

**DATE:** January 28, 1997  
**TO:** All Departments  
**FROM:** City Clerk  
**RE:** PLEASE POST FOR THE INFORMATION OF ALL EMPLOYEES

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***SUMMARY OF DECISIONS***

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FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL

HELD IN THE COUNCIL CHAMBERS, CITY HALL

***MONDAY, JANUARY 27, 1997***

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

\*\*\*\*\*

- (1) Confirmation of the Minutes of the Regular Meeting of January 13, 1997

**DECISION - Confirmed as transcribed**

PAGE #

(2) **UNFINISHED BUSINESS**

1. Engineering Department Manager - Re: 1996 Transportation Plan Update

.. 1

**DECISION - Approved the report in general with a number of changes, including the following:**

1. Alternate number 2 related to Grant Street Traffic problem;
2. Table 6.1 be approved subject to budget availability;

3. **East/West stop signs on Grant Street at the intersection of 59 Avenue be removed;**
4. **Future extension of Molly Bannister Drive right-of-way be indicated as a conceptual alignment for purposes of utilities only and not that of a roadway and that the location to be guided by the need to minimize environmental impact on the park**

(3) **PUBLIC HEARINGS**

(4) **REPORTS**

1. Finance and Audit Committee - Re: 1996 Accounts Receivable Write-Offs . . 8

**DECISION - Approved the 1996 Accounts Receivable Write-Offs in the amount of \$179,648.84. This amount represents only .29% of the total City billing**

2. Director of Community Services - Michener Centre: Consolidation of Parkland Proposal . . 14

**DECISION - Agreed to share 50/50 with the Province the cost of a geotechnical study for land indicated in the Michener Centre Consolidation of Parkland Proposal**

(5) **CORRESPONDENCE**

1. 1998 Alberta Winter Games Committee - Re: 1998 Alberta Winter Games - Presentation to Council . . 26

**DECISION - Report received as information. Council received a presentation from Mr. Tom Ganger, Games Chairman**

2. Red Deer Media Association - Re: Resolution In Response To  
Emergency Services Master Plan Meeting of January 6, 1997 . . 28

**DECISION - Agreed to form an ad hoc committee of Council to review media communications and to make recommendations back to Council. Committee to be comprised of Councillors Volk, Flewwelling, and Hughes**

3. Federation of Canadian Municipalities - Re: Request for  
Resolutions for Consideration at FCM's Annual Conference in  
June 1997 . . 33

**DECISION - Correspondence from the Federation of Canadian Municipalities received as information. No resolutions will be submitted by Council to FCM's Annual Conference**

4. Federation of Canadian Municipalities - Re: Infrastructure  
Program Campaign . . 38

**DECISION - Correspondence received as information. Agreed to file**

5. Lormit Process Services (Red Deer) - Re: Downtown Business  
Parking Tax . . 49

**DECISION - Request for a refund/reduction in Business Tax Account of Lormit Process Services was denied**

6. Bob Johnstone - Re: Active Transportation Planning / Red Deer  
Bicycle Master Plan . . 56

**DECISION - Agreed that the Bicycle Master Plan be updated depending on existing work priorities. Further agreed that the Recreation, Parks and Culture Board and the Environmental Advisory Board explore possible funding sources from grant programs for this update**

1. Don Miller - Re: Resignation as Citizen-at-Large From Transportation Advisory Board . . 66

**DECISION - Agreed to appoint William Huget to fill the unexpired term of Eldon Miller on the Transportation Advisory Board**

(6) **PETITIONS AND DELEGATIONS**

(7) **NOTICES OