p>Referring to the goal for Social Responsibility: It says nothing.</p> <p>Referring to the Strategies for Quality of Life: All 3 statements say the same thing.</p>	<p>accepted for information</p> <p>refer to amended Strategy 2.1.3 Promotion and Marketing</p> <p>accepted for information</p> <p>accepted for information</p> <p>accepted for information</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
57	<p>(Red Deer Baton Twirling Club) Thank you for the opportunity for input to the City of Red Deer's Strategic Plan. The Red Deer Baton Twirling Club is a small organization with gigantic goals and expectations to produce not only recreational athletes, but also national and world champions. These goals cannot be achieved without the assistance of the City of Red Deer.</p> <p>This past August a contingent of five Red Deer athletes attended the 1994 National Baton Twirling Championships at the Newmarket Recreation Complex in Newmarket, Ontario. Newmarket is a community of approximately 60,000 with many similarities to Red Deer, one of which being a small energetic, young community. As well as hosting the Canadian Championships, Newmarket immediately followed by hosting the world championships. The Canadian competition featured between 400 and 500 twirlers from across the country, as well as 1,300 participants involved in the international meet and 350 athletes from 14 countries for the World Championship. Cash register bells rung for area businesses for two weeks and hotels were filled to capacity in Newmarket as well as surrounding communities. After speaking to us at length, the organizers of these prestigious events stressed very strongly that they did not realize success totally on their own, but attributed their achievements to numerous volunteers, businesses, and last but certainly not least, the City of Newmarket for their total co-operation. Myself and two other Red Deer Baton Twirling Club Executives were very impressed with the operation of the municipality and we believe that Red Deer has great potential for hosting not only</p>	<p>detailed sporting and recreation pursuits are dealt with in the Community Services Master Plan</p>	

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57 cnt.	<p>the Canadian Championships but the World as well. The Newmarket Recreational facility was adequate, but as was obvious throughout our stay in Newmarket, does not "hold a candle" to a facility like the Red Deer Centrium.</p> <p>In 1992 the Parkland Baton Association, which encompasses the baton clubs within Central Alberta, hosted the Alberta Provincial Championships at the Red Deer Centrium. The three day event hosted 200 plus athletes from across the province. Costs were enormous, rental of the Centrium along was over \$8,000 for the event, as well as a wood floor had to be transported to the Centrium from the Oval at the University of Calgary, assembled, dismantled and shipped back for an additional cost of \$3,000 because the Centrium did not have this piece of equipment. Baton twirling for provincial and national freestyle competition requires a 30 foot ceiling clearance, and the Centrium is the only facility in Red Deer with this ceiling height. The \$11,000 paid for facility costs, plus an additional \$8,000 in associated costs, consumed over two years of our bingo proceeds. If Parkland Region were to host the Canadian Championships at these prices, it would take approximately five years of bingo proceeds. Additionally baton twirling is non-profit unlike other sports like hockey, skating, basketball, etc., and expenses such as judging fees and facility rental are not recovered at the gate.</p> <p>Two years ago Alberta Provincial Championships were held at the Oval at the University of Calgary for \$4,500 to \$5,000 for the three day event, with no additional cost for shipping the floor. This past year provincial championships were held at</p>		

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
57 cnt.	<p>the Grant McEwan Fitness facility in downtown Edmonton for \$4,500 to \$5,000 once again. It was painfully clear to our organizing committee that we would never be able to host event a provincial championship without some substantial assistance from the City of Red Deer with funding or a break on the rental of the Centrium as well as the Westerner Board purchasing a wood floor. This piece of equipment would benefit not only many other sports organizations in Central Alberta but also could be used for different forms of entertainment that would come to perform in our fine City.</p> <p>The City of Red Deer Strategic Plan stresses in the Vision Statement: "...with the Spirit to make it happen"; and Mission Statement "...needs of community through collaboration, innovation and communication". Our community is no longer just recognized for Rebels hockey and Riggers baseball. The Red Deer Baton Twirling Club has top notch coaching staff equal to the best in Canada. This is evident in the placement of our athletes in Newmarket by bringing home 12 gold medals along with numerous silver and bronze between five athletes. We have National Champions in our midst, who have set their goals for worlds in the near future. Diversification and Vision are the keys to the success for the City of Red Deer and our organization when setting long-range objectives. I hope that we have the opportunity to work with you in hosting a provincial, national, or even international event in the future.</p> <p>Once again it has been an honour to have this opportunity to submit this commentary. Together we can show our fellow Canadians and the World "the quality life" Red Deer has to offer.</p>		

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
58	<p>(Joyce Matthys) I attended the meeting at Festival Hall. You're doing a great job! So let's stretch those \$! I work hard at recycling and re-using and educating my neighbours too! So--why do we need both the City and Laidlaw pick-ups each week? Why not alternate? Shouldn't this cut the cost by approximately 1/4?? or more. Please consider this. Also I wonder who shovels community outdoor ice surfaces? I hope the communities do. I did as a kid and was proud to do this. We need to give our children honest opportunities to be valued members of their communities. I love our park system and often pick up trash as I'm walking. Snow clearing in the winter...you have spoiled us! What ever happened to the old fashioned (or perhaps middle canadian province) way of plowing the streets as if/or immediately following a snow fall? I can live with small daily shovelling as opposed to the cost of complete <u>removal</u> once or twice each winter. The whole philosophy of back lane driveways is silly. It makes for 2X's as much roadways/surfaces, and most people use the street, making winter plowing difficult. It just doesn't make \$sense. Please be wise.</p>	<p>relates to detailed service levels - accepted for information</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
59	<p>Re: Quality of Life. Please make a priority as parents are afraid to let their children walk to school. All women are afraid to walk through the parks alone. Seniors do not answer the door after dark.</p>	<p>have reordered our Strategic Plan to place Quality of Life at the beginning</p> <p>see 1.5 Protective and Emergency Services - a new section added, with detail to be developed</p>	
60	<p>(Rod Trentham, President, Red Deer River Naturalists) Must commend the City for proceeding with this process and inviting the public to attend and comment on it; the numbers who responded were evidence of the interest level. When putting these plans together, however, one has to ensure that the public involvement is not just token,</p>	<p>see Section 3.1 Accountability to the Public</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
60 cnt.	<p>reactive, that they are at the table early in the process and their comments are genuinely taken into consideration. If the interests are polemic, as can be the case with say "environmentalists" and "developers" all the more reason for these groups to sit down face to face early on in the process and learn about the other's position. Surprising results often ensue. The long and extensive public process that was used in planning Wasksoo Park is an excellent example of how to plan--an example for any City: not everyone and all groups agreed, diverse interests were represented, a genuine opportunity to plan was offered to the public and people bought in. Waskasoo Park will be the envy of the world in the next millennium.</p> <p>Economic Development</p> <p>Although arguably somewhat of an oxymoron, why was "sustainable development" not mentioned in the Economic Development section.</p> <p>Have a problem with the term <i>Economic Development "Authority"</i>. Does this mean the Authority will tell citizens what is good for them? Will the opinion of citizens matter to this group? I this Authority is to consist of only business interests there are many potential problems. Will the business interests wish to invite other businesses to Red Deer which will compete directly with them? We must avoid having only developers and real estate agents on this Authority. The composition will be critical if this Authority is to operate with some long-term vision.</p>	<p>amendment to Strategy 2.1.3 Promotion and Marketing, partially addresses this</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
60 cnt.	<p>Why are there no references to "protecting and preserving parkland?" Wetlands? and Natural habitat? Stream banks--not forgetting the dendritic arteries?</p> <p>In agreement with the encouragement of housing, and hopefully you mean high density housing, in the downtown core. If there is little population in the City Centre, the long range survival of a economically vigorous downtown Red Deer is seriously jeopardized.</p> <p>Connective "greenways" and corridors between neighbourhoods should be an intrinsic part of future development proposals. Neighbourhoods that encourage pedestrian traffic and passive, interactive "auto-less" modes of transportation--as in why emulate what the large centers are trying to undo.</p> <p>Municipal Infrastructure</p> <p>We have enough freeways now. Agree with the emphasis on maintaining them but we really don't need more built.</p> <p>Although parks are mentioned specifically, no mention is made of facilities within the Park. ie. Kerry Wood Nature Centre (75,000 visitors a year and excellent educational programs).</p> <p>Also there is no mention of the protection of <i>Archaeological and Palaeontological</i> sites along the River. The palaeontological--early mammals, vegetation, fish from 60 million years ago although not as exciting as Dinosaurs--will be very important in the decades ahead.</p>	<p>refer to Community Services Master Plan and Environmental Action Plan</p> <p>accepted for information</p> <p>refer to Downtown Concept Plan</p> <p>refer to General Municipal Plan and review wording of the Plan for appropriateness in this area</p> <p>accepted for information</p> <p>refer to Community Services Master Plan and appropriate Business Plans</p> <p>refer to Community Services Master Plan</p> <p>refer for consideration in Community Services Master Plan update</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
60 cnt.	<p>Community Development</p> <p>Arts and Culture support is very questionable in this section. We have Red Deer College--#3 in Canada as far as College Fine Art Programs, along with its strong but underutilized Permanent Art Collection and the Series summer program attended and recognized all over North America because of the quality of the program, a fine, and under-utilized, performing arts centre, a wonderful symphony orchestra, a Museum that for the size of it, is recognized across the country as a leader among such institutions and so on and so on, but in this document it is as if Arts and Culture resources are of little concern to Red Deer. Where is the vision? We have so much to offer visitors.</p> <p>Should we neglect to nurture culture and let this aspect of the City slip, it will be very difficult to attract business and people to Red Deer. No one moves here because of the shopping malls, although they certainly attract visitors from the region.</p> <p>Quality of Life</p> <p>Leadership role, leading role. Who is leading? Will it be the citizens and what they desire or will it be the engineers, upper City management and politicians taking the leadership role. Let's hope the Citizens and what they desire is part of the leading role.</p> <p>With nearly the highest percentage of single mothers of any Canadian city, let's make a commitment to the 25% of the population on social assistance or the working poor's quality of life. Not everyone lives in Victoria Park and Red Deer is certainly becoming as</p>	<p>addressed in new Strategy 1.1.5 Quality of Life</p> <p>see relevant Business Plans</p> <p>incorporated in relevant Business Plans</p> <p>refer to 3.1 Accountability to the Public - goal and strategies</p> <p>refer to new Strategy 1.3.4 Social Responsibility and update of Community Services Master Plan</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE L.T.P.	APPROVED ACTION
60 cnt.	<p>"Brazillified" as any City.</p> <p>The city thinks nothing of spending millions of dollars to make it very easy for automobiles to whip around town but then complain about subsidizing public transportation. Low income families need public transportation and will need it more than ever as times become tougher for the disenfranchised.</p> <p>Perhaps we need to look at smaller, more efficient vans for dial-a-bus and during non-peek hours, with the big Detroit diesel busses on standby. Imaginative approaches are required to limit costs but still offer service.</p> <p>"Quality of life infrastructure" is one bizarre juxtaposition.</p> <p>We need degree granting status at Red Deer College. As post-secondary education becomes increasingly out of reach for the average person, the cost of housing outside the City is just an added economic burden. Hence, Red Deer's low percentage of university graduates. The research opportunities, and higher tech possibilities in partnership with industry could be a very critical "clean" economic boost for the City and another reason people would choose to reside here.</p> <p>Environment</p> <p>Sorry to see that the <i>Canadian Biodiversity Strategy Draft</i> as passed at the international conference on the environment in Rio last year is not mentioned in this section.</p> <p>It would be nice to see something mentioned in either the infrastructure section or this section on alternative to automobiles, i.e. safe bicycle access</p>	<p>refer to new Strategy 1.3.4 Social Responsibility</p> <p>"operational" issue to be considered by Transit Department. Also refer to new Strategy 1.1.3.</p> <p>the word "infrastructure" has been deleted from Strategy 1.1.2 Quality of Life</p> <p>new Strategy 1.1.6 Quality of Life, supports initiatives such as this. Specific initiatives are beyond the realm of the Strategic Plan</p> <p>refer to Strategy 1.2.3 Environment. It defines "biodiversity" without using jargon</p> <p>refer to General Municipal Plan and Item No. 60 of this document</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
60 cnt.	<p>to downtown and connective greenways between neighbourhoods.</p> <p>While "greening" major routes is a laudable goal (who wants to look like south Edmonton) the City should not forget that we have a beautiful entrance to the City from Highway #2 on 67th Street. This beautiful wetland--sometimes with water, other times with terrestrial vegetation is a perfect example of bio-diverse habitat; it could soon become a "large bleak Costco brick rectangle" complete with football fields of parking. Welcome to Red Deer.</p> <p>General Comments</p> <p>As the last speaker pointed out the other evening, these plans seem to have been developed in isolation from each other--or at least the economic section. Just because the Chamber wants growth, growth and more growth, there are many citizens of Red Deer who disagree with this dogma. I believe that was obvious in the first Vision 2020: not everyone wants a metropolis here. Many citizens live here because of Red Deer's size and because it is a wonderful place to raise a family.</p>	<p>refer to Environmental Action Plan and the Community Services Master Plan</p> <p>accepted for informaton</p>	
61	<p>It seems that the City can't afford more traffic patrols, or the RCMP are not willing or able to do an adequate job. Since the speed limits have been increased on streets such as 32nd Street, speeding has increased on all streets of the City. Part of the solution should be posting more speed limit signs, especially on Ross Street and downtown. Some of the speeding may be from ignorance; and not willful breaking of the law. I consider this to be a matter of lifestyle.</p>	<p>see new Section 1.5 Protective and Emergency Services - detail to be developed</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
62	<p>(Jim Robertson, R.R. 2, Lacombe) Please accept the following comments on the Strategic Plan.</p> <ol style="list-style-type: none"> 1. I commend the City for its strong environmental stand. 2. Much of the success in environmental matters will come, as you've identified, through environmental education. 3. Of greater importance than "greening" major corridors is maintaining a healthy ecosystem overall. Without it, the rest is window-dressing. Keep up your present good work! 4. Greening the transportation corridors must also include environmental protection: choose appropriate plantings, lighting, reflector systems, wildlife underpasses, fences, speed limits and warning signage to ensure that we don't simply attract wild animals to their death on busy roads. 5. Red Deer's environment and related amenities (park system, nature centre, etc.) are really the biggest local tourist attractions and leading factors in people's quality of life. These parks and facilities already pay for themselves many times over! 6. <u>Controlled</u> growth of the city is the key. Not rapid growth for the sake of it: that only makes a few rich at the expense of the general population. 7. The City could and should get into business where appropriate. Sell your expertise and services to the public, to private companies, and to other municipalities or levels of government. Making money through fair competition to maintain or improve services and/or reduce taxes is not a bad idea! 8. Human heritage is an important part of "culture" too. The presentation and displays were strangely silent about this point. 9. End the duplication of services between the Chamber of Commerce, Visitor Bureau and David Thompson Country. 	<ol style="list-style-type: none"> 1. accepted for information 2. refer to Environmental Action Plan 3. addressed in Strategy 1.2.3 Environment 4. "operational" - refer to staff 5. refer to Visitor & Convention Bureau - Tourism Action Plan 6. accepted for information 7. not presently addressed in the Strategic Plan. Should be reviewed by Council as a policy issue 8. addressed in relevant Business Plans 9. is being addressed in the context of Strategy 2.2.1 Tourism 	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
62 cnt.	<p>10. Let's hold plebiscites for major capital projects before the City incurs the debts for them.</p> <p>11. Don't pass up the chance to complete Waskasoo Park and to protect other significant natural areas when the chance arises.</p> <p>12. I don't support a zero percent tax growth policy. To maintain services and keep up with inflation and reality, there have to be modest increases.</p> <p>13. Multi-year and by-program planning and budgeting is the way to go. Right on!</p> <p>14. The display saying that environmental education would be achieved through partners was unclear: is the Normandeau Society and the Kerry Wood Nature Centre the type of partner you had in mind, or are other thrusts intended?</p> <p>Thanks for the opportunity to respond.</p>	<p>10. refer to Strategy 3.1.1 Accountability to the Public - public participation policy development</p> <p>11. refer to Community Services Master Plan</p> <p>12. accepted for information</p> <p>13. accepted for information</p> <p>14. refer to Environmental Action Plan</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
63	<p>(Joanne Curtis, Chairperson, Red Deer Childcare Society) I am writing on behalf of the board members of the Red Deer Child Care Society as the chairperson and also, as a concerned parent. The strategic plan as it was presented on September 13, 1994 has some very good long term goals but also has some that are not so good.</p> <p>I find that being a representative of the Red Deer Child Care Society is a very fulfilling position, but that the continual reference to budget and the provincial government cutbacks, at times, feelings of disillusionment. I am of the understanding that on September 12, 1994 the proposed 25% reductions that Red Deer Child Care Society has been notified of, were in fact put into effect. Some of our board members attended the Strategic Planning meeting and found that, although the meeting was informative, their questions were not answered fully. We understood that the service analysis sent out to each agency was to be an exercise in budget restraints and possibilities that were in the first stages--not to be considered as an immediate plan of action that would affect any particular organization in the near future. I believe that given the opportunity, our organization would have had some valuable input prior to the cutbacks that have been put in place.</p> <p>We find that with the cutbacks obviously in place, that your mission statement: "To provide an effective and accessible Municipal Government which responds to the needs of the community through collaboration, innovation and communication." does not ring true. I will back my statement further with reference to one of your Key Features to the Plan, "Community Development". The value statement: "The City believes in supporting programs and initiatives which</p>	refer to new Strategy 1.3.4 Quality of Life and Strategy 3.1.2 Accountability to the Public	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
63 cnt.	<p>reflect a caring community and which provide high quality of life in a unique and attractive environment for all citizens". The two areas, Social Responsibility and Quality of Life that are highlighted under Community Development affect the Red Deer Child Care Society!</p> <p>Here is a little background information so that you will understand why I am concerned. We are a non-profit organization who provide quality child care at an affordable price! Unfortunately, with the projected cutbacks in place this might not be possible in the future years to come. You are affecting approximately 350 to 700 families, of which about 72% are subsidized. This in turn creates a problem within our organization because our full-fee paying parents end up paying more on a consistent basis and as they are struggling now--I would imagine at a future date they will also fall into the subsidized category. I will now refer back to your value statement: Is this providing a high quality of life? What happens to these people as they become disillusioned with the possible continued fee increases? Who is going to provide for them and their families? Is this what we term, "a caring community"? I hope that you all will consider these questions I have asked, as you will have to answer them as we have had to.</p> <p>When I look at the Strategic Plan as a whole--I do not consider tourism, promotion & marketing, and training to be priorities when peoples lives are continually being affected by provincial, federal and municipal cutbacks in funding dollars and as well, facing the ever-threatening tax increases.</p> <p>In closing, I thank you for your time and consideration and I would like to add that it is not an easy task that you have ahead of you, but I would also like to think that above everything else, that our community will take care of itself, providing our people have been taken care of first.</p>		

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
64	<p>(Linda Ottosen, 48 Page Avenue, Red Deer, AB, T4P 1L8) In talking with a fairly well-known senior about this Strategic Plan meeting for our City, she expressed the concern that her taxes have doubled in the last three years. I was wondering if anything could be done to protect seniors on limited pension incomes from a high rise of taxes within a relatively short time? This would seem to apply also to one-income families with children, as well. Is there any ways that the taxes could be raised according to salary and family situation, as the above states?</p>	<p>this increase was a result of the Seniors' Tax Rebate change</p> <p>refer to new Strategy 1.3.4 Social Responsibility</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
66	<p>(Sherry Scheunert and Donna Durham, Nordic Ski Patrol, Red Deer Zone) On behalf of the Red Deer Nordic Ski Patrol, we would like to comment on the City of Red Deer Strategic Plan.</p> <p>The Nordic Ski Patrol is a volunteer organization with a mandate to provide first aid services at the Riverbend Recreational Area and promote safe skiing within the City. We feel that the presence of the Ski Patrol at Riverbend has helped in promoting the use of the facility. Our statistics show an increase in day use and we anticipate another successful season.</p> <p>The future of the Nordic Ski Patrol depends on continued support to Riverbend facility and preservation of the parkland within the City. We support the tourism development at Heritage Ranch. We would encourage the development of this area for skiing and would consider this site as a future patrol area.</p> <p>We wish to continue partnership with the City and Winter Sport Advisory Council in efforts to service the citizens of Red Deer.</p>	<p>accepted for information</p> <p>refer to the Parks Department</p> <p>accepted for information</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
67	<p>(Sandi Koop) I would suggest three major changes for the plan: 1) make Quality of Life and the Environment our #1 focus: our challenge is how economic development, infrastructure, etc., can be made to <u>support</u> our quality of life and environmental integrity--not the other way around.</p> <p>2) remove references to "growth" throughout the document. Growth is not necessary to the quality of life, and in fact, often <u>diminishes</u> it. Replace growth with a term such as "opportunities".</p> <p>3) under Environment, the City should be encouraging citizens to live environmentally responsible lifestyles.</p> <p>Thank you for the opportunity to provide input.</p>	<p>the Community Development and Economic Development Sections were reordered to become Sections 1 and 2 respectively, with Quality of Life moved to the front of the Community Development Section</p> <p>refer to the "value statement" under 2. Economic Development</p> <p>refer to Environmental Action Plan</p>	
68	<p>(Greg Hall, Chairman, Environmental Advisory Board) The Environmental Advisory Board reviewed the Strategic Plan as presented at the Public Open House on September 13, 1994. The Board supports the plan, and passed the following resolution at their October 3, 1994 meeting:</p> <p>"That the Environmental Advisory Board, having considered memo from the Parks Manager dated September 22, 1994 re: City of Red Deer Strategic Plan, hereby recommend to the Strategic Planning Integration Task Force, acceptance of said plan with the rewording of item 4.3.4 to replace the word 'enhance', and as directed by the Board October 3, 1994."</p>	<p>refer to amended Strategy 1.2.4 Environment</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
69	<p><u>Economic Development Authority</u> - This authority must act in accordance with the strong environmental ethic shown by the City in the last decade and supported by the citizens.</p> <p><u>Tourism</u> - focus on tourism strategies that benefit the environment such as drawing attention to existing natural features such as the Kerry Wood Nature Centre and Gaetz Lakes. We should not support the new highway through the Rocky Mountains west of Nordegg.</p> <p><u>Land Development</u> - let's put an end to urban sprawl in Red Deer and put to use existing developed lands and infrastructure i.e., the downtown core. This should be a top priority. Zoning bylaws should be reworked so that residential, commercial and light industrial can be mixed and people could drive less.</p> <p><u>Municipal Infrastructure</u> - our public transit system must be improved. Less money would be needed for road maintenance if an efficient and accessible mass transit system was in place. And think of the benefits to our air quality. I agree that we should be involved in and support a high speed rail link between Edmonton and Calgary.</p> <p>A strong commitment to the preservation of our parks system and natural areas is essential. This should include a long term commitment to our interpretive facilities i.e., KWNC, Fort Normandeau, Museum and Heritage Ranch. Cut costs by less moving, more use of perennials and native plant and flower species, and partnerships - Trees by 2000, Adopt-a-Park, etc.</p>	<p>dealt with in amended Section 2. Economic Development "value statement" and amended Strategy 2.1.3 Promotion and Marketing</p> <p>Council has not reviewed this issue for many years. Public input will be required prior to Council taking a position.</p> <p>refer to Red Deer Regional Planning Commission for consideration in Land Use Bylaw review</p> <p>refer to Council for policy direction. See new Strategy 1.1.3.</p> <p>refer to Community Services Master Plan</p> <p>"operational" - refer to Parks Department</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
69 cnt.	<p>Financial Development - Agree that the City can adopt cost reduction measures that are innovative and beneficial especially in the areas of energy and water conservation, waste reduction, etc.</p> <p>Quality of Life - Everyone knows how difficult it is to define quality of life. To myself and my family it means these things: 1) clean air, 2) clean water, 3) fertile soil to grow healthy food in and around my city, 4) access for all to decent, affordable housing - not big family homes on large lots sprawled on to good farm land a 20 minute drive from work and school, 5) economic opportunities to provide work that is safe, productive, does not detriment the natural environment more than is absolutely necessary, and where all are equal in the workplace, 6) access to good quality educational facilities for my children, 7) access to recreational and cultural experiences that are affordable, fun and meaningful. For us that means natural areas for exploration and appreciation, swimming, skating, and playing field areas, and support of vibrant community and professional visual and performing arts activities.</p> <p>Best of luck with the plan! Thank you for this opportunity.</p>	<p>accepted for information</p> <p>accepted for information</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
70	<p>(Roger Clarke, Chairman, Red Deer & District FCSS Board) At the September 27, 1994 meeting of the Red Deer and District Family and Community Support Services Board, the City's draft Strategic Plan was considered. There was general discussion regarding the document with some concern noted around the use of the words like "basic", "maintain" and "limited". Board members felt that, in strategic planning, the focus is "striving to reach" rather than maintaining.</p> <p>Two specific resolutions were passed as follows:</p> <p>Re: 2.1.1., page 11 - 4.1.1. in reordered Strategic Plan</p> <p>"Resolved that the Red Deer and District Family and Community Support Services Board recommend that the Integration Task Force strengthen the wording under Section 2.1.1, "Financial Development", to indicate that The City of Red Deer should take a proactive but aggressive approach to senior levels of government to encourage and maintain partnerships, particularly relating to financial arrangements."</p> <p>Re: 3.3.1., page 16 - 3.3.1 in reordered Strategic Plan</p> <p>"Resolved that the Red Deer and District Family and Community Support Services Board recommend to the Integration Task Force that the Strategic Plan provide some reference to a sunset clause for task oriented partnerships where appropriate."</p> <p>Board members were very concerned with Strategy 2.1.1 - 4.1.1 in reordered Strategic Plan, and felt strongly the rewording is necessary to ensure that the municipality aggressively pursue financial partnerships and pressure senior levels of</p>	<p>accepted for information. Vision 2020 and the "value statements" of the Strategic Plan reflect the broader vision of the community's future. The strategies reflect a degree of realism, pragmatism and mandate</p> <p>added in new Strategy 4.1.2 Financial Responsibility</p> <p>refer to new Strategy 3.2.8 Organization Structure</p> <p>refer to new Strategy 4.1.2</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
70 cnt.	<p>government to retain legislative responsibility. Regarding Strategy 3.3.1, it was felt that short-term partnerships must clearly have a provision for termination.</p> <p>The FCSS Board was pleased to note Council's commitment to preventive social programs (Strategy 4.1.1, page 18 - 1.3.1 in reordered Strategic Plan). Our members believe that with the changing economy and the potential for increased social problems, prevention programs will play an even more important role than in the past.</p>	accepted for information	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
71	<p>(Lorne Daniel, 69 Welton Crescent, Red Deer, AB., T4N 6B1) The September 1994 draft of the Strategic Plan is a good starting point; I certainly support the value of establishing broad planning principles for Red Deer's future.</p> <p>The existing plan, however, does not have a unified, consistent vision -- it seems to be fractured. Part of the problem, I believe, is the very idea of considering topics or sectors such as Economic Development and Community Development separately.</p> <p>The final plan should be a much more integrated document. I am uncomfortable with the ghettoization of Environment and Quality of Life issues-- these should be thoroughly integrated into the discussion of economic goals. Even the order implies that economic development, infrastructure and land development come before the "softer" concerns of community (let's put Quality of Life first).</p> <p>Towards this end, one goal should be to achieve a greater integration of the City's planning and operating committees and boards. For example, Economic Development should have a clear link with Environment, either through working relationships or membership.</p> <p>The draft plan continues and encourages a fractured view of the world: "land development" is separate from "environment", and "quality of life" is separate from "infrastructure". The goals of these separate areas can, as a result, seem quite contradictory.</p> <p>I also find that many of the statements aim to support a process, rather than setting an outcome</p>	<p>accepted for information</p> <p>the Strategic Plan has been reordered to place the Quality of Life (Community Development) section at the front of the document</p> <p>see new Strategy 3.2.8 Organization Structure and amended Strategy 2.1.3 Promotion and Marketing. This is part of the Business Plan process</p> <p>see amended Strategy 2.1.3 Promotion and Marketing</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
71 cnt.	<p>goal.</p> <p>Here are some more specific suggestions:</p> <p><u>Economic Development</u> - I am opposed to the use of the word "growth" throughout. It implies that Red Deer at 125,000 people will be inherently better than Red Deer at 60,000. I think it is better to refer to "business opportunities" throughout. We can develop opportunities for businesses to continue to prosper without the city (or the businesses) necessarily having to grow. For example, to reduce long term dependence on oil and agriculture, we should be supporting 'knowledge based' industry, which increasingly involves 'white collar' entrepreneurs, working out of their homes.</p> <p><u>Tourism</u> - The inferred definition of tourism is very narrow (conventions, trade shows, sporting events, etc.). Emphasis should be placed on the expanding fields of ecotourism, and the promotion of Red Deer's cultural and natural environments, rather than the "tourist and convention industry" specifically. I don't see statements, under Tourism, about supporting our significant cultural industries, which bring many visitors to Red Deer.</p> <p><u>Land Development</u> - The assumption is that land development involves only buildings, roads, or other human-support structures. There is no mention of natural areas, or their value to us. The goal, here, should be expanded to "ensure an appropriate mix of natural, residential, commercial, and industrial land to support the citizens of Red Deer." Again, the reference to growth should be removed. Let the citizens decide whether growth or stability is their preference.</p>	<p>accepted for information</p> <p>refer to Strategy 2.2.3 Tourism detail included in Tourism Action Plan</p> <p>refer to new Section 1.4 Community and Land Use Planning and amended "goal" of 2.3 Land Development</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
71 cnt.	<p><u>Municipal Infrastructure</u> - We must include reference to our <u>natural</u> infrastructure: Waskasoo Creek, the Red Deer River, and other natural features support our life in Red Deer every bit as much as do sewers and roads. "Parks" in the Goal should be broadened to include the natural environment.</p> <p><u>Organization Development</u> - I don't feel that "training and development opportunities" are a strategic goal of the City of Red Deer. The strategic plan should focus on outcomes to citizens. If training is necessary in order to provide services, so be it, but the provision of training opportunities itself is not a goal of the citizens.</p> <p>There should be statements under Organization Development regarding the level of customer/citizen satisfaction which city organizations are seeking to provide.</p> <p>SUMMARY: I appreciate the opportunity to contribute to the Strategic Plan process. I would encourage the City to <u>actively</u> involve citizens in composing the next draft. The first draft, to me, looks like the product of in-house committees. I'd like to see a final plan which views the city's future from the citizen's point of view.</p>	<p>see 2.4 Municipal Infrastructure - Background and Goal</p> <p>covered in Community Services Master Plan</p> <p>this is the Corporation's implementation plan based on the broader community's Vision 2020</p> <p>refer to Business Plans</p> <p>see Strategy 3.3.3 Service Delivery and new Strategy 3.2.8 Organization Structure</p> <p>detail in the Business Plans</p> <p>this is the Corporation's implementation plan based on the broader community's Vision 2020</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
72	<p>(Michael O'Brien)</p> <p>Economic Development - By not allowing a tax increase equal to the rate of inflation, Council has taken a very negative step in terms of the economic stability and desirability of living in the City. Traditionally, cities have provided stable jobs and seasonal work for many, <u>with the cost shared through taxes by those who can most afford it.</u> By yielding to the trendy direction of shirking responsibility for society at large by downsizing so a hoped for short term benefit of business might occur, the City has followed a popular but dangerous and unworkable course. Computers and robotics are quickly leading to the disemployment of the majority of people, whether skilled, unskilled, talented, educated or ignorant. If a city of unemployed is a direction the City believes in, then the clerical staff and particularly the finance staff of City Hall are already out of date and unneeded since the majority of their work will presumably be accomplished by your new computer system which will make paper pushing redundant. Is that what you want? If it is, then similarly, the costly decision making function of Council could be quite easily replaced by a data analyst who could catalogue the very predictable voting record of Council members on various categories of issues, throw in a small random factor for bad hair days, and devise a program that would rapidly and accurately reflect the decisions that the elected human element would predictably have made. So, if you wish to follow the lead of big business, privatise Council, City clerical staff, and the financial department-which would most readily lend itself to computerised decision making once a direction was established by 1 or 2 administrators. The main floor of City Hall could then be turned into</p>	accepted for information	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
72 cnt.	<p>a skateboard hall and the second floor could house street people. When the Industrial Revolution moved 88% of the population from farm jobs to the factories, there was a clear purpose in sight. to remove 80% of the city's jobs with no replacement opportunities even imagined is, I charge, an invitation to anarchy and then starvation. If this is not the City's intention, then an entirely different direction than the one being pursued should be sought. The maintenance and creation of jobs, preferably meaningful ones, and how to pay for them, should be the first economic priority of the City.</p> <p>Ban multinational franchise operations like Walmart and Costco. Their predatory purchasing power provides unfair competition to local stores so that paying starvation wages is the only way smaller operations can stay in business. Also, profits are siphoned out of the city and the country. Put in place protective measures that will protect local business. As some cities became "Nuclear Free", Red Deer could establish that it is "Free of Free Trade Slavery".</p> <p><u>Tourism</u> - Adapt a principal to keep people in the area, and a process to make the City attractive enough to its own residents and those of the district that they will spend their holiday time here.</p> <p>Howse Pass - many residents are rather tired of being the butt of jokes and derision from across the Country about being from the Alberta city that wants to destroy the National Park system. Frankly, I am tired of having to explain that the Howse Pass Highway publicity is being supported only by a lunatic fringe of the business community plus a few bureaucrats in Alberta Transportation</p>	<p>Council has not reviewed this issue for many years. Public input will be required prior to Council taking a position</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
72 cnt.	<p>who wish to create a make-work project to justify their jobs. The City <u>must not</u> give any funding for the foolish study proposed by the Chamber of Commerce and should distance itself from the scheme before we are tarred with a similar kind of brush to that endured by the people of Eckville because of Keegstra. Why? Such a highway is contrary to Banff Management Plan and the Wilderness Area structure of the Park; it is contrary to the National Parks Policy "no new through roads in any National Park". Thus the whole exercise is open to a legitimate opinion, say, and ridicule by all citizens in Canada. Also, traffic studies done by ministry of Transport show this proposed new route would not be cost effective; the twinning of Trans Canada is underway; the proposal is totally at odds with Park staff --who don't consider it worth wasting concern on since it is so totally outlandish. Further, such a proposal would obviously be vetoed by the B.C. government (which holds the land needed for the west end of such a road) because an additional route would clearly not be in the interest of the voters in Revelstoke. The western side of the pass would likely be as steep as the worst part of the Trans Canada; the snow fall is extreme and would place a burden on B.C. highways similar to the Rogers Pass. Highway 11 would have to be rebuilt from Rocky to the Park since it was not designed for, and has neither the base nor surface to accommodate heavy truck traffic, so the cost to Alberta would be enormous. Etc. etc. etc. etc.</p> <p><u>Environmental Issues</u> - Guildelines for zero tax increase will negatively effect City environmental programs and facilities. Our park system clearly is the best opportunity Red Deer has to attract tourists. You can find shopping malls in any city.</p>	detail in Tourism Action Plan	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
72 cnt.	<p>Put the Sports Hall of Fame money into maintaining and marketing the park.</p> <p>A highway side overnight campground, in the newly annexed Cronquist land would attract many to the City. although Lions campground still has capacity, travellers don't know it exists, and it is quite difficult to find. Travellers are used to campgrounds near a highway and railroad. Burming the railway would be an asset to reduce noise, however, and would benefit the west side of town as well as a campground.</p> <p>The Bower Natural Area south of the College should not be allowed to be lost. It is extremely important visually to highway traffic since it is virtually the only remaining spruce forest on the highway between Edmonton and Calgary and marks the turning point from the "parkland" to the "boreal forest" eco-zone. Turn the sant pit beside it at the south end of the City into a well signed "bank swallow habitat" feature and create signage to tie it to "Red Deer's environmentally friendly natural mosquito control program".</p> <p>CFC Recapture - astonishing that the City hasn't passed bylaws demanding the recapture of CFC's with heavy penalties for vioaltion. Residents of the "City of Parks" will suffer as much as everyone else. This is quite likely a deadly problem to life - plant, wildlife, crops, humanity. No leadership at municipal level> Likely that we are more at risk at this latitude than most of the continent. This is OUR problem.</p> <p>The recent proposal by PAGE to retain a wide variety of habitat land so that biological integrity of City and area is retained is a very important and valuable initiative and is to be congratulated.</p>	<p>detail in Environmental Action Plan</p> <p>outside our jurisdiction</p> <p>refer to Environmental Action Plan</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
72 cnt.	<p>Calgary will be the centre of action for Green Peace for promotion of abandoning dependence on internal combustion engine and the reduced use of fossil fuels. What is this City's position? Who determines the City's position on such matters? Oil industry executive?</p> <p>Promotion of Car Pooling should be considered a City responsibility. Car pooling would reduce maintenance costs of roads, get people attuned to public transportation benefits, reduce stress on pedestrians. This is a very unfriendly city to pedestrians. Traffic "walk" lights are a joke, with a 4 second window typically given to pedestrians to react: this encourages the dangerous practice of paying no attention to walk lights. Worse now that one-ways have increased traffic speed. When lights are traffic activated by ground wires, why not indicate this by bright strips on roadways so people know enough to move up to them and activate the lights?</p> <p>Organizations such as the Red Deer River Naturalists and CAGE are run by very busy volunteers. We may have important contributions to make, but it is unreasonable to expect us to react on short notice to some tight City agenda and daytime meetings. Why not let groups such as ours know well in advance so we can publicize planning and public input meetings through our newsletters? We have once monthly meetings and the majority of our active people have daytime jobs; it should be the job of the City to seek balanced liaison, not ours to rearrange our lives for the City's convenience. Suggest calling meeting with such groups about 4 times per year to discuss issues and City plans.</p>	<p>accepted for information</p> <p>see Section 3.1 Accountability to the Public and new Strategy 1.4.3 under new Section 1.4 Community and Land Use Planning</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
73	<p>(Diana Rowe, Chairman, Red Deer Visitor and Convention Bureau) Thank you for the opportunity to comment on the City's strategic plan and the draft recommendations.</p> <p>We are very pleased to see the emphasis place on tourism in the Economic Development portion of the plan. We agree that Red Deer has the opportunity to continue to attract more pleasure travellers and convention delegates, to the benefit of a wide range of businesses and organizations in Red Deer and the surrounding area.</p> <p>We are also pleased that you share our view that the Visitor and Convention Bureau has proved itself to be the appropriate agency to coordinate tourism and convention development and promotion on the City's behalf. We now have nearly two hundred businesses, organizations and individuals as members, and our membership base continues to grow. We coordinate the initiatives of the convention marketing consortium, and have brought together other partners for cooperative approaches to the market.</p> <p>We look forward to maintaining close cooperation with the agency responsible for Economic Development, as we have done with the Economic Development Department. Although marketing to attract visitors and marketing to attract business require different strategies, we hope to continue to build on the efforts of the economic development agency, and work together on initiatives wherever this is appropriate.</p> <p>We agree that partnerships are important in marketing our city, and we will continue to act as a catalyst and a coordinator for such partnerships.</p>	<p>accepted for information</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
73 cnt.	<p>We must recognize the role of the lottery funded Team Tourism program, which over the past few years has encouraged tourism operators to initiate cooperative marketing activities. We hope many of the partnerships established will continue after this program ends early in 1995.</p> <p>We do, however, remain very concerned by the limited resources we are able to direct to such marketing efforts, in view of the recommendation to "aggressively promote" Red Deer. We will continue to explore ways to increase our marketing resources, and we hope to have Council's support in this. For the coming year, as Council has directed, the majority of our marketing resources are committed to a convention marketing initiative in cooperation with the city's major convention facilities.</p> <p>A number of other recommendations are relevant to the work of the Visitor Bureau.</p> <p><u>Financial Development</u> - We are pleased with the recommendation to move toward two-year operating budgets. We find it particularly difficult to plan and conduct marketing activities within a one-year budget system, and look forward to this change.</p> <p><u>Community Development</u> - The commitment to protection of our natural environment is important to our industry, because of the role our parks and other natural features play as tourist attractions. The emphasis placed on protection and preservation of these resources is important not only to the quality of life of residents, but to our continued ability to attract others to our community.</p>		

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
73 cnt.	<p>Organization Development - We appreciate the commitment made to the development of a corporate customer service policy. Any of our front line staff, in business or the public sector, need to be aware of and prepared for the role they can play as an ambassador for our community.</p> <p>The Bureau appreciates the strong continued commitment toward the use of volunteers. We recently completed a volunteer plan, as the basis for further expansion of our volunteer program, and designated a staff member as our volunteer coordinator. We plan to expand our use of volunteers, in particular in providing visitor information services.</p> <p>We look forward to continuing to work with Council and City administration in the development of specific plans for achievement of these goals.</p>		

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
74	<p>(Michael Keyes, President, Youth and Volunteer Centre) Thank you for the invitation to the presentation of the City of Red Deer Strategic Plan on September 13, 1994.</p> <p>On behalf of the Youth and Volunteer Centre, I would offer the following comments:</p> <p>The portion of the Strategic Plan that deals with "Community Development" indicates in the "Background" section of the plan that "...it is important to reaffirm the City's role as a facilitator in the planning, development and delivery of social programs and to ensure that the Province does not download this area of primary responsibility onto the municipalities".</p> <p>The City is legitimately concerned that the provincial government is relieving itself of the responsibility for funding social programs. The City must be prepared to deal with the situation that could arise if the Provincial Government or Federal Government cut funding to programs which residents of Red Deer need or enjoy.</p> <p>The Provincial Government has no plan in place for an orderly and reasoned withdrawal from the role of allocating public funds to support programs, basic or otherwise. Rather, cuts are made and reactions monitored. Strong programs may survive such reductions in funding. Programs and organizations which are not prepared for the reductions in funding will fail.</p> <p>At the September 13, 1994 public forum Mr. Guilbault confirmed that the province is being lobbied by City officials on a number of levels. The City must be prepared if the current lobbying does not have the desired effect.</p>	<p>see new Strategy 4.1.2 Financial Responsibility</p> <p>Remainder of comments accepted for information</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
74 cnt.	<p>The Board of Directors of the Youth and Volunteer Centre believe that it is important for City Council to have a parallel plan to incorporate into the Strategic Plan to deal with potential drastic reductions in funding of programs servicing Red Deer and area residents. The Board of Directors of the Youth and Volunteer Centre would welcome the opportunity to be of assistance in the development of such a plan.</p> <p>That portion of the Strategic Plan which deals with Organization Development lists as a strategy that "the City will continue to encourage and support volunteerism in the delivery of programs and services". We strongly agree that volunteers will play a critical role in ensuring the continuation of important services which the community enjoys.</p> <p>Our organization relies heavily on the efforts of volunteers to deliver services in an efficient and effective manner. Proper utilization of the volunteer resource requires careful planning as well as an ongoing commitment to those volunteering and the service they provide.</p> <p>Volunteers enable our organization to deliver high quality service to a broad client base by supporting and amplifying the efforts of our paid professional staff. Our staff members are committed to the principle that the volunteer must also experience a sense of personal growth. We believe this is one of the reasons that we retain high quality volunteers for what Big Brothers and Big Sisters of Canada has indicated to us is a significantly longer than average period of time.</p> <p>The Board of Directors of the Youth and Volunteer Centre are committed to supporting Council members in their development of a Strategic Plan. We welcome the opportunity to have further input or to be of assistance.</p>		

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
75	<p>(Dr. Timothy L. Grier, 1066, 4900 Molly Banister Dr., Red Deer, AB, T4R 1N9) The Economic Development Authority should not operate in a vacuum. Rather a mechanism of collaboration should exist, not only with the Visitor & Convention Bureau, but also with and between, Land Development, Community Development (Social responsibility and Quality of Life) and Environment. If the Economic Development Authority is allowed to develop mature ideas, proposals, concepts in isolation, confrontation and controversy is inevitable; integration (collaboration) must occur at the inception of processes, not at the maturity of a process. These five (5) highlighted bodies and public interest areas naturally interact, e.g., visitors and shoppers will be less attracted to the City if environmental aspects are not maintained, which may not occur if economic and land development proceeds without effective integration, and citizens will become disenfranchised if community concerns are not effectively integrated.</p> <p>Re: (1) accountability to the public process and (2) integration of the economic development authority with the other development features planned, especially environmental concerns related to quality of life, maintaining and increasing park systems and public education and nature programs (Kerry Wood). The commitment to these development concerns has to be from the ground up and equal to the other aspects of this plan including public involvement to assure the validity of the process.</p> <p>The stability of the business community should be of greater concern even if it requires limiting new duplicated services to assure success of businesses both retail and professional and job security. The long term health and quality of life of a community require sustainable development.</p>	<p>see new Strategy 3.2.8 Organization Structure and amended Strategy 2.1.3 Promotion and Marketing. This is part of the Business Plan process</p> <p>see new Strategy 1.4.3 Community and Land Use Planning</p> <p>see amended Strategy 2.1.3 Promotion and Marketing</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE L.T.F.	APPROVED ACTION
76	<p>Margaret L. Hicks, Housing Co-ordinator, Handicapped Housing Society of Alberta, #4, 7803-50 Avenue, Red Deer, AB., T4P 1M8 - We, as the Handicapped Housing Society of Alberta and the Housing Registry-Red Deer, take this opportunity to supply input to your public consultation on the Strategic Plan. Our response, while a little late will hopefully provide information and insight for the future planning of our city. As a one-person office, it is difficult to keep up with the demands of the people we serve, the demands of the office administration required to serve the people we assist, and as a fund-raiser, to maintain levels of funding to continue to serve the community of Red Deer and surrounding area. Please find enclosed information pertaining to our society and its work.</p> <p>Our concerns, voiced here-in, pertain to those problems we work with directly, and on a daily basis. We did not feel the need to comment on each area targeted in the Strategic Plan.</p> <p>Red Deer is a good place to live. As a community, we would wish to maintain all that is "good" and then move on to that which is "better" for the community.</p> <p>The City of Red Deer, in its attempt to provide for all citizens, must continue to make available services for those in need. Our "community attitude" in the level of caring will be reflected in the kind of city that will evolve. Quality of life must extend beyond quality of life for those who can afford a quality lifestyle.</p> <p>In the Strategic Plan, the vision, the mission, the focus statements, value statements, the goals and the strategies as outlined, are all reasonable and</p>	<p>refer to new Strategy 1.1.7 Quality of Life and new Strategy 1.3.4 Social Responsibility</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE L.T.P.	APPROVED ACTION
76 cnt.	<p>are all something to which our community should aspire However, when all is said and done, there is only "us" all of us - the citizens of Red Deer. Whether federal or provincial governments are withdrawing funding and responsibility for programmes they have traditionally cared for, regardless of who is to accept the ultimate responsibility for these programmes; it is our community where the problems will come to rest; it is our community which must deal with the problems.</p> <p>At this time, Red Deer has many non-profit organizations/agencies, beyond those directly involved with the City, providing services to meet the needs of our residents. Most are well-run, well-organized, dynamic, effective and results oriented. The services we bring to our community, the volunteer manpower we mobilize to serve our community's needs, deserve more than having the City of Red Deer simply as facilitator to the social needs. The City of Red Deer, its elected representatives, and its bureaucrats, must also advocate for and on behalf of these organizations/agencies and the needs of our community. We, as non-profit societies, are faced with the same cutbacks in funding and downloading of responsibilities from government (federal and provincial) in the same way the municipality is being asked to accept responsibilities. However, if we, as non-profit societies cannot afford to assist those in need, can we as a community afford the results?</p>	See new Strategy 4.1.2	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE L.T.P.	APPROVED ACTION
76 cnt.	<p>Role of City of Red Deer</p> <p>The City of Red Deer is a corporation based on a commission form of government. A corporation has a bottom line - a profit margin. We must see "our corporation" as a caring and compassionate one. Our elected representatives must carry the message of caring and compassion back to the funding sources and to the population who elects them. We must all advocate on behalf of the caring and compassionate City. We must offer, at least, assistance to self-determination. The 1960's, 1970's and 1980's ethic of assistance by provision, must be replaced with assistance to self-determination. We cannot undo in a short time, what it has taken several decades to put in place. We may think we cannot afford to assist those in need - but, if we do not, can we afford the results?</p> <p>Housing</p> <p>As the Housing Registry-Red Deer (a division of the Handicapped Housing Society of Alberta), speaking in response to the need for affordable, suitable housing for all citizens of Red Deer, brings forward the fact, the City of Red Deer cannot dismiss housing needs with the simple statement - housing is not a municipal responsibility. The lack of affordable, suitable housing is not going to affect any jurisdiction more directly than our own community. Therefore, the City of Red Deer must take a more active role in solving the community need for affordable, suitable housing.</p> <p>The City of Red Deer can help itself to help others by advocating on behalf of the community's needs. We must advocate and adopt legislation</p>	<p>Council's current direction is to phase out of support in this area.</p> <p>However, see Strategy 1.3.3 and 1.3.4, Social Responsibility.</p> <p>Covered in Social Planning Business Plan</p>	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE L.T.P.	APPROVED ACTION
76 cnt.	<p>to provide for affordable, suitable housing to meet the needs of people who cannot pay in excess of \$400-\$500 per month for rental accommodations for their family. The federal and provincial governments have stepped back from social housing programmes. However, our community cannot rely on the cyclical nature of real estate to provide low income housing. Need is not the same as supply and demand. Those who require low cost housing cannot simply go down the street to find a cheaper source. We frown upon those who choose the option of doing without housing. We call them homeless.</p> <p>The private developers do not see themselves in the low-income rental housing market, when there is no profit at the bottom line. Is it not possible to build-in a "carrot and stick" for developers? Could we, the citizens of Red Deer, say, in order for land to be available to be developed in medium to upper price housing, the developer must produce "x" numbers of well-designed, well-built affordable rental accommodations? It is possible through legislation (possibly AUMA) to adopt regulation to provide housing to meet the needs of accessibility and affordability? With civic support, incentives to build this much needed housing and legislation to back it up, it is possible to meet the needs of our community.</p> <p>At this time in our history, Red Deer has two ready sources of housing to look at and seek solutions for our community's low cost housing needs - Michener Centre land and housing at Mynarski Park. While these are not under the mandate of the City of Red Deer (at this time), forward thinking individuals, with the right incentives, may find this an opportunity to serve themselves and the citizens of central Alberta in</p>		

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE L.T.P.	APPROVED ACTION
76 cnt	<p>need of affordable, suitable housing.</p> <p>Promotion and Marketing</p> <p>Promotion and marketing of our community's physical accessibility features is a long overlooked one. We, as the Handicapped Housing Society of Alberta, advanced a proposal for same, during the Vision 2020 consultations and responses. In 1990, our society suggested the City of Red Deer should embark on developing a long range plan to capture the ever growing population of persons with mobility impairments. This population is an ever increasing one. Persons with mobility impairments are people who carry out "normal" lives, as long as they can encounter accessible venues, barrier-free attitudes and services to meet their needs. At present, this population has grown to 14% of our total provincial population. By providing the right services and targeting this market, Red Deer could enhance its market share of tourists and conferences. It would require education on the part of hotel and restaurant owners and staff on the importance of meeting the needs. It would require those in service areas to up-grade their barrier-free attitudes.</p> <p>Red Deer is a fairly accessible city. The City of Red Deer has and continues to integrate curb and other features into their construction programmes. Most civic venues offer accessibility. Portions of the trail systems are accessible and could be marked and marketed relative to percent of grade. There would be a need to upgrade washroom facilities and some spots in parks areas. But, we could develop a "William Watson Lodge" of the urba environment!</p>	Accepted for information.	

No.	COMMENTS FROM THE PUBLIC	RECOMMENDATION OF THE I.T.F.	APPROVED ACTION
77	<p>(Frances Craigie, Board Chair, Special Transportation Advisory Board)</p> <p>At the October 20, 1994, meeting of the Special Transportation Advisory Board, the City's draft Strategic Plan was considered.</p> <p>Some board members wanted more time to consider the Plan so it will be included on the November 17, 1994, agenda. However, the Board carried the following resolution:</p> <p>"That the Special Transportation Advisory Board recommend that the Integration Task Force strengthen the wording under Section 2.1.1, "Financial Development", to indicate that The City of Red Deer should take a proactive but aggressive approach to senior levels of government to encourage and maintain partnerships, particularly relating to financial arrangements for the purpose of protecting preventive social services."</p> <p>The Board feels that special transportation services for citizens of Red Deer must be maintain in any planning for the future.</p> <p>Thank you for the opportunity to comment.</p>	<p>See new Strategy 4.1.2, Financial Responsibility.</p>	



Red Deer Advocate

CENTRAL ALBERTA'S DAILY NEWSPAPER

City attacked over cuts

Public being kept in the dark: Spencer

By ANDREA MAYNARD
Advocate staff

The city's failure to reveal crucial cost-cutting proposals has prevented people from speaking out, said a day-care spokesman.

Noreen Spencer, executive director of the Red Deer Child Care Society, said city council should have told the public about potential service cuts which were agreed to in a private retreat in mid August.

Council developed a number of proposals to reduce costs and asked its departments to incorporate them in their budgets, said acting city commissioner Craig Curtis.

The public will be in the dark about most of

the suggestions until departments release their budgets shortly before budget talks in January.

A few proposals have been revealed because the city's community services division released its budget early to allow city boards, which work with the department, to view them.

One budget item, which arose from the retreat, involves cutting a grant for child care by 25 per cent from 1996 to 1997. The child care society would lose \$26,000 in funding used to subsidize poor families.

Ms. Spencer said parents should have had the right to lobby the city before council agreed to the proposal and before the measure was added to the draft budget.

"If we could have told all the parents receiving a subsidy there was a possibility it could be cut, it would have made a difference. We could have lobbied," she said.

"I'm not sure the aldermen and mayor really understand that the money from the city goes directly to families."

Mayor Gail Surkan was out of town and unavailable for comment Wednesday.

But Mr. Curtis said the city is open to input — that's why the community services budget was released so early.

Mr. Curtis said the day-care cuts won't begin until 1996, leaving ample time for people to attempt to change council's direction.

As well, the public can voice opinions about cuts in other departments after budgets are released, about two weeks before council's budget talks, he said.

Council must vote on cuts during budget talks.

But Ms. Spencer believes public discussion over possible cuts may be difficult in January when citizens and city councillors are "bombed" with budget information.

"At budget time, aldermen receive so many complaints about so much over a short period of time," she said.



Noreen Spencer: tell public

Please see 'SECRETS', on Page A2

'Secrets' just an oversight: Pimm

Continued from Page A1

Councillor Larry Pimm admitted council may have made an oversight by not releasing the information following the retreat.

"We did not attempt to keep it secret. I think we just overlooked it," he said, adding council has never before done such an exercise.

At the time of the retreat, some councillors, excluding Mr. Pimm, said they made no decisions on possible cuts and only discussed general issues.

Merv Phillips, Chamber of Commerce president, said his organization usually provides

input as the city drafts its budget. But he has not yet seen the cost-cutting suggestions.

Proposals known so far include:

- Eliminating the subsidy for the Heritage Ranch equestrian centre, while charging residents more for city recreation and use of sports fields.
- Looking at reducing funding for seniors' lodges and social housing.
- Planning for the phasing out of one city tree nursery and considering private sector involvement in the second nursery.
- Further reducing the amount of grass mowing in Red Deer.

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New urban aboriginal communities

City Councillors presented the City of Red Deer Strategic Plan at a recent public meeting which was well attended. Unfortunately, the city reputation as a "caring community" was not supported when the section on social responsibility was quickly passed over. Not by Mayor Gail Surkan's statement that Council is determined to avoid responsibility related to social programs for which Provincial and Federal authorities are seeking to reduce support. And the response to a question raised by Darlene Cardinal, Executive Director of the Red Deer Native Friendship Society (RDNFS) as well as Treasurer of the National Association of Friendship Centres (NAFC), seemed to indicate that City Council has not considered the local implications of the development of New Urban Aboriginal Communities.

When large numbers of Aboriginal people flooded into Canada's urban centres, and felt that their needs were not being well met by mainstream institutions, Native Friendship Centres came into being. They began to provide employment referral services, children's programs, elders programs, alcohol and drug programs, and life-skills training. Now the NAFC has ninety-nine local organizations funded by the federal Secretary of State, and twelve more funded by other means. Together they have developed goals, and created a Code of Ethics, so as to position themselves to facilitate and co-ordinate the delivery of a wide spectrum of services to Aboriginals resident in urban facilities. And they envision this as taking place under the "inherent right of self-government" practises to which the federal government seems amenable.

If carried out, this means that Aboriginal people would exercise almost exclusive control over how their needs would be met. Programs would be designed, delivered, and maintained through local Aboriginal representation. Education, health care, social welfare, recreational, cultural, and other services might all be supplied to Aboriginal city-dwellers by Aboriginal organizations, or contracted by them from other sources. And NAFC would play a leading role in this process.

Since there is some evidence of mounting governmental support for this development, City Council may be faced with some difficult alternatives. And the citizens of Red Deer should be kept well informed of developments in this direction.

We need your help in finalizing the City's Strategic Plan. If you have any comments on the draft recommendations, please complete this form, or a separate sheet, and drop it off at the Public Meeting, at City Hall, or mail to: Strategic Plan, The City of Red Deer, P.O. Box 5008, Red Deer, T4N 3T4.

No extra funding from public purse for Economic Development

Authority - Leave Basic Parks services as is including

ice rinks, Waskasoo Pk and playground etc.

The Strategic Plan is, by nature, very broad in scope. If you have more specific concerns relating to individual services which we provide, please send them to us. They will be addressed.

We need your help in finalizing the City's Strategic Plan. If you have any comments on the draft recommendations, please complete this form, or a separate sheet, and drop it off at the Public Meeting, at City Hall, or mail to: Strategic Plan, The City of Red Deer, P.O. Box 5008, Red Deer, T4N 3T4.

Re: Community Development:

The City has dropped the Lawn Bowling Club.

Our members are 65 plus putting & maintaining the greens is a hardship. The City shows no Social Responsibility.

The Strategic Plan is, by nature, very broad in scope. If you have more specific concerns relating to individual services which we provide, please send them to us. They will be addressed.

We need your help in finalizing the City's Strategic Plan. If you have any comments on the draft recommendations, please complete this form, or a separate sheet, and drop it off at the Public Meeting, at City Hall, or mail to: Strategic Plan, The City of Red Deer, P.O. Box 5008, Red Deer, T4N 3T4.

① With respect to land development, I favor the idea of restricting population growth to 100,000. The thought of Red Deer becoming as large as Calgary or Edmonton is scary. ② I favor the idea of developing housing within the downtown core, but not skyscraper style.

The Strategic Plan is, by nature, very broad in scope. If you have more specific concerns relating to individual services which we provide, please send them to us. They will be addressed.

③ I hope the food bank is considered a basic service.

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I have to leave before 7:30 so cannot comment on the evening's proceedings. However I am sure a great deal of careful thought has gone into it. I like the Mission Statements - putting them into action will be a challenge.

- ① Don't forget about historical preservation*
- ② Be sure to keep us informed*
- ③ Keep track of expenses & people - insist on top quality work*

The Strategic Plan is, by nature, very broad in scope. If you have more specific concerns relating to individual services which we provide, please send them to us. They will be addressed.

responsible.

747 4896

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This city's (and those communities in the immediate area!!) "support" of the "SPCA" and "animal control" is a thorough disgrace + embarrassment!! This is an absolute "essential service" - not some "after thought" - living, breathing creatures need compassion - it is plainly obvious little of this exists in Red Deer's council!!

"Actions indeed speak louder than words"!! A staff of caring, hard working people at the The Strategic Plan is, by nature, very broad in scope. If you have more specific concerns relating to individual services which we provide, please send them to us. They will be addressed.

LocA do all they can in a facility which shames those people (unwilling) to provide a larger,

modern structure!! Why not a mandatory \$20/month (or \$5 or \$10 is better) charge on property tax bills - a pittance, but it could dramatically alter the deplorable situation that now exists!! THIS is not a dollars + cents matter - this has to do with "quality of life" - money should not matter!! DO SOMETHING NOW!!! 30

We need your help in finalizing the City's Strategic Plan. If you have any comments on the draft recommendations, please complete this form, or a separate sheet, and drop it off at the Public Meeting, at City Hall, or mail to: Strategic Plan, The City of Red Deer, P.O. Box 5008, Red Deer, T4N 3T4.

Please include the Homeowners (not just developers + realtors) in the housing development downtown. We are long term 24 hour a day stakeholders who are concerned about a good balance in the

The Strategic Plan is, by nature, very broad in scope. If you have more specific concerns relating to individual services which we provide, please send them to us. They will be addressed.

inner city.

Don't be afraid to say physical + financial access to services!

Separate comment

We need your help in finalizing the City's Strategic Plan. If you have any comments on the draft recommendations, please complete this form, or a separate sheet, and drop it off at the Public Meeting, at City Hall, or mail to: Strategic Plan, The City of Red Deer, P.O. Box 5008, Red Deer, T4N 3T4.

The WASHASOO PARK AND TRAILS SHOULD BE EXTENDED
ALONG ~~UP~~ THE CREEK VALLEYS AND RIVER VALLEY AS THE
CITY GROWS. TRAIL TRAILS AND IF POSSIBLE PARK AREAS
SHOULD BE INCORPORATED IN THE PLANNING OF NEW RESIDENTIAL
AREAS WHICH CONNECT WITH THE EXISTING PARK TRAILS

The Strategic Plan is, by nature, very broad in scope. If you have more specific concerns relating to individual services which we provide, please send them to us. They will be addressed.

■ ENVIRONMENT

GOAL: To position itself as a leader in environmental management, and ensure that Red Deer's unique natural environment is protected and preserved.

STRATEGIES:

- The City will maintain a leading role in ensuring that Red Deer remains aesthetically appealing through such initiatives as the "greening" of major transportation routes, preservation of natural areas, setbacks and development standards and signage requirements. This will be achieved through direct City involvement in co-operation with private industry and community agencies.
- The City will maintain a leading role in environmental management of the community, including all municipal infrastructure and services such as waste management, major utilities, weed and pest control, park management and environmental education.
- The City will ensure that Red Deer is established as a community with a clean and ecologically sound natural and built environment.
- The City will preserve and enhance escarpments and natural areas and maximize the provision of green space throughout the community.
- The City will ensure the provision of safe, efficient, reliable utility systems which are environmentally responsible.

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As far as I am concerned the City is just paying "lip service" to the community with the above underlined strategies on the environment. While the City has been drawing up its' Strategic Plan, it has at the same time been

tearing up green area in Bower, with future plans to extend Molly Bannister Drive east through the ravine, tearing up beautiful old trees, disrupting

wild life and destroying existing walking paths. If the City plans to "preserve and enhance natural areas" why not leave Molly Bannister Drive as

is and move down to Delburne Road and widen it? Now that 32nd St. is being upgraded surely the City doesn't need another east/west corridor just two blocks south of there, especially when you consider all the resulting

devastation to a "natural area".

The Strategic Plan is, by nature, very broad in scope. If you have more specific concerns relating to individual services which we provide, please send them to us. They will be addressed.

RECEIVED

SEP 15 1994

CITY OF RED DEER

33

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Please give more attention and financial assistance

to cultural programs for the people of Red Deer.

Not everyone is into hockey! Help the arts.

The Strategic Plan is, by nature, very broad in scope. If you have more specific concerns relating to individual services which we provide, please send them to us. They will be addressed.

RECEIVED

SEP 10 1994

CITY OF RED DEER

34

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I have resided in the Parkvale area of Red
Deer for about 20 years. I was happy to see
that the city is committed to downtown development.

I feel that there is a tremendous potential for
development and rebuilding of residential housing →

The Strategic Plan is, by nature, very broad in scope. If you have more specific concerns relating to individual services which we provide, please send them to us. They will be addressed.

→ in the downtown core area.



ALFRED JAMES PORTER
4305-45A AVE
RED DEER ALTA
T4N 3M5

We need your help in finalizing the City's Strategic Plan. If you have any comments on the draft recommendations, please complete this form, or a separate sheet, and drop it off at the Public Meeting, at City Hall, or mail to: Strategic Plan, The City of Red Deer, P.O. Box 5008, Red Deer, T4N 3T4.

What about poor people living in R.D.? Will there be any free or low

cost recreation for them? The city transit fare is too much for

many poor families in R.D. Will there be any efforts to

include poor families in the community? Will businesses be encouraged to locate in R.D.? Job creation, lower rentals needed here. Poor families need to be included in the community

The Strategic Plan is, by nature, very broad in scope. If you have more specific concerns relating to individual services which we provide, please send them to us. They will be addressed. This city does not fund innovative projects

TO: The City of Red Deer Strategic Plan

DATE: September 13, 1994

RE: Economic Development

A statement on Sustainable Development as a guiding principle should be inserted under the Economic Development section. This would indicate that economic development must be linked to the environmental well being of the City. As we enter a new economic (post-recession) growth phase, this linkage would help avoid rampant growth at the expense of the environment, as has occurred so often in the past. Such a strategy is in sync with emerging world-wide development strategies.

RE: Land Development

The meaning of the words "raw land" in the phrase "make raw land available to developers" should be clarified. To some developers, raw land may mean any type of land, including treed and wetland areas that may be exploited for development. Others may see such land as valuable land to preserve.

RE: Quality of Life

Definitions of certain features in the Strategic Plan are not clear, for example, "... quality of life infrastructure in Red Deer".

The next point could be included under Community Development (Quality of Life or Environment) - that historical and archaeologically significant sites associated in natural settings, such as the river valley, or old farmsteads incorporated into the City, be recognized as a valuable asset to be preserved.

RE: Environment

Ecological or Environmental Management should be clearly identified as requiring a long term approach, separated from changes related to short term administrative and political agendas. In addition, a statement should include the need for Environmental Management, or planning, to be considered on an equal level as other City planning and development activities.

RE: Environment

The concept of Preservation of Biodiversity should be included, as in : "The City will preserve and enhance escarpments and natural areas and maximize the provision of green space throughout the community to enhance and secure Biodiversity". Again, Preservation of Biodiversity is in sync with emerging world-wide development strategies.

RE: Environment

Presently, it is believed that there is no firm legislation in place that protects established Park land in the City from potential development. Established Park areas should remain intact and protected, with other provisions made for new development as it arises.

Thank you very much for your interest

Signed:

[Signature] (M. STEVENSON)

[Signature] (W. CHRISTIANSON)

[Signature] (P. BELLIVEAU)

[Signature] (L. FEDDES)

[Signature] (G. MOIR)

[Signature] (J. ADAMSON)

[Signature] (D. RUMSEY)

[Signature] (S. DOUGLAS)

[Signature] (RON KRAFT)

[Signature] (DOUG GILLESPIE)

[Signature] (KEN WALKER)

[Signature] (D. NICHOLS)

[Signature]
[Signature]
D. BIDYK (D. BIDYK)
P. VOJACOVICH (P. VOJACOVICH)
J. HUGGINS
BETTY WOOD
J. MANGER
J. MANGER
K. BOULDER
HENRI WALKER, HENRI WALKER
D. C. SULLIVAN
SHEILA TILLY
FRANK [Signature]

Comment Card
re
The City's Strategic Plan

The ^{arts} Community has voiced the importance of having all of the fine arts and cultural groups working together towards common goals.

This co-ordinated approach requires the development of a 'strategic plan'

Recognizing the value of the arts to community cultural enrichment, the funding support for the arts should be included as part of the Strategic Plan for the City of Red Deer.

RECEIVED

SEP 16 1994

Jan Cook

CITY OF RED DEER

Thank you for sharing your views.

Please drop the completed form off at City Hall or mail it to:

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

Comment Card

re

The City's Strategic Plan

I saw in the paper that people were concerned that basic recreation and programs be kept. I hope that includes culture because my children have taken many culture programs and I have seen a real difference in their confidence. I think we need culture services in Red Deer to keep it a place for families.

RECEIVED

SEP 16 1994

CITY OF RED DEER

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Please drop the completed form off at City Hall or mail it to:

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

Comment Card
re
The City's Strategic Plan

AS A RESIDENT OF WEST PARK
AND CITY TAX PAYER I ATTENDED
THE CITY OF RED DEER STRATEGIC
PLAN MEETING OF SEPT 13 1994,
WITH THE IDEA OF BEING A BETTER
INFORMED & MORE KNOWLEDGEABLE CITIZEN.
I WAS NOT DISAPPOINTED.

IN TRYING TO COMPREHEND
REGIONAL & POLITICAL RESTRUCTURING
IN ALL PHASES OF LOCAL
GOVERNMENT IT IS DIFFICULT TO
FIND ONE'S OWN POSITION. HOWEVER AS
HERRY WOOD SUGGESTED "OUR CORNER
OF CANADA" WAS GIVEN TO US AS STEWARDS OF OUR
LAND FOR A SHORT TIME. RED DEER & THE

Thank you for sharing your views.

Please drop the completed form off at City Hall or mail it to:

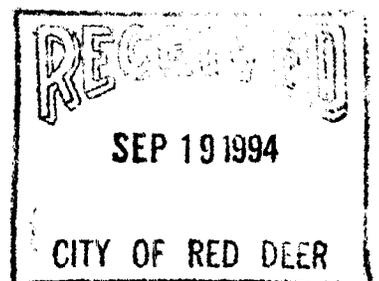
OVER

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

RED DEER RIVER (AS A RED DEER RIVER
OR RED DEER RIVER RITE) WAS AND
IS A CLEAN, FRESH, GREEN &
VIBRANT AREA. MAY I AS
A- RESIDENT ASSUME THE RESPONSIBILITY
TO KEEP IT THAT WAY ALONG
WITH (MOTHERHOOD OF CITY
ADMINISTRATION) SO AS TO PASS
OUR "CORNER OF CANADA" ON TO
SUCCESSIVE GENERATIONS IN A SIMILAR
CONDITION.

Albert Buckland

YOURS
ALBERT BUCKLAND
5836 W.P.C.
RED DEER



Comment Card

re

The City's Strategic Plan

I recently moved here from St Albert, attracted by the idea of a mid size city with what we hope will be a high quality of life. St Albert values cultural activities for keeping families healthy & active; there was always something to do. I hope Red Deer will place the same kind of value on the soul of the city - arts & culture; that is a collective good that part of our taxes should go to.

Thank you for sharing your views.
Please drop the completed form off at City Hall or mail it to:

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

Comment Card
re
The City's Strategic Plan

BEST ATTAINABLE
IMAGE

The Plan represents a very good foundation from which strategies can be developed. It articulates most of the major areas of public concern and interest. I was particularly pleased with the attention afforded environmental and natural history issues. Red Deer has a long and strong tradition in these areas.

Perhaps the Community Development commitments could be strengthened. Specifically Recreation, Culture and Heritage, Heritage and Tourism are linked but are not one and the same. "Basic services" is perhaps a bit thin. Red Deer has a

Thank you for sharing your views.

Please drop the completed form off at City Hall or mail it to:

tradition of strong support for heritage and this has been appreciated greatly.

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

(see p#2

Comment Card re The City's Strategic Plan

I was also pleased to see
the care with which the ORGANIZATION
topic was articulated

If the plan is criticized as
being too vague, general or
of no substance, it must
be remembered that this document
can be expected only to frame
the foundations — foundations
are, however, the key to a lasting
structure

Thank you for sharing your views.

Please drop the completed form off at City Hall or mail it to:

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

Comment Card
re
The City's Strategic Plan

BEST ATTAINABLE
IMAGE

*We need the arts -
in all areas but must keep
within the budget set.*

Thank you for sharing your views.
Please drop the completed form off at City Hall or mail it to:
Strategic Plan
The City of Red Deer
P.O. Box 5008
Red Deer, Alberta
T4N 3T4

Comment Card
re
The City's Strategic Plan

BEST ATTAINABLE
IMAGE

*It is my hope that the city
will maintain the present
level of involvement in Recreation
& Culture*

Thank you for sharing your views.
Please drop the completed form off at City Hall or mail it to:
Strategic Plan
The City of Red Deer
P.O. Box 5008
Red Deer, Alberta
T4N 3T4

Comment Card

re

BEST ATTAINABLE
IMAGE

The City's Strategic Plan

Under goals: Economic Development - growth opportunities: We don't have unlimited land to grow physically. Some how we need to limit the size of lots for housing so that so much land is not necessary. Could we encourage developers in good use of small lots.

Planning and regional planning are of utmost importance

Growth opportunities is mentioned under Goals of Promotion & Marketing, also under Land Development. Shape ^{physical} growth is not a priority over other issues.

A lot of work has gone into this draft. I realize it is broad.

Wherever competitive climate for business is seen, the natural areas need to be equally represented

Thank you for sharing your views.

Please drop the completed form off at City Hall or mail it to:

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

Comment Card

BEST ATTAINABLE
IMAGE

The City's Strategic Plan

The strategic plan seems comprehensive and complex — not an easy mission to accomplish however a laudable one. I am especially glad to see a balanced approach between economic and environment issues. I'm hopeful that Red Deer will integrate fully Red Deer's 'Environmental Action Plan' into decision making, especially in regards to future development issues.

Red Deer has been a fantastic place to grow up and to raise a family — with a plan like this I look forward to retiring here!

Keep up the great work!

Thank you for sharing your views.

Please drop the completed form off at City Hall or mail it to:

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

Comment Card

re

The City's Strategic Plan

BEST ATTAINABLE
IMAGE

Public appears to be confused and not
trusting of the presentation.

Strengths of Red Deer that could be
promoted to attract Industry and
Businesses.

Necessities of life and quality of
life are confused in this document.
Culture and Art should be prominent
in our society.

Thank you for sharing your views.

Please drop the completed form off at City Hall or mail it to:

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

Comment Card
re
The City's Strategic Plan

BEST ATTAINABLE
IMAGE

The public generally agreed last night that the preservation of the park system and sanctuaries should remain a major priority of the City's Strategic Plan. I am a strong advocate of Red Deer's green spaces and its quality of life. I am also of the opinion that perhaps we would not think of our park system as so wonderful if the homeless, the runaways, the neglected and the abused had to make it their home. We need to remember that in these times of economic and social uncertainties their needs are the greatest. We need to ensure that support and commitment to social programs is maintained at all cost - only then will we be able to say that the quality of life is for everyone in Red Deer!

Thank you for sharing your views.

Please drop the completed form off at City Hall or mail it to:

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

Comment Card

BEST ATTAINABLE
IMAGE

re

The City's Strategic Plan

This is an exciting start. I support much of the plan but

Where's culture?!!! I recognize it's mentioned BRIEFLY in a couple of places, but (limited details) are provided compared to many other areas.

In 4.2, you talk about a "balance between economics & quality of life." I believe strongly that they aren't at either end of a spectrum. If we lose our cultural opportunities, many people will take many of the entertainment & retail dollars to Edmonton & Calgary. Without good quality culture, many go to Edmonton or Calgary for the weekend - spending what might have been injected into Red Deer elsewhere: hotel, restaurant, Christmas shopping, theatre tickets. All of these dollars are GONE. So culture isn't just soft - it's an economic issue, as well.

Thank you for sharing your views.

Please drop the completed form off at City Hall or mail it to:

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

Comment Card
re
The City's Strategic Plan

BEST ATTAINABLE
IMAGE

I HOPE THAT LONG TERM DEBT
WILL BE FOR THE BETTERMENT OF THE
CITY NOT JUST FOR BUSINESS
RE: TAX EXEMPTIONS, LOW LAND PRICES
TO MAJOR DEVELOPERS OR COMPANIES
I DO NOT AGREE WITH ZERO TAX
LEVELS AS THIS IS ACTUALLY A
THREE TO FIVE PERCENT DECLINE IN
^{CONTINUOUS}
OPERATIONS AND SERVICES, DOWN LOADING
ONTO COMMUNITY ORGANIZATIONS
WILL EVENTUALLY BE TO BIG-A
BURDEN FOR THEM TO OPERATE PROPERLY
ECONOMIC DEVELOPMENT WILL NOT
SUCCEED WITHOUT ENVIRONMENT
PROTECTION IN PLACE AND USED AS A

Thank you for sharing your views.

Please drop the completed form off at City Hall or mail it to:

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

Comment Card

re
The City's Strategic Plan

BEST ATTAINABLE
IMAGE

① Environment P. 4 "The City will
preserve & enhance..."

We preserve pickles - We conserve
the environment & (natural areas) & P
we conserve, rather Nature will
enhance so please - No "preservation
and enhancement" - Just conservation &

Thank you for sharing your views.

Please drop the completed form off at City Hall or mail it to:

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

Comment Card

re

The City's Strategic Plan

BEST ATTAINABLE
IMAGE

- THIS IS A VERY GOOD INITIATIVE AND I
COMPLIMENT THE CITY FOR MOVING IN A VERY POSITIVE
POSITION.

THREE MAJOR AREAS THAT I FEEL MUST
BE ADDRESSED :

1. DISOLVE PRESENT ECONOMIC DEVELOPMENT
DEPARTMENT IN FAVOUR OF AN ECONOMIC
DEVELOPMENT ALLIANCE OF BUSINESSES.

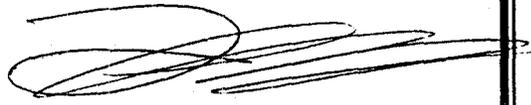
2. ELIMINATE LAND BANKING ENTIRELY
WITHIN 3 - 5 YEAR PERIOD.

3. PRIVATIZE AS MANY OF THE CITY
OPERATIONS AS POSSIBLE TO INCREASE
A BETTER LEVEL OF SERVICE AT A MORE
ECONOMICAL LEVEL. EXAMPLES : TRANSIT,

ENGINEERING SERVICES, ELECTRICAL DISTRIBUTION,
CERTAIN PUBLIC WORKS OPERATIONS, EQUIPMENT POOL,
FIRE/AMBULANCE SERVICES. ELIMINATE PURCHASING
DEPARTMENT

Please drop the completed form off at City Hall or mail it to:

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


FRED L. LEBEDOFF
343-0817

Comment Card

re

BEST ATTAINABLE
IMAGE

The City's Strategic Plan

The City should be much, much more aggressive in promoting Red Deer as the place to establish manufacturing and processing and assembly plants. We should especially concentrate on the Food Industry, and spin-offs from the Petro Chemical Industry.

But, we must also dedicate more time on looking onto the industries we already have --- Central Alberta Dairy Pool / Dairyplant Industries, Canada Crustering plant, Fletchers, Travellair, etc. Quinn, etc

Probably more than 80% of our industrial type of development will come from local people, plants & initiatives. We must do more to show this segment of our business community how much we appreciate their presence, how much we need them.

Thank you for sharing your views.

Please drop the completed form off at City Hall or mail it to:

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

Comment Card
re
The City's Strategic Plan

BEST. ATTAINABLE
IMAGE

The Recent Mosquito Control
Program & the Walking/cycling
Paths through the Parks &
River Valley Have Enhanced
My Family's Quality of Life
In Red Deer.

On the Tourism Issue, Please
Build on Our Successful Existing
Programs (eg. Cultural & Sports
Events) and Work More Closely
With The College (ie Summer Art
Scape Program, Summer Stock
Theatre, Cabarets, etc). **ENTERTAINMENT** Attracts Tourism!
LOCATION & QUALITY OF LIFE Attract
Industry.

Thank you for sharing your views.

Please drop the completed form off at City Hall or mail it to:

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

Statues & Memorials
attract neither.

Your proposal - starting with land development & including Budget - accounting is not bad, but nothing is said about financial responsibility & the aim to balance the budget.

The section under Community Development is a collection of phrases that say nothing.

It gives you the feeling that somebody is trying to justify their job or department. It clearly contradicts the statements made under "Organization Structure".

The statements made under Environment about Red Hill's "Unique Environment" - also under Community Development - the same statement - we have a good natural Environment, but nothing is unique about it, what a bunch of B.S. adjectives that only take up space.

Promotion & Marketing -

This is just so much B.S.
Has our Taxes decreased since we got bigger with more Industry? - Our Taxes have gone up & our pollution has increased.

What is with this fanatical desire to
get more industry + more people?

Is Edmonton + Calgary cheaper places
to live + a better environment
Not so

So why are we trying to get big like
them ??? —

Jim

KEY FEATURES OF THE PLAN:

■ ECONOMIC DEVELOPMENT

VALUE STATEMENT: The City believes in strengthening economic prosperity for the citizens of Red Deer through initiatives that encourage controlled, compatible growth while protecting the quality of life.

■ PROMOTION & MARKETING

GOAL: To develop a coordinated approach to the marketing and promotion of Red Deer, in partnership with the business community and other stakeholders, in order to foster local growth opportunities as well as attract a more diverse range of business development. *This has been the policy for years.*

STRATEGIES:

- The City, in conjunction with the business community, supports the establishment of an independent Economic Development Authority to consolidate a range of economic development activities. *This will be the responsibility of the City*
- The Authority will be jointly funded by the City and business and initially be locally based, with the capacity to participate in regional projects, as appropriate.
- The Authority will adopt a targeted pro-active and aggressive approach toward economic development, including attracting new business to the area, as well as supporting local business.

■ TOURISM

GOAL: To aggressively promote the tourist and convention industry as a priority in the economic development of Red Deer and the region.

STRATEGIES:

- The City supports the Visitor & Convention Bureau retaining its responsibility to coordinate tourism and convention development and promotion, on behalf of the City.
- The City supports the development of a mechanism for collaboration between the Visitor & Convention Bureau and the Economic Development Authority.
- The City will encourage effective public-private partnerships to aggressively market Red Deer's wide range of facilities, amenities, and opportunities to key tourist markets, particularly the visitor markets of Edmonton and Calgary.

3

t

P.M.

PRINCIPLES



lity of

ed

t,

RED DEER BATON TWIRLING CLUB

53 Wilson Crescent, Red Deer, Alberta, Canada, T4N 5V6 Telephone (403) 346-4437

September 13, 1994

Parkland Region Baton
Twirling Association
Red Deer Baton Twirling Club
53 - Wilson Crescent
Red Deer, Alberta
T4N 5V6

Strategic Plan
The City of Red Deer
P.O. Box 5008
RED DEER, Alberta
T4N 3T4

ATTENTION: Strategic Planning Committee

Thank you for the opportunity for input to the City of Red Deer's Strategic Plan. The Red Deer Baton Twirling Club is a small organization with gigantic goals and expectations to produce not only recreational athletes, But also national and world champions. These goals cannot be achieved without the assistance of the City of Red Deer.

This past August a contingent of five Red Deer athletes attended the 1994 National Baton Twirling Championships at the Newmarket Recreation Complex in Newmarket, Ontario. Newmarket is a community of approximately 60,000 with many similarities to Red Deer, one of which being a small energetic, young community. As well as hosting the Canadian Championships, Newmarket immediately followed by hosting the world championships. The Canadian competition featured between 400 and 500 twirlers from across the country, as well as 1,300 participants involved in the international meet and 350 athletes from 14 countries for the World Championship. Cash register bells rung for area businesses for two weeks and hotels were filled to capacity in Newmarket as well as surrounding communities. After speaking to us at length, the organizers of these prestigious events stressed very strongly that they did not realize success totally on their own, but attributed their achievements to numerous volunteers, businesses, and last but certainly not least, the City of Newmarket for their total co-operation. Myself and two other Red Deer Baton Twirling Club Executives were very impressed with the co-

operation of the municipality and we believe that Red Deer has great potential for hosting not only the Canadian Championships but the World as well. The Newmarket Recreational Facility was adequate, but as was obvious throughout our stay in Newmarket, does not "hold a candle" to a facility like the Red Deer Centrium.

In 1992 the Parkland Baton Association, which encompasses the baton clubs within Central Alberta, hosted the Alberta Provincial Championships at the Red Deer Centrium. The three day event hosted 200 plus athletes from across the province. Costs were enormous, rental of the Centrium alone was over \$8,000 for the event, as well as a wood floor had to be transported to the Centrium from the Oval at the University of Calgary, assembled, dismantled, and shipped back for an additional cost of \$3,000 because the Centrium did not have this piece of equipment. Baton twirling for provincial and national freestyle competition requires a 30 foot ceiling clearance, and the Centrium is the only facility in Red Deer with this ceiling height. The \$11,000 paid for facility costs, plus an additional \$8,000 in associated costs, consumed over two years of our bingo proceeds. If Parkland Region were to host the Canadian Championships at these prices, it would take approximately five years of bingo proceeds. Additionally baton twirling is non-profit unlike other sports like hockey, skating, basketball, etc., and expenses such as judging fees and facility rental are not recovered at the gate.

Two years ago Alberta Provincial Championships were held at the Oval at the University of Calgary for \$4,500 to \$5,000 for the three day event, with no additional cost for shipping the floor. This past year provincial championships were held at the new Grant McEwan Fitness Facility in downtown Edmonton for \$4,500 to \$5,000 once again. It was painfully clear to our organizing committee that we would never be able to host, even a provincial championship without some substantial assistance from the City of Red Deer with funding or a break on the rental of the Centrium as well as the Westerner Board purchasing a wood floor. This piece of equipment would benefit not only many other sports organizations in Central Alberta but also could be used for different forms of entertainment that would come to perform in our fine city.

The City of Red Deer Strategic Plan stresses in the Vision Statement: "... with the Spirit to make it happen"; and Mission Statement "...needs of community through collaboration, innovation and communication". Our community is no longer just recognized for Rebels hockey and Riggers baseball. The Red Deer Baton Twirling Club has top notch coaching staff equal to the best in Canada. This is evident in the placement of our athletes in Newmarket by bringing home 12 gold medals along with numerous silver and bronze between five athletes. We have National Champions in our midst, who have set their goals for worlds in the near future.

City of Red Deer, September 13, 1994
Page 3

Diversification and Vision are the keys to the success for the City of Red Deer and our organization when setting long-range objectives. I hope that we have the opportunity to work with you in hosting a provincial, national, or even international event in the future.

Once again it has been an honour to have this opportunity to submit this commentary. Together we can show our fellow Canadians and the World "the quality life" Red Deer has to offer.

Sincerely,

A handwritten signature in cursive script that reads "Louise Smith". The signature is written in dark ink and is positioned above the printed name.

Louise Smith, Chairperson
Red Deer Baton Twirling Club

pc: Ed Neilson, Chairperson,
Parkland Baton Twirling Assoc.

We need your help in finalizing the City's Strategic Plan. If you have any comments on the draft recommendations, please complete this form, or a separate sheet, and drop it off at the Public Meeting, at City Hall, or mail to: Strategic Plan, The City of Red Deer, P.O. Box 5008, Red Deer, T4N 3T4.

I attended the mty. at Festival Hall. You're doing a great job! So let's stretch those \$! I work hard at recycling and re using and educating my neighbours too! So - why do we need both the City's haidlaw pick ups each week? Why not alternate? Shouldn't this cut the cost by approx. 1/2 ?? or more. Please consider this. Also I wonder who shovels community outdoor ice surfaces? I hope the communities do. I did as a kid and was proud to do this. We need to give our children honest opportunities to be valued members of their communities. I love our park system and often pick up trash as I'm walking. Snow clearing in the winter.... You have spoiled us! What ever happened to the old fashioned (or perhaps middle canadian province) way of plowing the streets as it /or immediately following a snow

The Strategic Plan is, by nature, very broad in scope. If you have more specific concerns relating to individual services which we provide, please send them to us. They will be addressed.

I can live with small daily shoveling as opposed to the cost of complete removal one or twice each winter. The cost of plowing is 2X as much road ways/surfaces, and most people use the street, making winter plowing difficult. It just doesn't make \$ sense \$. Please be wise.

Joyce Mathys 343-7709. 58

We need your help in finalizing the City's Strategic Plan. If you have any comments on the draft recommendations, please complete this form, or a separate sheet, and drop it off at the Public Meeting, at City Hall, or mail to: Strategic Plan, The City of Red Deer, P.O. Box 5008, Red Deer, T4N 3T4.

*RE: Quality of Life Please make a priority as
parents are afraid to let their children walk to school.
All women are afraid to walk through the parks alone.
Seniors do not answer the door after dark*

The Strategic Plan is, by nature, very broad in scope. If you have more specific concerns relating to individual services which we provide, please send them to us. They will be addressed.

City of Red Deer: Strategic Plan, September 13, 1994

Must commend the City for proceeding with this process and inviting the public to attend and comment on it; the numbers who responded were evidence of the interest level. When putting these plans together, however, one has to ensure that the public involvement is not just token, reactive, that they are at the table early in the process and their comments are genuinely taken into consideration. If the interests are polemic, as can be the case with say "environmentalists" and "developers" all the more reason for these groups to sit down face to face early on in the process and learn about the other's position. Surprising results often ensue. The long and extensive public process that was used in planning Waskasoo Park is an excellent example of how to plan -- an example for any City: not everyone and all groups agreed, diverse interests were represented, a genuine opportunity to plan was offered to the public and people bought in. Waskasoo Park will be the envy of the world in the next millennium.

Economic Development:

- Although arguably somewhat of an oxymoron, why was "sustainable development" not mentioned in the Economic Development section.

- Have a problem with the term Economic Development "Authority." Does this mean the Authority will tell citizens what is good for them? Will the opinion of citizens matter to this group? If this Authority is to consist of only business interests there are many potential problems. Will these business interests wish to invite other businesses to Red Deer which will compete directly with them? We must avoid having only developers and real estate agents on this Authority? The composition will be critical if this Authority is to operate with some long-term vision.

I would hope this Authority answers to the broad community either with broad representation on the Board from non-vested, non-business citizens or that this Board at least in some way answers to the Citizens ie. Perhaps reps from the Normandeau Society, environmental organization, Red Deer College, Arts organizations and other "quality of life" groups who attract visitors, and citizens.

Tourism:

- Glad to see the City supports the Visitor and Convention Bureau. They have done, and continue to do an excellent job. Would really have qualms if there was no "mechanism" for communication between the two groups.



- Would like to see "Ecotourism" mentioned. Red Deer is a natural and logical hub for such an industry and have yet to fully capitalize on the huge potential in an industry that becomes more important year by year; we sit right on the cusp of prairie and parkland, montane and badlands, boreal forest and spectacular riverine environments -- along with the extraordinary natural beauty of Red Deer itself.
- "Cultural Tourism" ditto on our location and the facilities within two hours of here.

Land Development:

- What is "raw land"? Sounds like we are back in the days when the ranchers first arrived, a century ago, . . . still into dominate the land, rather than "development that is sensitive to the natural undulations, characteristics and processes of the land." Let's look ahead to the 21st century not back a century.
- Why are there no references to "protecting and preserving parkland?" Wetlands? and Natural habitat"? Stream banks -- not forgetting the dendritic arteries?
- In agreement with the encouragement of housing, and hopefully you mean high density housing, in the downtown core. If there is little population in the City Centre, the long range survival of a economically vigorous downtown Red Deer is seriously jeopardized.
- Connective "greenways" and corridors between neighbourhoods should be an intrinsic part of future development proposals. Neighbourhoods that encourage pedestrian traffic and passive, interactive "auto-less" modes of transportation -- as in why emulate what the large centers are trying to undo.

Municipal Infrastructure:

- We have enough freeways now. Agree with the emphasis on maintaining them but we really don't need more built.
- Although parks are mentioned specifically, no mention is made of facilities within the Park. ie. Kerry Wood Nature Centre (75,000 visitors a year and excellent educational programs).
- Also there is no mention of the protection of **Archaeological** and **Palaeontological** sites along the River. The palaeontological -- early mammals, vegetation, fish from 60 million years ago although not as exciting as Dinosaurs -- will be very important in the decades ahead.

Community Development:

- Arts and Culture support is very questionable in this section. We have Red Deer College -- #3 in Canada as far as College Fine Art Programs, along with its strong but underutilized Permanent Art Collection, and the Series summer program attended and recognized all over North America because of the quality of the program, a fine, and under-utilized, performing arts centre, a wonderful symphony orchestra, a Museum that for the size of it, is recognized across the country as a leader among such institutions and so on and so on, but in this document it is as if Arts and Culture resources are of little concern to Red Deer. Where is the vision? We have so much to offer visitors.

- Should we neglect to nurture culture and let this aspect of the City slip, it will be very difficult to attract business and people to Red Deer. No one moves here because of the shopping malls, although they certainly attract visitors from the region.

Quality of Life:

- Leadership role, leading role. Who is leading? Will it be the citizens and what they desire or will it be the engineers, upper City management, and politicians taking the leadership role. Let's hope the Citizens and what they desire is part of the leading role.

- With nearly the highest percentage of single mothers of any Canadian city, let's make a commitment to the 25% of the population on social assistance or the working poor's quality of life. Not everyone lives in Victoria Park and Red Deer is certainly becoming as "Brazillified" as any City.

- The city thinks nothing of spending millions of dollars to make it very easy for automobiles to whip around town but then complain about subsidizing public transportation. Low income families need public transportation and will need it more than ever as times become tougher for the disenfranchised.

- Perhaps we need to look at smaller, more efficient vans for dial-a-bus and during non-peak hours, with the big Detroit diesel busses on standby. Imaginative approaches are required to limit costs but still offer service.

- "Quality of life infrastructure" is one bizarre juxtaposition.

- We need degree granting status at Red Deer College. As post-secondary education becomes increasingly out of reach for the average person, the cost of housing outside the City is just an added economic burden. Hence, Red Deer's low percentage of university graduates. The research opportunities, and higher tech possibilities in partnership with

industry could be a very critical "clean" economic boost for the City and another reason people would choose to reside here.

Environment:

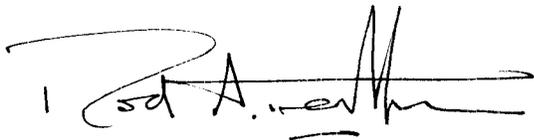
- sorry to see that the **Canadian Biodiversity Strategy Draft** as passed at the international conference on the environment in Rio last year is not mentioned in this section.

- it would be nice to see something mentioned in either the infrastructure section or this section on alternative to automobiles, ie. safe bicycle access to downtown and connective greenways between neighbourhoods.

- while "greening" major routes is a laudable goal (who wants to look like south Edmonton) the City should not forget that we have a beautiful entrance to the City from Highway #2 on 67th street. This beautiful wetland -- sometimes with water, other times with terrestrial vegetation is a perfect example of bio-diverse habitat; it could soon become a "large bleak Costco brick rectangle" complete with football fields of parking. Welcome to Red Deer.

General Comments:

As the last speaker pointed out the other evening, these plans seems to have been developed in isolation from each other -- or at least the economic section. Just because the Chamber wants growth, growth and more growth, there are many citizens of Red Deer who disagree with this dogma. I believe that was obvious in the first Vision 2020: not everyone wants a metropolis here. Many citizens live here because of Red Deer's size and because it is a wonderful place to raise a family.



Rod Trentham
President
Red Deer River Naturalists

Comment Card

re

The City's Strategic Plan

IT SEEMS THAT THE CITY CAN'T AFFORD MORE TRAFFIC PATROLS, OR THE RCMP ARE NOT WILLING OR ABLE TO DO AN ADEQUATE JOB. SINCE THE SPEED LIMITS HAVE BEEN INCREASED ON STREETS SUCH AS 32ND ST, SPEEDING HAS INCREASED ON ALL STREETS OF THE CITY. PART OF THE SOLUTION SHOULD BE POSTING MORE SPEED LIMIT SIGNS, ESPECIALLY ON ROSS ST & DOWNTOWN. SOME OF THE SPEEDING MAY BE FROM IGNORANCE; AND NOT WILLFUL BREAKING OF THE LAW. I CONSIDER THIS TO BE A MATTER OF LIFESTYLE. WE ALSO NEED TO ADDRESS THE PROBLEM OF THE FEAR FELT BY OUR CITIZENS TOWARD WALKING IN OUR CITY, PARTICULARLY ON OUR TRAILS. I THINK PEOPLE PERCEIVE MORE DANGER THAN THERE IS, HOWEVER, IF THE CITIZENS DON'T USE THE TRAILS

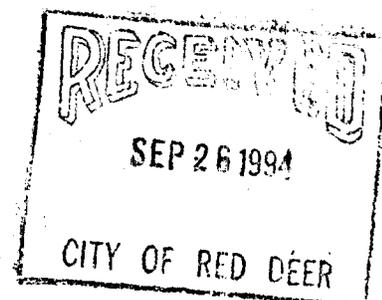
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Thank you for sharing your views.

Please drop the completed form off at City Hall or mail it to:

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

THEY WILL EVENTUALLY BECOME DANGEROUS TO US BECAUSE OF 'LACK OF ORDINARY PEOPLE ON THE TRAILS WILL MAKE THEM AN AREA WHERE MUGGERS WILL FEEL UNOBSERVED & THEREFORE FREE TO DO WHATEVER THEY WANT. THE MONEY SPENT ON THE TRAILS WAS THE BEST USE OF OUR TAX DOLLAR AS THEY ARE USEABLE BY EVERYONE, REGARDLESS OF AGE OR PHYSICAL CONDITION. THE ARENA'S SERVE APPROXIMATELY 15% OF OUR POPULATION, ALTHOUGH THEY ARE TAX PAYER SUBSIDIZED. WE SHOULD MONITOR CAREFULLY, ANY FURTHER EXPENDITURES ON THESE FACILITIES. IT IS MY BELIEF THAT WE ARE NOT ATTRACTING THE CHILDREN & FAMILIES MOST IN NEED OF LOW COST RECREATION TO OUR PUBLIC SKATING & SWIMMING.



R.R. 2
Lacombe, AB T0C 1S0
September 23, 1994

Strategic Plan
City of Red Deer
Box 800
Red Deer, AB T4N 3T4

To Whom It May Concern,

Please accept the following comments on the Strategic Plan.

1. I commend the City for its strong environmental stand.
2. Much of the success in environmental matters will come, as you've identified, through environmental education.
3. Of greater importance than "greening" major corridors is maintaining a healthy ecosystem overall. Without it, the rest is window-dressing. Keep up your present good work!
4. Greening the transportation corridors must also include environmental protection: choose appropriate plantings, lighting, reflector systems, wildlife underpasses, fences, speed limits and warning signage to ensure that we don't simply attract wild animals to their death on busy roads.
5. Red Deer's environment and related amenities (park system, nature centre etc.) are really the biggest local tourist attractions and leading factors in people's quality of life. These parks and facilities already pay for themselves many times over!
6. Controlled growth of the city is the key. Not rapid growth for the sake of it: that only makes a few rich at the expense of the general population.
7. The City could and should get into business where appropriate. Sell your expertise and services to the public, to private companies, and to other municipalities or levels of government. Making money through fair competition to maintain or improve services and/or reduce taxes is not a bad idea!
8. Human heritage is an important part of "culture" too. The presentation and displays were strangely silent about this point.
9. End the duplication of services between the Chamber of Commerce, Visitor Bureau and David Thompson Country.
10. Let's hold plebiscites for major capital projects before the City incurs the debts for them.
11. Don't pass up the chance to complete Waskasoo Park and to protect other significant natural areas when the chance arises.
12. I don't support a zero percent tax growth policy. To maintain services and keep up with inflation and reality, there have to be modest increases.
13. Multi-year and by-program planning and budgeting is the way to go. Right on!
14. The display saying that environmental education would be achieved through partners was unclear: is the Normandeau Society and the Kerry Wood Nature Centre the type of partner you had in mind, or are other thrusts intended?

Thanks for the opportunity to respond.

Yours truly,



Jim Robertson

September 20, 1994

To: Mayor Gail Surkan and City Council Members

I am writing on behalf of the board members of the Red Deer Child Care Society as the chairperson and also, as a concerned parent. The strategic plan as it was presented on September 13, 1994 has some very good long term goals but also has some that are not so good.

I find that being a representative of the Red Deer Child Care Society is a very fulfilling position, but that the continual reference to budget and the provincial government cut backs create, at times, feelings of disillusionment. I am of the understanding that on September 12, 1994 the proposed 25% reductions that Red Deer Child Care Society has been notified of, were in fact put into effect. Some of our board members attended the Strategic Planning meeting and found that, although the meeting was informative, their questions were not answered fully. We understood that the service analysis sent out to each agency was to be an exercise in budget restraints and possibilities that were in the first stages -- not to be considered as an immediate plan of action that would affect any particular organization in the near future. I believe that given the opportunity, our organization would have had some valuable input prior to the cutbacks that have been put in place.

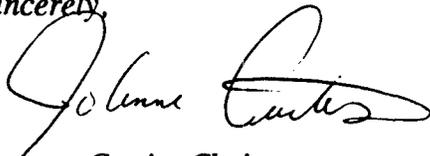
We find that with the cutbacks obviously in place, that your mission statement: "To provide an effective and accessible Municipal Government which responds to the needs of the community through collaboration, innovation and communication." does not ring true. I will back my statement further with reference to one of your Key Features to the Plan, "Community Development." The value statement: "The City believes in supporting programs and initiatives which reflect a caring community and which provide high quality of life in a unique and attractive environment for all citizens". The two areas, Social Responsibility and Quality of Life that are highlighted under Community Development affect the Red Deer Child Care Society!

Here is a little background information so that you will understand why I am concerned. We are a non-profit organization who provide quality child care at an affordable price! Unfortunately, with the projected cutbacks in place this might not be possible in the future years to come. You are affecting approximately 350 to 700 families, of which about 72% are subsidized. This in turn creates a problem within our organization because our full-fee paying parents end up paying more on a consistent basis and as they are struggling now -- I would imagine at a future date they will also fall into the subsidized category. I will now refer back to your value statement: Is this providing a high quality of life? What happens to these people as they become disillusioned with the possible continued fee increases? Who is going to provide for them and their families? Is this what we term, "a caring community"? I hope that you all will consider these questions I have asked, as you will have to answer them as we have had to.

When I look at the Strategic Plan as a whole -- I do not consider tourism, promotion & marketing, and training to be priorities when peoples lives are continually being affected by provincial, federal and municipal cutbacks in funding dollars and as well, facing the ever-threatening tax increases.

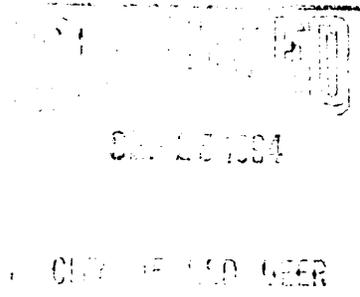
In closing, I thank you for your time and consideration and I would like to add that it is not an easy task that you have ahead of you, but I would also like to think that above everything else, that our community will take care of itself, providing our people have been taken care of first.

Sincerely,



*JoAnne Curtis, Chairperson
Red Deer Childcare Society*

JC/jr





October 12, 1994

Ms. JoAnne Curtis, Chairman
Red Deer Child Care Society
16 Norby Crescent
Red Deer, Alberta
T4P 2C6

Dear Ms. Curtis:

I was pleased to receive your comments relating to our draft Strategic Plan, as well as to the recent service analysis exercise completed by Council. With respect to the Strategic Plan, your comments will be forwarded to the task force that is preparing the next draft for Council's review in early 1995. All responses to the Plan will be given serious consideration. The community's input is very valuable to us in ensuring our organization is following the direction of the citizens.

I would like to clarify the service analysis process, which will hopefully address some of your concerns. As an organization we are moving to more clearly define the businesses we should and can be in. We are also lengthening our budget cycle to include two year projections, in order to provide longer term direction to our staff and the agencies with which we work.

In preparation for these two new initiatives, Council considered all of the services we currently support. Subsequently, each City department has been given preliminary direction on which they have based the 1995 and 1996 budgets. In your case, Ms. Jensen, from the Social Planning Department, was asked to prepare her budget reflecting a 25% reduction in day care funding for the period 1995-1997. As you are aware, the preliminary plans Ms. Jensen and her staff have developed for discussion with you call for budget reduction to take place in 1996, not immediately. We are hopeful that this sort of advance planning will give agencies such as the Red Deer Child Care Society the opportunity to work with us in a collaborative and innovative manner. It seems evident that the "status quo" will not be an option for any of us.

...../2

THE CITY OF RED DEER

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

Ms. JoAnne Curtis
October 12, 1994
Page 2

All department budgets have been drafted and submitted to Council for debate and approval in January, 1995. The concerns expressed by the Red Deer Child Care Society provide us with important feedback and we have copied your letter to all Council Members for their consideration. As in past years, there will also be an opportunity to discuss the impact of proposed changes on day care with Council during budget discussion.

I hope my comments help to reassure you that we are trying to be open with you and the Red Deer Child Care Society and that your input is valued.

Sincerely,


GAIL SURKAN
Mayor

/dh

c.c. Members of Council
Mike Day, City Commissioner
Colleen Jensen, Social Planning Manager
Craig Curtis, Director of Community Services
Kelly Kloss, City Clerk
Noreen Spencer, Executive Director, Red Deer Child Care Society

Comment Card

re

The City's Strategic Plan

In talking with a fairly well-known senior about this Strategic Plan meeting for our City, she expressed the concern that her taxes have doubled in the last three years. I was wondering if anything could be done to protect seniors on limited pension incomes from a high rise of taxes within a relatively short time? This would seem to apply also to one-income families with children, as well.

Is there any way that the taxes could be raised according to salary and family situation, as the above states?

Linda Ottosen

Linda Ottosen
48 Page Avenue
Red Deer, AB
T4P 1J8

Thank you for sharing your views.
Please drop the completed form off at City Hall or mail it to:
Strategic Plan
The City of Red Deer
P.O. Box 5008
Red Deer, Alberta
T4N 3T4

We need your help in finalizing the City's Strategic Plan. If you have any comments on the draft recommendations, please complete this form, or a separate sheet, and drop it off at the Public Meeting, at City Hall, or mail to: Strategic Plan, The City of Red Deer, P.O. Box 5008, Red Deer, T4N 3T4.

Why put SO much PRIME, ARABLE land under cement?--What are future generations to eat? Where will there be suitable play areas-walking areas, e.g. -The waste of prime open area in Bower--previously used for flying kites (near homes;--Teddy-bear picnics (to raise money for Children's Hospital)-youth ball sports, senior walking---What a disgrace and waste in Bower area-both of taxpayer money, and Loss to future generations. Bower parking mall was never full-Why absorb good parkland (Previously prime farm) for unnecessary parking which will not be utilized?

South-east Red Deer farms have been and are being eaten up under cement

The Strategic Plan is, by nature, very broad in scope. If you have more specific concerns relating to individual services which we provide, please send them to us. They will be addressed.

65

Why not develop poorer land for under cement?

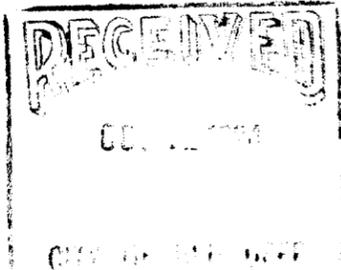
Garbage dump should NOT be on prime land, and so near homes--use poorer rougher areas elsewhere.

Schools need not be so "high-class"- children learn better where everything is not so "spoon-fed".- Let them learn BASICS and RESPONSIBILITY

Tourism--what a beautiful "Mud-pie" (construction everywhere) in 1994. --causing Driver penalty dollars for citizens.

Sport--spend less money to "entertain"--leave individuals to serve themselves and develop responsibility and skills.

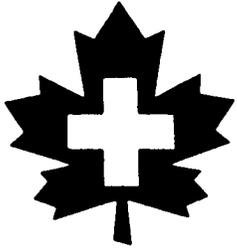
What a heartache to stand by and see beautiful nature and trees cut down and shredded. Where is Red Deer's beauty going? We had beautiful natural parks and areas, please don't destroy more.



A Concerned Taxpayer

"Président d'honneur —
Son Excellence le très honorable
Ramon John Hnatyshyn, C.P., C.C., C.M.M., C.D., C.R.
Gouverneur général du Canada"

"Patron —
His Excellency the Right Honourable
Ramon John Hnatyshyn, P.C., C.C., C.M.M., C.D., Q.C.
Governor General of Canada"



**Canadian
Ski Patrol System**

**Organisation
de la
Patrouille
Canadienne
de Ski**

Dr. Douglas Firth, CM, B. Sc., D.O.
Founder / Fondateur

Mr. C. Curtis
Director of Community Services
City of Red Deer
P.O. Box 5008
Red Deer, AB
T4N 3T4

Dear Mr. Curtis

On behalf of the Red Deer Nordic Ski Patrol, we would like to comment on the City of Red Deer Strategic Plan.

The Nordic Ski Patrol is a volunteer organization with a mandate to provide first aid services at the Riverbend Recreational Area and promote safe skiing within the City. We feel that the presence of the Ski Patrol at Riverbend has helped in promoting the use of the facility. Our statistics show an increase in day use and we anticipate another successful season.

The future of the Nordic Ski Patrol depends on continued support to the Riverbend facility and preservation of the park land within the City. We support the tourism development at Heritage Ranch. We would encourage the development of this area for skiing and would consider this site as a future patrol area.

We wish to continue partnership with the City and Winter Sport Advisory Council in efforts to service the citizens of Red Deer.

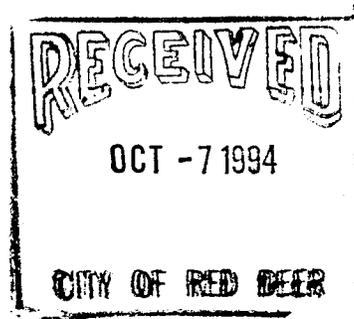
Sincerely

Donna Durham
Nordic Ski Patrol
Red Deer Zone

Sherry Scheunert
Nordic Ski Patrol
Red Deer Zone

October 3, 1994

① Don B
fiji
② Pat Shaw
For input File
Clay



Comment Card
re
The City's Strategic Plan Oct. 5/94

I would suggest three major changes for the plan:

① make Quality of Life & the Environment our # 1 focus: our challenge is how economic development, infrastructure, etc., can be made to support our quality of life & environmental integrity - not the other way around.

② remove references to "growth" throughout the document. Growth is not necessary to the quality of life, & in fact, often diminishes it. Replace growth with a term such as "opportunities".

③ under Environment, the city should be encouraging citizens to live environmentally responsible lifestyles.

Thank you for the opportunity to provide input.

Thank you for sharing your views.

Sandi Koop

Please drop the completed form off at City Hall or mail it to:

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

DATE: October 4, 1994
TO: STRATEGIC PLAN TASK FORCE
FROM: GREG HALL, Chairman
Environmental Advisory Board
RE: CITY OF RED DEER STRATEGIC PLAN

The Environmental Advisory Board reviewed the Strategic Plan as presented at the Public Open House on September 13, 1994. The Board supports the Plan, and passed the following resolution at their October 3, 1994 meeting:

"That the Environmental Advisory Board, having considered memo from the Parks Manager dated September 22, 1994 re: City of Red Deer Strategic Plan, hereby recommend to the Strategic Planning Integration Task Force, acceptance of said plan with the rewording of item 4.3.4 to replace the word 'enhance', and as directed by the Board October 3, 1994."



GREG HALL

DB/ad

Comment Card re The City's Strategic Plan

Economic Development Authority - This authority must act in accordance with the strong environmental ethic shown by the City in the last decade and supported by the citizens.

Tourism - Focus on tourism strategies that benefit the environment such as drawing attention to existing natural features such as the Kerry Wood Nature Centre and Gaetz Lakes. We should not support the new highway through the Rocky Mountains west of Nordegg.

Land Development - Let's put an end to urban sprawl in Red Deer and put to use existing developed lands and infrastructure i.e. the downtown core. This should be a top priority. Zoning bylaws should be reworked so that residential, commercial and light industrial can be mixed and people could drive less.

Municipal Infrastructure - Our public transit system must be improved. Less money would be needed for road maintenance if an efficient and accessible mass transit system was in place,

Thank you for sharing your views.

Please drop the completed form off at City Hall or mail it to:

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

(over)

OCT - 2004

CITY OF RED DEER

69

And think of the benefits to our air quality.

I agree that we should be involved in and support a high speed rail link between Edmonton and Calgary.

A strong commitment to the preservation of our parks system and natural areas is essential. This should include a long term commitment to our interpretive facilities i.e. KWNC, Fort Normandeau, Museum and Heritage Ranch. Cut costs by less mowing, more use of perennials and native plant and flower species, and partnerships - Trees by 2000, Adopt-A-Park, etc.).

Financial Development - Agree that the City can adopt cost reduction measures that are innovative and beneficial especially in the areas of energy and water conservation, waste reduction, etc.

Quality of Life - Everyone knows how difficult it is to define quality of life. To myself and my family it means

- these things:
- 1) Clean air
 - 2) Clean water
 - 3) Fertile soil to grow healthy food in and around my city.
 - 4) Access for all to decent, affordable housing - not big fancy homes on large lots sprawled on to good farmland a 20 minute drive from work and school.
 - 5) Economic opportunities to provide work that is safe, productive, does not detriment the natural environment more than is absolutely necessary, and where all are equal in the workplace.
 - 6) Access to good quality educational facilities for my children.
 - 7) Access to recreational and cultural experiences that are affordable, fun and meaningful. For us that means natural areas for exploration and appreciation, swimming, skating, and playing field areas, and support of vibrant community and professional visual and performing arts activities.

Best of luck with the Plan! Thank You for the opportunity.

DATE: October 3, 1994

TO: PAT SHAW
Executive Assistant

FROM: ROGER CLARKE, CHAIRMAN
Red Deer and District FCSS Board

RE: STRATEGIC PLAN

At the September 27, 1994, meeting of the Red Deer and District Family and Community Support Services Board, the City's draft Strategic Plan was considered. There was general discussion regarding the document with some concern noted around the use of words like "basic", "maintain" and "limited." Board members felt that, in strategic planning, the focus is "striving to reach" rather than maintaining.

Two specific resolutions were passed as follows:

■ **Re: 2.1.1, page 11**

"RESOLVED that the Red Deer and District Family and Community Support Services Board recommend that the Integration Task Force strengthen the wording under Section 2.1.1, "Financial Development", to indicate that The City of Red Deer should take a proactive but aggressive approach to senior levels of government to encourage and maintain partnerships, particularly relating to financial arrangements."

■ **Re: 3.3.1, page 16**

"RESOLVED that the Red Deer and District Family and Community Support Services Board recommend to the Integration Task Force that the Strategic Plan provide some reference to a sunset clause for task oriented partnerships where appropriate."

Board members were very concerned with Strategy 2.2.1 and felt strongly the rewording is necessary to ensure that the municipality aggressively pursue financial partnerships and pressure senior levels of government to retain legislative responsibility. Regarding Strategy 3.3.1, it was felt that short-term partnerships must clearly have a provision for termination.

.../2

PAT SHAW, Executive Assistant
October 3, 1994
Page 2

The FCSS Board was pleased to note Council's commitment to preventive social programs (Strategy 4.1.1, page 18). Our members believe that with the changing economy and the potential for increased social problems, prevention programs will play an even more important role than in the past.

A handwritten signature in black ink, appearing to read "Roger Clarke". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

ROGER CLARKE, Chairman
Red Deer and District FCSS Board

CJ:kt

- c. Colleen Jensen, Social Planning Manager
Craig Curtis, Director of Community Services

Comment Card
re
The City's Strategic Plan

— see attached

— L. Daniel

Thank you for sharing your views.
Please drop the completed form off at City Hall or mail it to:

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

Lorne Daniel
69 Welton Crescent
Red Deer, AB T4N 6B1
October 4, 1994

**Strategic Plan
City of Red Deer**

The September 1994 draft of the Strategic Plan is a good starting point; I certainly support the value of establishing broad planning principles for Red Deer's future.

The existing plan, however, does not have a unified, consistent vision — it seems to be fractured. Part of the problem, I believe, is the very idea of considering topics or sectors such as Economic Development and Community Development separately.

The final plan should be a much more integrated document. I am uncomfortable with the ghetto-ization of Environment and Quality of Life issues — these should be thoroughly integrated into the discussion of economic goals. Even the order implies that economic development, infrastructure, and land development come before the “softer” concerns of community (let's put Quality of Life first).

Towards this end, one goal should be to achieve a greater integration of the city's planning and operating committees and boards. For example, Economic Development should have a clear link with Environment, either through working relationships or membership.

The draft plan continues and encourages a fractured view of the world: “land development” is separate from “environment,” and “quality of life” is separate from “infrastructure.” The goals of these separate areas can, as a result, seem quite contradictory.

I also find that many of the statements aim to support a process, rather than setting an outcome goal.

Here are some more specific suggestions:

Economic Development

I am opposed to the use of the word “growth” throughout. It implies that Red Deer at 125,000 people will be inherently better than Red Deer at 60,000. I think it is better to refer to “business opportunities” throughout. We can develop opportunities for businesses to continue to prosper without the city (or the businesses) necessarily having to grow. For example, to reduce long term dependence on oil and agriculture, we should be supporting ‘knowledge based’ industry, which increasingly involves ‘white collar’ entrepreneurs, working out of their homes.

Tourism

The inferred definition of tourism is very narrow (conventions, trade shows, sporting events, etc.). Emphasis should be placed on the expanding fields of ecotourism, and the promotion of Red Deer’s cultural and natural environments, rather than the “tourist and convention industry” specifically. I don’t see statements, under Tourism, about supporting our significant cultural industries, which bring many visitors to Red Deer.

Land Development

The assumption is that land development involves only buildings, roads, or other human-support structures. There is no mention of natural areas, or their value to us. The goal, here, should be expanded to “ensure an appropriate mix of natural, residential, commercial, and industrial land to support the citizens of Red Deer.” Again, the reference to growth should be removed. Let the citizens decide whether growth or stability is their preference.

Municipal Infrastructure

We must include reference to our natural infrastructure: Waskasoo Creek, the Red Deer River, and other natural features support our life in Red Deer every bit as much as do sewers and roads. “Parks” in the Goal should be broadened to include the natural environment.

Organization Development

I don’t feel that “training and development opportunities” are a strategic goal of the City of Red Deer. The strategic plan should focus on outcomes to citizens. If training is necessary in order to provide services, so be it, but the provision of training opportunities itself is not a goal of the citizens.

There should be statements under Organization Development regarding the level of customer / citizen satisfaction which city organizations are seeking to provide.

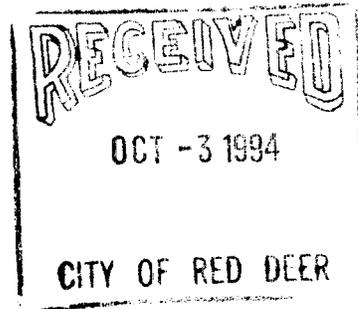
SUMMARY

I appreciate the opportunity to contribute to the Strategic Plan process. I would encourage the City to actively involve citizens in the composing the next draft. The first draft, to me, looks like the product of in-house committees. I'd like to see a final plan which views the city's future from the citizen's point of view.

Sincerely,

Lorne Daniel

To: City of Red Deer
Re: Comments Regarding Red Deer's Strategic Plan
From: Michael O'Brien
Date: September 30, 1994



Economic Development

By not allowing a tax increase equal to the rate of inflation, Council has taken a very negative step in terms of the economic stability and desirability of living in the City. Traditionally, cities have provided stable jobs and seasonal work for many, with the cost shared through taxes by those who can most afford it. By yielding to the trendy direction of shirking responsibility for society at large by downsizing so a hoped for short term benefit of business might occur, the City has followed a popular but dangerous and unworkable course. Computers and robotics are quickly leading to the disemployment of the majority of people, whether skilled, unskilled, talented, educated or ignorant. If a city of unemployed is a direction the City believes in, then the clerical staff and particularly the finance staff of City Hall are already out of date and unneeded since the majority of their work will presumably be accomplished by your new computer system which will make paper pushing redundant. Is that what you want? If it is, then similarly, the costly decision making function of Council could be quite easily replaced by a data analyst who could catalogue the very predictable voting record of Council members on various categories of issues, throw in a small random factor for bad hair days, and devise a program that would rapidly and accurately reflect the decisions that the elected human element would predictably have made. So, if you wish to follow the lead of big business, privatise Council, City clerical staff, and the financial department - which would most readily lend itself to computerised decision making once a direction was established by 1 or 2 administrators. The main floor of City Hall could then be turned into a skateboard hall and the second floor could house street people. When the Industrial Revolution moved 88% of the population from farm jobs to the factories, there was a clear purpose in sight. To remove 80% of the city's jobs with no replacement opportunities even imagined is, I charge, an invitation to anarchy and then starvation. If this is not the City's intention, then an entirely different direction than the one being pursued should be sought. The maintenance and creation of jobs, preferably meaningful ones, and how to pay for them, should be the first economic priority of the City.

Ban multinational franchise operations like Walmart and Costco. Their predatory purchasing power provides unfair competition to local stores so that paying starvation wages is the only way smaller operations can stay in business. Also, profits are siphoned out of the city and the country. Put in place protective measures that will protect local business. As some cities became "Nuclear Free", Red Deer could establish that it is "Free of Free Trade Slavery"

Tourism

Adapt a principal to keep people in the area, and a process to make the City attractive enough to its own residents and those of the district that they will spend their holiday time here.

Howse Pass - Many residents are rather tired of being the butt of jokes and derision from across the Country about being from the little Alberta city that wants to destroy the National Park system. Frankly, I am tired of having to explain that the Howse Pass Highway publicity is being

supported only by a lunatic fringe of the business community plus a few bureaucrats in Alberta Transportation who wish to create a make-work project to justify their jobs. The City **must not** give any funding for the foolish study proposed by the chamber of Commerce and should distance itself from the scheme before we are tarred with a similar kind of brush to that endured by the people of Eckville because of Keegstra. Why? Such a highway is contrary to Banff Management Plan and the Wilderness Area structure of the Park; it is contrary to the National Parks Policy "no new through roads in any National Park". Thus the whole exercise is open to a legitimate opinion, say, and ridicule by all citizens in Canada. Also, traffic studies done by Ministry of Transport show this proposed new route would not be cost effective; the twinning of Trans Canada is underway; the proposal is totally at odds with Park staff - who don't consider it worth wasting concern on since it is so totally outlandish. Further, such a proposal would obviously be vetoed by the B.C. government (which holds the land needed for the west end of such a road) because an additional route would clearly not be in the interest of the voters in Revelstoke. The western side of the pass would likely to be as steep as the worst part of the Trans Canada; the snow fall is extreme and would place a burden on B.C. highways similar to the Rogers Pass. Highway 11 would have to be rebuilt from Rocky to the Park since it was not designed for, and has neither the base nor surface to accommodate heavy truck traffic, so the cost to Alberta would be enormous. Etc. etc. etc. etc.

Environmental Issues:

Guidelines for zero tax increase will negatively effect City environmental programs and facilities. Our park system clearly is the best opportunity Red Deer has to attract tourists. You can find shopping malls in any city. Put the Sports Hall of Fame money into maintaining and marketing the park.

A highway side overnight campground, in the newly annexed Cronquist land would attract many to the City. Although Lions campground still has capacity, travellers don't know it exists, and it is quite difficult to find. Travellers are used to camp grounds near a highway and railroad. Burning the railway would be an asset to reduce noise, however, and would benefit the west side of town as well as a campground.

The Bower Natural Area south of the College should not be allowed to be lost. It is extremely important visually to highway traffic since it is virtually the only remaining spruce forest on the highway between Edmonton and Calgary and marks the turning point from the "parkland" to the "boreal forest" eco- zone. Turn the sand pit beside it at the south end of the City into a well signed "bank swallow habitat" feature and create signage to tie it to "Red Deer's environmentally friendly natural mosquito control program."

CFC Recapture - Astonishing that the City hasn't passed bylaws demanding the recapture of CFC's with heavy penalties for violation. Residents of the "City of Parks" will suffer as much as everyone else. This is quite likely a deadly problem to life - plant, wildlife, crops, humanity. No leadership at municipal level. Likely that we are more at risk at this latitude than most of the continent. This is OUR problem.

The recent proposal by PAGE to retain a wide variety of habitat land so that biological integrity of City and area is retained is a very important and valuable initiative and is to be congratulated. Too often only trees and bodies of open water are protected and so the "web of life" is broken. Wetlands are very important to the maintenance of biological integrity and the health of the Waskasoo Park system.

Constructed wetlands should replace dry ponds whenever possible for aesthetic, environmental, economic, and quality of life reasons.

Public Involvement in the Planning Process

The City seems to have decided not to invite general public input at the conceptual stages of major issues as it did with the remarkably successful design stage of Waskasoo Park. It seems that City Hall seeks direction from the business community first, sets bureaucrats and engineers the task of supporting that narrow perspective and to develop plans, then invites public confrontation. This severely limits the likelihood of fresh and creative ideas. Thus city-wide issues such as the Molly Bannister Extension (which provided virtually no opportunity for public comment except at a narrowly focused and thus hidden East Hill Structure Plan meeting) and issues such as the sale of reserve parkland land - blow up in the City's face and cause people to lose faith in the democratic process.

Bicycle Path Infrastructure: Immense funds are routinely funnelled to subsidize motorised traffic. We have created a welfare state for the automobile at the expense of public transportation which acts against the health of the citizens and the planet. Subsidize public transit heavily and at the cost of the automobile drivers. Why not have vans to replace full size busses for off hours?

Calgary will be the centre of action for Green Peace for promotion of abandoning dependence on internal combustion engine and the reduced use of fossil fuels. What is this City's position? - Who determines the City's position on such matters? Oil industry executives?

Promotion of Car Pooling should be considered a City Responsibility. Car pooling would reduce maintenance costs of roads, get people attuned to public transportation benefits, reduce stress on pedestrians. This is a very unfriendly city to pedestrians. Traffic "walk" lights are a joke, with a 4 second window typically given to pedestrians to react: this encourages the dangerous practice of paying no attention to walk lights. Worse now that one-ways have increased traffic speed. When lights are traffic activated by ground wires, why not indicate this by bright strips on roadways so people know enough to move up to them and activate the lights?

Organizations such as the Red Deer River Naturalists and CAGE are run by very busy volunteers. We may have important contributions to make, but it is unreasonable to expect us to react on short notice to some tight City agenda and daytime meetings. Why not let groups such as ours know well in advance so we can publicize planning and public input meetings through our newsletters? We have once monthly meetings and the majority of our active people have daytime jobs; it should be the job of the City to seek balanced liaison, not ours to rearrange our lives for the City's convenience. Suggest calling meeting with such groups about 4 times per year to discuss issues and City plans.



September 26, 1994

Mayor Gail Surkan
Strategic Plan
City of Red Deer

Dear Mayor Surkan:

Thank you for the opportunity to comment on the City's strategic plan and the draft recommendations.

We are very pleased to see the emphasis placed on tourism in the Economic Development portion of the plan. We agree that Red Deer has the opportunity to continue to attract more pleasure travellers and convention delegates, to the benefit of a wide range of businesses and organizations in Red Deer and the surrounding area.

We are also pleased that you share our view that the Visitor and Convention Bureau has proved itself to be the appropriate agency to coordinate tourism and convention development and promotion on the City's behalf. We now have nearly two hundred businesses, organizations and individuals as members, and our membership base continues to grow. We coordinate the initiatives of the convention marketing consortium, and have brought together other partners for cooperative approaches to the market.

We look forward to maintaining close cooperation with the agency responsible for Economic Development, as we have done with the Economic Development Department. Although marketing to attract visitors and marketing to attract business require different strategies, we hope to continue to build on the efforts of the economic development agency, and work together on initiatives wherever this is appropriate.

We agree that partnerships are important in marketing our city, and we will continue to act as a catalyst and a coordinator for such partnerships. We must recognize the role of the lottery funded Team Tourism program, which over the past few years has encouraged tourism operators to initiate cooperative marketing activities. We hope many of the partnerships established will continue after this program ends early in 1995.

.../2

September 26, 1994

Page 2

We do, however, remain very concerned by the limited resources we are able to direct to such marketing efforts, in view of the recommendation to "aggressively promote" Red Deer. We will continue to explore ways to increase our marketing resources, and we hope to have Council's support in this. For the coming year, as Council has directed, the majority of our marketing resources are committed to a convention marketing initiative in cooperation with the city's major convention facilities.

A number of other recommendations are relevant to the work of the Visitor Bureau.

Financial Development

We are pleased with the recommendation to move toward two-year operating budgets. We find it particularly difficult to plan and conduct marketing activities within a one-year budget system, and look forward to this change.

Community Development

The commitment to protection of our natural environment is important to our industry, because of the role our parks and other natural features play as tourist attractions. The emphasis placed on protection and preservation of these resources is important not only to the quality of life of residents, but to our continued ability to attract others to our community.

Organization Development

We appreciate the commitment made to the development of a corporate customer service policy. Any of our front line staff, in business or the public sector, need to be aware of and prepared for the role they can play as an ambassador for our community.

The Bureau appreciates the strong continued commitment toward the use of volunteers. We recently completed a volunteer plan, as the basis for further expansion of our volunteer program, and designated a staff member as our volunteer coordinator. We plan to expand our use of volunteers, in particular in providing visitor information services.

We look forward to continuing to work with Council and City administration in the development of specific plans for achievement of these goals.

Yours truly,



Diana Rowe
Chairman

RED DEER VISITOR AND CONVENTION BUREAU



4633 - 49 Street
Red Deer, Alberta
T4N 1T4
Phone 342-6500

Annually Supported By:

- Alberta Social Service and Community Health
- Family and Community Support Services
- United Way of Red Deer and District
- Community Service Clubs

October 20, 1994

Mayor Gail Surkan
Box 5008
City Hall
Red Deer, AB
T4N 3T4

Dear Mayor Gail Surkan:

Thank you for the invitation to the presentation of the City of Red Deer Strategic Plan on September 13, 1994.

On behalf of the Youth and Volunteer Centre, I would offer the following comments:

The Portion of the Strategic Plan that deals with "Community Development" indicates in the "Background" section of the plan that ". . . it is important to reaffirm the City's role as a facilitator in the planning, development and delivery of social programs and **to ensure that the Province does not download this area of primary responsibility onto the municipalities**".

The City is legitimately concerned that the provincial government is relieving itself of the responsibility for funding social programs. The City must be prepared to deal with the situation that could arise if the Provincial Government or Federal Government cut funding to programs which residents of Red Deer need or enjoy.

The Provincial Government has no plan in place for an orderly and reasoned withdrawal from the role of allocating public funds to support programs, basic or otherwise. Rather, cuts are made and reactions monitored. Strong programs may survive such reductions in funding. Programs and organizations which are not prepared for the reductions in funding will fail.

At the September 13, 1994 public forum Mr. Guilbault confirmed that the province is being lobbied by City officials on a number of levels. The City must be prepared if the current lobbying does not have the desired effect.

. . . . 2



Mayor Gail Surkan
Page 2
October 20, 1994

The Board of Directors of the Youth and Volunteer Centre believe that it is important for City Council to have a parallel plan to incorporate into the Strategic Plan to deal with potential drastic reductions in funding of programs servicing Red Deer and area residents. The Board of Directors of the Youth and Volunteer Centre would welcome the opportunity to be of assistance in the development of such a plan.

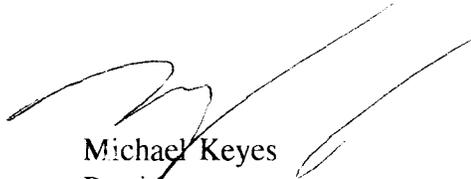
That portion of the Strategic Plan which deals with Organization Development lists as a strategy that "the City will continue to encourage and support volunteerism in the delivery of programs and services". We strongly agree that volunteers will play a critical role in ensuring the continuation of important services which the community enjoys.

Our organization relies heavily on the efforts of volunteers to deliver services in an efficient and effective manner. Proper utilization of the volunteer resource requires careful planning as well as an ongoing commitment to those volunteering and the service they provide.

Volunteers enable our organization to deliver high quality service to a broad client base by supporting and amplifying the efforts of our paid professional staff. Our staff members are committed to the principle that the volunteer must also experience a sense of personal growth. We believe this is one of the reasons that we retain high quality volunteers for what Big Brothers and Big Sisters of Canada has indicated to us is a significantly longer than average period of time.

The Board of Directors of the Youth and Volunteer Centre are committed to supporting Council members in their development of a Strategic Plan. We welcome the opportunity to have further input or to be of assistance.

Sincerely,

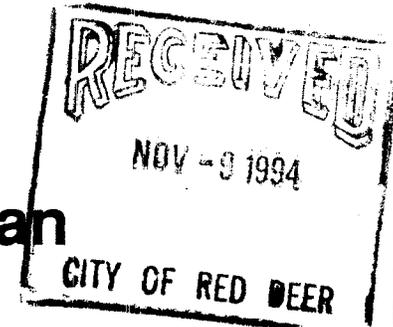


Michael Keyes
President
Youth and Volunteer Centre

MK/sf

Dr. Timothy L. Grier
1066 4900 Molly Banister Dr.
Red Deer, AB T4R 1N9

Comment Card re The City's Strategic Plan



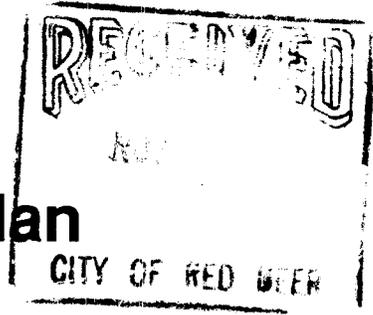
The Economic Development Authority should not operate in a vacuum. Rather a mechanism of collaboration should exist, not only with the Visitor & Convention Bureau, but also with, and between, Land Development, Community Development (Social Responsibility and Quality of Life) and Environment. If the Economic Development Authority is allowed to develop mature ideas, proposals, concepts in isolation, confrontation and controversy is inevitable; integration (collaboration) must occur at the inception of processes, not at the maturity of a process. These five (5) highlighted bodies and ^{public} interest areas naturally interact, e.g., visitors and shoppers will be less attracted to the city if environmental aspects are not maintained, which may not occur if economic and land development proceeds without effective integration, and citizens will become disenfranchised if community concerns are not effectively integrated.

Thank you for sharing your views.

Please drop the completed form off at City Hall or mail it to:

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

Comment Card re The City's Strategic Plan



① accountability to the public process and ② integration of the economic development authority with the other development features planned, especially environmental concerns related to quality of life, maintaining and increasing park systems and ^{public} education and nature programs (Kerrywood). The commitment to these development concerns has to be from the ground up and equal to the other aspects of this plan including public involvement to assure the validity of the process.

The stability of the business community should be of greater concern even if it requires limiting new duplicated services to assure success of ^{both retail + professional} businesses and JOB security. The long term health and quality of life of a community ~~are~~ require sustainable development.

Thank you for sharing your views.

Please drop the completed form off at City Hall or mail it to:

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

October 11, 1994

Ms. Colleen Jensen, Manager
Social Planning Department
Chairman, City of Red Deer Strategic Plan
Box 5008
Red Deer, AB., T4N 3T4



**Handicapped
Housing
Society of
Alberta**

re: **City of Red Deer Strategic Plan**

Dear Ms. Jensen:

We, as the Handicapped Housing Society of Alberta and the Housing Registry-Red Deer, take this opportunity to supply input to your public consultation on the Strategic Plan. Our response, while a little late will hopefully provide information and insight for the future planning of our city. As a one-person office, it is difficult to keep up with the demands of the people we serve, the demands of the office administration required to serve the people we assist, and as a fund-raiser, to maintain levels of funding to continue to serve the community of Red Deer and surrounding area. Please find enclosed information pertaining to our society and its work.

Our concerns, voiced here-in, pertain to those problems we work with directly, and on a daily basis. We did not feel the need to comment on each area targeted in the Strategic Plan.

Red Deer is a good place to live. As a community, we would wish to maintain all that is "good" and then move on to that which is "better" for the community.

The City of Red Deer, in its attempt to provide for all citizens, must continue to make available services for those in need. Our "community attitude" in the level of caring will be reflected in the kind of city that will evolve. **Quality of**

life must extend beyond quality of life for those who can afford a quality lifestyle.

In the Strategic Plan, the vision, the mission, the focus statements, value statements, the goals and the strategies as outlined, are all reasonable and are all something to which our community should aspire. However, when all is said and done, there is only "us", all of us - the citizens of Red Deer. Whether federal or provincial governments are withdrawing funding and responsibility for programmes they have traditionally cared for; regardless of who is to accept the ultimate responsibility for these programmes; it our community where the problems will come to rest; it is our community who must deal with the problems.

At this time, Red Deer has many non-profit organizations/agencies, beyond those directly involved with the City, providing services to meet the needs of our residents. Most are well-run, well-organized, dynamic, effective and results oriented. The services we bring to our community, the volunteer manpower we mobilize to serve our community's needs, deserve more than having the City of Red Deer simply as facilitator to the social needs. **The City of Red Deer, its elected representatives, and its bureaucrats, must also advocate for and on behalf of these organizations/agencies and the needs of our community.** We, as non-profit societies, are faced with the same cutbacks in funding and downloading of responsibilities from government (federal and provincial) in the same way the municipality is being asked to accept responsibilities. **However, if we, as non-profit societies cannot afford to assist those in need, can we as a community afford the results?**

Role of City of Red Deer

The City of Red Deer is a corporation based on a commission form of government. A corporation has a bottom line - a profit margin. **We must see "our corporation" as a caring and compassionate one.** Our elected representatives must carry the message of caring and compassion back to the funding sources and to the population who elects them. We must all advocate on behalf of the a caring and compassionate City. We must offer, at least, assistance to self-determination. The 1960's, 1970's and 1980's ethic of

assistance by provision, must be replaced with assistance to self-determination. We cannot undo in a short time, what it has taken several decades to put in place. **We may think we cannot afford to assist those in need - but, if we do not, can we afford the results?**

Housing

As the Housing Registry-Red Deer (a division of the Handicapped Housing Society of Alberta), speaking in response to the need for affordable, suitable housing for all citizens of Red Deer, brings forward the fact, the City of Red Deer cannot dismiss housing needs with the simple statement - housing is not a municipal responsibility. The lack of affordable, suitable housing is not going to affect any jurisdiction more directly than our own community. Therefore, the City of Red Deer must take a more active role in solving the community need for affordable, suitable housing.

The City of Red Deer can help itself to help others by advocating on behalf of the community's needs. We must advocate and adopt legislation to provide for affordable, suitable housing to meet the needs of people who cannot pay in excess of \$400 - \$500 per month for rental accommodations for their family. The federal and provincial governments have stepped back from social housing programmes. However, **our community cannot rely on the cyclical nature of real estate to provide low income housing. Need is not the same as supply and demand. Those who require low cost housing cannot simply go down the street to find a cheaper source. We frown upon those who choose the option of doing without housing. We call them homeless.**

The private developers do not see themselves in the low-income rental housing market, when there is no profit at the bottom line. Is it not possible to build-in a "carrot and stick" for developers? Could we, the citizens of Red Deer, say, in order for land to be available to be developed in medium to upper price housing, the developer must produce "x" numbers of well-designed, well-built affordable rental accommodations? Is it possible through legislation (possibly AUMA) to adopt regulation to provide housing to meet the needs of accessibility and affordability? **With civic support, incentives to build this**

much needed housing and legislation to back it up, it is possible to meet the needs of our community.

At this time in our history, Red Deer has two ready sources of housing to look at and seek solutions for our community's low cost housing needs - Michener Centre land and housing at Mynarski Park. While these are not under the mandate of the City of Red Deer (at this time), forward thinking individuals, with the right incentives, may find this an opportunity to serve themselves and the citizens of central Alberta in need of affordable, suitable housing.

Promotion and Marketing

Promotion and marketing of our community's physical accessibility features is a long overlooked one. We, as the Handicapped Housing Society of Alberta, advanced a proposal for same, during the Vision 2020 consultations and responses. In 1990, our society suggested the City of Red Deer should embark on developing a long range plan to capture the ever growing population of persons with mobility impairments. This population is an ever increasing one. Persons with mobility impairments are people who carry out "normal" lives, as long as they can encounter accessible venues, barrier-free attitudes and services to meet their needs. At present, this population has grown to 14% of our total provincial population. By providing the right services and targeting this market, Red Deer could enhance its market share of tourists and conferences. It would require education on the part of hotel and restaurant owners and staff on the importance of meeting the needs. It would require those in service areas to up-grade their barrier-free attitudes.

Red Deer is a fairly accessible city. The City of Red Deer has and continues to integrate curb cuts and other features into their construction programmes. Most civic venues offer accessibility. Portions of the trail systems are accessible and could be marked and marketed relative to percent of grade. There would be a need to upgrade washroom facilities and some spots in parks areas. But, we could develop a "William Watson Lodge" of the urban environment!

Thank You

We thank you for this opportunity of bringing forward concerns for our community. We do have expertise to offer. We are willing to assist with background information, if time and resources permit.

Yours truly



Margaret L. Hicks

Housing Co-ordinator

Enclosures:

Background Information - Handicapped Housing Society of Alberta
Information on Wheelchair Adapted Apartment Building - Red Deer
Information on HomeWorks Project - Edmonton
Fact Sheet - the Housing Registry-Red Deer
Information - William Watson Lodge, Kananaskis

DATE: DECEMBER 20, 1994

**TO: MAYOR
CITY COMMISSIONER
DIRECTOR OF COMMUNITY SERVICES
DIRECTOR OF ENGINEERING SERVICES
DIRECTOR OF FINANCIAL SERVICES
PERSONNEL MANAGER
SOCIAL PLANNING MANAGER**

FROM: CITY CLERK

RE: STRATEGIC PLAN

At the Council Meeting of December 19, 1994, consideration was given to the report from the Mayor and City Commissioner dated November 29, 1994 concerning the above topic and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Mayor and City Commissioner dated November 29, 1994, re: Strategic Plan, hereby approves the Strategic Plan as submitted to Council December 19, 1994."

The decision of Council in this instance is submitted for your information. Congratulations to you and all the staff who participated in bringing this plan into reality.



KELLY KLOSS
City Clerk

KK/clr

NO. 8PATH: gord\memos\blbx-sum.cc
MASTERFILE: 3001.104

DATE: December 9, 1994
TO: City Clerk
FROM: Public Works Manager
RE: BLUE BOX PROGRAM

Attached is a summary of Blue Box set out and participation rates which includes our latest survey.

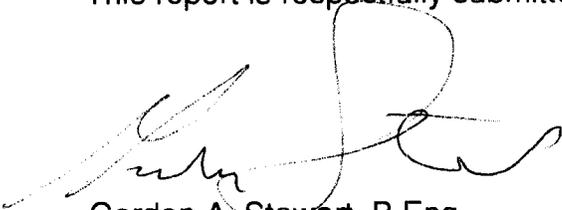
The results show a slight increase in participation over the length of the program. Our survey also shows a significant increase in the set-out rate since the program first began. We would attribute this increase mainly to the increase in the number of products being accepted. Participation is defined as a customer who placed their Blue Box out one or more times within the six week test period. Set-out is the actual Blue Boxes put out for pick-up in any given week.

The set out rate for Fall 1994 is 50% and the participation rate is 82%.

The figures show that, of those participating in the program, on the average 61% place their box out every week.

RECOMMENDATION:

This report is respectfully submitted for the information of Council.



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

/blm

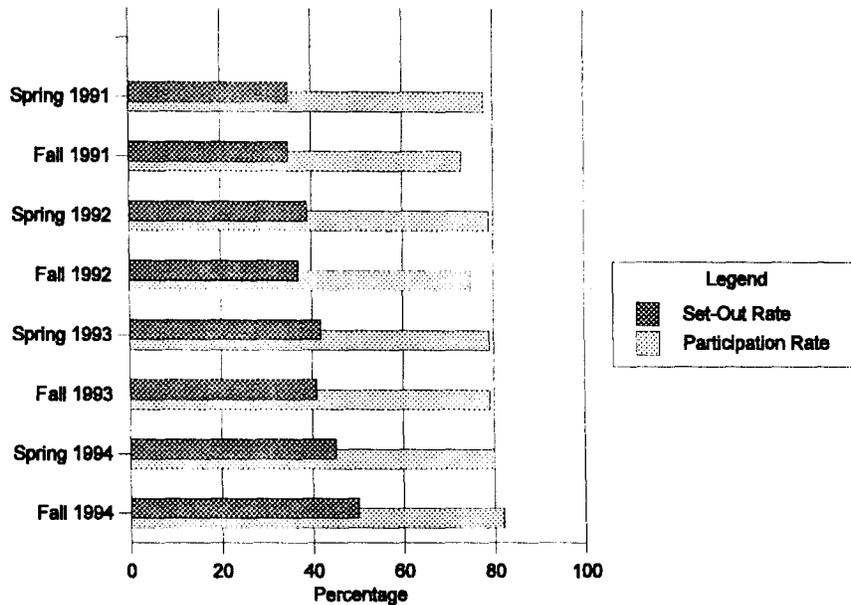
Att.

c Director of Engineering Services

RECYCLING STATUS REPORT

The Blue Box Program was implemented in the city of Red Deer in May, 1991. The Program was expanded to include all multi-family dwellings in June, 1992.

The graph below provides an indication of the response to the Blue Box Program.



The set-out rate refers to how many blue boxes are set out on a given week. The participation rate refers to the number of people that participate in the program, although they do not necessarily put their blue box out for collection every week. The above data is based on a five to six week monitoring period for 1 076 households throughout the city.

Commissioner's Comments

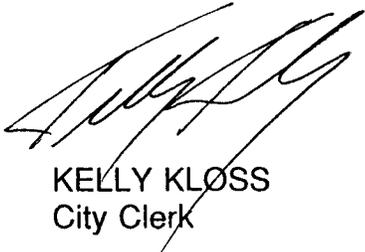
This is submitted for Council's information. We are pleased to note that the participation rate has been gradually increasing since the program was introduced.

"A. WILCOCK"
Acting City Commissioner

DATE: DECEMBER 20, 1994
TO: PUBLIC WORKS MANAGER
FROM: CITY CLERK
RE: BLUE BOX PROGRAM

At the Council Meeting of December 19, 1994, your report dated December 9, 1994 concerning the above topic was presented to Council for information and it was agreed that same be filed.

Thank you for keeping Council up to date on this program.



KELLY KLOSS
City Clerk

KK/clr

cc: Director of Engineering Services

NO. 9**MEMORANDUM**

DATE: December 13, 1994

TO: Kelly Kloss
City Clerk

FROM: Grant Howell
Personnel Manager

RE: Training and Development Plan for 1995

Attached please find the 1995 Training and Development Plan for The City of Red Deer, which establishes direction and priorities for the next two years in the area of employee development. This report supports The City's Strategic Plan, particularly the goal on Training which is to "Provide necessary and appropriate training and development opportunities to ensure an innovative and skilled work force."

The funding for this approach has been included in the 1995-1996 budget submission for review by Council during budget deliberations.

This report is for Council's information..



/rg

"PREPARING OURSELVES"

**1995
TRAINING AND
DEVELOPMENT PLAN**

FOR

THE CITY OF RED DEER

December 1994

INTRODUCTION:

The City of Red Deer's mission is "to provide an effective and accessible municipal government which responds to the needs of the community through collaboration, innovation and communication." In order to fulfill that mission, we need to put a new emphasis on employee development programs and reinforce those current development activities that serve our organization well.

Our Strategic Plan contains a specific goal on Training: "To provide necessary and appropriate training and development opportunities to ensure an innovative and skilled workforce." The strategy for achieving this goal is "The City will assign a high priority to staff training and develop a corporate-wide training plan."

This report responds to that strategy and outlines the general state of skills and knowledge in the organization, proposing steps for the coming year that are in keeping with the Strategic Plan.

The objective of "employee development" is to have employees with the skills, attitude and knowledge to do their jobs and the work of The City in the most effective way possible. Class room training is just one of the ways we attempt to accomplish that goal. Other ways include:

- on-job training
- coaching/mentoring
- self directed learning
- external courses and learning opportunities
- special assignments which offer learning and developmental opportunities

As we address the development needs of our employees, it is important not to look at just one form of training to meet all of our needs.

In the past, The City of Red Deer has utilized a number of the above approaches to equip employees for their jobs. On-job training has been used extensively in departments, particularly where specific types of equipment are concerned. Also, because of the number of long service, skilled employees we have in a number of areas, coaching and mentoring of those they supervise or work with has been used extensively. Class room training has also been utilized, mostly in areas where there are larger numbers of people requiring the same type of training (e.g. First Aid, WHMIS, Supervisory Skills).

The development activities that have taken place in the past have served the organization well. Our employees were taught the skills necessary to be effective in their jobs. However, the environment is changing rapidly and those skills will need to be augmented or, in some instances, replaced. The ongoing development of our employees is becoming a critical factor in the success of our organization.

CURRENT SITUATION:

The organization is now at the point where action on employee development is required. We have taken the time to have Task Forces look at significant parts of our business and organization. We have undertaken a strategic plan, a service analysis and an organization review. These processes have been very useful in setting the direction for The City to move in the years ahead.

It is now time to **start moving in that direction.**

The first steps have been taken with the restructuring of the top end of the organization, including its relationship to Council. Other steps are planned. However, several of the things we want to do in the future are different from what we have done in the past and employees will need new skills, knowledge and attitudes to be successful.

What, then, are the areas we need to focus on during the next three to five years? How much attention must we divert from "doing the job" to "learning how to be the most effective we can be?"

1. Technical Training and Development

This type of training and development refers to all "function-specific" training and development (e.g. Computer use training) or Department-specific training and development (e.g. water treatment training or arena maintenance training).

It is currently managed by the Departments responsible for the services and should remain that way. Those who are closest to the requirements of the work are the best to ensure the proper learning and performance of employees.

The major organization-wide priority in Technical Training is in computers and associated networks. With the move away from the current mainframe and the establishment of a new environment, there will be a great demand for skill development in this area. The Computer Services Department is developing training to address this need.

Another opportunity for improvement in this area over the next two to three years is the development of a good training records system. Currently our training records are fragmented in different parts of the organization and we have the opportunity to utilize our new Human Resource Information System in such a way that those responsible for training can record that training on a common data base.

2. Non-Technical Training and Development

Supervisory Training, general job effectiveness training, team building, external and internal "management seminars," general First Aid and general WHMIS training are all included under this group. The Personnel Department coordinates these development activities on behalf of the organization.

It is in this area of Training and Development, along with training to handle the changes in computer utilization, where we need to undertake a significant initiative in the coming 36 months. The training associated with computer utilization will be developed by the Computer Services Department and will be presented under a separate report. This plan deals with the process of addressing our non-technical training needs.

THE NEED:

With the implementation of our Strategic Plan, complete with a vision, mission and objectives in a number of key areas, there is a need to ensure our employees are equipped to fulfill their roles in the changing organization. The Organization Task Force reinforced this need for training in several areas, including interpersonal skills, conflict resolution, communication, problem-solving, decision-making, team work and customer service.

In addition, a Training Needs Analysis identified most of those needs, plus stress management, managing change, strategic planning, motivation and negotiation skills as higher priority training needs.

It is clear that we have a strong demand for training and very good reason to both respond to that demand and to lead the organization in developing more effective ways to manage the work of the corporation.

RESPONDING TO THE NEED:

There are many, many training programs of widely varying quality and cost that are available on the market today. Some suppliers target specific subjects or groups while others cover a broader base.

We need to ensure that the training and development opportunities we provide are integrated and that they are built upon adult learning principles. One effective way to assess alternative approaches to the training we want to undertake is to utilize a "decision-making model" to evaluate various alternatives. The model chosen for this plan is the Kepner Tregoe model.

MUSTS: (an alternative must have all of these in order to be considered)

- Not contradict our corporate vision and values
- Support other training and development activities
- Utilize Adult learning principles
- Have some form of measurement instrument available

WANTS: (alternatives are ranked and scored relative to each other for each factor)

- Lowest cost for the quality of what is delivered
- Deliverable by our staff on a realistic work load basis
- Best use of adult learning principles
- Positive references from similar organizations
- Best supports our corporate vision and values
- Closest fit to the organization's training needs
- Most integrated, in-so-far as being consistent with other training
- Best link to "on-job" performance
- Best fit with the organization's scheduling requirements
- Best potential for measurement of effectiveness of the training
- Best vendor support

ALTERNATIVES:

1. Build our own training programs
2. Buy specific programs for identified needs from different vendors
3. Purchase an integrated training package that addresses as many of our needs as practical
-two packages were reviewed - 1) Zenger-Miller and 2) Priority Management

THE DECISION:

Priorities were established for each of the "Wants," then each of the alternatives was compared as to how well it met the prioritized list.

The alternative of purchasing an integrated training package was clearly the best choice of the three alternatives. Further, the Zenger-Miller package was the best fit for our organization. It provides for comprehensive training and certification of "in-house trainers" and allows the organization to purchase those units that are most applicable to its needs. This package also ties ALL the units to a core set of values that is reinforced and referred throughout the training.

The flexibility, quality, integration of components, delivery basis and cost of the Zenger-Miller package made it the best choice for our organization. (see attached information on "Frontline Leadership")

COST:

1. Year One

Initial Start up Cost

•	Module License Fees	\$4320	
•	Instructor Certification	4400	
•	Human Resource Requirements		950 hours

Operating Cost

•	Materials	\$6900	
•	Casual Clerical Support	2000	
•	Human Resource Requirements		200 hours

Total		<u>\$17620</u>	<u>1150 hours</u>
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2. Year Two

Program Additions

•	Module License Fees	\$2160	
•	Instructor Certification	2125	
•	Human Resource Requirements		150 hours

Operating Cost

•	Materials	10500	
•	Casual Clerical Support	2000	
•	Human Resource Requirements		250 hours

Total		<u>\$16785</u>	<u>400 hours</u>
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In the 1995 and 1996 budget, funds have been identified to address this training as an integral part of our training and development activities.

CONCLUSION:

The City, like all organizations doing business in these demanding and rapidly changing times, **must increase its emphasis on the development of its employees significantly.** This increased emphasis must take many forms, through more flexible work arrangements, project assignments, informal and formal on-job-learning experiences, **AND TRAINING.**

During the next three years, there will be a high emphasis on formalized training utilizing internal, trained resources to address the training required by the organization.



G. Howell
Personnel Manager

/rg

Commissioner's Comments

This report is being submitted for Council's information. The funding required for the Plan will be considered by Council as part of the 1995 budget in January.

"A. WILCOCK"
Acting City Commissioner

COUNCIL MEETING OF DECEMBER 19, 1994

ATTACHMENT TO REPORT ON OPEN AGENDA

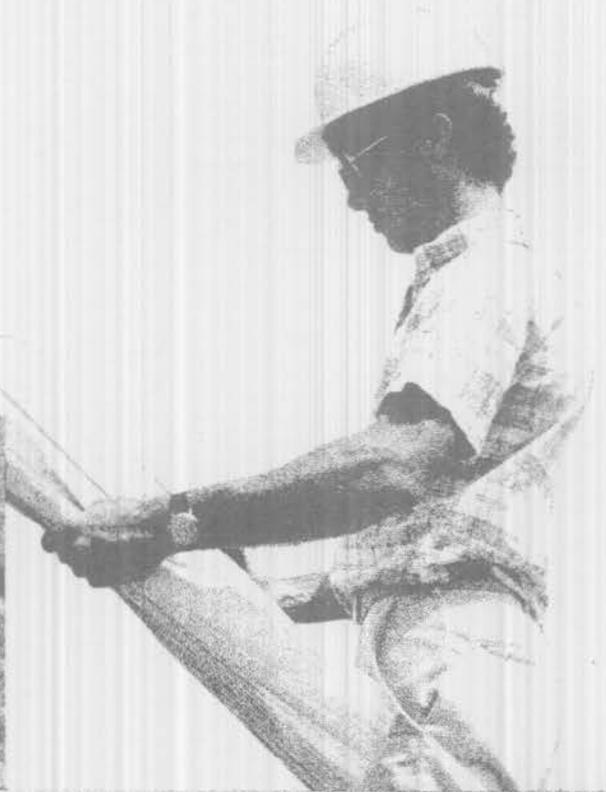
**RE:
TRAINING AND DEVELOPMENT PLAN
FOR 1995**

FRONTLINE LEADERSHIP™



"When theory is not enough"

Leadership skills for expanding supervisory roles



A World of Change

Organizations of the 1990's are being transformed. As society shifts to a new age, a multitude of forces are converging to refocus, restructure and redefine organizational issues and strategies. For some, the

changes have been gradual; for others, change has been swift and radical. Whatever the pace, change has become a constant for everyone.

A major change for most organizations comes from the technology, science or expertise they use or deliver. For example, estimates place the rate of obsolescence of a newly graduated engineer's knowledge at 3-5 years. Some of the other changes impacting organizations include: customers' demand for higher quality products, greater variety and better service at lower cost; aggressive competitors

determined to deliver higher-quality products, greater variety and better service at lower cost; employees, less submissive to authority, demand more participation in decision-making, greater autonomy and improved quality of work life; and economic fluctuations make long-term forecasting and planning almost impossible.

To master these changing conditions, organizations are refocusing their strategies under a variety of banners. Most of these strategies revolve around or combine four issues: quality, service, innovation and productivity. For many organizations, the driving strategy has become quality improvement in all areas of operation. Their ultimate goal is to improve the quality of products and/or service provided to customers or taxpayers at the same or lower cost. Accomplishing these quality objectives requires increased productivity and higher levels of innovation.

Doing More with Less

Tougher economic times and demands for higher productivity have caused many organizations to "downsize", "de-layer" and decentralize their operations.

Achieve's experience with Clients using **TOWARD EXCELLENCE™** (co-developed with Tom Peters, co-author of *In Search of Excellence*), shows that leaner organizations are much more effective. A growing number of studies are now confirming this. One study of large firms showed that successful companies averaged 500 fewer employees per \$1 Billion of sales and four fewer tiers on their organization charts than less successful companies. Author and professor, Brian Quinn, has spent over two decades studying the sources and obstacles to innovation. He has found that most innovative companies keep the organization flat and divisions small. The trend to do more with less was noted by Businessweek magazine, "In industries as diverse as autos, computers, aluminum, oil, and machine tools, companies are discarding their organization charts and simplifying their chains of command."

The group hit hardest by downsizing and de-layering is middle management. Improved channels of communication, simplified systems and instantaneous information processing, have drastically reduced the need for middle management layers. Senior management strategists and directors are interacting more directly with those who make the organization's plans

happen. Bureaucratic layers of managers and supervisors not only hinder performance, but add enormously to administration and overhead costs.

Expanded Roles: The Need for Leadership

The supervisors and managers left in today's changed organization have different roles, responsibilities and focuses than just a few years ago. Demands for higher quality, service, productivity and innovation, along with less organizational resources and shifting employee expectations, means supervisors and managers must take new approaches. Another Businessweek article entitled, "A New Era For Management" concludes, "Middle managers who survive find their roles expanded and their functions changed. Generalists, not specialists, are needed, as companies demand solutions to interdisciplinary problems."

One of the most rapidly changing roles is that of the first level or "frontline" supervisor. Today's complex decisions and situations call for effective ideas from people who actually do the work. Supervisors can rely less and less on making unilateral decisions. Besides, with wider perspectives and a higher standard of living, individual contributors today want to be more involved before they are willing to invest their personal "commitment" and action in an idea.

To develop the best ideas, and to achieve their implementation, supervisors today need to encourage and include more people in the decision-making process, which at times can be difficult. Adding to the supervisory dilemma, collaborative team approaches are on the increase, not just within a supervisor's work group, but also across the boundaries of organizational functions.

Today's supervisor must add a leadership dimension to their traditional management focus. This means their role has not so much changed as it has expanded. The degree of expansion varies according to the organization.

"Yesterday's home runs won't win tomorrow's ballgames"

— Babe Ruth



TRADITIONALLY, GOOD SUPERVISORS:

- Get results primarily by directing people and gaining their co-operation
- Build good followers
- Get people to understand good ideas
- Manage people one-on-one

- Develop strength within their own work unit
- Implement directions from above
- Help people change when directed and help them make the best of it

- Communicate well

TODAY, INCREASINGLY SUPERVISORS MUST ALSO:

- Involve people and help them invest their personal commitment
- Build good initiators
- Get people to generate good ideas
- Build collaborative, interdependent, and supportive teams
- Develop strength between units, and among peers
- Initiate new ideas and directions
- Generate positive innovations with people without those changes being imposed from above
- Be masterful at interpersonal relationships

FRONTLINE LEADERSHIP: Building On Our Experience

Since its introduction in 1979, **SUPERVISION™** has become one of the most widely-used development systems of its type in North America. In Canada alone, Achieve's more than 150 **SUPERVISION** Clients include hospitals, utilities, resource companies, municipalities, provincial and federal governments, manufacturers, transportation firms, food processors, financial institutions and "high tech" companies among other industries. Hundreds of trainers and thousands of supervisors and managers have worked with Achieve in using **SUPERVISION**. Many Clients have rigorously documented lasting behavior change on the job using this system. Increases in productivity and commitment as well as decreases in absenteeism, accidents and injuries, turnover and grievances have been noted by numerous Clients.

In 1984, Achieve and our U.S. associate, Zenger-Miller, began research for another series of updates to **SUPERVISION** (updates had last been introduced in 1982). We talked extensively with Clients as well as reviewing accumulated experiences and Client feedback. It soon became apparent that the management model which **SUPERVISION** and its contemporaries were based upon, was changing. A new focus and role for supervisors and

managers was emerging. These changing conditions were being widely discussed and understood, but not reflected in supervisory and management training programs. At this point, we stopped and refocused our research. Rather than updating a program based on older assumptions, we saw the need to update our understanding of effective supervisory practices.

From all this research and testing emerged a development system that was similar to **SUPERVISION**, but also very different. New skill areas, broader topics and a focus on issues of quality, service, innovation and productivity significantly expanded the content. Multiple video models, "cueing" exercises, instructor options, skill-building exercises and coaching pairs significantly advanced the process.

In 1987 our continuing research identified the critical need for problem solving skills, especially within a service or quality improvement effort. Traditional problem solving approaches fall short because they are often theoretical rather than skill based. Most are fairly complex and offer little opportunity for non-management employees to become involved. The new Problem Solving For Individuals And Teams Cluster has been specifically designed to meet these challenges. A powerful, easy-to-use process is combined with the skills and techniques to develop all employees and managers into effective individual and team problem solvers.

The refocused, leading-edge content and enhanced development process keeps **FRONTLINE LEADERSHIP** setting new standards for supervisory and management development.

The Content of FRONTLINE LEADERSHIP

The 23 modules of **FRONTLINE LEADERSHIP** are grouped in six sets or clusters:

Core Interpersonal Skills

- Your Role and The Basic Principles
- Giving Constructive Feedback
- Getting Good Information From Others
- Getting Your Ideas Across
- Dealing With Emotional Behavior
- Recognizing Positive Results

Developing Individual Performance

- Establishing Performance Expectations
- Developing Job Skills
- Coaching For Optimal Performance
- Taking Corrective Action

Developing Team Performance

- Clarifying Team Roles and Responsibilities
- Conducting Information Exchange Meetings
- Resolving Team Conflicts

Making Organizational Impact

- Building A Constructive Relationship With Your Manager
- Building A Collaborative Relationship With Your Peers
- Confronting Issues With Your Manager and Peers
- Winning Support From Others

Managing Change and Innovation

- Managing Change
- Fostering Improvement Through Innovation

Problem Solving For Individuals And Teams

- Solving Problems: The Basic Process
- Solving Problems: Tools and Techniques
- Participating In Problem Solving Sessions
- Leading Problem Solving Sessions



Management Support: Developing Frontline Leaders

The growing evidence supports Achieve's experiences with dozens of Clients: unless a supervisory or management program has the active support and reinforcement of higher level management, it will have limited results — if not outright failure. Writing in *The Training and Development Journal*, training author and researcher, Neil Rackham, asserts, "However good your skills training in the classroom, unless it's followed up on the job, most of its effectiveness is lost. The Xerox Corporation carried out several studies, one of which showed that in the absence of follow-up coaching, 87 per cent of the skills change brought about by the program was lost."

Achieve works extensively with Clients to plan detailed implementations of **FRONTLINE LEADERSHIP** that include solid management support activities. Included in the **FRONTLINE LEADERSHIP** system are modules to develop senior managers' understanding, support and reinforcement of the skills taught.

Developing Frontline Leaders:

The Management Support Role

- Increasing the Payoffs From Training
- The Basic Principles
- Coaching For Optimal Performance
- Recognizing Positive Results

Skill Building: Much Is Claimed, Little Achieved

While the content of **FRONTLINE LEADERSHIP** sets the system apart, the process used for skill building makes it truly unique. *What* a development program covers is vital. *How* it attempts to develop participants is critical. Otherwise, it could be doing the right things the wrong way — and achieve little.

Much of what passes for training today isn't. Many organizations inspire, educate, sensitize, conceptualize, inform or explain. Few truly train their supervisors and managers to develop better leadership skills that can be applied to the job tomorrow or next week.

The skill development process first used by **SUPERVISION** is Behavior Modeling. This approach has been proven effective in dozens of studies documenting lasting behavior change. In an April 1985 article the senior editor of *TRAINING Magazine*, Ron Zemke and consultant John Gunkler wrote, "The data is overwhelming: programs that use behavior-modeling technology in their design have a better success rate with respect to transfer of skills to the work place."

FRONTLINE LEADERSHIP significantly advances the technology and effectiveness of Behavior Modeling. One example is an exclusive focus on "cueing". Cueing is a method to help participants learn "when to" apply their newly-acquired "how to" skills. The basic premise of

cueing is that unless participants recognize job signals or cues to use their new skills, little will change back on the job. Through video exercises and other methods, **FRONTLINE LEADERSHIP** builds sensitivity to cues and helps participants develop the competence and confidence to respond appropriately.

Related Achieve Programs And Services

The purchase of **FRONTLINE LEADERSHIP** gives Clients access to Achieve's support and Client services. These include complimentary newsletters, Client conferences, strategic implementation planning, pre/post evaluation instruments and methods, as well as consultation around implementation and delivery.

The Achieve Group is a Canadian team of performance improvement specialists, training and development professionals, and senior consulting associates. We provide over 100 modular development units to enhance Personal, Coaching, Team, and Cultural Leadership Skills. Achieve professionals are also available to customise or modify any of our skill building systems. With over a decade of experience, Achieve now serves more than 300 Clients across Canada.

Achieve's performance consulting services offer a variety of specialized improvement processes and programs to meet key strategic issues. As well, a wide variety of culture change tools and techniques are available with consulting expertise to support them.

Achieve's **SERVICE/QUALITY SYSTEM™** provides a process to analyze, plan, and implement a long-term improvement effort. Our approach makes service an organizational strategy by focusing on twelve critical components of service excellence. An integral part of the system is the **ENHANCED SERVICE PROCESS** which helps service teams uncover their internal/external customers' expectations and develop innovative approaches to continually exceed those expectations. Our Quality Enhancement Through Skills Training (QUEST) program provides the necessary support skills that drive successful service quality initiatives.



"When theory is not enough"

THE ACHIEVE GROUP INC.

Westfield Business Court, 6315 Shawson Drive, Suite #7
Mississauga, Ontario L5T 1J2 Phone: (416) 564-3377
Fax (416) 564-3510

Offices Across Canada

DATE: DECEMBER 20, 1994
TO: PERSONNEL MANAGER
FROM: CITY CLERK
RE: TRAINING AND DEVELOPMENT PLAN FOR 1995

At the Council Meeting of December 19, 1994, your report dated December 13, 1994 concerning the above was presented to Council for information. It was agreed at that time that same be filed.

As outlined in your report, I trust that this item will now be included in the 1995/1996 budget submission for review by Council during the upcoming budget deliberations.



KELLY KLOSS
City Clerk

KK/clr

cc: Director of Financial Services



NO. 1

Alberta Sports
Hall of Fame & Museum

Please note the address change:
502 Provincial Building
4920-51 Street
Red Deer AB T4N 6K8
Phone (403)341-8614
Fax (403)341-8619

Fundraising Committee
P.O. Box 27061 Red Deer AB T4N 6X8
Telephone 403-342-6100/Fax 403-342-6073
November 28, 1994

Mayor Gail Surkan
and Members of Council
City of Red Deer
Box 5008
Red Deer AB T4N 3T4

Re: Alberta Sports Hall of Fame and Museum

Dear Mayor Surkan and Members of Council,

We would like to thank you for the opportunity that Council provided for the Alberta Sports Hall of Fame and Museum Fund Raising Committee at the meeting of Monday, November 21, 1994. As indicated in the presentation by Mr. Robert (Bob) McGhee, the facility will have the potential to attract thousands of visitors, not only from Alberta, but from other provinces and countries. The economic spin-off will be substantial. Return on investment will occur year after year. Benefits are already occurring with the temporary quarters now located in Red Deer in the Provincial Building. Currently, one permanent and three part-time employees are administrating the Hall of Fame and Museum, employment that previously did not exist in the community.

Mr. McGhee suggested that Council consider a donation to assist the Fund Raising Committee kick-off the campaign. This will provide a strong indication to the corporate and public sectors that the Committee has the full support of our municipality. The donation could be financed from the recently returned \$15,000 from the Red Deer Brier Society, plus a matching amount of \$15,000. It could be considered as recognition for all those volunteers who gave of their time in making recent sport events so successful. An option that could be considered would be to provide the funds over a two or three year period.

I am sure Council will be interested in knowing that Mr. Lowell Hodgson and the Recreation and Culture Department staff will be raising money to support the project by holding a garage sale.

Don Moore, *Chairman*
Lowell Hodgson, *Vice Chairman*
Paul Bill
Morris Flewelling
Kathie Hankins
Wendy Martindale
Bob McGhee
Hugh McPherson
Larry Pimm
Al Poole
Rick Schott



They have challenged each recreation and culture department in other municipalities to do something similar and direct the proceeds to the Alberta Sports Hall of Fame and Museum.

Thank you again for listening to our presentation. We look forward to working with you as partners for the successful completion of this new facility.

Yours truly,

A handwritten signature in cursive script, reading "Marilyn Haley". The signature is written in black ink and is positioned above the typed name and title.

Marilyn Haley
Coordinator

c.c. R. McGhee
D. Moore, Chairman

DATE: December 8, 1994

TO: KELLY KLOSS
City Clerk

FROM: CRAIG CURTIS, Director of Community Services
DON BATCHELOR, Parks Manager
LOWELL HODGSON, Recreation & Culture Manager

RE: ALBERTA SPORTS HALL OF FAME:
REQUEST FOR FUNDS
Your memo of December 1, 1994 refers.

The November 29, 1994 letter from Marilyn Haley outlines a request that the \$15,000 returned to the City by the Red Deer Brier Society be donated by City Council as a City contribution and kick off for the Alberta Sports Hall of Fame Fund Raising Program.

We do not support the request of the Alberta Sports Hall of Fame Fundraising Committee, but alternatively suggest that the returned Brier funds be directed to complete servicing requirements for the proposed Sports Hall of Fame site. The City of Red Deer is committed to providing available services and utilities necessary for the construction and operation of the Sports Hall of Fame building. The City of Red Deer, in conjunction with Provincial grants, has already contributed significant funding to design and to providing partial services, as outlined below:

■	Architectural Planning & Design (approx.)	\$16,000
■	Roadway Modifications (approx.)	<u>82,000</u>
		\$98,000

Originally the Community Tourism Action Program (CTAP) was expected to provide the necessary funding for all the above work, plus all utility and service installations. However, in spring of 1994, the City was notified that the City's eligibility for funding was reduced from the original request of \$250,000 in grant funds, to an amount of \$77,000. With this grant and a City contribution from reserves to this project, planning/design and some roadway modifications were completed in 1994.

However, still outstanding in terms of City commitments to this project is the installation of all necessary services and utilities including sewer, water, gas, power, etc. The estimated cost for this remaining work is approximately \$150,000. In view of the significant reduction in CTAP funding for this project, there is at present insufficient funds to complete this work. The existing and projected estimated balance in this project fund is as outlined below:

■	Balance ASHF Fund	\$ 50,000
■	Remaining Site Work	<u>150,000</u>
	Balance (Projected Deficit)	(\$100,000)

City Clerk
Page 2
December 8, 1994

Although an Alberta Sports Hall of Fame Building Fund kick off by the City with the returned \$15,000 Brier Society Grant is an alternative, the allocation of these funds to complete the commitment in servicing the site is more appropriate.

RECOMMENDATION

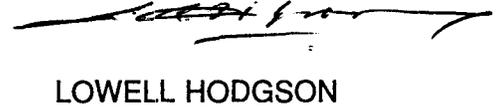
That City Council approve the allocation of \$15,000 from the returned Red Deer Brier Society Grant to the servicing of the Alberta Sports Hall of Fame Site.



CRAIG CURTIS



DON BATCHELOR



LOWELL HODGSON

DB/ad

c. Commissioner H. Michael C. Day
Alan Wilcock, Director of Financial Services

Commissioner's Comments

We applaud the efforts of the volunteers to raise funds for the Alberta Sports Hall of Fame.

The \$15,000 returned by the Red Deer Brier Society was offset by the \$15,000 contribution Council agreed to provide to the World's Junior Hockey Championship Committee, and as such is not available for either the servicing of the Sports Hall site or as a donation to the building of same.

As noted in the Director of Community Services report, the City has spent or committed \$248,000 of City and Provincial funding to the project. Some of the Provincial funding expected to be received has not been approved so the City will be required to provide an additional \$100,000. The funding of this shortfall will be addressed in future City budgets.

The significant financial commitment made by the City to the project to date should be a strong indication of the City's full support of the project. Due to the budget restrictions faced by Council and the need to allocate another \$100,000 to fulfil the City's commitment, we cannot support the request for additional funding.

"A. WILCOCK"
Acting City Commissioner

DATE: DECEMBER 20, 1994
TO: DIRECTOR OF FINANCIAL SERVICES
FROM: ASSISTANT CITY CLERK
RE: ALBERTA SPORTS HALL OF FAME AND MUSEUM DONATION

At the Council Meeting of December 19, 1994, the following resolution was introduced relative to the above topic:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Alberta Sports Hall of Fame and Museum dated November 28, 1994, re: Request for Funds, hereby agrees to extend a letter of intent to donate \$30,000 to the Alberta Sports Hall of Fame and Museum subject to confirmation that said project will proceed."

Prior to voting on the above, same was tabled to the 1995 budget deliberations. In this regard I trust you will be bringing this matter up during budget deliberations and contacting the representatives as to the exact date and time this will be heard.


JEFF GRAVES
Assistant City Clerk

JG/clr



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

December 20, 1994

Alberta Sports Hall of Fame
and Museum
P. O. Box 27061
Red Deer, Alberta
T4N 6X8

Att: Marilyn Haley, Coordinator

Dear Ms. Haley:

At The City of Red Deer's Council Meeting held Monday, December 19, 1994 consideration was given to your correspondence dated November 28, 1994 requesting a donation to the Alberta Sports Hall of Fame and Museum. At this meeting the following resolution was introduced:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Alberta Sports Hall of Fame and Museum dated November 28, 1994, re: Request for Funds, hereby agrees to extend a letter of intent to donate \$30,000 to the Alberta Sports Hall of Fame and Museum subject to confirmation that said project will proceed."

Prior to voting on the above resolution, it was agreed that same be tabled to the January 1995 City of Red Deer budget deliberations. Please contact the City's Director of Financial Services, Alan Wilcock, to determine the exact date and time this item will be discussed should you wish to attend. If you have any questions please do not hesitate to contact the undersigned.

Sincerely,

Kelly Kloss
KELLY KLOSS
City Clerk

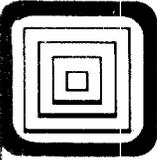
KK/clr

cc: Director of Community Services
Director of Financial Services
Parks Manager
Recreation and Culture Manager



*a delight
to discover!*

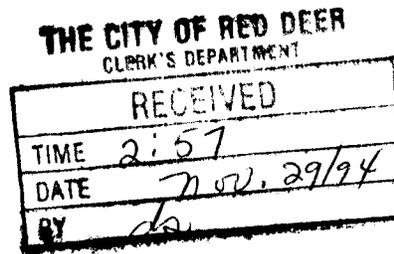
WASKASOO MUSEUM FOUNDATION



NO. 2

November 24, 1994

Mayor Surkan and Members of Council
 City of Red Deer
 City Hall
 Red Deer, Alberta
 T4N 3T4



Your Worship and Members of Council:

RE: Capital Loan for Parsons House from Red Deer Heritage Fund

In an agreement dated February 20, 1989 between The City and the Red Deer Native Friendship Society, an interest free loan of \$100,000 for five years was provided from the Red Deer Heritage Fund for the development of the Centre in the Parsons House. The term of the loan expires on March 31, 1995.

The agreement includes a penalty clause whereby if the total principal of \$100,000 is not fully paid by the due date of March 31, 1995, the principal as well as the accumulated interest calculated at 10.75% and compounded annually shall be due and payable not later than April 1, 1995.

It was the intent of the Society to repay the loan with a capital grant from the Capital Acquisition Component of the National Association of Friendship Centres. As a result of federal funding cuts, the Association deleted the Capital Acquisition Component in February 1993. This has resulted in the local Society being forced to explore alternate ways of generating funds to repay the loan. To this end, the Society has drafted an initial proposal as outlined below:

Request that the agreement be extended for a further five years interest free with an initial down payment of \$10,000 on March 31, 1995 and thereafter every March 31 one yearly payment of \$15,000 be made and the final balance to be paid March 31, 1999.

The matter of the loan was considered by the Waskasoo Museum Foundation Board of Directors at a special meeting, November 22, 1994. Following discussion it was resolved that:

Whereas it is agreed that the Red Deer Native Friendship Society has been successful with the basic renovations undertaken and has improved the property substantially, and

Whereas it is agreed that the Society is recognized as having successfully operated the programs of the Centre, and

.../2

Whereas it is agreed that the Society entered the agreement to repay the loan within five years and that the deletion of the Capital Acquisition Component was beyond their control and has created this unforeseen circumstance, and

Whereas it is agreed that the Society has continued to demonstrate good faith by raising alternate proposals for repayment well in advance of the due date of March 31, 1995, and

Whereas the Red Deer Heritage Fund is not a part of City operations supported by taxation but is a legacy from the Alberta 75th Anniversary commemoration and is dedicated to heritage conservation, and

Whereas the Foundation Board recognizes the work of the Society in the community, and

Whereas the repayment proposal from the Society is reasonable and made in good faith, and

Whereas the Foundation Board feels that cooperation with the Society will strengthen the Red Deer Native Friendship Centre and invoking the penalty clause would seriously weaken the operation,

It is agreed that the Waskasoo Museum Foundation Board recommend to Council of the City of Red Deer that in respect to the loan of \$100,000 from the Red Deer Heritage Fund the Red Deer Native Friendship Society be granted an extension of 5 years with interest at a rate approximately equal to the earnings on the Red Deer Heritage Fund be due and payable annually and that a down payment of \$10,000 be paid March 31, 1995 and thereafter every March 31 one yearly payment of \$15,000 be made and the final balance be paid March 31, 1999.

It was further resolved that since the Parsons House is a designated heritage resource, is of considerable interest to the community and is in a prominent central location that the Society cannot sell the property without notification and approval of Council of The City of Red Deer.

It would be appreciated if this matter could be placed before Council as early as possible. Representatives from the Foundation and from the Red Deer Native Friendship Society would appreciate knowing when the item will reach Council's agenda.

Sincerely,



A.B. Armstrong
Chairman

AA/lp

DATE: December 5, 1994
TO: City Clerk
FROM: Director of Financial Services
RE: WASKASOO MUSEUM FOUNDATION
 CAPITAL LOAN FOR PARSON'S HOUSE

The Red Deer Native Friendship Centre is unable to pay the \$100,000 loan from the Red Deer Heritage Fund on its due date of March 31, 1995.

The Red Deer Native Friendship Centre has proposed a new repayment schedule, interest free. The Waskasoo Museum Foundation has proposed a new repayment schedule including interest. The following table compares the two proposals:

Payment Date	Proposal Of	
	Native Friendship Centre	Waskasoo Museum Foundation *
March 31, 1995	\$10,000	\$10,000
6	15,000	22,200
7	15,000	21,000
8	15,000	19,800
9	45,000	48,600
Total Payments	\$100,000	\$121,600

* Assumes an 8% interest rate.

If an 8% interest rate is assumed, the payments based on the recommendation of the Waskasoo Museum Foundation would be \$21,600 greater.

If interest is paid as recommended, it would offset the loss of value of the last payment due March 31, 1999 which is 45% of the principal due.

The recommendation of the Waskasoo Museum Foundation would mean no loss in value of the payment originally agreed to by the Native Friendship Centre - just a deferral.



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

CS- 4.500

DATE: December 5, 1994

TO: KELLY KLOSS
City Clerk

FROM: CRAIG CURTIS
Director of Community Services

RE: WASKASOO MUSEUM FOUNDATION:
CAPITAL LOAN FOR PARSONS HOUSE
Your memo dated December 1, 1994 refers.

1. BACKGROUND:

In 1989, the Red Deer Native Friendship Society requested a loan from the Red Deer Heritage Fund for the acquisition and development of the historic Parsons House as a Native Friendship Centre.

Following recommendations from the Waskasoo Museum Foundation, which administers the fund, the loan was considered by City Council, at its meeting on February 20, 1989, when the following resolution was adopted:

"RESOLVED that Council of The City of Red Deer having considered reports to Council February 20, 1989, re: Parsons Residence hereby agree as follows:

to approve an allocation of \$100,000 from the Red Deer Heritage Fund to the Native Friendship Society, as an interest-free loan for a period of up to five years, for the development of a Native Friendship Centre in the Parsons House;

to advance the loan, subject to the following conditions:

- that the Parsons House be designated as a Municipal historic resource;
- that Provincial Historic designation be sought;
- that the purchase by the Society be completed prior to the end of 1989;
- that a first mortgage in the name of the City be placed against the title of the property, in the amount of the loan;
- an agreement satisfactory to the City."

The loan was subsequently approved through Bylaw 3010/90 which was adopted by City Council on March 19, 1990. The conditions of the loan are outlined in an agreement between the City and The Red Deer Native Friendship Society dated May 9, 1990, (copy attached). The loan is due on March 31, 1995.

The historic Parsons House building was subsequently designated as a Municipal Historic Resource in terms of Bylaw 3015/90.

.../2

2. CURRENT REQUEST

The Red Deer Native Friendship Society is requesting an extension of the interest-free loan for a further five-year period, with down payments on March 31 of each year until March 31, 1999.

The request was considered by the Waskasoo Museum Foundation at its meeting on November 22, 1994, when the following lengthy resolution was adopted:

"Whereas it is agreed that the Red Deer Native Friendship Society has been successful with the basic renovations undertaken and has improved the property substantially, and

Whereas it is agreed that the Society is recognized as having successfully operated the programs of the Centre, and

Whereas it is agreed that the Society entered the agreement to repay the loan within five years, and that the deletion of the Capital Acquisition Component was beyond their control and has created this unforeseen circumstance, and

Whereas it is agreed that the Society has continued to demonstrate good faith by raising alternate proposals for repayment well in advance of the due date of March 31, 1995, and

Whereas the Red Deer Heritage Fund is not a part of City operations supported by taxation but is a legacy from the Alberta 75th Anniversary commemoration and is dedicated to heritage conservation, and

Whereas the Foundation Board recognized the work of the Society in the community, and

Whereas the repayment proposal from the Society is reasonable and made in good faith, and

Whereas the Foundation Board feels that cooperation with the Society will strengthen the Red Deer Native Friendship Centre and invoking the penalty clause would seriously weaken the operation,

It is agreed that the Waskasoo Museum Foundation Board recommend to Council of the City of Red Deer that in respect to the loan of \$100,000 from the Red Deer Heritage Fund the Red Deer Native Friendship Society be granted an extension of 5 years with interest at a rate approximately equal to the earnings on the Red

City Clerk
Page 3
December 5, 1994

Deer Heritage Fund be due and payable annually and that down payment of \$10,000 be paid March 31, 1995, and thereafter every March 31 one yearly payment of \$15,000 be made and the final balance be paid March 31, 1999.

It was further resolved that since the Parsons House is a designated heritage resource, is of considerable interest to the community and is in a prominent central location, that the Society cannot sell the property without notification and approval of Council of The City of Red Deer."

3. **RECOMMENDATIONS:**

I support the comments from the Waskasoo Museum Foundation, which provide some assistance to the Red Deer Native Friendship Society, but do not financially impact the Red Deer Heritage Fund or the City.

It is, therefore, recommended that City Council approve an extension of the loan to the Red Deer Native Friendship Society subject to the terms and conditions proposed by the Waskasoo Museum Foundation.



CRAIG CURTIS

:ad
Att.

- c. Morris Flewwelling, Director of Museums
Lesia Davis, Cultural Programs Superintendent
Lowell Hodgson, Recreation & Culture Manager
Kevin Joll, Transit Manager
Don Batchelor, Parks Manager
Paul Meyette, Principal Planner, R.D.R.P.C.

THIS AGREEMENT made this 9 day of May, 1990

BETWEEN:

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

OF THE FIRST PART

-and-

RED DEER NATIVE FRIENDSHIP SOCIETY
a Society incorporated pursuant to the laws
of the Province of Alberta
(herein called "the Society")

OF THE SECOND PART

WHEREAS the Society wishes to acquire the following lands, namely;

Plan K, Block Twenty-Six (26), Lots Twenty-One (21) to Twenty-Five (25)
inclusive, Red Deer, (NE 17-38-27-W 4th)
(herein called "the said lands")

upon which is situate a building commonly known in the City of Red Deer as the
"Parsons House" (herein called the "Parsons House"), which building is the former
residence of some of the members of the Parsons family, one of the oldest families in
Red Deer having a long history of medical service to the residents of the City of Red
Deer, and which said building was used as the first infirmary or hospital for the City;

AND WHEREAS the Society requires additional funding to assist in the
acquisition of the said lands;

AND WHEREAS the Society proposes to restore and preserve the Parsons
House situate upon the said lands and to use the said lands as a native friendship
centre to provide services for residents of the City;

AND WHEREAS the Society has made application for a grant pursuant to
the Federal Migrating Native Peoples Program;

AND WHEREAS the City has funds available to it as a result of the 75th
Anniversary celebrations of the City known as "the Red Deer Heritage Fund", which
funds are reserved and intended to be used to assist in the preservation and
enhancement of historical resources in the City;

AND WHEREAS the City may enter into an agreement with any corporation that has as one of its objects the advancement of interests of the municipality and its residents and that is not incorporated for the purpose of acquiring gain for its members;

AND WHEREAS the Municipal Council of the City of Red Deer at its meeting of February 20, 1989, passed the following resolution:

"RESOLVED that Council of the City of Red Deer having considered reports to Council February 20, 1989, re: Parsons Residence hereby agree as follows:

to approve an allocation of \$100,000.00 from the Red Deer Heritage Fund to the Native Friendship Society, as an interest-free loan for a period of up to five years, for the development of a Native Friendship Centre in the Parsons' House;

to advance the loan, subject to the following conditions:

- that the Parsons' House be designated as a Municipal historic resource;
- that Provincial Historic designations be sought;
- that the purchase by the Society be completed prior to the end of 1989;
- that a first mortgage in the name of the City be placed against the title of the property, in the amount of the loan;
- an agreement satisfactory to the City."

(herein called "the said Resolution");

AND WHEREAS at its meeting of the 19th day of March, 1990, the Municipal Council of the City of Red Deer did pass the by-law, annexed as Schedule "A" to this agreement;

NOW THEREFORE THIS AGREEMENT WITNESSETH THAT, in consideration of the mutual covenants and conditions herein contained, the parties hereto agree together as follows:

1. The preambles to this agreement shall form a part hereof.
2. The City shall, subject to the performance of the terms and conditions herein

contained by the Society, loan to the Society the sum of One Hundred Thousand (\$100,000.00) Dollars.

3. The Society covenants and agrees to make payment of the said sum of \$100,000.00 to the City in accordance with the terms of this agreement.
4. The Society shall execute, and register on the title to the said lands, as security for payment of the said loan, a first mortgage in form satisfactory to the City of Red Deer, which said mortgage shall provide, inter alia, that the principal sum of \$100,000.00, together with interest thereon at the rate of 10 3/4 % per annum calculated and compounded annually, shall be paid by the Society to the City not later than the first day of April, 1995.
5. Notwithstanding clause 4, the Society covenants and agrees that immediately upon receiving any funds from the Federal Migrating Native Peoples Program, or from any other similar grant program for the establishment of native friendship centres, such funds shall be used and paid by the Society to the City to make payment of and retire the balance owing to the City pursuant to this agreement and the said mortgage.
6. Notwithstanding clause 4, in the event that the Society shall make payment of the sum of \$100,000.00 to the City on or before the 31st day of March, 1995, the City shall accept such payment in full satisfaction of all monies to which it then may be entitled pursuant to the provisions of the said mortgage and shall provide to the Society a discharge thereof.
7. That upon execution of this agreement, the Society shall make application to the Government of the Province of Alberta pursuant to the **Historical Resources Act, Chapter H-8, R.S.A., 1980**, requesting that the Parsons House be designated as a Provincial Historic Resource.
8. The society hereby approves the Council requirement, and requests that the Municipal Council of the City of Red Deer designate the Parsons House as a Municipal Historic Resource, pursuant to the provisions of the said Act, and in consideration of the financial assistance provided by the City to the Society, thereby enabling the Society to acquire the said lands for the purposes herein stated, the Society hereby waives and forever releases and discharges the City from, of and against any and all claims for compensation to which the Society now or at any time hereafter may be entitled pursuant to the provisions of the

said Act.

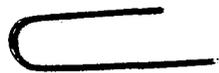
9. The Society shall, during the term that the said loan is unpaid, use the Parsons House as a native friendship centre and provide services to residents of the City.
10. Subject to clause 11, the Society shall, immediately upon completing the purchase of the said lands, commence restoration and preservation of the Parsons House as a Municipal Historic Resource.
11. The Society shall not commence any restoration, alteration, repairs or any work on the Parsons House without first:
 - a) obtaining a building permit for such works from a person appointed by Council for such purpose, and
 - b) filing a timetable for completion thereof with the City Director of Community Services.
12. Should the Society:
 - a) fail to complete such works within the said timetable; or
 - b) fail to operate the Parsons House as a native friendship centre; or
 - c) fail to make payment to the City of funds received from the Federal Migrating Native Peoples Program, or from any other similar grant program for the establishment of native friendship centres, to retire the said loan;then the said loan, together with interest therein at the rate herein specified, shall be forthwith paid by the Society to the City on demand.
13. This agreement shall not be assigned by the Society, and any purported assignment thereof shall not be binding upon the City.
14. The Society shall, immediately upon registration of the said lands in its name, cause the title to the lots comprising the said lands to be consolidated into one (1) lot.

IN WITNESS WHEREOF the parties hereby by their proper officers have executed this agreement the day and year above written.

THE CITY OF RED DEER

Per: *Jim Hume*

Per: *C. Swink*



RED DEER NATIVE FRIENDSHIP SOCIETY

Per: *Evelyn Richards*

Per: *B. Marshall*

BY-LAW #3010/90

BEING a By-law to authorize an agreement with the Red Deer Native Friendship Society.

WHEREAS a Municipal Council may pass a by-law authorizing the making of an agreement with any corporation that has as one of its objects the advancement of the interest of the municipality and its residents, where such corporation is not incorporated for the purposes of acquiring gain for its members;

AND WHEREAS the Red Deer Native Friendship Society desire to establish a native friendship centre in the City of Red Deer and to provide services to residents of the City upon the following described lands:

Plan K
Block Twenty-Six (26)
Lots Twenty-One (21) to Twenty-Five (25) inclusive
Red Deer
(NE 17 - 38 - 27 - W 4TH)

AND WHEREAS the Society has made application to the Municipal Council of the City for financial assistance by way of a loan in the sum of One Hundred Thousand (\$100,000.00) Dollars;

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

1. The Resolution of the Municipal Council of the City of Red Deer dated February 20, 1989, approving an interest free loan in the sum of One Hundred Thousand (\$100,000.00) Dollars from the Red Deer Heritage Fund to the Red Deer Native Friendship Society is hereby ratified, subject only to the amendment that the purchase of the lands herein described be completed prior to the end of June, 1990.
2. That the agreement annexed hereto as Schedule "A" to this By-law is hereby ratified, confirmed and approved, and the Mayor and City Clerk are hereby authorized and directed to execute the said agreement so soon as they are satisfied that the purchase of the lands herein described will be completed, and the Society has executed the agreement in the form annexed hereto as Schedule "A", together with a first mortgage in form satisfactory to the City Solicitor.
3. This By-law shall come into full force and effect when passed upon third reading.

READ A FIRST TIME IN OPEN COUNCIL this 19 day of MARCH, A.D. 1990.

READ A SECOND TIME IN OPEN COUNCIL this 19 day of MARCH, A.D. 1990.

READ A THIRD TIME IN OPEN COUNCIL this 19 day of MARCH, A.D. 1990.

Doni G. Hare
D/ MAYOR

C. Levick
CITY CLERK



Bus: 340:0020

Fax: 342-1610

HRC: 340-2203

Employment: 340-0045

Mayor and Council
City of Red Deer
4914 - 48 Avenue
RED DEER, Alberta
T4N 3T4

October 27th, 1994

Dear Mayor Surkan and Members of Counsel;

RE: Parsons House

Plan K, Block Twenty-six (26), Lots Twenty-One (21) to Twenty-Five (25), Inclusive, Red Deer, (NE 17-38-27-W 4th)

"RESOLVED that Council of the City of Red Deer having considered report to Council February 20, 1989, re: Parsons Residence hereby agree as follows: to approve an allocation of \$100,000.00 from the Red Deer Heritage Fund to the Native Friendship Society, as an interest-free loan for a period of up to five years, for the development of a Native Friendship Centre in the Parsons' House;

Clause 4. The Society shall execute, and register on the title to the said lands, as security for payment of the said loan, a first mortgage in form satisfactory to the City of Red Deer, which said mortgage shall provide, inter alia, that the principal sum of \$100,000.00, together with interest thereon at the rate of 10 3/4% per annum calculated and compounded annually, shall be paid by the Society to the City not later than the first day of April, 1995.

Clause 5. Notwithstanding clause 4, the Society covenants and agrees that immediately upon receiving any funds from the Federal Migrating Native Peoples Program, or from any other similar grant program for the establishment of native friendship centres, such funds shall be

Parsons House
 October 27, 1994
 Page 2

used and paid by the Society to the City to make payment of and retire the balance owing to the City pursuant to this agreement and the said mortgage.

Our Mortgage/loan agreement with the City of Red Deer is due on March 31, 1995. Original negotiation with the National Association of Friendship Centres (Federal Migrating Native People Program/Capital Component) has changed. One of the Federal Government cuts to the Federal Migrating Native People Program which consisted in the Capital Acquisition Component was cut in February of 1993 thus causing the National Association of Friendship Centre to regretfully inform the Red Deer Native Friendship Society of the abolishment. This came as a shock to the society as we had relied on the Capital Acquisition as an original bargaining tool to secure the loan.

History of the renovation: since July of 1990 the Society has raised money to do extensive renovation to the Parsons House and as of February 1993 all renovation have been put on hold.

The Society has diligently made effort to fund raise in order to meet the City of Red Deer mortgage.

At this time we are short of meeting this required commitment and we would like to bring forward to the Mayor and Counsel an arrangement to meet this mortgage.

PROPOSAL:

1. Request to extend the Mortgage/Loan agreement, interest free, for another five years with a Down payment of \$10,000.00 on March 31st, 1995 and thereafter every March 31st, 1 Yearly payment of \$15,000.00 and the balance to be paid off on March 31, 1999.

The Red Deer Native Friendship Society Board of Directors anxiously await your response.

Yours in Peace and Friendship,

Commissioner's Comments

I concur with the recommendations of the Waskasoo Museum Foundation with the exception that the interest provision be fixed at 8% per year rather than a fluctuating rate as recommended by the Foundation.


 Joe Druhall
 President of RDNFS

cc: RDNFS Board of Directors

"A. WILCOCK"
 Acting City Commissioner

DATE: December 1, 1994

TO: X DIRECTOR OF COMMUNITY SERVICES
DIRECTOR OF ENGINEERING SERVICES
X DIRECTOR OF FINANCIAL SERVICES
BYLAWS & INSPECTIONS MANAGER
CITY ASSESSOR
COMPUTER SERVICES MANAGER
LAND AND ECONOMIC DEVELOPMENT MANAGER
E.L. & P. MANAGER
ENGINEERING DEPARTMENT MANAGER
FIRE CHIEF
PARKS MANAGER
PERSONNEL MANAGER
PUBLIC WORKS MANAGER
R.C.M.P. INSPECTOR
RECREATION & CULTURE MANAGER
SOCIAL PLANNING MANAGER
TRANSIT MANAGER
TREASURY SERVICES MANAGER
PRINCIPAL PLANNER
CITY SOLICITOR

FROM: CITY CLERK

RE: WASKASOO MUSEUM FOUNDATION
CAPITAL LOAN FOR PARSONS HOUSE

Please submit comments on the attached to this office by December 12 for the Council Agenda of December 19, 1994.

"Kelly Kloss"
City Clerk

DATE: February 22, 1989
TO: Dir. of Community Services
FROM: City Clerk
RE: PARSONS' RESIDENCE: PROPOSAL BY THE NATIVE FRIENDSHIP SOCIETY

Your report, along with the recommendations from the Red Deer Museums Management Board and the Waskasoo Museum Foundation pertaining to the above topic received consideration at the Council meeting of February 20, 1989, and following is the motion which was passed by Council.

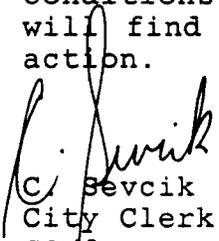
"RESOLVED that Council of The City of Red Deer having considered reports to Council February 20, 1989, re: Parsons Residence hereby agree as follows:

to approve an allocation of \$100,000 from the Red Deer Heritage Fund to the Native Friendship Society, as an interest-free loan for a period of up to five years, for the development of a Native Friendship Centre in the Parsons' House;

to advance the loan, subject to the following conditions:

- that the Parsons' House be designated as a Municipal historic resource;
- that Provincial Historic designation be sought;
- that the purchase by the Society be completed prior to the end of 1989;
- that a first mortgage in the name of the City be placed against the title of the property, in the amount of the loan;
- an agreement satisfactory to the City."

The decision of Council in this instance is submitted for your information and I trust that you will be in contact with the Native Friendship Society regarding Council's decision and ensure that all conditions of the Council resolution are acted upon. Trusting you will find this satisfactory and that you will take appropriate action.


C. Sevcik
City Clerk
CS/ds

c.c. City Commissioners
Red Deer Museums Management Board
Waskasoo Museum Foundation

Dir. of Finance
Museums Director
City Solicitor
Native Friendship Society



THE CITY OF RED DEER

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

FAX: (403) 346-6195

City Clerk's Department (403) 342-8132

December 1, 1994

Mr. A.B. Armstrong, Chairman
Waskasoo Museum Foundation
Box 800
Red Deer, Alberta
T4N 5H2

Dear Sir:

I acknowledge receipt of your letter dated November 24, 1994, re: Capital Loan for Parsons House from Red Deer Heritage Fund.

This item will be discussed and possibly a decision made at the Meeting of Red Deer City Council on Monday, December 19, 1994. 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, December 16, 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, December 16.

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!*

DATE: DECEMBER 20, 1994
TO: DIRECTOR OF COMMUNITY SERVICES
FROM: ASSISTANT CITY CLERK
**RE: CAPITAL LOAN FOR PARSONS HOUSE FROM
RED DEER HERITAGE FUND**

At the City of Red Deer's Council Meeting held December 19, 1994, the following resolution was passed concerning the above topic:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Waskasoo Museum Foundation dated November 24, 1994, re: Capital Loan for Parsons House from Red Deer Heritage Fund, hereby agrees as follows:

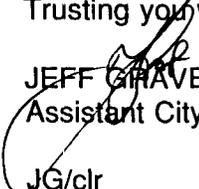
1. That in respect to the loan of \$100,000 from the Red Deer Heritage Fund, the Red Deer Native Friendship Society be granted an extension of five years with an interest rate of 8% per annum being due and payable annually.
2. That a down payment of \$10,000 be paid March 31, 1995 and thereafter every March 31st and one yearly payment of \$15,000 be made with the final balance being paid on March 31, 1999.
3. That the above extension be granted on the condition that the Red Deer Native Friendship Society cannot sell said property without notification and approval of Council of The City of Red Deer,

and as presented to Council December 19, 1994."

You have been forwarded a copy of a letter sent to the Waskasoo Museum Foundation dated December 20, 1994, concerning this topic. In this letter I have requested that you ensure the necessary agreements are drafted and signed.

At the above Council Meeting it was agreed that a clause be included in the agreement outlining any penalties that would apply should the Native Friendship Society not meet the payment schedule approved by Council.

Trusting you will find this satisfactory.


JEFF GRAVES
Assistant City Clerk

JG/clr



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

December 20, 1994

Waskasoo Museum Foundation
Box 800
Red Deer, Alberta
T4N 5H2

Att: Allan B. Armstrong, Chairman

Dear Sir:

RE: CAPITAL LOAN FOR PARSONS HOUSE FROM RED DEER HERITAGE FUND

At The City of Red Deer's Council Meeting held December 19, 1994 consideration was given to your correspondence dated November 24, 1994 concerning the above topic and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Waskasoo Museum Foundation dated November 24, 1994, re: Capital Loan for Parsons House from Red Deer Heritage Fund, hereby agrees as follows:

1. That in respect to the loan of \$100,000 from the Red Deer Heritage Fund, the Red Deer Native Friendship Society be granted an extension of five years with an interest rate of 8% per annum being due and payable annually.
2. That a down payment of \$10,000 be paid March 31, 1995 and thereafter every March 31st and one yearly payment of \$15,000 be made with the final balance being paid on March 31, 1999.
3. That the above extension be granted on the condition that the Red Deer Native Friendship Society cannot sell said property without notification and approval of Council of The City of Red Deer,

and as presented to Council December 19, 1994."

... / 2



*a delight
to discover!*

Waskasoo Museum Foundation

December 20, 1994

Page 2

As can be seen from the above resolution, Council made a slight modification to your recommendation in that the interest rate is to be fixed at 8% per annum for the full term of the loan. When Council initially approved the \$100,000 same was subject to a first mortgage in the name of The City of Red Deer being placed against the title of the property in the amount of the loan and an agreement satisfactory to The City. These two conditions were carried out.

By way of a copy of this letter I am requesting the Director of Community Services to ensure that an agreement is drafted and signed as well as any changes required to the caveat on the title reflecting the above decision of Council.

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

Sincerely,

A handwritten signature in black ink, appearing to read 'Kelly Kloss', written over a large, light-colored scribble or mark.

KELLY KLOSS
City Clerk

KK/clr

cc: Director of Community Services
Director of Financial Services
Red Deer Native Friendship Society

NO. 3



Office of the Mayor
Bureau du maire
John Trefanenko

Town of St. Paul

"Home of the World's First Flying Saucer Landing Pad"

P.O. Box 1480
ST. PAUL, Alberta T0A 3A0
Tel.: (403) 645-4481
Fax: (403) 645-5076

November 21, 1994

Dear Fellow Mayors:
Northern Mayors Caucus

RE: Alberta Tourism Corporation Proposal

You will recall that in April-1994 I sent you a copy of our councils recommendation to the Tourism Industry Association of Alberta regarding their plan of creating an Alberta Tourism Corporation.

The St. Paul Town Council is continuing to recommend that two Northern Tourism Destination Regions be created (Northeast and a Northwest) as outlined in our attached proposed "Tourism Destination Map."

I understand that the Provincial cabinet is currently reviewing the TIAALTA proposal and will be making a decision in the very near future.

Therefore if your Council has any concerns with the TIAALTA proposal please send your comments directly to Robert Butch Fischer MLA, Legislature Secretary, #319 Legislature Bldg., Edmonton, Alberta T5K 2B6 with a C.C. to TIAALTA.

Our council recently made a presentation to Northern Alberta Development Council - (Boyle) Nov. 17.94, expressing our concerns and have contacted Mr. Butch Fischer.

Your co-operation is appreciated.

Yours very truly

John Trefanenko (Mayor)
Town of St. Paul

JT/smh

April 5th, 1994

Dear Fellow Mayors:
Northern Mayors Caucus

RE: Alberta Tourism Corporation Proposal

Enclosed please find a copy of our recommendation to the Tourism Industry Association of Alberta regarding their plan of creating an Alberta Tourism Corporation.

St. Paul Town Council is recommending that two Northern Tourism Destination Regions be created (Northeast and a Northwest) as outlined in our attached proposed "Tourism Destination Map".

If your council agrees with our Town Council's recommendation please advise (TIAALTA).

Thank you for your continued co-operation.

Yours very truly

John Trefanenko (Mayor)

JF/smh

April 5th, 1994

Linda Poetz
Chief Executive Officer
TIAALTA
#808, 205-9 Ave SE
Calgary, Alberta
T2G 0R2

Dear Linda:

Thank you for your Boards presentation to the "Northern Alberta Mayors" caucus on March 11th, 1994. This group through a sub-committee will provide ongoing input to your recommendation of creating an Alberta Tourism Corporation.

The St. Paul Town Council also had the opportunity of reviewing your proposal at our March 14th, 1994 regular meeting.

Generally speaking our Council agree's with the proposal but are concerned of the size of the "Alberta North" Destination Region. As a member of the current Lakeland Zone we are recommending that a Northeast and a Northwest region be created as outlined in our attached proposed "Destination Region Map". We must remember that if Municipalities are to become an integral part of the new "Alberta Tourism Corporation" - the regions must be a size that will encourage and foster ownership, co-operation and co-ordination. The transportation routes north of Edmonton are in a, north/south directions therefore in order to foster a sense of co-operation and retain quick accessibility, two regions in the north are required.

We concur that creating seven regions would increase administrative expenses, therefor we are concurring that six regions are sufficient but boundaries should reflect "workable regions".

Thank-you for your continued co-operation.

Yours truly

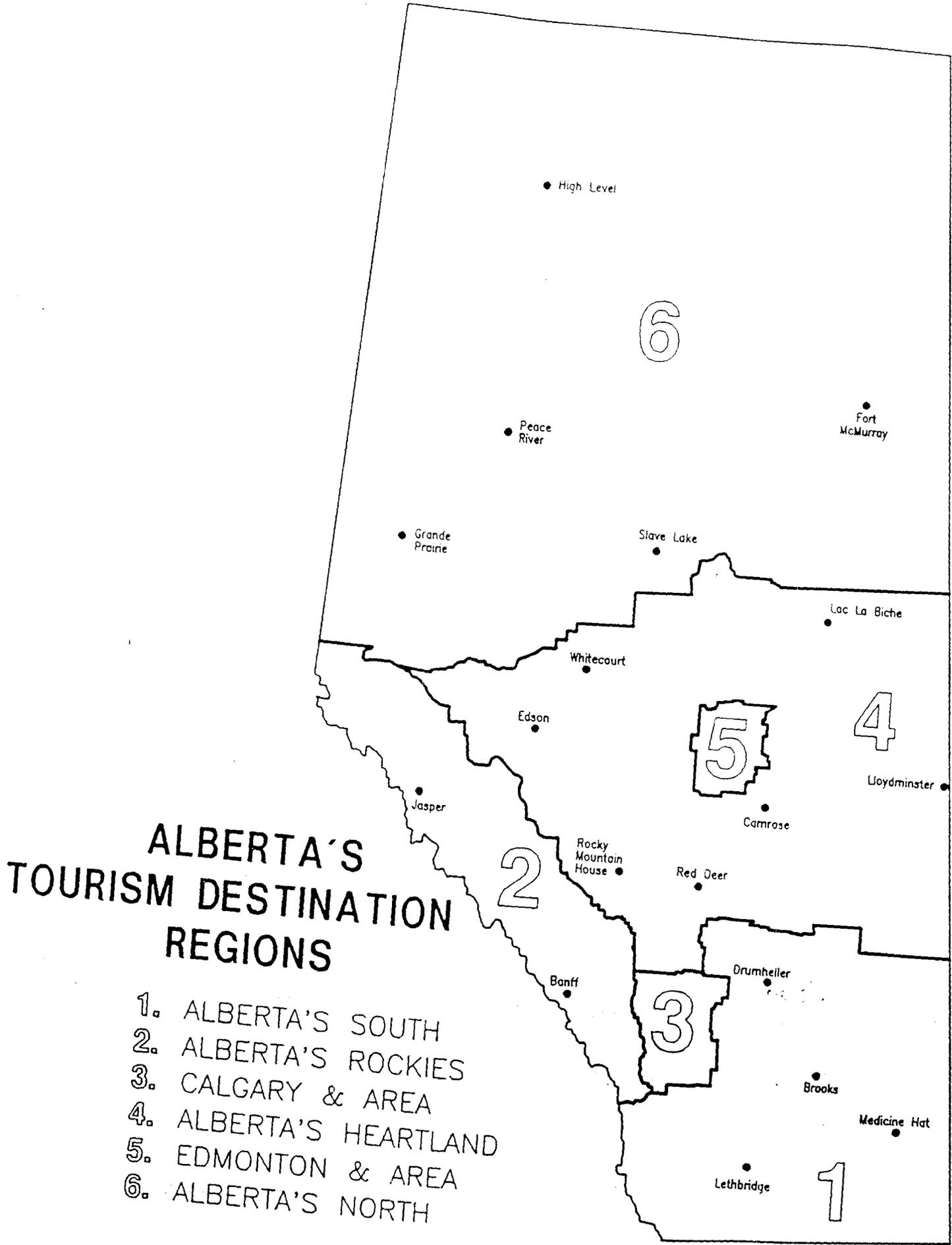
John Trefanenko (Mayor)

CC: Fellow Mayors
Northern Alberta Mayor's Caucus

Table 5.4



Table 5.3



ALBERTA'S TOURISM DESTINATION REGIONS

- 1. ALBERTA'S SOUTH
- 2. ALBERTA'S ROCKIES
- 3. CALGARY & AREA
- 4. ALBERTA'S HEARTLAND
- 5. EDMONTON & AREA
- 6. ALBERTA'S NORTH

Memorandum

To: City Clerk
City of Red Deer

From: Wendy Martindale
Manager
Red Deer Visitor and Convention Bureau

Date: December 2, 1994

Subject: Alberta Tourism Corporation Proposal

The Red Deer Visitor and Convention Bureau has provided the attached comments in response to the Alberta Tourism Corporation Proposal.

We are also concerned about the Destination Regions suggested in the proposal. Red Deer would be part of the Heartland region, which would stretch north of Edmonton to include communities such as Edson, Whitecourt and Lac la Biche. We feel that a central Alberta region covering the areas between Edmonton and Calgary would be much more appropriate, in terms of both travel patterns and natural alliances.

Other concerns we have with the proposal are also addressed in our correspondence with Mr. Kowalski.

WM/lc



September 13, 1994

Hon. Ken Kowalski
Minister of Economic Development and Trade
418 Legislature Building
Edmonton AB T5K 2B6

Dear Mr. Kowalski:

We have had the opportunity to review the report of the Alberta Tourism Corporation Committee -Together for Tourism.

We strongly agree that there is a need to establish a provincial tourism organization which is more representative of and responsive to the entire industry. While the Tourism Industry Association of Alberta has played the role of this industry voice in dealing with government, most tourism industry operators can become involved only indirectly through their zones, rather than through any direct membership and input. We do not feel the present situation is acceptable, especially as our industry continues to develop and mature.

We strongly agree that there is a need for a strengthened partnership between business and industry. Our own organization is an example of such a successful partnership between the City of Red Deer and the tourism operators of our area.

However, we have several major concerns with the proposal presented in the recent report.

Tourism Destination Regions

We agree that there appears to be an opportunity and a need to reduce the number of regional tourism organizations in the province. However, we are concerned with the geographic boundaries suggested in the report for the region of which we are a part.

There are no existing natural affinities or products which link our area and the areas north of Edmonton, such as Edson, Whitecourt and Lac la Biche. No marketing partnerships have, to our knowledge, been established. We feel strongly that a central region which covers the area between

-2-

Edmonton and Calgary would be much more appropriate, in view of partnerships and joint ventures which are already well established, as well as the travel patterns and needs of our markets.

Funding

The rationale for the amount of funding initially proposed for the Corporation is not well developed in the Report. It is also not clear how this proposed provincial funding compares to the dollars currently spent by the Department or what activities would continue to be a government responsibility. We have a particular concern about the maintenance of an efficient coordinated visitor information service, and it is not clear where this responsibility will lie.

The mechanism of a fee for service agreement, setting out what services the Corporation and the Province will provide, is a sound one. However, the formula for revenue sharing among the Regions needs further refinement; we are concerned by the use of "estimated relative operating costs" as part of this formula, as it could lead to rewarding inefficiency.

Stakeholder Representation

The proposed structure of the Corporation does appear to provide balance among the various sectors of the industry. However, we have heard a great deal of concern expressed about the likelihood of the Corporation being dominated by the larger businesses in the industry. This is a natural tendency, as these businesses are likely to be more able to commit resources to volunteer positions than are small ones. Because of the importance of small business in our industry, we feel it is vital that this concern be addressed in any new structure.

We also hear a concern expressed that the Corporation will focus unduly on the major centres of Edmonton and Calgary, and the mountains. There is certainly a concern that the tourism product and industry needs of the province may not be fully represented and considered in a new structure, and that ground gained in working with the Department in this regard might be lost.

We hope these concerns can be addressed in developing a new provincial tourism organization.

Yours truly,

Diana Rowe
Chairman
RED DEER VISITOR AND CONVENTION BUREAU

WM/on

cc Ted Kissane, Co-Chair
Alberta Tourism Corporation Committee

Commissioner's Comments

I recommend that the attached comments and concerns from the Red Deer Visitor & Convention Bureau be forwarded to R. Fischer, M.L.A.

"A. WILCOCK"
Acting City Commissioner

DATE: November 28, 1994
TO: DIRECTOR OF COMMUNITY SERVICES
DIRECTOR OF ENGINEERING SERVICES
DIRECTOR OF FINANCIAL SERVICES
BYLAWS & INSPECTIONS MANAGER
CITY ASSESSOR
COMPUTER SERVICES MANAGER
LAND AND ECONOMIC DEVELOPMENT MANAGER
E.L. & P. MANAGER
ENGINEERING DEPARTMENT MANAGER
FIRE CHIEF
PARKS MANAGER
PERSONNEL MANAGER
PUBLIC WORKS MANAGER
R.C.M.P. INSPECTOR
RECREATION & CULTURE MANAGER
SOCIAL PLANNING MANAGER
TRANSIT MANAGER
TREASURY SERVICES MANAGER
PRINCIPAL PLANNER
CITY SOLICITOR
X VISITOR & CONVENTION BUREAU

FROM: CITY CLERK
RE: ALBERTA TOURISM CORPORATION PROPOSAL

Please submit comments on the attached to this office by December 12 for the Council Agenda of December 19, 1994.

"Kelly Kloss"
City Clerk



Mayor & Commissioner's Office

TO: Wendy Martindale FROM: Gail Surkan
RE: TIA ALTA DATE: Apr 24/95

Hi Wendy,

Gail doesn't feel this needs to go to Council; however, she thought you might like to have this for your files.

Mary McGarry

Copy K. Kloss



Office of the Mayor
Bureau du maire
John Trefanenko

Town of St. Paul

"Home of the World's First Flying Saucer Landing Pad"

P O Box 1480
ST. PAUL, Alberta T0A 3A0
Tel.: (403) 645-4481
Fax: (403) 645-5076

April 6, 1995

Dear Fellow Mayors and Reeves:

RE: Alberta Tourism Corporation Proposal

You will recall that in November 1994 I sent you a copy of our councils recommendation to the Tourism Industry Association of Alberta regarding their plan of creating an Alberta Tourism Corporation.

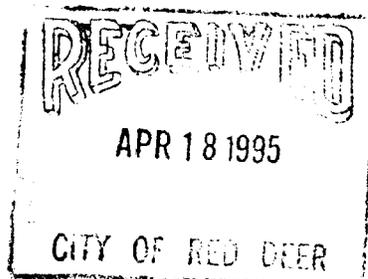
St. Paul Town Council is continuing to recommend that two Northern Tourism Destinations Regions be created (Northeast and a Northwest) as outlined in our attached proposed "Tourism Destination Map."

Our other concern is TIA ALTA's recommendation in reference to the appointment of the A.T.C. Governance Board. If you review their A.T.C. Business Planning Report dated March 1995 and refer to page 9 you will note that their recommended "North Region" which is approximately 50 % of the provinces geographic area could be left with only 1 governing board member out of a total board of 21.

I understand that the Provincial Cabinet is currently reviewing the TIA ALTA proposal and will be making a decision in the very near future.

Therefore if your council has any concerns with the TIA ALTA proposal please sent your comments to the Honourable Murray Smith, #324 Legislature Bldg., Edmonton, Alta. T5K 2B6.

Thank you for your cooperation.



JT/smh

Yours very truly

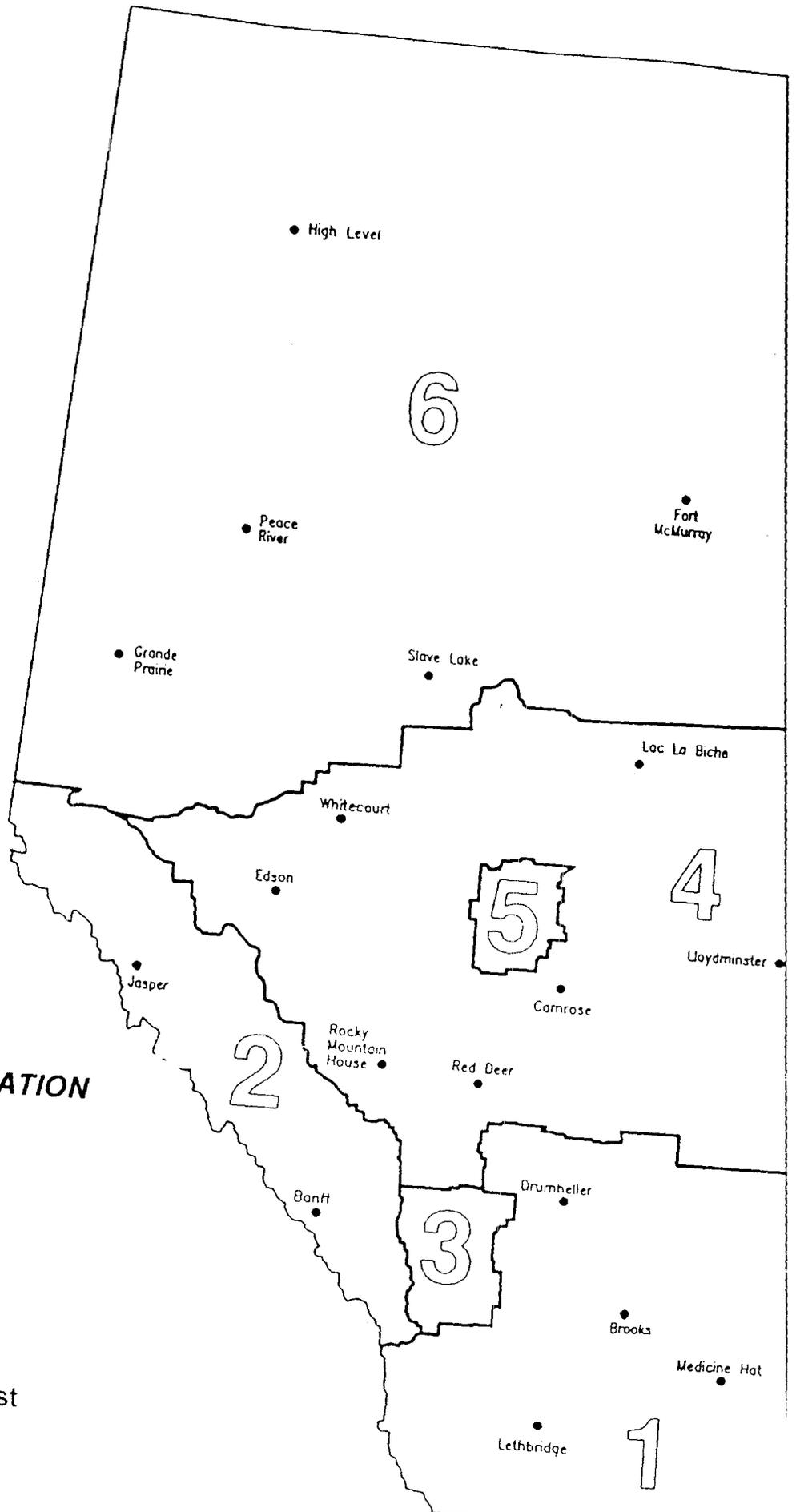
John Trefanenko (Mayor)
Town of St. Paul

Table 5.3

Recommended by
TIAALTA...

**ALBERTA'S
TOURISM DESTINATION
REGIONS**

1. Alberta's South
2. Alberta's Rockies
3. Calgary & Area
4. Alberta's Heartland
5. Edmonton & Area
6. Alberta's North West



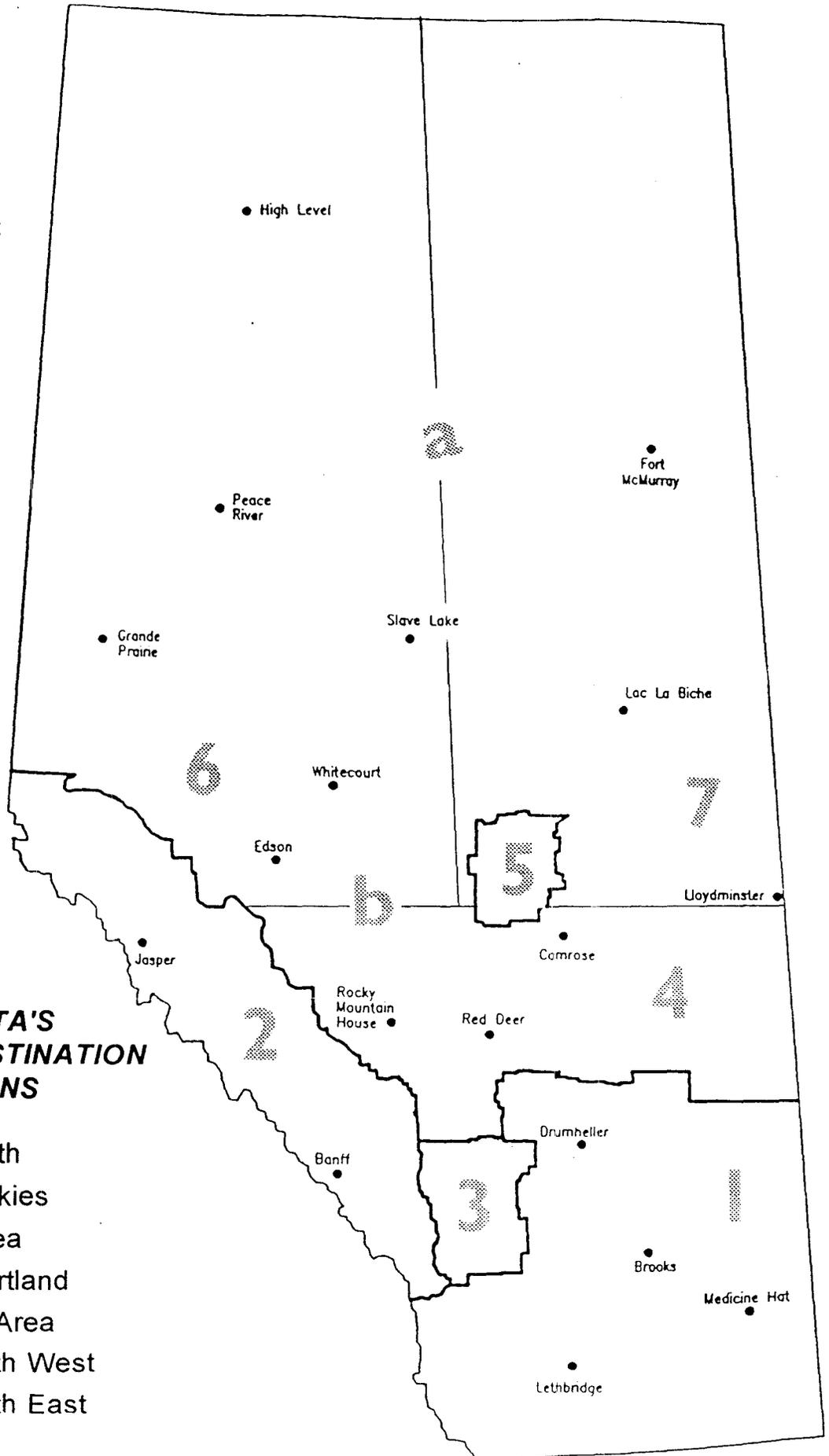
A possible Alternative 7-TDR's

(A) North/South boundary can be adjusted to accommodate municipalities close to this boundary respecting their input as to which region they would like to belong too.

(B) Likewise for communities along the Southern East/West line.

ALBERTA'S TOURISM DESTINATION REGIONS

1. Alberta's South
2. Alberta's Rockies
3. Calgary & Area
4. Alberta's Heartland
5. Edmonton & Area
6. Alberta's North West
7. Alberta's North East





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

December 20, 1994

Robert Butch Fischer, M.L.A.
Legislature Secretary
#319 Legislature Building
Edmonton, Alberta
T5K 2B6

Dear Sir:

RE: ALBERTA TOURISM CORPORATION PROPOSAL

At The City of Red Deer's Council Meeting held December 19, 1994, consideration was given to the above topic and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Town of St. Paul dated November 21, 1994, re: Alberta Tourism Corporation Proposal, hereby agrees that the comments of the Red Deer Visitor and Convention Bureau, as submitted to Council December 19, 1994, be forwarded to Robert Fischer, M.L.A."

Attached hereto for your information are the comments from the Red Deer Visitor and Convention Bureau as noted in the above resolution. I trust you will take these under advisement when considering the Alberta Tourism Corporation Proposal.

... / 2



*a delight
to discover!*

Robert Butch Fischer, M.L.A
December 20, 1994
Page 2

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

Sincerely,



KELLY KLOSS
City Clerk

KK/clr
attchs.

cc: Director of Community Services
Land and Economic Development Manager
Red Deer Visitor and Convention Bureau

Town of St. Paul
P. O. Box 1480
St. Paul, Alberta
T0A 3A0

TIAALTA
Att: Linda Poetz, Chief Executive Officer
808, 205 - 9 Avenue, S.E.
Calgary, Alberta
T2G 0R2

NO. 4

Box 1019
 Rimbey, Alberta
 T0C 2J0
 Nov. 18th, 1994

City Clerk's Department
 P.O. Box 5008
 Red Deer, Alberta
 T4N 3T4

Re: Edgington Avenue 1 & 3 Lots 3-4, Block 15, Plan 912-3502
 and informing that Sharen Sayers of #2 Elwell Ave in Red Deer
 will be handling Edgington 3 above.

Re: Requesting application to go before City Council at a future
 meeting.

We now, at this time, understand that we are contrary to City
 By-laws. Mr. Holloways letters are enclosed.

At present we have accommodation for five persons at Edgington
 #1, a home that has one bathroom, kitchen, dining and living area,
 utility room and three bedrooms upstairs. After purchasing the
 duplex we built in 2 bedrooms, one bathroom and a sitting area with
 cupboards and twin sinks on one end of the sitting area downstairs
 in the west half. We later added a fridge. A washer and Dryer were
 placed in the undeveloped side of the basement to encourage free
 use by everyone.

We feel we fill a specific need in the Community for nice clean
 housing for low income people at a reasonable rent rate. With the
 tight economy we are seeing an increasing number of adults, not just
 students needing this service.

As we are on a fixed income and one does not always have full
 capacity of renters each month, and in addition to the purchase of
 the home plus the development of the basement we have in no way
 begun to recover any of the expenses. Thus at this point in time
 we ask that we be able to continue in much the same manner as
 possible with little or no expense in order to comply with City
 Standards.

As this is our first endeavor into the rental enterprise we had no
 idea how uncaring people are for a good clean home, how rude they can
 be to other room mates and neighbors or how rude they can be to the
 manager, caretaker or to us as landlords.

Often we have tenants who move in and are very excited about the
 nice atmosphere and economical rental expense only to later have
 cause trouble amongst themselves, upset the neighbors, bring in
 their friends to live in and when asked to shape up or leave they
 have caused more problems by complaining to authorities and/or
 leaving with out paying their expenses.

On the other side of the picture are those who have been very
 caring tenants who have been victims of the problems of these
 percentages of room mates who caused the alarms and inspections.

As I find the situation very stressful and as I am not able

Page two of
letter to City Clerk Dept.
re: Edgington #1
Nov. 18th, 1994

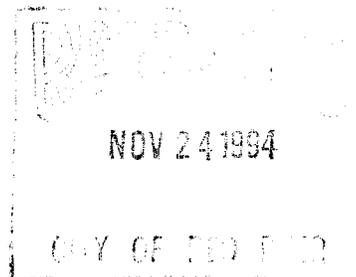
medically to cope with the added stress of this line of business
my husband and I are looking to sell in the very near future. In
addition being reported to the city is not a very comfortable
matter to have to deal with.

Thanking you I am;

Yours truly,

Joyce Tona
Joyce Tona

cc Peter Holloway
Bylaws & Inspections Assistant Manager
Bylaws and Inpections Department





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

DOUBLE REGISTERED

October 6, 1994

Mr. Edward James and Joyce Tona
Box 1019
Rimbey, Alberta
T0C 2J0

Dear Sir/Madam:

**Re: #1 & #3 Edgington Avenue, Red Deer
Lots 3-4, Block 15, Plan 912-3502**

It has been brought to the City's attention that the above referenced duplex has been converted to a multiple family dwelling complex, which is contrary to City Bylaws. As we previously advised you in June 1993, the subject site is presently zoned R1A - Residential Low Density District, to which a duplex is a discretionary use. In this instance the use as a duplex has been approved to allow the occupancy of a single family on either site of the duplex.

To the above, you are hereby notified to return the use of the duplex units to single family dwellings forthwith, and in order to confirm compliance to City Bylaws, and the Alberta Building code, we would request you arrange for an inspection of the premises within seven (7) days of receipt of this letter. Failure to comply will result in further action being taken by the City under the authority of the city Land Use Bylaw.

Please telephone the City Building Inspection Department at 342-8190, during business hours of 8:00 a.m. to 4:30 p.m., to arrange for an on-site inspection.

Your cooperation in this matter is appreciated.

Yours truly,

Peter Holloway
Peter Holloway
Bylaws & Inspections Assistant Manager
BUILDING INSPECTIONS DEPARTMENT

PH/cp

c. T. Bergman - City Utilities Department

*Received Oct. 11 1994
City Building Inspection
Department*



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

DOUBLE REGISTERED

October 24, 1994

Mr. Edward James and Joyce Tona
Box 1019
Rimbey, Alberta
T0C 2J0

Dear Sir/Madam:

**Re: #1 & #3 Edgington Avenue
Lots 3-4, Block 15, Plan 912-3502**

Further to our on-site inspection of the above referenced duplex(s) on October 20, 1994, I would confirm our agreement that with the installation of kitchen facilities within the basements of the duplex's, namely double kitchen sink units with cupboards, refrigerators, cooking equipment (microwave ovens/hot plate units, pots, pans, & dishes etc.). it establishes independent dwelling units within each duplex, which is contrary to the City Land Use Bylaw. Also, with some rooms accessing through the furnace room, provides an unsafe condition to The Alberta Building Code regulations.

In order to comply with City Bylaws, the subject duplex's shall be converted back to single family dwelling units with the removal of the kitchen facilities, to include the sink units and cupboards, refrigerators, and cooking equipment. By removal of these items, the occupants will be using common cooking facilities, meeting the intent of the Bylaw by all living together as a single housekeeping unit.

As advised, we have reviewed our files and we have no record of any applications for, or permits issued, for the development of these basement areas. We therefore request you submit detailed floor plans of each residence and obtain the required permits.

To the above, you are hereby notified to remove all fixtures, convert the duplex's to single units, and apply for renovation permits within fourteen (14) days of receipt of this letter. We would appreciate your cooperation in this matter and arrange for an inspection of the residences to confirm compliance.

Yours truly,

Peter Holloway

Bylaws & Inspections Assistant Manager

PH/cp

Box 1019
Rimbey, Alberta
T0C 2J0
Nov. 5th, 1994

City of Red Deer
Bylaws & Inspections
P.O. Box 5008
Red Deer, Alberta
T4N 3T4

Attn: Peter Holloway

Re: #1 & #3 Edgington Avenue
Lots 3-4, Block 15, Plan 912-3502

Enclosed please find a copy of the receipt for development for #1 Edgington, as of May 13th, 1992. I have no record of the drawing of the plan but would appreciate a copy from your files.

Further to your letter of October 24th, 1994 we would appreciate extra time to comply with your requests and to be able to make an appeal to the City Council on this matter.

We also ask for availability to continue in the present useage until such time as City Council makes its decision. Further, because we are on a fixed income and our daughter's wedding is on November 25th of this month.

Thanking you and trusting the above meets your approval, we are

Yours truly

Joyce Tona
Joyce Tona
per. Edward J. Tona



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

15 November 1994

Edward & Joyce Tona
Box 1019
Rimbey, AB
T0C 2J0

Dear Sir/Madam:

**RE: 1 & 3 EDGINGTON AVENUE, RED DEER
LOTS 3-4, BLOCK 15, PLAN 912-3502**

Further to your request received November 10, 1994, please find enclosed a photocopy of a floor plan and Development Permit # 8003 issued May 13, 1992, in respect to basement development at the above referenced property. As can be noted, the basement development is for #1 Edgington Avenue, with conditions of approval the basement not be used as a suite.

We would have no objections to you continuing the present use as suites from the subject site, until such time as your application is considered by City Council and a decision rendered. This extension of time is dependent upon your application being submitted to City Council within fourteen (14) days of this date.

Trusting the above is to your satisfaction.

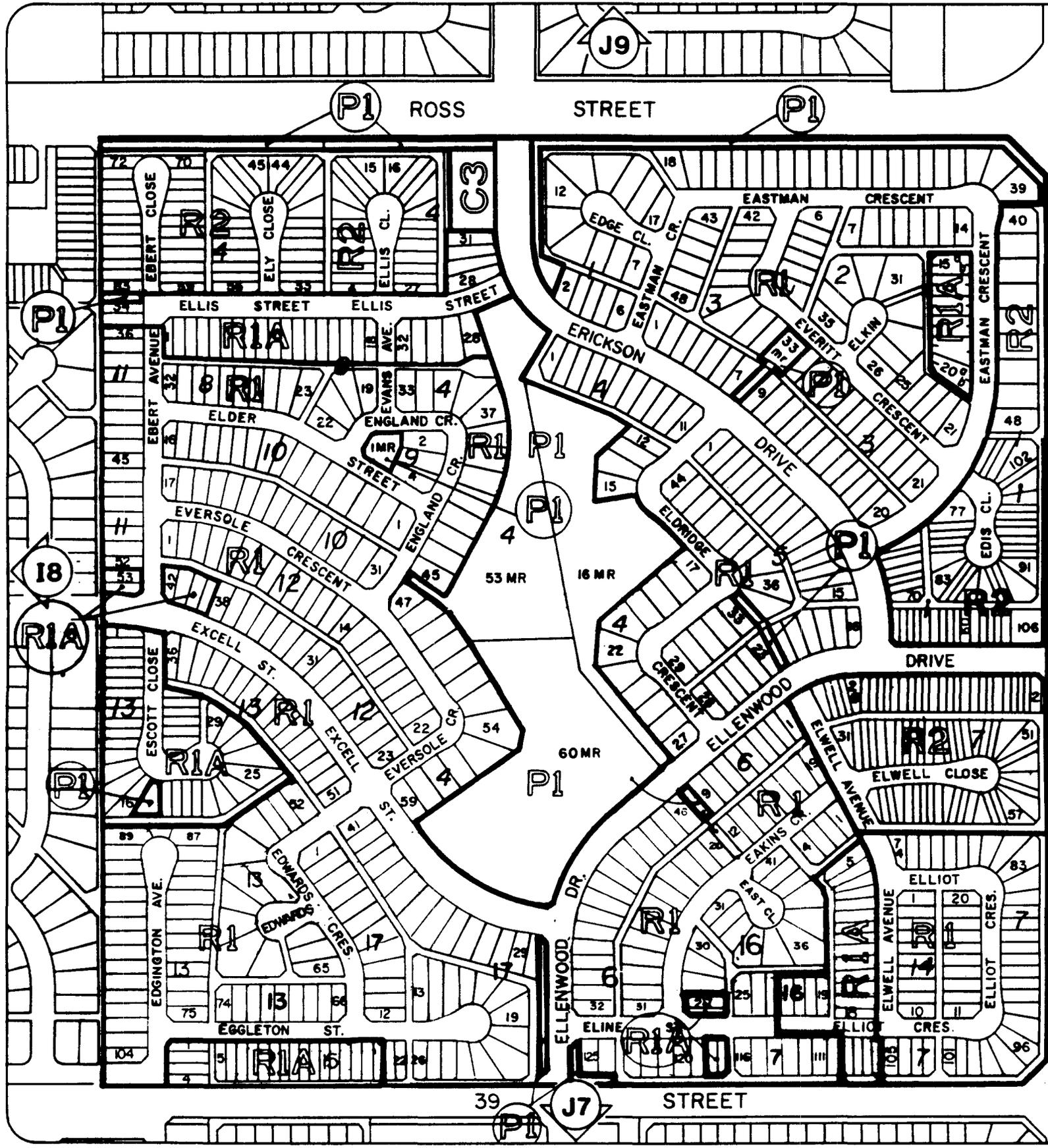
Yours truly,

Peter Holloway
Bylaws & Inspections Assistant Manager
BYLAWS & INSPECTIONS DEPARTMENT

/cab

Enclosure

Land Use Districts



DATE: 6 December 1994
TO: City Clerk
FROM: Bylaws and Inspections Manager
RE: **1 & 3 EDGINGTON AVENUE
LOT 4, BLOCK 15, PLAN 912-3502**

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

The above sites are zoned R1A, in which duplexes are a discretionary use. Duplexes are defined as two dwelling units located side by side.

Our office received a number of complaints regarding the residences at 1, 2, 3, 4, 11, 13 and 33 Edgington Avenue. The complaints were concerned with the number of persons residing in these units. Our inspections of these buildings confirmed that they had been converted to multiple family dwellings with separate cooking facilities on each floor which, in some cases, did not meet safety code standards.

This area has a number of multi-family units including duplexes in approved land use districts. The approval of one site, to increase its density, would lead to other requests which, once one had approval, would be difficult to deny. The potential increase in density would impact on services such as roads, sewer, and water.

Recommendation: The potential of the increase in density and the safety code violations are such that we recommend the application be denied for all of the addresses referred to above.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs



**RED DEER
REGIONAL PLANNING COMMISSION**

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

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

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

DATE: December 5, 1994

TO: Kelly Kloss, City Clerk

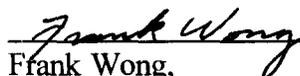
c.c. Bylaws & Inspections Manager
Fire Chief

FROM: Frank Wong, Planning Assistant

RE: **1 & 3 Edginton Avenue / TONA**
Duplex Conversion to Multiple Family Dwelling

It appears, from referred correspondence, that the owners of the above property converted the basements of the two semi-detached units into self contained dwelling units which is contrary to the Land Use By-law regulations for the R1A-Residential Low Density District.

As this matter is a bylaw enforcement issue, we concur with the action of the Building Inspections Department to order the units converted back to one household per each half of the semi detached units. This action should be taken as soon as possible because these units set a precedent for other buildings in the neighbourhood.



Frank Wong,
Planning Assistant

DATE: November 30, 1994
TO: City Clerk
FROM: Fire Marshal
RE: 1 & 3 Edgington Ave.

This department has no objection to this change of use provided that the building inspection department requirements are complied with and requirements of the Alberta Building Code are met.



Cliff Robson
Fire Marshal

CR/ks

Commissioner's Comments

While I can sympathize with the situation outlined by Ms. Tona, I must concur with the recommendation of the Bylaws & Inspections Manager because the units do not meet zoning requirements and safety code standards.

"A. WILCOCK"
Acting City Commissioner

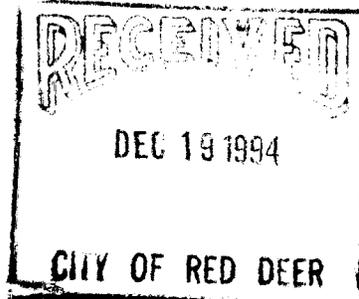
BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

843-3112

Box 1019
Rimby Alberta
T0C 2J0

December 10, 1994

City of Red Deer
City Clerks Dept.
ATTN: Kelly Klass
P.O. Box 5008
Red Deer Alberta
T4N 3T4



Re: letter dated November 24, 1994
re my presence at Council meeting Dec 19th

As my agenda and calendar are filled during pre weeks of Christmas I would ask that Sharen Layess of #2 Elwell Crescent in Red Deer, telephone # 343-6153, be my representative at your meeting in our allotted time schedule. Sharen has overseen and is overseeing #1 & #3 Edgington Avenue and is well informed on the items to be discussed. She will be in contact with you on Friday, Dec 16th and after council will report back to me.

Thanking you I am,

Yours truly
Joyce A. Tona

DATE: November 24, 1994

TO: DIRECTOR OF COMMUNITY SERVICES
DIRECTOR OF ENGINEERING SERVICES
DIRECTOR OF FINANCIAL SERVICES
X BYLAWS & INSPECTIONS MANAGER
CITY ASSESSOR
COMPUTER SERVICES MANAGER
LAND AND ECONOMIC DEVELOPMENT MANAGER
E.L. & P. MANAGER
ENGINEERING DEPARTMENT MANAGER
X FIRE CHIEF
PARKS MANAGER
PERSONNEL MANAGER
PUBLIC WORKS MANAGER
R.C.M.P. INSPECTOR
RECREATION & CULTURE MANAGER
SOCIAL PLANNING MANAGER
TRANSIT MANAGER
TREASURY SERVICES MANAGER
X PRINCIPAL PLANNER
CITY SOLICITOR

FROM: CITY CLERK

RE: 1 & 3 EDGINGTON AVENUE/TONA
DUPLEX CONVERSION TO MULTIPLE FAMILY DWELLING

Please submit comments on the attached to this office by December 12 for the Council Agenda of December 19, 1994.

"Kelly Kloss"
City Clerk



THE CITY OF RED DEER

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

FAX: (403) 346-6195

City Clerk's Department (403) 342-8132

November 24, 1994

Mrs. Joyce Tona
Box 1019
Rimbey, Alberta
TOC 2J0

Dear Mrs. Tona:

I acknowledge receipt of your letter dated November 18, 1994, re: 1 & 3 Edgington Avenue, Lots 3-4, Block 15, Plan 912-3502.

This item will be discussed and possibly a decision made at the Meeting of Red Deer City Council on Monday, December 19, 1994. 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.

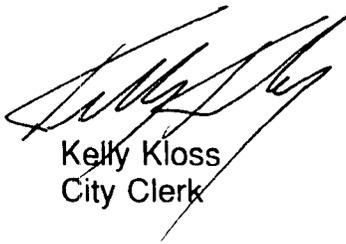
In the event you wish to be present at the Council meeting, would you please telephone our office on Friday, December 16, and we will advise you of the approximate time that Council will be discussing this item.

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, December 16, 1994.

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!*

DATE: DECEMBER 20, 1994

TO: BYLAWS AND INSPECTIONS MANAGER

FROM: ASSISTANT CITY CLERK

**RE: JOYCE TONA / SHAREN SAYERS
CONVERSION OF SINGLE FAMILY UNITS TO
MULTI-FAMILY DWELLINGS**

At the Council Meeting of December 19, 1994, consideration was given to correspondence concerning the above topics and at which meeting the following resolutions were passed:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Joyce Tona dated November 18, 1994, re: Request for Multi-Family Dwelling in an R1A Zone, hereby agrees that said request be denied and as presented to Council December 19, 1994."

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Sharen Sayers dated November 28, 1994, re: Request for Multi-Family Dwelling in an R1A District, hereby agrees that said request be denied and as presented to Council December 19, 1994."

At the Council Meeting it was agreed that although the dwellings should conform to Fire Safety Codes as soon as possible, a period of time may be given to having the building renovations completed, eg: 90 days.

This is submitted for your information and appropriate action.



JEFF GRAVES
Assistant City Clerk

JG/clr



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

December 20, 1994

Ms. Joyce Tona
Box 1019
Rimbey, Alberta
T0C 2J0

Dear Ms. Tona:

At the Council Meeting of The City of Red Deer held December 19, 1994, consideration was given to your correspondence dated November 18, 1994 concerning a request to have the dwellings described as #1 and #3 Edgington Avenue, Red Deer, Alberta, remain as a multi-family unit in an R1A (Single Family) zone. At this meeting the following resolution was passed:

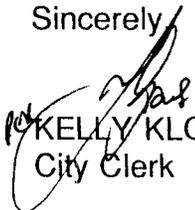
"RESOLVED that Council of The City of Red Deer, having considered correspondence from Joyce Tona dated November 18, 1994, re: Request for Multi-Family Dwelling in an R1A Zone, hereby agrees that said request be denied and as presented to Council December 19, 1994."

Although Council does sympathize with your situation, your request was not approved as the units do not meet zoning requirements and Safety Code standards.

I trust you will now be taking the necessary measures to ensure that the dwellings are converted back to single family units. Please contact the City's Bylaws and Inspections Department to ascertain a date for having these changes completed.

Thank you for your cooperation in this matter. If you have any questions or require additional information, please do not hesitate to contact the undersigned.

Sincerely,


KELLY KLOSS
City Clerk

KK/clr

cc: Bylaws and Inspections Manager



*a delight
to discover!*

NO. 5

#2 Elwell Ave.
 Red Deer, AB
 T4R 2J7
 November 28, 1994

City Clerks Department
 City of Red Deer

HAND DELIVERED

To Whom It May Concern:

By now you have received Mrs. Tona's letter and I agree with her statements. We would appreciate your patience to hear us further.

When our daughter went to college we realized that many of the rental places that were quite reasonably priced were not very nice, and those that were nice were out of her price range. We decided that there was a need for this kind of housing in Red Deer. We have always had new, clean and, hopefully, reasonably priced accommodations.

Since beginning the rental practice, however, we find that because of the tight economic climate we have divorced, handicapped, and various low income folks, as well as many people who are just saving money on housing to put it elsewhere. Our first rental home was six months old and we rented it to a primary tenant who then found roommates--a standard practice. Where we seemed to have a certain wisdom in selecting primary tenants and followed Landlord and Tenant guidelines, no matter how we warned or instructed our tenants they got stuck with bad roommates. They frequently were left with unpaid rent and, more often than not, utilities. These secondary tenants felt less responsible to keep the places nice and were careless about neighbours' rights. Also, we had no access to these secondary tenants through legal means.

One case in point: we had a nice tenant named Wendy who was taken advantage of by a workmate who said he needed a place. She was kind-hearted and gave him a key before either of us got a security deposit. In retrospect, he knew from the outset how to "play the game." He kept avoiding us when we would go for the money and made her take our phone calls. She finally told us, "Look, I have no business with this security deposit. Please don't keep bothering me." So we didn't. She later told us he left her with unpaid rent and utilities. He caused some damage, left the place dirty and abandoned so much garbage that we needed to hire a truck to haul it away. We had not had much of a profit margin, and as the lease was in her name, we had no option but to deduct from her security deposit to cover the costs.

We have had primary tenants accuse secondary tenants falsely also.

THE CITY OF RED DEER
 CLERK'S DEPARTMENT

... /2

RECEIVED	
TIME	8:30 Am
DATE	Dec 5/94
BY	JK

City Clerks Department
November 28, 1994
Page 2

Some people answering the "roommates wanted" ad are looking to hide behind another tenant. I've had more than one person say, "I can't take utilities (or phone) into my name because (they blame someone else) lived with me and stuck me with a big bill I haven't paid."

We found, too, that primary tenants will usually overload a home, putting too many people for the number of bedrooms, resulting in parking problems and other problems with neighbours. We had a call at 3:00 am to say a tenant had driven across three lawns and when I went to inspect found that it was a friend of a fifth party who was not even supposed to be in the house.

Then my husband had an industrial accident we were afraid he would be unemployable at 50. Therefore we took the equity out of our home and put it into these revenue homes. We felt that if it was going to become a small business we should become more responsible landlords, choosing all our tenants personally and having a contract with each.

On the contract we tell them we consider a certain figure of the security deposit to be security against the utilities and it will not be released until bills are paid. Believe me, this is much more work than I would like to have. We have thirty tenants where we could have six.

As my husband got stronger he could work at his own pace, as long as it wasn't out in the cold. We worked from early morning and into the night building basement bedrooms and bathrooms because just renting the upstairs was barely making the payments. We had to borrow from our existing credit cards...running our limits to the max. We had difficulties getting UIC or WCB as they kept tossing us back and forth between them. There were several months when we had no income at all and we ran up all our credit cards trying to finish these homes. Because of the industrial accident we incurred major debt causing great frustration for us for the last two years. Our credit was very bad and we could not get a consolidation loan, the interest was killing us. We have recently been able to get a consolidated loan.

At this time we cannot afford any major expenses. We would ask you to reconsider allowing us to continue renting as we have. Failing that, could we please continue at least until student contracts are closed at the end of April, as it is difficult for students to move while they are studying. May we, please, at least not have to tear out the plumbing, sinks and cupboards incurring extra expense.

We appreciate your consideration in this regard.

Sincerely,

Mrs. Sharen Sayers
Enclosures



THE CITY OF RED DEER

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

2-811 Info
2-8185 Holloway

DOUBLE REGISTERED

October 24, 1994

Mr. Lorne and Sharon Sayers
2 Elwell Avenue
Red Deer, Alberta
T4R 2E2

Dear Sir/Madam:

Re: #11 Eggleton Street (Lot 7, Block 15, Plan 912-3502)
#13 Eggleton Street (Lot 8, Block 15, Plan 912-3502)
#33 Eggleton Street (Lot 18, Block 15, Plan 912-3502)
#4 Elwell Avenue (Lot 17, Block 16, Plan 912-2935)

Further to our on-site inspection of the above referenced duplex(s) on October 20, 1994, I would confirm our agreement that with the installation of kitchen facilities within the basements of the duplex's, namely double kitchen sink units with cupboards, refrigerators, cooking equipment (microwave ovens/hot plate units, pots, pans, & dishes etc.). it establishes independent dwelling units within each duplex, which is contrary to the City Land Use Bylaw. Also, with some rooms accessing through the furnace room, provides an unsafe condition to The Alberta Building Code regulations.

In order to comply with City Bylaws, the subject duplex's shall be converted back to single family dwelling units with the removal of the kitchen facilities, to include the sink units and cupboards, refrigerators, and cooking equipment. By removal of these items, the occupants will be using common cooking facilities, meeting the intent of the Bylaw by all living together as a single housekeeping unit.

As advised, we have reviewed our files and we have no record of any applications for, or permits issued, for the development of these basement areas. We therefore request you submit detailed floor plans of each residence and obtain the required permits.

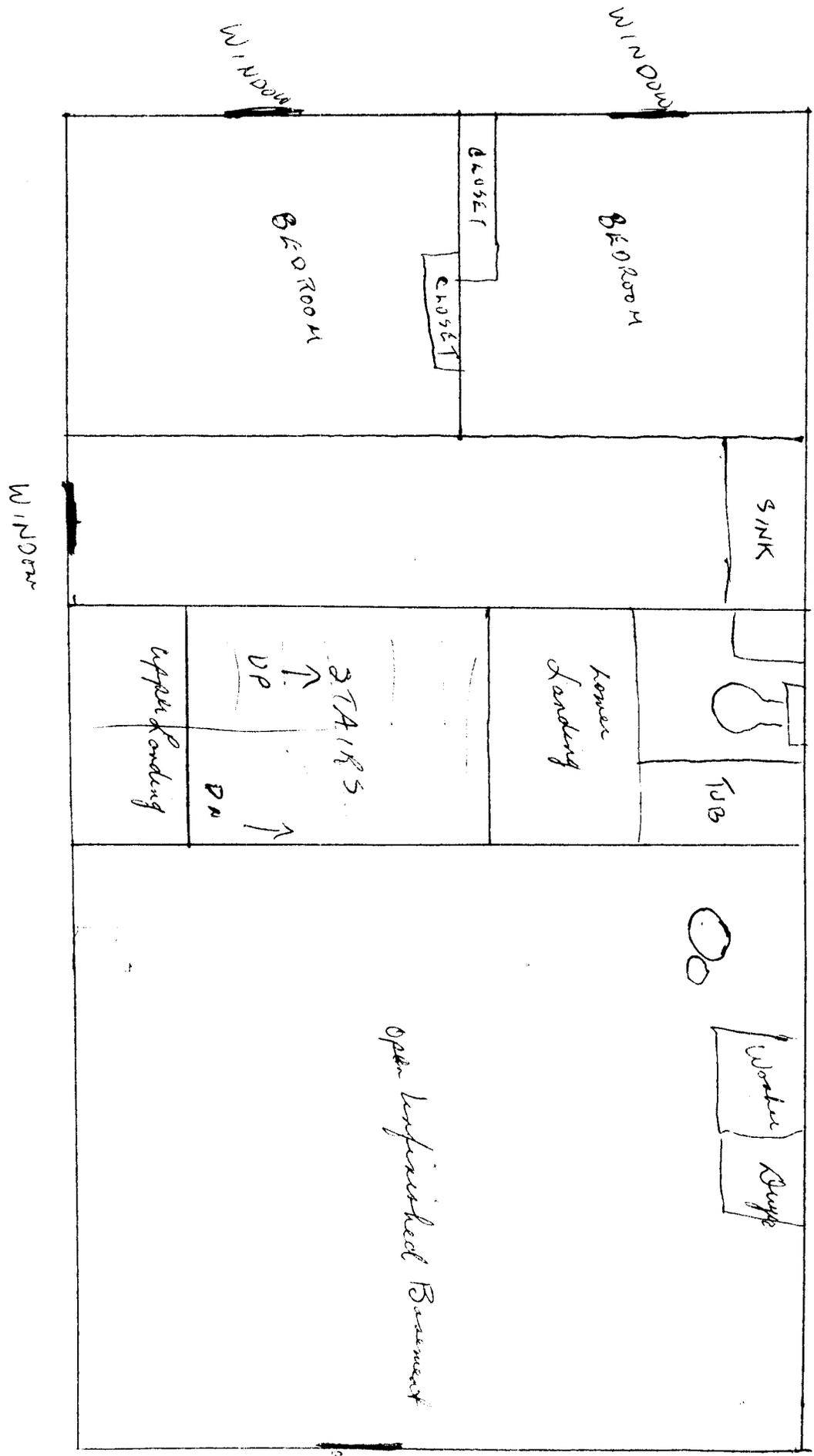
To the above, you are hereby notified to remove all fixtures, convert the duplex's to single units, and apply for renovation permits within fourteen (14) days of receipt of this letter. We would appreciate your cooperation in this matter and arrange for an inspection of the residences to confirm compliance.

Yours truly,

Peter Holloway
Bylaws & Inspections Assistant Manager

PH/cp

1 and 13

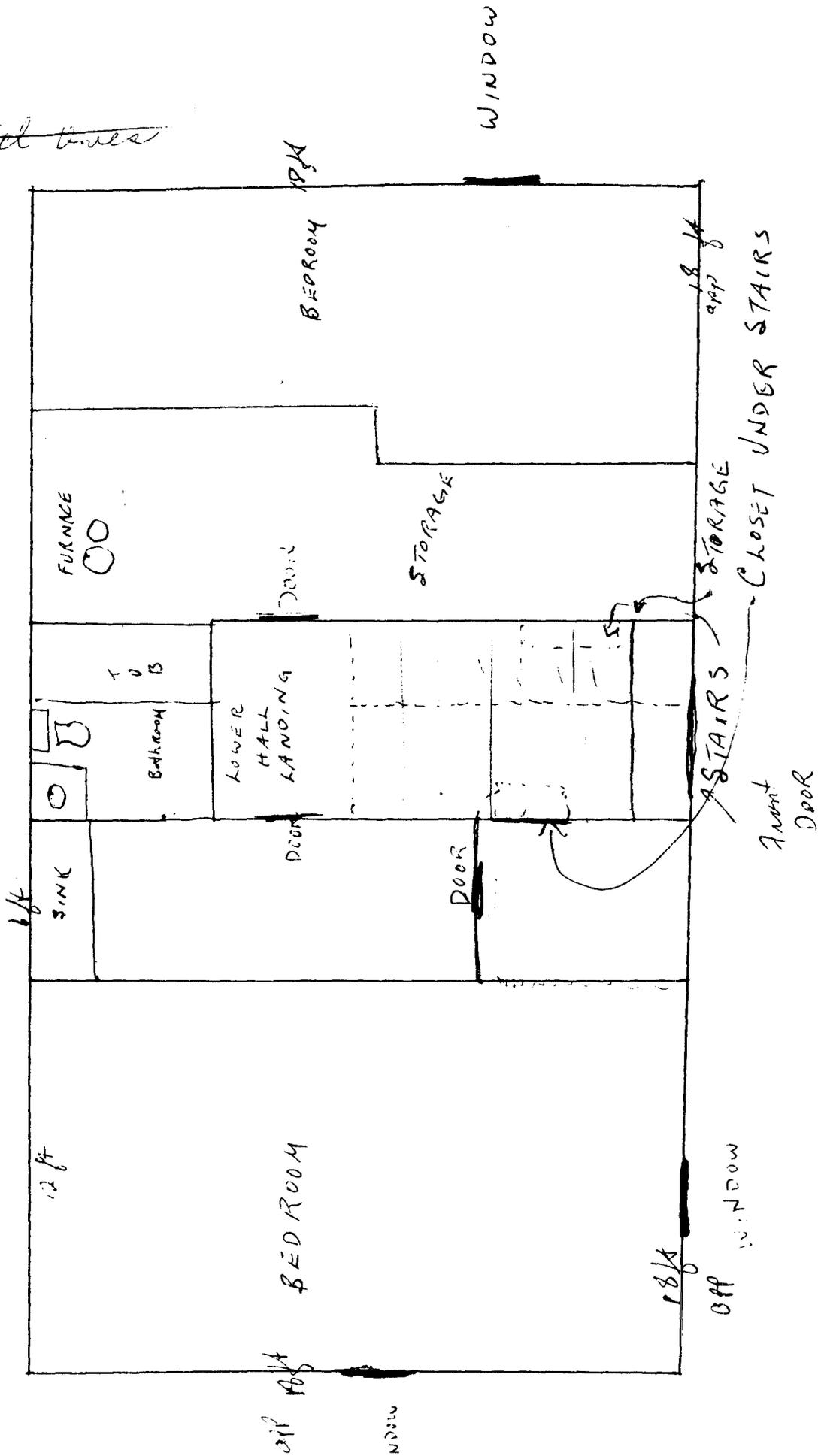


Please turn over

4 and # 11 Eggleton Klwell # 3 Edgington Ave

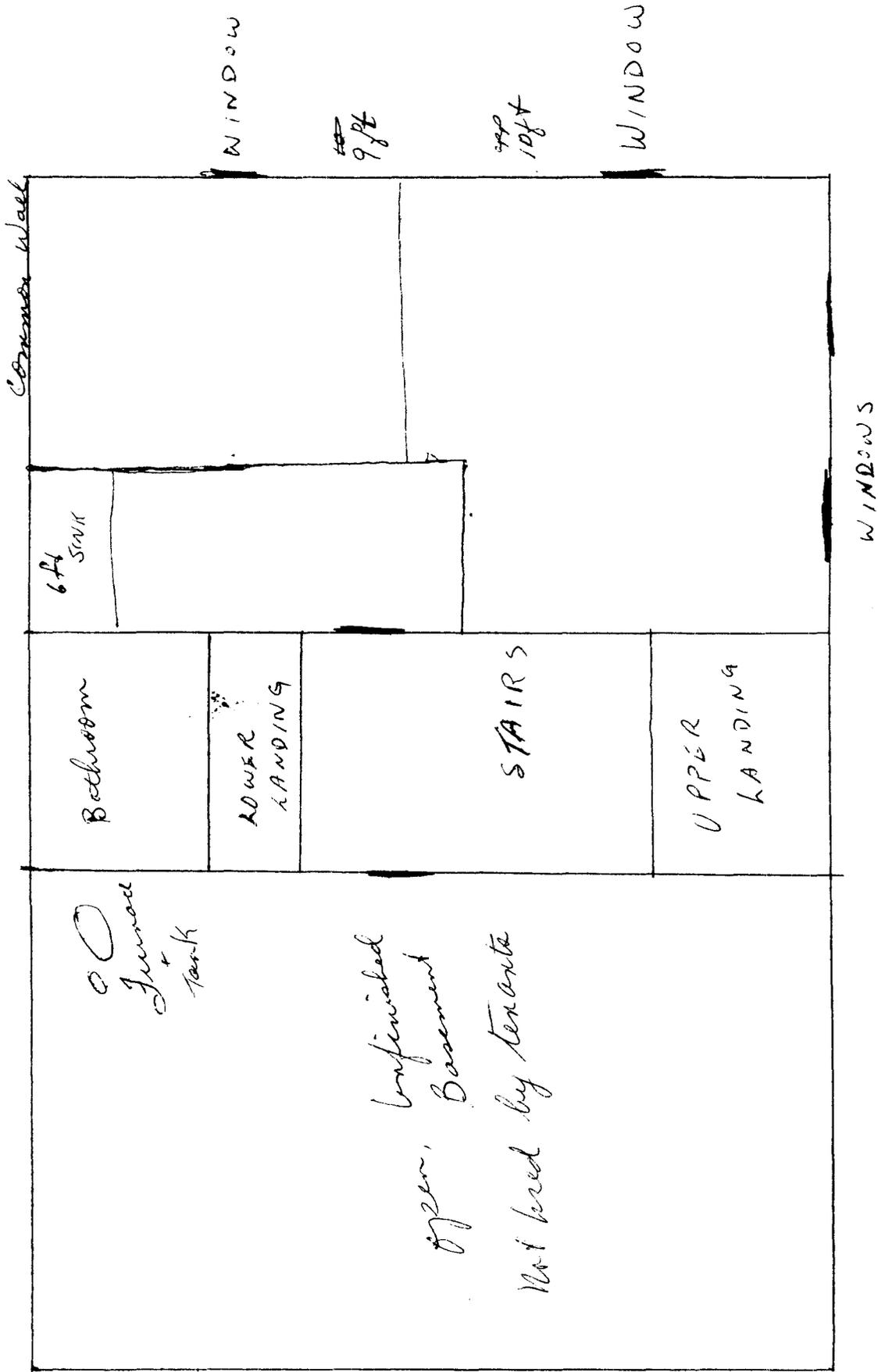
Klwell

~~Kill lines~~



over

#33 Keggerton



TO WHOM IT MAY CONCERN:

I am one of Sharon Sayer's tenants who has a basement room.

Fibromyalgia is a condition I suffer with. I'm in a great deal of pain most of the time and have the need to wear arm braces so as not to be dropping things frequently. It is difficult for me to handle stairs let alone carry something at the same time. Please take this into consideration. Thank you.

Respectfully,

"Connie Hyndman"

DATE: 6 December 1994
TO: City Clerk
FROM: Bylaws and Inspections Manager
RE: SHARON SAYERS - 3 ELWELL AVENUE

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

The comments made in connection with Mrs. Tona's letter, which appear on this agenda, apply equally to this application. We do recommend that the appliances; plumbing, etc., be removed immediately. Leaving them in place will mean that eventually, possibly after a sale of the property, we will be dealing with the issue again.

Recommendation: That the application be denied.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs



**RED DEER
REGIONAL PLANNING COMMISSION**

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

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

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

DATE: December 6, 1994

TO: Kelly Kloss, City Clerk

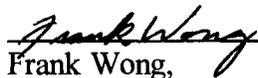
c.c. Bylaws & Inspections Manager
Fire Chief

FROM: Frank Wong, Planning Assistant

RE: **#11, #13 & #33 Eggleton Street, and
#4 Elwell Avenue \ SAYERS**

According to the City Building Inspections Department, the above semi-detached units have had their basements converted into self contained dwelling units, which is contrary to the Land Use By-law regulations for the R1A-Residential Low Density District.

As with the similar situation at #1 & #3 Edginton Street, we concur with the action of the Building Department to order the units converted back to one household per each half of the semi-detached units.



Frank Wong,
PLANNING ASSISTANT

DATE: December 8, 1994
TO: City Clerk
FROM: Fire Marshal
RE: SHAREN SAYERS (DUPLEX CONVERSION)

This department has no objections to this proposed conversion provided that all Alberta Building Code requirements are complied with.



Cliff Robson
Fire Marshal

/co

Commissioner's Comments

While we can sympathize with the situation outlined by Mrs. Sayers, we must concur with the recommendation of the Bylaws & Inspections Manager as the units do not meet zoning requirements and safety code standards.

"A. WILCOCK"
Acting City Commissioner

To Whom it may concern:

I am one of Sharon Sayers tenements
unit has a basement room.

Fibromyalgia is a condition I suffer with.

I'm in a great deal of pain most of the time
and have the need to wear arm braces
so as not to be dropping things frequently. It
is difficult for me to handle stairs let alone
carry something at the same time. Please take this
into consideration. Thank You

Respectfully

Connie Hyndman

TO:

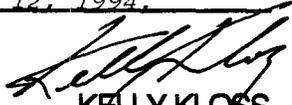
- DIRECTOR OF COMMUNITY SERVICES
- DIRECTOR OF ENGINEERING SERVICES
- DIRECTOR OF FINANCIAL SERVICES
- BYLAWS & INSPECTIONS MANAGER
- CITY ASSESSOR
- COMPUTER SERVICES MANAGER
- LAND AND ECONOMIC DEVELOPMENT MANAGER
- E.L. & P. MANAGER
- ENGINEERING DEPARTMENT MANAGER
- FIRE CHIEF
- PARKS MANAGER
- PERSONNEL MANAGER
- PUBLIC WORKS MANAGER
- R.C.M.P. INSPECTOR
- RECREATION & CULTURE MANAGER
- SOCIAL PLANNING MANAGER
- TRANSIT MANAGER
- TREASURY SERVICES MANAGER
- PRINCIPAL PLANNER
- CITY SOLICITOR
- _____

FROM:

CITY CLERK

RE: Sharon Sayers - Duplex Conversion to Multiple Family Dwelling

Please submit comments on the attached to this office by December 12, 1994.
for the Council Agenda of December 19, 1994.



KELLY KLOSS
City Clerk



THE CITY OF RED DEER

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

FAX: (403) 346-6195

City Clerk's Department (403) 342-8132

December 5, 1994

Mrs. Sharen Sayers
2 Elwell Avenue
Red Deer, Alberta
T4R 2J7

Dear Mrs. Sayers:

RE: DUPLEX CONVERSION TO MULTIPLE FAMILY DWELLING

Receipt of your letter dated November 28, 1994 is hereby acknowledged.

This item will be discussed and possibly a decision made at the meeting of Red Deer City Council on Monday, December 19, 1994. 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 this Council Meeting, please call our office on Friday, December 16, 1994 and we will advise you of the approximate time that Council will be discussing this item.

Please enter City Hall on the park side entrance upon arrival and proceed up to the second floor Council Chambers.

This request has been circulated to City Administration for comments. Should you wish to receive a copy of the administrative comments prior to the Council Meeting, they may be picked up at our office on the second floor of City Hall on Friday, December 16, 1994, or if it would be more convenient for you, please let us know and we will fax same to you.

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

Sincerely,

KELLY KLOSS
City Clerk

KK/clr



*a delight
to discover!*

DATE: DECEMBER 20, 1994

TO: BYLAWS AND INSPECTIONS MANAGER

FROM: ASSISTANT CITY CLERK

**RE: JOYCE TONA / SHAREN SAYERS
CONVERSION OF SINGLE FAMILY UNITS TO
MULTI-FAMILY DWELLINGS**

At the Council Meeting of December 19, 1994, consideration was given to correspondence concerning the above topics and at which meeting the following resolutions were passed:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Joyce Tona dated November 18, 1994, re: Request for Multi-Family Dwelling in an R1A Zone, hereby agrees that said request be denied and as presented to Council December 19, 1994."

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Sharen Sayers dated November 28, 1994, re: Request for Multi-Family Dwelling in an R1A District, hereby agrees that said request be denied and as presented to Council December 19, 1994."

At the Council Meeting it was agreed that although the dwellings should conform to Fire Safety Codes as soon as possible, a period of time may be given to having the building renovations completed, eg: 90 days.

This is submitted for your information and appropriate action.



JEFF GRAVES
Assistant City Clerk

JG/clr



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

December 20, 1994

Ms. Sharen Sayers
2 Elwell Avenue
Red Deer, Alberta
T4R 2J7

Dear Ms. Sayers:

At the Council Meeting of The City of Red Deer held December 19, 1994, consideration was given to your correspondence dated November 28, 1994 concerning a request to have the dwellings described as #11, #13, #33 Eggleton Street and #4 Ellwell Avenue, Red Deer, Alberta, remain as multi-family units in an R1A (Single Family) zone. At this meeting the following resolution was passed:

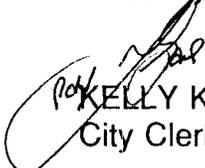
"RESOLVED that Council of The City of Red Deer, having considered correspondence from Sharen Sayers dated November 28, 1994, re: Request for Multi-Family Dwelling in an R1A District, hereby agrees that said request be denied and as presented to Council December 19, 1994."

Although Council does sympathize with your situation, your request was not approved as the units do not meet zoning requirements and Safety Code standards.

I trust you will now be taking the necessary measures to ensure that the dwellings are converted back to single family units. Please contact the City's Bylaws and Inspections Department to ascertain a date for having these changes completed.

Thank you for your cooperation in this matter. If you have any questions or require additional information, please do not hesitate to contact the undersigned.

Sincerely,


KELLY KLOSS
City Clerk

KK/clr

cc: Bylaws and Inspections Manager



*a delight
to discover!*

CityCentre, 10155 - 102 Street
Edmonton, Alberta
Canada T5J 4L4

In Replying Please Quote:

November 16, 1994

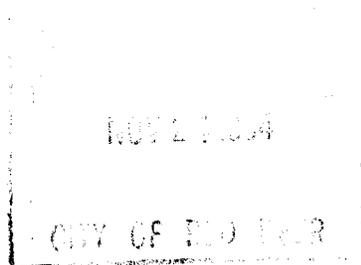
Mr Kelly Kloss
City Clerk
City of Red Deer
Box 5008
Red Deer AB T4N 3T4

Dear Mr Kloss:

I am pleased to send you a copy of a discussion paper "The Condominium Property Act - Looking to the Future".

Alberta Municipal Affairs has prepared this paper to discuss possible changes to the Condominium Property Act.

I would appreciate you sending your comments to the address shown on page 1 of the paper so that we can use them in order to develop current and responsive legislation.





MEMORANDUM

TO: CITY CLERK **DATE: 94 12 12**

FROM: PHIL NEWMAN, ASSOCIATE PLANNER **OUR FILE: 21.07**

RE: THE CONDOMINIUM PROPERTY ACT : LOOKING TO THE FUTURE

This discussion Paper from Alberta Municipal Affairs identifies several possible amendments to the Condominium Property Act which are of interest to Planning staff. We have the following comments on those suggestions in the Paper which relate to an objective to "streamline administrative procedures for the development of condominium projects".

[1] an amendment to allow for the **phased registration** of a condominium plan (to provide flexibility to developers and make it easier to finance large projects) would be reasonable in principle, given the assurance that "safeguards would be included to ensure that developers complete all phases of the development as planned";

[2] "concerns" regarding **municipal zoning related to bare land condominiums** are mentioned without any specifics. It is therefore impossible to answer the question of whether the Act should also address these "concerns";

[3] an allowance for some flexibility in **relocating unit boundaries** may be reasonable, subject to the regulations which would establish the conditions under which this could be done. These regulations must respect the interest in the size of units and other development regulations in municipal bylaws;

[4] the prospect of a **condominium being registered on a condominium** is a real one, several such situations having arisen in this region in the past year. The Act should certainly address this matter.

RECOMMENDATION: That the Council respond to the Paper by:

- (a) offering qualified support for the possible amendments;
- (b) requesting due consideration of the comments by staff;
- (c) requesting further clarification and details for review prior to the introduction of any legislation.

P.D. Newman, ACP

DATE: 25 November 1994

FILE NO. 94-0100

TO: City Clerk

FROM: Bylaws and Inspections Manager

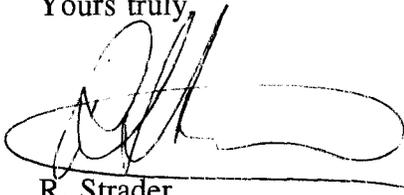
RE: **CONDOMINIUM PROPERTY ACT**

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

The present Act (Section 8(1)(c)) requires that the local authority sign each condominium plan if the authority is satisfied that the proposed condominium will conform to a Land Use bylaw or any other appropriate Bylaw. Council delegated this authority to the Development Officer some time ago. The approval and subsequent signing is a formality as the proposed condominium affects the ownership, not the use. It is my understanding that because there was concern that conversion of residential multiple family units from rental to ownership would deplete the rental market, it was felt there was a need to have the local authority approve the plans.

Recommendation: That if Council feels that conversion of these units is not a concern, then the requirement that the local authority approve the plan should be removed from the Act. This applies only to this department's signature; other departments may have differing points of view.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

Commissioner's Comments

I concur that the comments of the Administration be forwarded to the Province. In addition, the Bylaws & Inspections Manager is recommending Council consider the requirement for Local Authority approval of condominium conversion be removed. I support that recommendation.

"A. WILCOCK"
Acting City Commissioner

COUNCIL MEETING OF DECEMBER 19, 1994

ATTACHMENT TO REPORT ON OPEN AGENDA

RE:

**ALBERTA MUNICIPAL AFFAIRS
CONDOMINIUM ACT REVIEW**

THE CONDOMINIUM PROPERTY ACT:

LOOKING TO THE FUTURE

**Alberta Municipal Affairs
Housing and Consumer Affairs Division
September 1994**

INTRODUCTION

The Alberta *Condominium Property Act* became law in 1966. It was amended and expanded in 1978. Since the last amendment, rapid changes have occurred in the condominium marketplace due to the increased popularity of condominium living as a life style. This has resulted in a demand for changes to keep legislation relevant to contemporary needs.

In 1989, condominium corporations, individual owners, developers, financial institutions, the legal profession, government agencies, and provincial government departments submitted recommendations for changes to the Act. The Canadian Condominium Institute, which represents both owner and industry interests, presented a detailed proposal that identified the concerns and aspirations of both owners and the industry in general.

In September, 1989, Alberta Consumer and Corporate Affairs prepared a summary of recommendations and circulated it to affected parties for reaction and comment. There was a general consensus among respondents that the Act was no longer effective and required major revision. There was no consensus, however, on what revisions should be made.

Based on these past consultations, its ongoing administration of the Act and the new direction taken by the Provincial government, Alberta Municipal Affairs has prepared the following paper discussing possible amendments to the *Condominium Property Act*. This paper discusses possible amendments to deal with issues such as voting policies, blanket mortgages, phased developments, bare land condominiums, dispute resolution, condominium fee priorities, bonding and insurance, replacement reserves, and general administration.

Alberta Municipal Affairs welcomes feedback on the amendments. Your comments will help the Provincial government assess the impact of the changes and their feasibility. Comments received will contribute to the development of current and responsive legislation.

Send your comments to:
Alf Kaszuba
Alberta Municipal Affairs,
Housing and Consumer Affairs Division
16B Commerce Place
10155-102 Street
Edmonton, Alberta
T5J 4L4

OBJECTIVES

Possible amendments to the *Condominium Property Act* are being examined:

- to make the legislation relevant to the current and future condominium market
- to consider provisions to establish reserve funds adequate for the upkeep of buildings and property
- to consider provisions for a dispute resolution mechanism to resolve problems between individual owners and condominium corporations
- to increase the direct involvement of developers, condominium boards, owners, and other stakeholders in regulating the condominium industry
- to encourage competent condominium management by making condominium boards and management companies more accountable to individual owners
- to assist condominium boards in developing more efficient management policies by amending voting provisions
- to streamline administrative procedures for the development of condominium projects.

DEVELOPMENTS IN THE CONDOMINIUM MARKETPLACE

New Markets

In the early days of condominium development in Alberta, projects were simple. Buyers were mainly young families making a break from apartment rentals but not quite ready to purchase detached single family dwellings. This is no longer the case. Changes in population profile, lifestyles, and family incomes now make condominiums an attractive alternative to a broader spectrum of consumers. These include:

- young professionals, usually in the 24-40 age group, looking for condominiums with extensive recreational and social facilities at the high end of the price range
- young families who want to develop equity, attracted to townhouse units with playgrounds and daycare facilities
- retired and semiretired couples over 50 seeking small, semidetached, townhouse or high-rise developments with features like community and recreation programs and house cleaning services, as well as the low maintenance and security of property needed for a lifestyle that might include extensive travel
- seniors looking for condominiums that are located close to hospitals or other medical facilities, and that also contract medical support, cleaning, and cooking services. This segment will grow as government moves from a service-provider to a service-facilitator role in seniors' housing, and the private sector starts to play a greater part.
- investors who treat their units as income generators and look for features that contribute to resale value

Diversification

New market segments are being defined for condominiums. In response, the condominium industry also has diversified. This has resulted in a broader range of condominium projects, such as:

Mixed-Use Developments

Mixed-use developments serve two or more functions. They often combine residential units with commercial outlets; for example, combining an apartment building with a shopping complex on the lower levels. Other variations include parking garages, medical offices, recreation facilities, warehouses, or a hotel condominium combination. This type of condominium has become more popular because it makes effective use of land.

Resorts

This form of condominium development is not new; however, in recent years it has substantially increased in popularity. A wide variety of summer and winter resort developments are now available.

Bare Land Condominiums

With bare land condominiums, a parcel of land is serviced, subdivided into lots and a condominium plan is registered. Individual purchasers can then place structures on the lots provided they comply with planning and zoning requirements.

Strata Condominiums

Strata condominiums may be created in the horizontally-divided volumetric space lying above or beneath the surface of the land. The *Land Titles Act* allows the registration of strata titles.

Rate of Growth

There has been a substantial increase in the number of condominiums registered in Alberta since 1978, when the existing *Condominium Property Act* was last amended and expanded. In 1986, the Financial Assistance and Research Branch of Alberta Municipal Affairs compiled a directory of condominiums in the Province. Two interesting facts emerged from this research. First, approximately 90% of Alberta condominiums were located in the metropolitan areas of Edmonton and Calgary. Second, the number of condominiums in the Province had more than tripled during the previous decade. In 1977, there were about 460 registered condominium plans in Alberta, and in 1987 there were 1,725 registered plans. Currently (July 1994) that number stands at 2,876 registered plans, with a higher proportion of developments taking place outside the two major metropolitan areas. There are no statistics available on the number of condominium units or the number of individuals residing in condominiums.

Shift in the Direction of Government Involvement

Government's role in regulating the industry needs to be clarified. The provincial government is reducing its involvement in the marketplace. As stated in the Alberta government's 1994 Business Plan, *A Better Way — A Plan for Securing Alberta's Future*, legislation will be streamlined "to provide greater authority to business groups to administer their own affairs." This requires increased involvement by stakeholders. Amendments proposed to the *Condominium Property Act* will recognize this objective.

For example:

- should Standards of Conduct replace offences under the Act, leading to civil action rather than provincial offence prosecution?
- should an alternative dispute resolution mechanism be established?
- should a Delegated Regulatory Organization (DRO) be created to assume dispute resolution functions and/or administer the Act?

SUGGESTIONS FOR LEGISLATIVE CHANGE

Current Issues

In September, 1989, a summary of recommendations for amending the Act was circulated to various provincial government departments, municipal governments, developers, financial institutions, lawyers, condominium corporations, and individual condominium owners. From the responses received to that summary and through the department's ongoing administration of the Act, a number of major, recurring issues have been identified. These issues are part of the review and emphasize the need for legislative change.

The following are major issues identified and possible amendments to resolve them. Please provide us with your comments on these and any others of which you are aware.

- **Disclosure Requirements**

Disclosure requirements are provided for the consumer who purchases a condominium from a developer. However, purchasers of resale condominiums also take on significant ongoing commitments, both financial and otherwise. As the resale market increases in size, sophistication and complexity, resale condominium purchasers often seem to be unaware of the full extent of these commitments or their consequences.

Possible Amendment

To enable the consumers to make fully informed decisions for which they may then be held responsible, resale condominium purchasers could be provided with documents and information by the seller at the time of sale, including:

1. the purchase agreement
2. the bylaws of the condominium corporation
3. the management agreement
4. any recreational agreement
5. the lease and leasehold certificate of title if the project is on leased land
6. the condominium plan
7. the mortgage agreement
8. the current operating financial statement of the condominium corporation, including a statement of the amount held in reserve
9. other financial and legal information as described in section 36 of the present Act
10. a copy of the condominium corporation's insurance policy.

The purchase agreement might contain descriptions, drawings or photographs showing:

1. the interior finishing of and all major improvements to the common property of the building
2. recreational facilities, equipment etc. to be used by the people living in the project
3. equipment to be used for the maintenance of the common property
4. location of walkways, roadways, fences, parking areas, and recreational facilities
5. landscaping and
6. exterior finishing of the building.
7. if the building is over 10 years old, an engineer's report that is no more than 3 years old.

The purchase agreement may also contain the amount of the monthly condominium fee for the unit, and the unit factor and the method used to calculate the unit factor for the units in the condominium plan.

To allow the purchaser to get proper advice on the contract, should provisions for rescission of the contract within 10 working days and the return of all deposits be included?

- **Voting Policies**

Many condominium corporations believe the voting requirements of the Act are too onerous. They limit the corporation's ability to make decisions. In particular, they believe the definition of special and unanimous resolutions should be changed and the requirement for approval of ordinary resolutions should be lowered. In addition, owners believe a greater balance of power is needed between single unit owners and majority owners.

Possible Amendment

To allow for more efficient management by condominium boards, the concept of unanimous resolution might be eliminated. The Act currently requires unanimous resolution for four areas of decision making: the transfer or lease of common property, the acceptance of easements or restrictive covenants benefitting the parcel, the termination of the condominium, and the sale of property. These could be decided by special resolution. The definition of special resolution could be changed to require approval by a majority of 66 2/3%.

To restrict open-ended proxies and to clarify the voting rights of mortgagees, voting rights could be reviewed. New provisions could give a unit owner the statutory right to apply to the Court of Queen's Bench for a review of any decisions by special resolution.

To provide a balance between the rights of single unit owners and majority owners, the voting power of majority owners could be restricted to no more than 50%.

- **Blanket Mortgages**

A financial institution may provide mortgage financing for an entire project through a blanket mortgage. Many condominium owners who pay the portion of a blanket mortgage attributable to their units are unable to obtain partial discharges. They believe more equitable treatment is necessary.

Possible Amendment

The Act could state more clearly that owners can obtain clear title to their units on payment in full of mortgage commitments, addressing the principle of partial discharges of blanket mortgages where they exist.

- **Phased Developments**

Developers believe the current requirements for registering a condominium plan are too restrictive. For example, if developers change a plan, they must file a plan of redivision which is expensive and time consuming. Developers want a mechanism for phased development. In a phased development, developers can register complete plans or they can register in multiple stages. They then develop each stage and sell it as it is completed.

Possible Amendment

The Act could accommodate phased development. Developers could register a complete plan or register a plan in multiple stages, allowing the sale of each stage of the plan as completed. This would provide flexibility to developers and make it easier to finance large projects. Safeguards would be included to ensure that developers complete all phases of the development as planned.

- Bare Land Condominiums

The current Act supports the concept of bare land condominiums. Developers believe that current provisions need to be reviewed to minimize difficulties in obtaining necessary approvals. Concerns have also arisen regarding municipal zoning under the *Planning Act*.

Possible Amendment

The *Condominium Property Act* could be amended to create a clearer framework for bare land condominium applications. Should it also address concerns with municipal planning?

- Dispute Resolution

Under the present legislation, disputes that cannot be resolved amicably must be handled in the courts. An increasing number of condominium owners and corporations believe that a better mechanism for dispute resolution is required.

Possible Amendment

A dispute resolution mechanism could be developed as an alternative to the courts. This could involve arbitration or mediation by an objective third party. Alternatively, a Delegated Regulatory Organization with members representing various segments of the industry could be created. The DRO would have delegated authority for administration of parts of the Act related to the resolution of complaints. Funding could be provided through registration of condominium corporations and a per unit assessment.

- Standards of Conduct

Some industries in some jurisdictions have established voluntary Standards of Conduct that replace many of their legislated requirements.

Possible Amendment

Standards of Conduct could be established for the condominium industry. Should a DRO or other non-government body be given the authority to regulate the Standards and the Act?

- **Condominium Fees**

Some condominium corporations experience problems in remaining solvent because of outstanding condominium fees. These corporations believe that payment of condominium fees should have priority over unit owners' other commitments such as mortgage payments and utility bills. Condominium corporations are requesting changes to support this priority.

Possible Amendment

The Act could be changed to give liens for unpaid condominium fees priority over all encumbrances except municipal taxes and Crown debts. A mortgage holder would be given the right to pay an owner's unpaid condominium fees. Such a payment could constitute default under the mortgage. Provision could be made to include all costs, including legal expenses and accrued interest, in the collection process.

- **Bonding/Insurance**

Insurance requirements in the Act are outdated. Some condominium corporations have requested condominiums be insured for all risks. To reduce the risk of exposure of condominium assets, provisions for liability insurance and bonding are needed. Also, some condominium owners are concerned about the problems that might arise if, for example, neighbouring units or property are damaged by a fire that starts in an uninsured unit.

Possible Amendment

The Act could be amended to expand insurance requirements to include all risks. This could reduce the risk of exposure of condominium assets in the event of liability suits. New provisions could be added requiring corporations to maintain liability insurance for board members against errors and omission suits. In addition, corporations could be required to reveal the particulars of any fidelity bond held by the corporation or in which it claims an interest .

The condominium corporation could be required to insure all the condominium properties together. Alternatively, individual owners could be required to provide proof of insurance to the corporation.

- **Replacement Reserve Funds**

The aging of condominiums has become an increasingly important issue. Condominium corporations find their reserve funds are inadequate to handle major repair and renewal projects. Heavy levies on owners to fund major repairs are common. The current Act does not contain specific provisions for maintaining reserve funds.

Possible Amendment

In the current Act, there is no mandatory requirement to establish a capital replacement reserve. The Act could make these funds mandatory. The reserve fund could be held in trust and used for purposes identified in the corporation's by-laws. A condominium conversion could be required to establish a substantial reserve fund at the time of conversion.

Other Possible Issues

- Unit Factors

The Act could be amended to allow double-unit-factor allocation and to allow condominium corporations to amend their condominium plans by special resolution. The double-unit-factor allocation could be needed for developments where it is not appropriate to base condominium fees on unit size or unit use. For example, units of similar size may have different maintenance costs, and, therefore, it could be appropriate that one unit pay higher condo fees than the others. This amendment could also address concerns about fair allocations in mixed-use developments.

- Unit Redivision and Amalgamation

Amendments to the original condominium plan could be allowed. Regulations would outline conditions under which this could be done. The revision could allow an owner of adjoining units some flexibility in relocating unit boundaries.

A provision to allow amalgamation of two or more condominium plans could be included. Amalgamation could eliminate the need for adjacent condominium corporations to create extensive agreements and easements.

- Ongoing reporting by a Board of Managers to the owners

Condominium owners are concerned that they are not kept adequately informed of what is happening with their corporation. Should on-going reporting be mandatory? What needs to be reported?

- Condominiums on Condominiums

A situation could arise where a developer might wish to register a condominium on a condominium. Should this situation be specifically addressed in the Act?

- **Strata Title Condominiums**

Are there special problems concerning these condominiums that need specific regulation in the *Condominium Property Act*?

- **Condominium Corporations**

Should condominium corporations be granted all the powers of an individual except as limited by statute? This would give condominium corporations greater operational flexibility.

- **Board of Management**

Should the duties and responsibilities of board members be identified? Conflict of interest guidelines similar to those in the Alberta Business Corporations Act could be provided. Although a condominium corporation differs from a standard corporation, the two entities have similar management functions. The board of managers of a condominium corporation could be obliged to abide by duties or standards of care similar to those of directors and officers of standard corporations.

- **Builders' Liens**

A simple method of placing liens for work done on common property could be proposed. Presently builders must place liens on all the units in a development. This results in a significant cost, especially for larger developments. Should there be provision for a partial discharge of liens?

- **Corporation Bylaws**

Should a sample of standard bylaws be included in the legislation? If so, what should they contain?

EXPECTED IMPACT

Suggested amendments and new provisions discussed in this paper are aimed at promoting the effective and orderly development of the condominium concept and restoring the relevance of condominium legislation. This could be done by establishing a framework for regulatory control of the industry by the people involved in the industry through ownership, development and residency, and with less direct government involvement.

Condominium living meets the housing and business needs of a significant segment of Alberta society. It provides an opportunity for many Albertans to develop equity through property ownership. The amended Act would make these aspirations easier.

We would appreciate your comments on the amendments discussed here. Please feel free to provide any suggestions for further amendments or new provisions that you believe are appropriate.



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

December 20, 1994

Alberta Municipal Affairs
Housing and Consumer Affairs Division
10155 - 102 Street
Edmonton, Alberta
T5J 4L4

Att: Alf Kaszuba

Dear Sir:

RE: THE CONDOMINIUM PROPERTY ACT: LOOKING TO THE FUTURE

At The City of Red Deer's Council Meeting held December 19, 1994, consideration was given to the above topic and at which meeting Council agreed to provide Municipal Affairs with the following comments:

1. An amendment to allow for the phased registration of a condominium plan (to provide flexibility to developers and make it easier to finance large projects) would be reasonable in principle, given the assurance that "safeguards would be included to ensure that developers compete all phases of the development as planned".
2. "Concerns" regarding municipal zoning related to bare land condominiums are mentioned without any specifics. It is therefore impossible to answer the question of whether the Act should also address these "concerns".
3. An allowance for some flexibility in relocating unit boundaries may be reasonable, subject to the regulations which would establish the conditions under which this could be done. These regulations must respect the interest in the size of units and other development regulations in municipal bylaws;

... / 2



*a delight
to discover!*

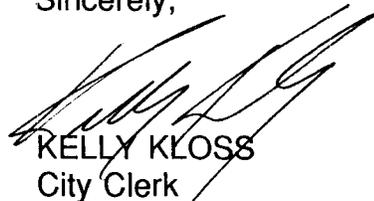
4. The prospect of a condominium being registered on a condominium is a real one, several such situations having arisen in this region in the past year. The Act should certainly address this matter.

5. The present Act (Section 8(1)(c)) requires that the local authority sign each condominium plan if the authority is satisfied that the proposed condominium will conform to a Land Use Bylaw or any other appropriate bylaw. Red Deer City Council has delegated this authority to the Development Officer. The approval and subsequent signing is a formality as the proposed condominium affects the ownership, not the use. As the conversion of these units from rental to ownership is not a concern, the requirement that the local authority approve the plan should be removed from the Act.

Thank you for allowing us the opportunity to provide comments on the above Act. Once a revised draft is available, we would again appreciate the opportunity to comment on same.

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

Sincerely,



KELLY KLOSS
City Clerk

KK/clr

cc: Bylaws and Inspections Manager
Principal Planner

NO. 7



MEMORANDUM

TO: Mayor Gail Surkan
City of Red Deer

FROM: Diana Rowe
Chairman
Red Deer Visitor and Convention Bureau

DATE: Impact Analysis of Visitors to the City of Red Deer

We are pleased to share the above report, recently completed by Alberta Economic Development and Tourism, with you.

The report clearly demonstrates the importance of tourism to our economy. It indicates that direct visitor expenditures were estimated at \$123 million in 1991. These expenditures generated an economic impact of \$150 million and sustained 3570 person years of employment, province wide.

We would appreciate the opportunity to make a brief presentation to Council at an upcoming meeting, to share the major points from this report.

DATE: November 23, 1994
TO: Kelly Kloss, City Clerk
FROM: Alan Scott, Land and Economic Development Manager
RE: **VISITOR AND CONVENTION BUREAU IMPACT ANALYSIS**

The recently completed Economic Impact Analysis of Visitors to The City of Red Deer provides a great deal of information to support the importance of tourism to Red Deer's economy. The numbers are based on a 1991 survey, and would no doubt be even more significant if done in 1994 because of the impact of Centrium.

The City has always strived to diversify its economy away from traditional sectors such as agriculture and oil. Probably the first success in this area was the development of the petrochemical industry in our region. This was directed to the area by Provincial Government policies and, of course, supported by Red Deer and the surrounding area.

Next came the creation of regional services such as the hospital, expansion of the college, and the development of the retail sector. This was a combination of Provincial and Municipal initiatives.

Finally, the development of facilities such as Waskasoo Park, the Centrium and the attached facilities, have created an outstanding tourism opportunity. Citizens of the city have responded by working hard to attract major world scale events. With the enthusiasm of Red Deer citizens, we have probably only scratched the surface.

The City of Red Deer can now boast of a diversified economy, which is based on the traditional sectors of agriculture and petroleum products, and now includes petrochemicals, regional services, and a strong tourism industry. The Impact Analysis confirms what many have believed to be the case. Tourism is a major contributor to our economy, and offers outstanding growth potential.

I would recommend that the City approach Alberta Economic Development and Tourism and request that they be provided with access to the Demand Economic Impact Model. Not only would it be useful in analyzing the impact on events such as the Brier, Skate Canada, and World Junior Hockey, but it would be even more valuable in assisting with those groups interested in bidding for future similar events.



Alan V. Scott

AVS/mm

DATE: November 28, 1994

TO: KELLY KLOSS
City Clerk

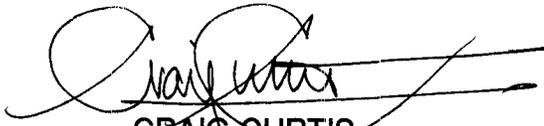
FROM: LOWELL R. HODGSON, Recreation & Culture Manager
CRAIG CURTIS, Community Services Director

RE: REQUEST FOR COMMENT:
REPORT OF VISITOR AND CONVENTION BUREAU
IMPACT ANALYSIS OF VISITORS TO RED DEER

The report addressed to the Mayor and Council from Diana Rowe, Chairman of the Red Deer Visitor and Convention Bureau, is perhaps a little vague, and the figures they quote are from a 1991 survey. Therefore, I would suggest the figures for 1994 would be substantially higher given our experience with the Labatts Brier, the Canadian Senior Baseball Championships, Skate Canada, and the upcoming World Junior Hockey Championships.

Over and above these very special events in 1994, it should be recognized that most of our Recreation facilities are booked weekends with various tournaments ranging from regional to provincial in stature and, of course, the international Pee Wee Hockey Tournament at Christmas rates as another substantial event that we host. It is for this reason that I would suggest our Recreation & Culture facilities are, in many respects, an investment. While there are ongoing operational costs and taxpayer subsidy for the operation of these facilities, when you look at the larger picture, there are very substantial spin-off expenditures in our community.


LOWELL R. HODGSON


CRAIG CURTIS

LH:lb

Commissioner's Comments

This is submitted for Council's information. It is our understanding that an update will be done on the Demand Economic Impact Model after the World Junior Hockey Championships. This will provide us with an analysis of the impact of events since the Centrum was completed.

"A. WILCOCK"
Acting City Commissioner

COUNCIL MEETING OF DECEMBER 19, 1994

ATTACHMENT TO REPORT ON OPEN AGENDA

RE:

**IMPACT OF ANALYSIS OF VISITORS TO
THE CITY OF RED DEER
VISITOR & CONVENTION BUREAU**

ECONOMIC IMPACT ANALYSIS

of visitors to the

CITY OF RED DEER

in 1991

Prepared by:

Alberta Economic Development
and Tourism

October, 1994

TOURISM ECONOMIC IMPACTS

CITY OF RED DEER

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DISCLAIMER LETTER

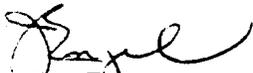
TO WHOM IT MAY CONCERN:

The enclosed Economic Impact Analysis has been completed by Alberta Economic Development and Tourism (ED&T) to estimate the economic impacts resulting from visitor spending in Red Deer. This report has been completed at the request of the Red Deer Visitor and Convention Bureau.

The report is based on expenditure information sourced from the 1990 Alberta Non-Resident Travel Exit Survey, and the 1991 Alberta Resident Travel Survey. Alberta ED&T has utilized the Demand Economic Impact Model (DEIM) computer model to produce the results within the report, and disclaims any liability in negligence or otherwise for any damage which may occur as a result of reliance upon it.

DEIM is a computer model developed for ED&T and delivered in 1993. This model provides detailed economic impact information for a variety of different projects based on specific input details. Output detail from the DEIM model is restricted to impacts for a specific period, such as a construction phase, or to estimate the impacts from expenditures over a specific period, or from an event.

It is important to note that although the tourism expenditure information (input) is specific to the City of Red Deer, the economic impact information (output) is not specific to the City of Red Deer. The DEIM model is able to express the outputs on a province wide and regional basis. In this instance, the City of Red Deer falls within the Red Deer-Wainwright economic region, which is delineated on the DEIM map at the back of the report.



Jim Engel

Assistant Deputy Minister

Small Business and Tourism Development

EXECUTIVE SUMMARY

The City of Red Deer benefits significantly from Tourism activities, including business and convention travellers, leisure traveller, and as host to a number of touring visitors from Canada, the United States, and overseas countries.

The Red Deer Visitor and Convention Bureau, on behalf of the City of Red Deer, approached Alberta Economic Development & Tourism to provide an estimate of the economic impact from these visitors. Visitor expenditure information was available from existing survey databases including the 1991 Alberta Resident Travel Survey, and the 1990 Alberta Non-Resident Travel Exit Survey. The Demand Economic Impact Model (DEIM) was used to estimate economic impacts on a province-wide and regional basis.

Economic Impact highlights include:

- ♦ Visitors expenditures in the City of Red Deer were estimated to be in excess of \$123 Million in 1991, with the largest single expenditure in Meals and Refreshments, approximately \$30.6 Million.
- ♦ These expenditures generated an economic impact (Value-Added) to the province of approximately \$150 Million.
- ♦ Approximately \$41 Million in total taxation revenues accrue to all levels of Government as a result of visitor expenditures in Red Deer. This includes \$27 Million to the Federal government, \$10 Million to the Provincial government, and approximately \$4 Million in province-wide Municipal taxes.
- ♦ Visitor spending in Red Deer sustains approximately 3,570 Person-Years of employment province-wide.
- ♦ Approximately 1,393 person-years of employment in Alberta's service sector is supported by tourism expenditures in Red Deer. These expenditures also support about 896 person-years in Alberta's retail trade and finance sector as well as 559 in the agriculture and forestry sectors.

Note: All economic impact estimates include Direct, Indirect and Induced Impacts.

Introduction

Economic Impact Analysis of Visitor Spending in the City of Red Deer

Purpose of the Analysis

This report has been completed at the request of the Red Deer Visitor and Convention Bureau (VCB) on behalf of the City of Red Deer. The Red Deer VCB requested that Alberta Economic Development and Tourism (EDT) estimate the economic impact resulting from visitor expenditures in their city. Accordingly, this report was prepared by the Development Services Branch of EDT.

Data used in the Analysis

Visitor expenditure information was obtained from the 1990 Alberta Non-Resident Travel Exit Survey, and the 1991 Alberta Resident Travel Survey.

The figures from the 1990 survey were adjusted to the common base year of 1991.

How the Analysis was completed

The report was compiled using the Department's Demand Economic Impact Model (DEIM) developed by Econometric Research Ltd. in 1993. This sophisticated computer-based model examines the visitor expenditure data and can estimate, using input/output methodology, the economic impacts which result. These outputs can provide estimates of regional impacts as well as on a province-wide basis. A special feature of DEIM is the ability to also estimate impacts as they relate to attractions and special events as well as capital developments.

Visitor Profile

Visitors by Origin

Visitors From:	Number	Percentage
Other Parts of Alberta	1,663,800	94.5%
Outside of the Province of Alberta	97,671	5.5%
Total	1,761,471	100%

The above table provides a breakdown of all visitors to the City of Red Deer during 1991. A breakdown considering only those from outside of the Province is provided on the right.

As expected, visitors from the other parts of Alberta account for the vast majority of overall visitors (94.5%) to the City of Red Deer.

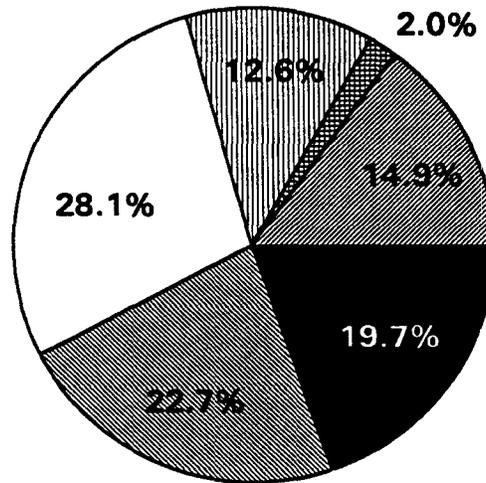


Visitors From Outside of Alberta	Number	% of Visitors From Outside of Alberta
Other Provinces of Canada	70,872	72.6%
United States	15,755	16.1%
Europe	7,233	7.4%
Middle East	640	0.6%
Asia	2,305	2.4%
Africa & Other	866	0.9%
Total	97,671	100.0%

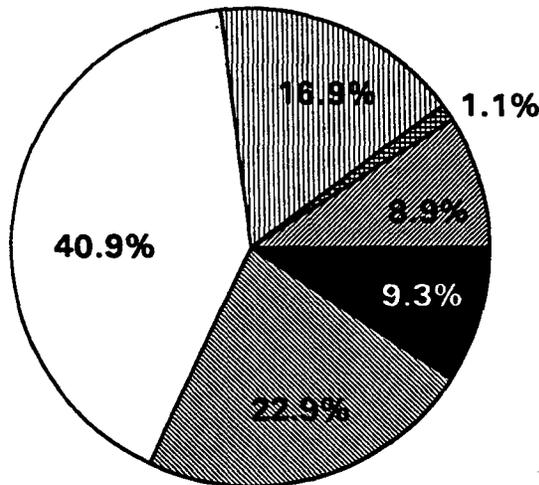
Reason for Visiting Red Deer

The primary reason for visiting the City of Red Deer was provided by respondents to the two travel surveys. A recap of these responses is provided below for both residents of Alberta and for visitors from outside of the Province.

The largest single group of Albertans consists of those visiting Friends and Relatives (28.1%). 22.7% of Albertans from other areas of the province indicated their main reason for visiting the city was vacation.



Albertans main purpose for visiting Red Deer



People visiting from outside of the province indicated their primary reason for visiting Red Deer was to visit friends and/or relatives (40.9%). Vacation and/or recreation purposes was also a primary reason given by 22.9% of the non-Albertan respondents.

Main purpose given by out-of-province visitors for travelling to/through Red Deer



Mode of Travel

Visitors arrived using a variety of methods to travel to Red Deer. Overall, the private vehicle was the dominant means of travel. This was also the case for out-of-province visitors, but not to the same extent as can be seen in the table below.

The number of out-of-province visitors arriving in Red Deer by air (28.1% of out-of province visitors) was far greater than Alberta visitors arriving by air (0.5% of Alberta visitors).

Transportation Used	Number of Visitors From Other Parts of Alberta	% of Alberta Visitors	Number of Visitors From Outside of the Province	% of Non-Alberta Visitors
Own Vehicle	1,488,883	89.5%	50,665	51.9%
RV/Motorhome	14,228	0.9%	6,372	6.5%
Other Motor Vehicle (Rental Etc.)	97,752	5.8%	9,541	9.8%
Airplane	8,369	0.5%	27,495	28.1%
Bus/Coach	38,666	2.3%	1,619	1.7%
Train & Other	15,902	1.0%	1,979	2.0%
Total	1,663,800	100.0%	97,671	100.0%

Season of Visit

The 1990 Non-Resident Travel Exit Survey and the 1991 Alberta Resident Survey defined the seasons as follows:

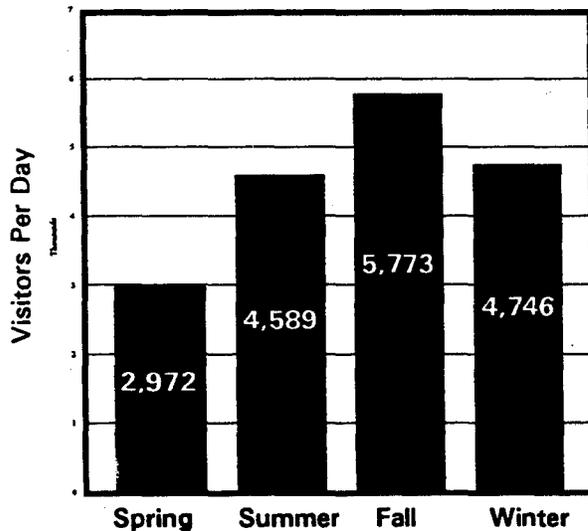
Spring	April 15 to June 14
Summer	June 15 to September 09
Fall	September 10 to October 31
Winter	November 01 to April 14

Even though these time periods do not contain an equal number of days, some interesting comparisons can be made relating to the profiles of the Alberta visitors and out-of-province visitors.

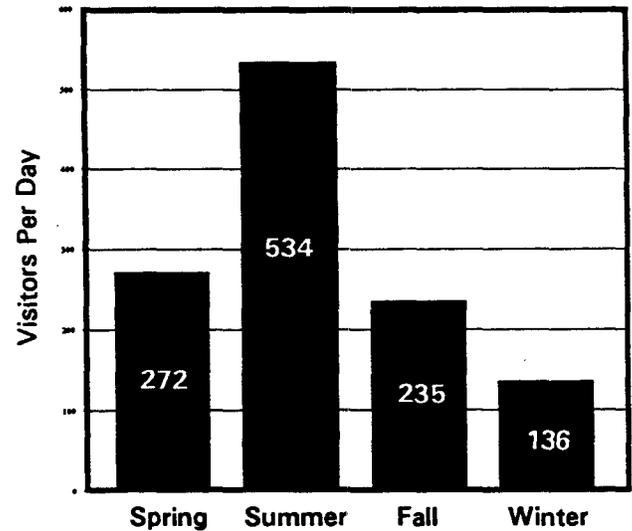
The largest number of Alberta tourists visit Red Deer in the winter season since this season covers the largest time span (165 days) and the purpose of their visit is usually non-vacation related. This is not true for out-of-province visitors where the summer season predominates.

Time Period	Tourism Season	Number of Days in this Season	Visitors from Other Parts of Alberta	% of Total Number of Visitors from Other Parts of Alberta	Visitors from out-of-province	% of Total Number of Visitors From out-of-province
April 15 to June 14	Spring	61	181,269	10.9%	16,582	17.0%
June 15 to September 09	Summer	87	399,243	24.0%	46,470	47.6%
September 09 to October 31	Fall	52	300,211	18.0%	12,218	12.5%
November 01 to April 14	Winter	165	783,077	47.1%	22,401	22.9%
Total		365	1,663,800	100.0%	97,671	100.0%

If one were to assess the number of "tourists per day" which visit Red Deer, the seasonal breakdown would be as follows:



Season of Visit - Alberta Visitors

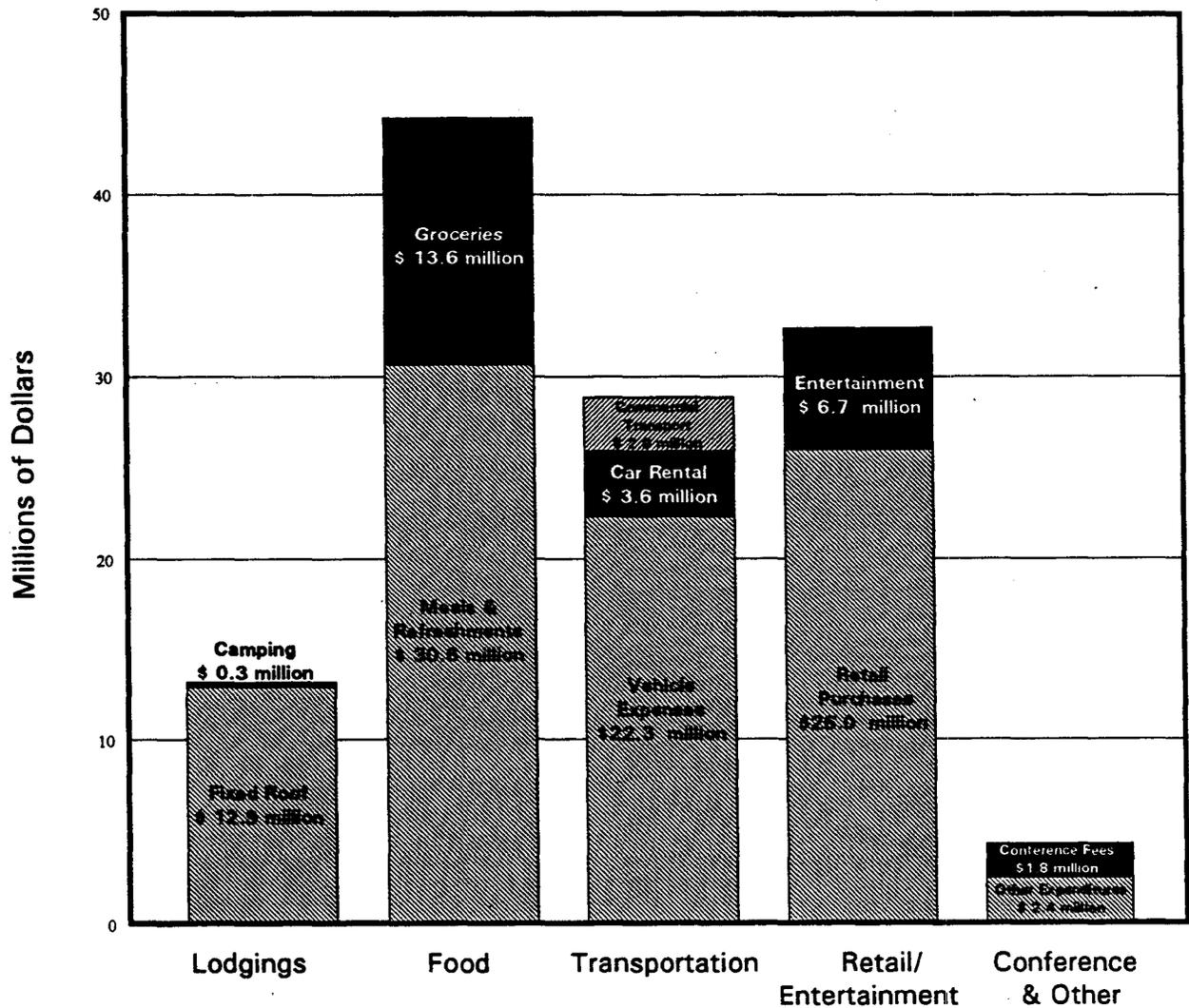


Season of Visit - out-of-province Visitors

Visitor Expenditures

Visitor expenditures by industry category provide the economic impact model with the initial input data required to successfully measure the economic impacts visitor spending has on the provincial and regional economy.

Visitor expenditures are distributed across a wide variety of tourism industry sectors. Accommodation and food services received the largest proportion of visitor expenditures (46.6%). The bar graph below illustrates the spending pattern of all visitors to Red Deer.



Breakdown of Major Type of Visitor Expenditure in the City of Red Deer in 1991

Source: 1991 Alberta Resident Travel Survey, 1990 Alberta Non-Resident Travel Exit Survey Figures from the 1990 Alberta Non-Resident Travel Exit Survey were adjusted to the common base year (1991)

Impact Summary

Economic Impact Analysis of Visitor Spending in the City of Red Deer

The primary impacts resulting from visitor spending in the City of Red Deer can be found in the measurement of Value-Added and Person-Years of employment. A definition of Value-Added can be found in the glossary section of this report. In this analysis, the Red Deer - Wainwright Region will realize the greatest impact in the province from total direct and indirect/induced spending. However, other regions in the province will also realize benefits since they provide the City of Red Deer with some of the goods and services to support many of the businesses selling goods and services to Red Deer visitors.

The following table provides a summary of these Value-Added and Employment impacts.

Inter-Regional Impacts

Region	Economic Impact (Value-Added in \$)	Employment (Person-Years)
Red Deer - Wainwright	\$84,339,016	2,161.4
Calgary - Drumheller	20,319,072	410.7
Edmonton - Lloydminster	19,586,064	390.5
Athabasca	14,497,977	255.3
Lethbridge - Waterton	6,928,952	209.6
Peace River	2,676,779	69.9
Medicine Hat	1,392,490	60.6
Jasper	194,164	8.5
Banff	126,241	3.1
Province-Wide Impacts	150,060,755	3,569.6

Estimates of economic and employment impacts result from input expenditures sourced from the 1990 Alberta Non-Resident Travel Exit Survey, and the 1991 Alberta Resident Travel Survey. Figures from the 1990 Alberta Non-Resident Travel Exit Survey were adjusted to the common base year (1991).

Value-Added is defined by Statistics Canada as "the value of production minus the value of materials, parts and energy used in production". The Value-Added is what is available to be shared among workers (in the form of wages), capital (in the form of depreciation and interest payment to the bank), and owners (profits).

Alberta disclaims any liability in negligence or otherwise for any loss or damage which may occur as a result of reliance upon this material.

Taxation Impacts

Visitor expenditures in Red Deer contribute to incomes of the Businesses and/or individuals providing the goods and services. Such incomes are taxed. Accordingly, the model estimates the amount of tax which will accrue to each level of government from the incomes generated due to visitor spending. The following table provides a summary of the amount and nature of the increased tax revenues generated to each level of government.

Figures based on a 1991 base year.

Government	Type of Tax	Amount	TOTAL
Federal	Personal Income Tax	\$14,814,018	
	Corporate Profits Tax	3,570,984	
	Goods & Services Tax	7,499,157	
	Tariffs	1,076,405	\$26,960,564
Provincial	Personal Income Tax	\$6,348,865	
	Corporate Profits Tax	1,604,355	
	Indirect Business Tax	1,151,993	
	Tobacco & Liquor Tax	316,233	
	Room Tax	643,574	10,065,020
Municipal	Property Tax (Prov. Wide)	\$4,104,151	4,104,151
TOTAL			\$41,129,735

Estimates of taxation impacts result from input expenditures sourced from the 1990 Alberta Non-Resident Travel Exit Survey, and the 1991 Alberta Resident Travel Survey. Figures from the 1990 Alberta Non-Resident Travel Exit Survey were adjusted to the common base year (1991).

All dollar estimates are provided in constant year dollar values (1991).

Alberta disclaims any liability in negligence or otherwise for any loss or damage which may occur as a result of reliance upon this material.

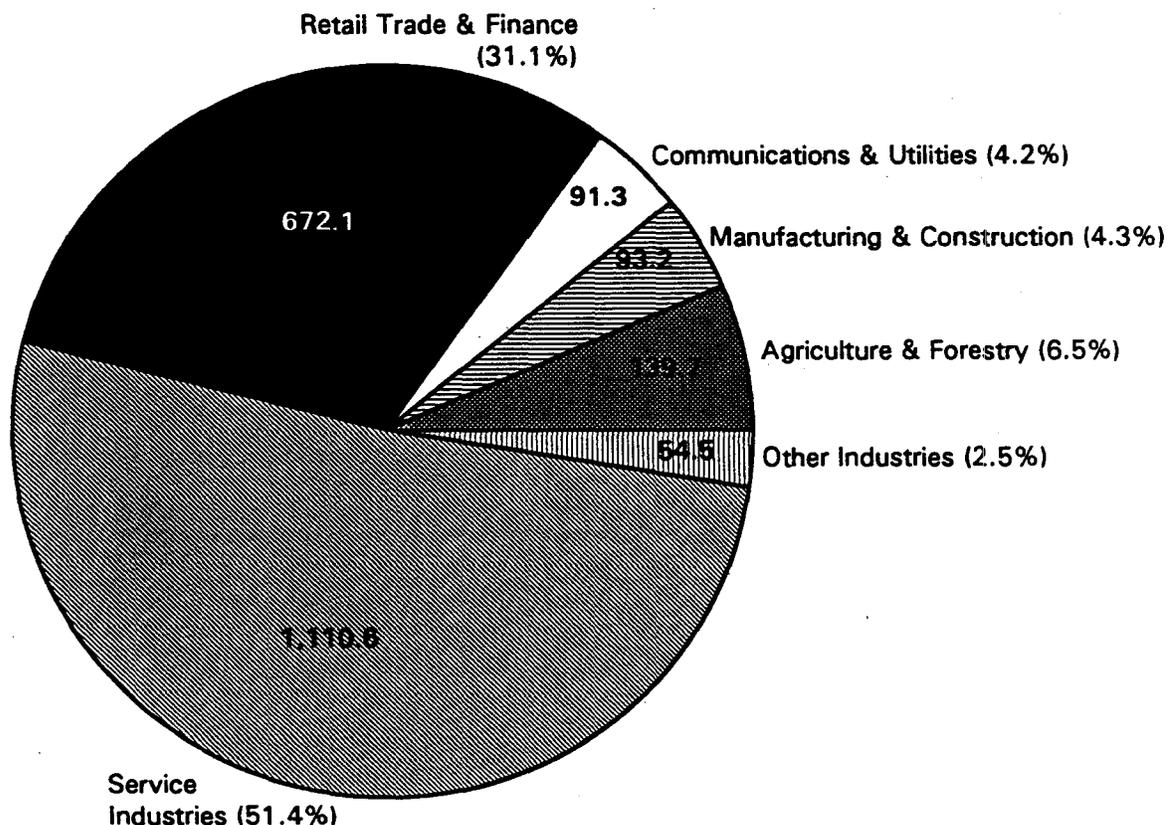
Employment Distribution By Industry Sector

Economic Impact Analysis of Visitor Spending in the City of Red Deer

One of the capabilities of the DEIM computer model is that it can estimate employment by Industry Sector on a province-wide basis as well as on a regional basis. Tourism spending in Red Deer supports a total of approximately 3,570 person-years of employment province-wide. The Red Deer - Wainwright region itself accrues the largest benefit from tourism spending in Red Deer supporting 2,161 person-years of employment .

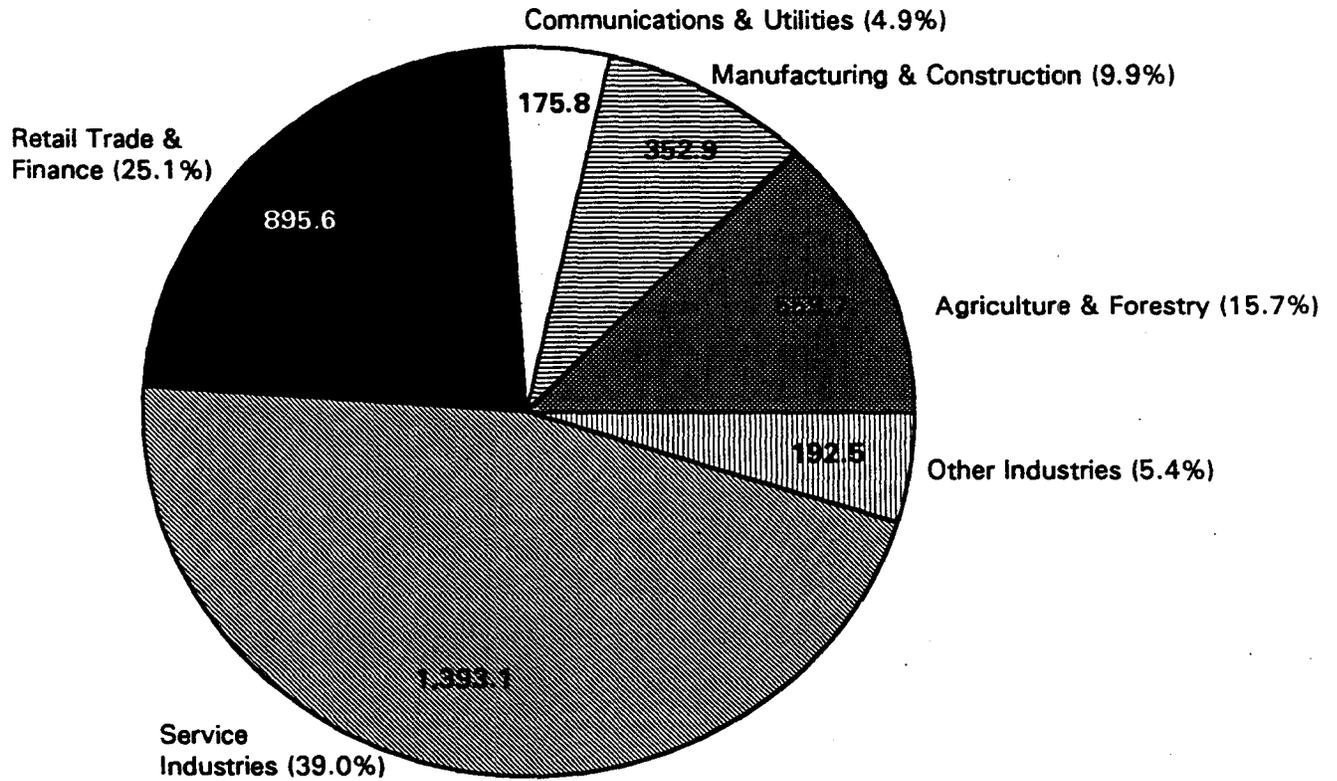
The following two tables provide employment by industry sector both province-wide and for the Red Deer-Wainwright region resulting from visitor expenditures made in the City of Red Deer in 1991.

Employment Distribution by Industry Sector - Red Deer-Wainwright Region



Note: The figures in the chart represent "person-years" of employment resulting from visitor expenditures in the City of Red Deer.

Employment Distribution by Industry Sector - Province-Wide



Note: The figures in the chart represent "person-years" of employment resulting from visitor expenditures in the City of Red Deer.

Analysis and Multipliers

Economic Impact Analysis of Visitor Spending in the City of Red Deer

The following pages provide detail on other types of economic impacts as well as multipliers and added commentary.

The first two pages provide information on impacts on a province-wide basis and the following two pages provide the same information, however relating to the Red Deer - Wainwright region only.

Demand Side

Impact Province Wide

All Projects Combined

Year of expenditures: 1991

Dollars Impacts *

Expenditures \$123,134,764

An Expenditure of \$123,134,764 in the Red Deer-Wainwright region will generate a substantial amount of income, employment, and tax benefits province wide.

Sales

Direct \$123,134,764

Total \$273,132,534

Multiplier 2.22

These expenditures sustain a total Sales volume of \$273,132,534, whereas the Gross Provincial Income (GPI) is increased by \$150,060,755, and Wages and Salaries account for \$81,583,973 or 54% of total GPI.

The Sales multiplier is calculated by dividing total sales by total expenditures.

Income (GPI)

Direct \$47,346,283

Total \$150,060,755

Multiplier 1.22

The Income (GPI) multiplier is calculated by dividing total income by total expenditures.

Wages & Salaries

Direct \$26,454,790

Total \$81,583,973

Direct wages per employee are \$18,742.

Total wages per employee are \$22,855.

Employment (Person Years)

Direct 1,412

Total 3,570

Multiplier 2.53

A total of 3,570 person years of permanent annual full-time job equivalents are associated with these expenditures.

A total of 29.0 person years are sustained per one million dollars of expenditure.

The Employment multiplier is calculated by dividing total employment by direct employment.

Alberta assumes no responsibility for the accuracy or reliability of this information

 Impact Province Wide (Continued)

Year of expenditures: 1991

Imports

Other Count.	\$13,405,422	5 % of Sales
Other Prov.	\$36,329,611	13 % of Sales
Total	\$49,735,033	18 % of Sales

A certain volume of Imports is needed to sustain these expenditures. Total Imports account for 18% of Sales.

Taxes

Municipal	\$4,104,151	3 % of Expenditure
Provincial	\$10,065,021	8 % of Expenditure
Federal	\$26,960,564	22 % of Expenditure
Total	\$41,129,737	33 % of Expenditure

Taxes will accrue to all levels of government as income is generated and sales are made to sustain the new demand. A total of \$41,129,737 will be collected; of which the federal government's share is \$26,960,564, whereas the provincial government's is \$10,065,021, and the local government's is \$4,104,151.

Summary

On a per dollar basis, these expenditures will result in an Income Multiplier of 1.22 and an Employment Multiplier of 2.53. Tax revenues on a per dollar of expenditure basis are 33 cents for total Taxes, 22 cents for the federal government, 8 cents for the provincial government, and 3 cents for the local government.

* please consult glossary of terms in the manual

Alberta assumes no responsibility for the accuracy or reliability of this information

Impact in Red Deer-Wainwright

All Projects Combined

Year of expenditures: 1991

Demand Side

Dollars Impacts *

Expenditures \$123,134,764

An Expenditure of \$123,134,764 in the Red Deer-Wainwright region will generate a substantial amount of income, employment, and tax benefits province wide.

Sales

Direct \$123,134,764

Total \$121,837,664

Multiplier 0.99

These expenditures sustain a total Sales volume of \$121,837,664, whereas the Gross Provincial Income (GPI) is increased by \$84,339,016, and Wages and Salaries account for \$46,470,997 or 55% of total GPI.

The Sales multiplier is calculated by dividing total sales by total expenditures.

Income (GPI)

Direct \$47,346,283

Total \$84,339,016

Multiplier 0.68

The Income (GPI) multiplier is calculated by dividing total income by total expenditures.

Wages & Salaries

Direct \$26,454,790

Total \$46,470,997

Direct wages per employee are \$18,742.

Total wages per employee are \$21,500.

Employment (Person Years)

Direct 1,412

Total 2,161

Multiplier 1.53

A total of 2,161 person years of permanent annual full-time job equivalents are associated with these expenditures.

A total of 17.6 person years are sustained per one million dollars of expenditure.

The Employment multiplier is calculated by dividing total employment by direct employment.

Alberta assumes no responsibility for the accuracy or reliability of this information

 Impact in Red Deer-Wainwright (Continued)

Year of expenditures: 1991

Imports

Other Count.	\$7,300,163	6 % of Sales
Other Prov.	\$16,990,451	14 % of Sales
Total	\$24,290,615	20 % of Sales

A certain volume of Imports is needed to sustain these expenditures. Total Imports account for 20% of Sales.

Taxes

Municipal	\$2,635,252	2 % of Expenditure
Provincial	\$6,462,691	5 % of Expenditure
Federal	\$14,611,154	12 % of Expenditure
Total	\$23,709,097	19 % of Expenditure

Taxes will accrue to all levels of government as income is generated and sales are made to sustain the new demand. A total of \$23,709,097 will be collected; of which the federal government's share is \$14,611,154, whereas the provincial government's is \$6,462,691, and the local government's is \$2,635,252.

Summary

On a per dollar basis, these expenditures will result in an Income Multiplier of 0.68 and an Employment Multiplier of 1.53. Tax revenues on a per dollar of expenditure basis are 19 cents for total Taxes, 12 cents for the federal government, 5 cents for the provincial government, and 2 cents for the local government.

* please consult glossary of terms in the manual

Visitor Spending Inputs

Economic Impact Analysis of Visitor Spending in the City of Red Deer

The following provides details of expenditure data of tourists visiting the City of Red Deer on which the impact analysis is based.

Expenditure Category	Visitors From:				Total
	Other Provinces in Canada	United States	Overseas	Other Parts of Alberta	
Meals & Refreshments	2,226,054	366,010	393,997	27,658,597	\$30,644,658
Retail Purchases	1,199,913	104,778	313,018	24,378,229	25,995,938
Vehicle Gas/Oil/Maintenance	1,381,299	335,553	129,294	20,459,377	22,305,523
Groceries	685,784	91,477	132,666	12,667,684	13,577,611
Accommodation	1,421,651	488,732	425,824	10,535,283	12,871,490
Recreation & Entertainment	531,201	97,166	186,125	5,838,814	6,653,306
Car Rentals	445,796	254,296	338,293	2,541,161	3,579,546
Commercial Transportation	9,144	11,881	0	2,903,956	2,924,981
Miscellaneous Purchases	206,405	2,685	13,439	2,236,646	2,459,175
Conference Registration Fees	142,464	2,211	8	1,698,913	1,843,596
Camping Fees	32,656	35,504	15,349	195,431	278,940
Totals	8,282,367	1,790,293	1,948,013	111,114,091	\$123,134,764

Travel Surveys

The expenditure data in the above Table was obtained from two detailed visitor surveys conducted in Alberta. These include:

- ♦ The 1990 Alberta Non-Resident Travel Exit Survey - undertaken to survey those visitors who do not reside in Alberta. Survey data was recorded from three distinct groups:
 - (1) Canadians from provinces or territories other than Alberta,
 - (2) Visitors from the United States, and
 - (3) Visitors from overseas points of origin.

This survey was undertaken at the different exit points in Alberta, and includes some 18,400 interviews.

- ♦ The 1991 Alberta Resident Travel Survey provides the same type of detailed expenditure information as the Non-Resident Travel Exit Survey. This survey was completed by telephone with approximately 17,500 Albertans providing personal travel information.

Common Base Year

In order to effectively utilize the data, the results from the 1990 Alberta Non-Resident Travel Exit Survey were adjusted to reflect the common base year of 1991. Adjustments for inflation and visitor growth/decline were made to the 1990 data with estimates of 1991 survey information resulting.

Allocation of Expenditures to Tourism Zones

Expenditures were allocated to each of Alberta's 14 Tourism Zones and the major cities in that zone, based on the proportion of the total nights of the entire Alberta trip which were spent in that particular Tourism Zone. For example, if 2 nights out of an Alberta trip of 5 nights were actually spent in Red Deer, 2/5 of all expenditures for that respondent would have been apportioned to Red Deer. The apportioning of expenditures was performed on all categories (i.e. 2/5 of accommodation spending would be allocated to Red Deer, 2/5 of all meals/refreshment would be allocated to Red Deer, etc.).

In instances where the entire Alberta trip length was one-day (no overnight stops), all expenditures are allocated to the Tourism Zone identified as the zone of main destination in Alberta.

Travel Packages

An estimated \$3,222,975. in visitor expenditures allocated to the City of Red Deer fell into the category of travel packages. Travel packages are sold to include a variety of expenditures, but consistently include accommodation, transportation, and some meals. In order to account for this expenditure, the travel package expenditures have been arbitrarily allocated 40 % to accommodation, 40 % to commercial transportation and 20 % to meals/refreshment.

Glossary of Terms and Report Definitions

Economic Impact Analysis of Visitor Spending in the City of Red Deer

Balance:

This is the balance of payments between the Province of Alberta and the rest of the world. Here it is calculated as the difference between exports and imports.

Consumption:

The value of goods and services used by households.

Direct Exports:

These are the sales of goods and services to non-residents made on-site of the project.

Disposable Income:

Total income net of personal income taxes.

Employment:

The amount of labour time used in production, measured in person-years.

Exports:

This is the sale of goods and services to non-residents of the province.

Final Output:

Is the output of the economy which will not undergo further processing in the economy. It is also equal to the value-added to the economy.

Gross Provincial Income:

The total value of payments to productive factors. It represents the sum total of wages, and salaries, interest payments, rent and profits.

Imports:

This represents the value of goods and services purchased from non-residents of the province.

Import Replacement:

This is the value of goods and services that residents of Alberta would have purchased outside of the province in the absence of the projects.

Intermediate Output:

Is the output of the economy which will be used for further processing in the economy.

Investment:

Spending on new capital goods, including equipment and structures, and inventories.

Labour Income:

The total value of wages and salary payments to employees.

Multipliers:

This is a measure derived by adding direct, indirect and induced effects (total) and dividing the total thus derived by the original expenditure (revenue). For instance, the income multiplier associated with a given project is equal to total income divided by the original revenue. Only the employment multiplier is calculated differently. The latter is generated by dividing total employment by direct employment. This difference is necessitated by the fact that using the general definition in the case of employment results in dividing employment in person-years by dollars of revenue. This would not yield a unitless measure as the multiplier is supposed to be.

Revenue:

The definition of revenue here is slightly different from the customary one. It includes the total cost of operating a business plus net profits and depreciation. Taxes on corporate profits and on business property are also included. Only one item is excluded and that is the payment of interest on loans.

Sales:

This is the total value of goods and services sold by businesses during the year in sustaining the project's normal year operations. Direct sales include the value of goods and services bought for on-site operations. They include only a portion of revenues of the projects; excluded are taxes, depreciation, wages and salaries, and net profits. Total sales include all the turnover of goods and service needed to sustain the project on-site and off-site.

Taxes:

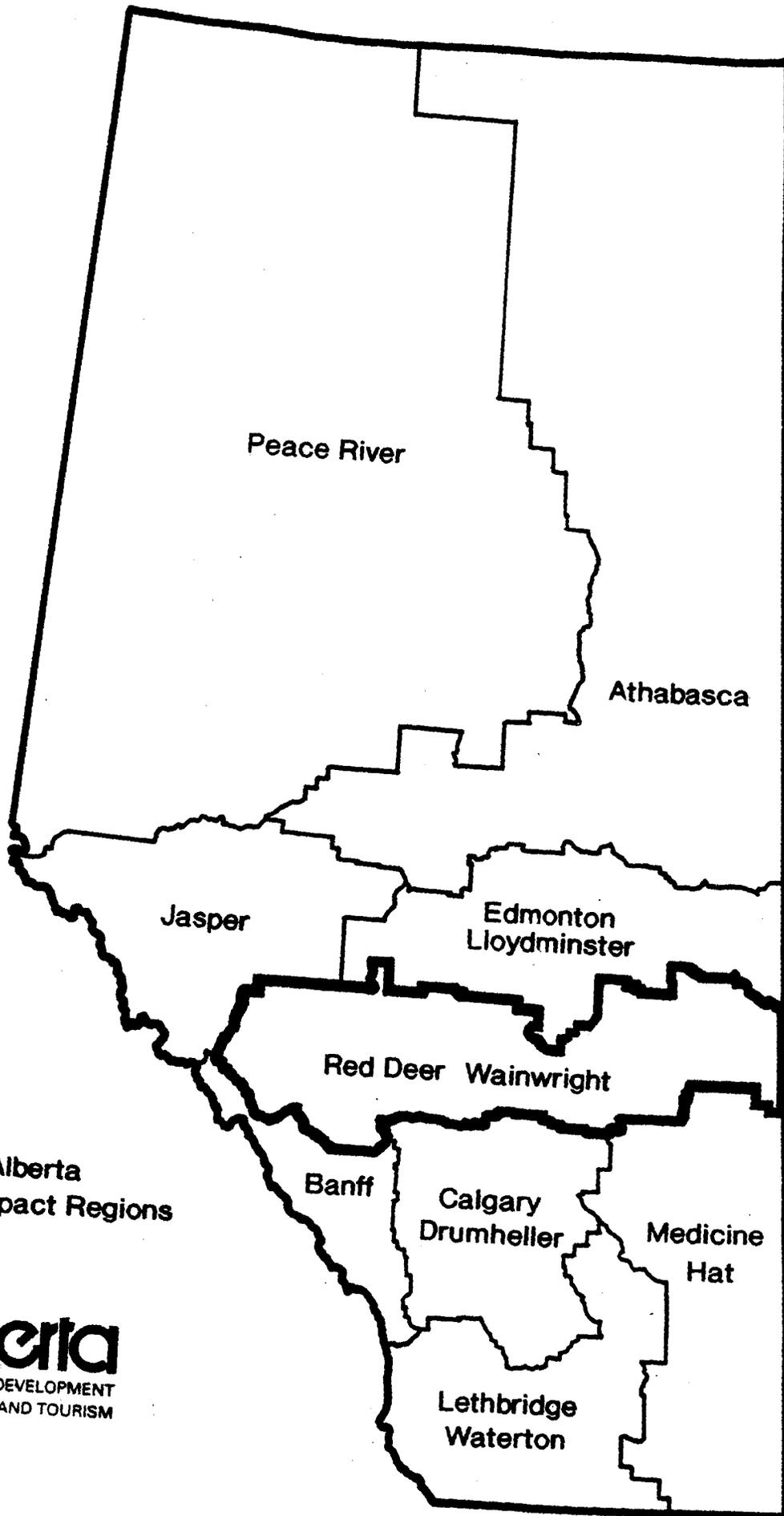
The model includes a number of taxes; each is linked directly with the level of government receiving it. For example, tariffs on imports are received only by the Federal government, whereas business and property taxes are received solely by local (municipal) governments. On the other hand, corporate and personal income taxes are shared between the Federal and Provincial governments.

Value-Added:

This is a measure of net output. It avoids double counting of products sold during the accounting period by including only final goods. For instance, only chairs are included, whereas the wood that goes into making them does not appear separately. It is equal to income (GPI). It may be calculated by adding wages, interest, rent and profits. Alternatively, it is equal to revenues minus the cost of purchased units.

DEIM MAP

The Demand Economic Impact Model (DEIM) divides the province into 9 economic regions. DEIM estimates how economic impacts are distributed to each of the economic regions. The map on the next page delineates these regions.



DEIM: Alberta
Economic Impact Regions

Alberta
ECONOMIC DEVELOPMENT
AND TOURISM



THE CITY OF RED DEER

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

FAX: (403) 346-6195

City Clerk's Department (403) 342-8132

November 16, 1994

Diana Rowe, Chairman
 Red Deer Visitor and Convention Bureau
 P.O. Box 5008
 Red Deer, Alberta
 T4N 3T4

Dear Ms. Rowe:

I acknowledge receipt of your letter re: Impact Analysis of Visitors to the City of Red Deer.

This item will be discussed and possibly a decision made at the Meeting of Red Deer City Council on Monday, December 5, 1994. 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.

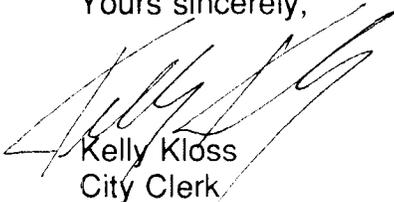
In the event you wish to be present at the Council meeting, would you please telephone our office on Friday, December 2, 1994, and we will advise you of the approximate time that Council will be discussing this item.

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, December 2, 1994.

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!*

DATE: November 16, 1994
TO: X DIRECTOR OF COMMUNITY SERVICES
DIRECTOR OF ENGINEERING SERVICES
DIRECTOR OF FINANCIAL SERVICES
BYLAWS & INSPECTIONS MANAGER
CITY ASSESSOR
COMPUTER SERVICES MANAGER
X LAND AND ECONOMIC DEVELOPMENT MANAGER
E.L. & P. MANAGER
ENGINEERING DEPARTMENT MANAGER
FIRE CHIEF
PARKS MANAGER
PERSONNEL MANAGER
PUBLIC WORKS MANAGER
R.C.M.P. INSPECTOR
RECREATION & CULTURE MANAGER
SOCIAL PLANNING MANAGER
TRANSIT MANAGER
TREASURY SERVICES MANAGER
PRINCIPAL PLANNER
CITY SOLICITOR

FROM: CITY CLERK
RE: VISITOR AND CONVENTION BUREAU
IMPACT ANALYSIS OF VISITORS TO RED DEER

Please submit comments on the attached to this office by November 28, 1994, for the Council Agenda of December 5, 1994.

19

"Kelly Kloss"
City Clerk

Answer:

Could we buy the software for the Economic Impact Model?

Possibly, is the answer. The Province and Federal Government were involved in funding the development but a company called Econometrics has perpetual licence to sell the software. As far as the Provincial person from Economic Development and Tourism, principal from Econometrics has not been willing to sell software to consultants because he is concerned that it may not be used properly. He may be willing to sell it to a municipality.

The recommendation would be if we were considering purchasing same, that we purchase a customized version of same. Because it has not been sold, no exact cost at this point:

Estimate somewhere in order of \$7000.00 software.

Wendy Martindale

(Transcribed over the phone /clr)

OK 12.13 @ 3:15 p.m.

DATE: DECEMBER 20, 1994

**TO: RED DEER VISITOR AND CONVENTION BUREAU
DIANA ROWE, CHAIRMAN**

FROM: CITY CLERK

RE: IMPACT ANALYSIS OF VISITORS TO THE CITY OF RED DEER

At the Council Meeting of December 19, 1994 your report was submitted to Council for consideration and it was agreed that same be filed.

It is our understanding that the Visitor and Convention Bureau will, with the use of the Demand Economic Impact Model, be analyzing the impact that the Brier, Skate Canada and the World Junior Hockey Championships have had on Central Alberta and in particularly Red Deer. Once this analysis is available I trust you will be forwarding a copy of this to Council for their information.

On behalf of Council, please extend their thanks to those members who attended the Council Meeting to present this issue.



KELLY KLOSS
City Clerk

KK/clr

cc: Director of Community Services

SCHEDULE "A"

ROLL NUMBERS

0330210

0420080

0932800

1521855

1620146

2921485

2933345

3010110

3010400

3110075

DATE: DECEMBER 20, 1994
TO: CITY CLERK
FROM: ASSISTANT CITY CLERK
**RE: ALDERMAN PIMM/NOTICE OF MOTION:
CAMPAIGN CONTRIBUTION AND EXPENSE
DISCLOSURE BYLAW**

At the Council Meeting of December 19, 1994, a Notice of Motion was submitted by Alderman Pimm as follows:

"WHEREAS the Council of The City of Red Deer desires to function in a manner consistent with the concept of open government;

AND WHEREAS members of the public may wish to know the source of contributions as well as the amounts and nature of disbursements in campaigns for public office;

AND WHEREAS many major cities in Alberta have passed campaign contribution and expense disclosure bylaws;

AND WHEREAS the Council of The City of Red Deer deems it desirable to make expenses of campaigns for public office and contributions to said campaigns a matter of public record;

THEREFORE BE IT RESOLVED that Council of The City of Red Deer direct the Administration to bring forward a Campaign Contribution and Expense Disclosure Bylaw."

Please prepare a report for Council's consideration at its January 16, 1995 meeting with regards to this matter. Should you require any clarification of the intent of the Notice of Motion, please contact Alderman Pimm directly.


JEFF GRAVES
Assistant City Clerk

JG/clr

cc: Alderman Pimm

DATE: DECEMBER 20, 1994
TO: DIRECTOR OF FINANCIAL SERVICES
FROM: ASSISTANT CITY CLERK
RE: ALDERMAN HULL/NOTICE OF MOTION:
CENTRALIZED BILLING AND COLLECTION SERVICE

At the Council Meeting of December 19, 1994, the following Notice of Motion was submitted by Alderman Hull:

"BE IT RESOLVED that the City Administration be requested to propose a cost effective centralized billing and collection service with the desired output being a City "statement" of all fees, charges, licenses, permits, fines, utility costs and service costs incurred by a property owner or lessee."

The above Notice of Motion will be considered at the Council Meeting of January 16, 1995. We look forward to a report from you in this regard for inclusion on the January 16, 1995 agenda. If possible, we would appreciate this report by no later than Tuesday, January 10, 1995.

Please be advised that Alderman Hull will be away commencing January 9, 1995 and therefore will not be in attendance at the January 16, 1995 Council Meeting when this item is scheduled to be dealt with. If you require any further information or clarification of Alderman Hull's request, please contact Alderman Hull directly prior to January 9, 1995.



JEFF GRAVES
Assistant City Clerk

JG/clr

cc: Alderman Hull
Computer Services Manager
Treasury Services Manager



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

December 20, 1994

Mrs. Tracy McClelland
5805 - 45 Avenue
Red Deer, Alberta
T4N 3M1

Dear Mrs. McClelland:

RE: APPOINTMENT TO ALARM BYLAW EDUCATIONAL APPEAL BOARD

Thank you for your letter of October 31, 1994 expressing your interest in sitting on various Council committees. At this time the only committee that has a vacancy is the Alarm Bylaw Educational Appeal Board. In this regard, Council, at its meeting of December 19, 1994 passed the following resolution appointing you to same:

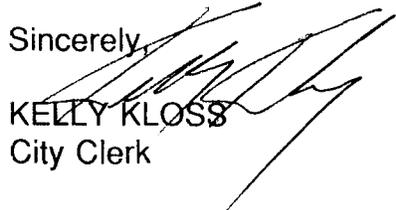
"RESOLVED that Council of The City of Red Deer hereby agrees to appoint Tracy McClelland as a citizen-at-large representative to the Alarm Bylaw Educational Appeal Board for a term to expire October 1996."

Attached hereto for your information is a copy of the Alarm Bylaw. This committee meets only when called and for the purpose of hearing those persons who wish to appeal penalties received under the Alarm Bylaw.

The meetings of this Committee are very infrequent and recently there have been few, if any, complaints registered against penalties received. If you have any questions or require additional information, please do not hesitate to contact the undersigned.

Thank you for agreeing to serve on this committee.

Sincerely,


KELLY KLOSS
City Clerk

KK/clr
attchs.

cc: Council and Committee Secretary, S. Ladwig
Committee Directory, C. Rausch



*a delight
to discover!*

DATE: DECEMBER 20, 1994
TO: LANDLORD AND TENANT ADVISORY BOARD
FROM: ASSISTANT CITY CLERK
RE: APPOINTMENT OF CITIZEN-AT LARGE TO
LANDLORD AND TENANT ADVISORY BOARD

At the Council Meeting of December 19, 1994, the following resolution was passed:

"RESOLVED that Council of The City of Red Deer hereby agrees to appoint Roger McKay as a citizen-at-large representative to the Landlord and Tenant Advisory Board to fill the unexpired term of Jack Engel, said term to expire October 1995."

The above decision of Council is submitted for your information. Please ensure that Mr. McKay receives copies of all meeting notices, agendas, minutes, etc.'

Trusting you will find this satisfactory.



JEFF GRAVES
Assistant City Clerk

JG/clr

cc: Mr. Roger McKay
4621 - 48 Street
Red Deer, Alberta
T4N 1S4

C. Rausch, Committee Directory

ADDITIONAL AGENDA

FOR THE **REGULAR MEETING** OF RED DEER
CITY COUNCIL TO BE HELD ON MONDAY, **DECEMBER 19, 1994**,
IN THE COUNCIL CHAMBERS OF CITY HALL,
RED DEER, COMMENCING AT 4:30 P.M.

- 1) Director of Engineering Services - Re: Public Works and
Engineering Department Infrastructure Projects

.. 1

NO. 1

DATE: December 15, 1994

TO: City Clerk

FROM: Director of Engineering Services

**RE: PUBLIC WORKS AND ENGINEERING DEPARTMENT
INFRASTRUCTURE PROJECTS**

Attached are two tables of infrastructure projects, administered by the Public Works and Engineering Departments, that outline a reallocation of funds among previously approved projects. The first table contains the original project cost estimate as approved by Council. The second table is a revision of the funding among the various projects. The total cost of the infrastructure program remains the same as previously approved.

When The City of Red Deer initially made application under the Canada/Alberta Infrastructure Program, it was deemed important to get our applications in first and the funds second. In order to do this, projects which were being considered three to five years in the future, were brought forward. These projects represented future infrastructure needs for The City of Red Deer. The information on both costs and timing for the projects was very preliminary at best, but since that was all that was available, the initial applications were submitted on that basis.

Since the time of the initial applications two things have happened. The first is that the infrastructure work program for 1994 is now essentially complete, and we can much more closely derive the final costs for this year's work. Secondly, we have now had additional time to review the need, scope, and costs for the projects scheduled for construction in 1995.

It should be noted that, although we have further design and cost information, and are recommending a reallocation of funds to reflect this additional information, it is still likely that there may be additional budget adjustments necessary before completion of all the projects. On several of these projects we are still at preliminary design stage, which leaves the potential for change in design and costs.

Because of the accounting requirements of the Canada/Alberta Infrastructure office, it is necessary for the City to resubmit the original application forms when a project budget change occurs. In order to revise the project budgets, a resolution of Council is required for same.

City Clerk
December 15, 1994
Page Two

RECOMMENDATION

It is respectfully recommended that Council approve reallocation of Canada/Alberta Infrastructure funds as outlined on the attached table. There have been no new projects added, but due to a change in scope and direction, some projects require a budget adjustment. The total infrastructure program cost remains the same as previously approved by Council.


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

GAS/cm
Att.

c.c. Engineering Department Manager
c.c. Public Works Manager

EXISTING FUNDING BASED ON ORIGINAL INFRASTRUCTURE APPLICATIONS

FILE #	PROJECT NAME	PROJECT COST	FED/PROV GRANT	FUNDING FOR CITY SHARE						
				EL&P RESERVE	WATER UTILITY		SEWER UTILITY		GENERAL BUDGET	
					1994	1995	1994	1995	1994	1995
PROJECTS ADMINISTERED BY ENGINEERING DEPT.										
01301	Water Distribution System Upgrades	470,710	304,666	166,044						
01316	Sanitary Trunk River Crossing	515,000	333,334				181,666			
01317	Sanitary Trunk along 55 St and 45 Av	1,030,000	666,666				363,334			
01322	57 Av (32 St to 35 St) Road Reconstruction	329,600	213,334	6,466					109,800	
01324	Mountview Pump Stn & Pressure Conversion	206,000	133,334			72,666				
01325	WTP Reservoir and Pumping Station	1,442,000	933,334	508,666						
01328	Pavement Rehabilitation	721,000	466,666	84,445					94,889	75,000
01329	Bridge Maintenance	443,300	286,934						54,900	101,466
PROJECTS ADMINISTERED BY PUBLIC WORKS DEPT.										
01303	Sanitary Sewer Main Replacement	409,300	266,666				142,634			
01304	42 Av (south of 77 St) Road Reconstruction	31,900	21,066						10,834	
01306	Public Works Garage Roof Replacement	137,975	89,332						48,643	
01307	Bower Place Water Service Renewals	351,170	233,330		100,000	17,840				
01308	Water Treatment Plant Upgrades	1,442,000	933,332	8,668	500,000					
01309	Watermain Replacement near 48 Av Bridge	51,500	33,332			18,168				
01312	Airport Terminal Roof	41,080	26,666						14,414	
01313	Airport Hydrant	47,432	31,332						16,100	
-	Unallocated funds	27,237	17,629							
TOTALS:		7,697,204	4,990,953	774,289	600,000	108,674	0	687,634	349,580	176,466

FUNDING BASED ON REVISED INFRASTRUCTURE APPLICATIONS

FILE #	REVISED PROJECT NAME	REVISED PROJECT COST	REVISED FED/PROV GRANT	REVISED FUNDING FOR CITY SHARE						
				EL&P RESERVE	WATER UTILITY		SEWER UTILITY		GENERAL BUDGET	
					1994	1995	1994	1995	1994	1995
PROJECTS ADMINISTERED BY ENGINEERING DEPT.										
01301	East Hill Booster Station Upgrade	167,000	108,091	58,909						
01316	Sanitary Trunk - 45 Av and River Crossing	585,047	378,671				206,376			
01317	Project Deleted	0	0							
01322	57 Av (32 St to 35 St) Road Reconstruction	300,000	194,175	6,466					99,359	
01324	Mountview Pumping and Pressure Zone Conversion	882,000	570,874	107,135		203,992				
01325	New Water Reservoir at WTP	1,990,000	1,288,026	701,974						
01328	Pavement Rehabilitation	761,200	492,686	84,445					109,069	75,000
01329	Bridge Maintenance	520,000	336,570	13,531					68,433	101,466
PROJECTS ADMINISTERED BY PUBLIC WORKS DEPT.										
01303	Sanitary Sewer Main Replacement	312,657	205,865				106,792			
01304	42 Av (south of 77 St) Road Reconstruction	5,000	3,292						1,708	
01306	Public Works Garage Roof Replacement	110,000	71,197						38,803	
01307	Bower Place Water Service Renewals	450,000	296,296		135,400	18,304				
01308	Water Treatment Plant Upgrades	1,392,000	900,971		491,029					
01309	Watermain Replacement near 48 Av Bridge	130,000	84,142		8,971	36,887				
01312	Airport Terminal Roof	61,000	39,482						21,518	
01313	Airport Hydrant	31,300	20,609						10,691	
TOTALS:		7,697,204	4,990,947	972,460	635,400	259,182	0	313,168	349,580	176,466

Difference between Original and Revised Funding:	0	6	(198,171)	(35,400)	(150,508)	0	374,466	(0)	(0)
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Commissioner's Comments

When the Canada/Alberta Infrastructure Program was announced very little time was allowed for applications for projects to be constructed in 1994 and we were advised that approvals would be processed on a first come first served basis. Accordingly, our applications were based on projects to be undertaken in future years for which only very preliminary estimates and scope of work were available. As might be expected at the detailed design stage some significant changes were found to be necessary as outlined in the attached report. As indicated the requirements of the program necessitate a Council resolution in order to implement these changes. Because of the time requirements we have been unable to prepare a more comprehensive report outlining the magnitude and scope of these changes, but such a report is in the course of preparation. In the interim, we respectfully request that Council pass a resolution approving the reallocation of Canada/Alberta Infrastructure funds as outlined in the attached table. The more detailed report will be submitted to Council as soon as possible.

"H.M.C. DAY"
City Commissioner

DATE: DECEMBER 20, 1994

TO: DIRECTOR OF ENGINEERING SERVICES

FROM: CITY CLERK

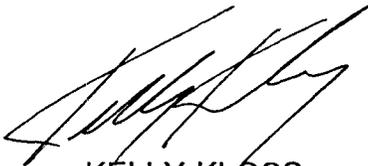
**RE: PUBLIC WORKS AND ENGINEERING DEPARTMENT
INFRASTRUCTURE PROJECTS**

At the Council Meeting of December 19, 1994, consideration was given to your report dated December 15, 1994 concerning the above topic and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Director of Engineering Services dated December 15, 1994, re: Public Works and Engineering Department Infrastructure Projects, hereby approves the reallocation of Canada/Infrastructure funds as outlined on the table included with the above noted report and as submitted to Council December 19, 1994."

The decision in this instance is submitted for your information and appropriate action. I trust you will now be corresponding with the Canada/Alberta Infrastructure Program Administration to advise them of the above noted decision.

In addition, I trust you will now be preparing a more comprehensive report outlining the magnitude and scope of the infrastructure changes for Council's information.



KELLY KLOSS
City Clerk

KK/clr

cc: Director of Financial Services
Public Works Manager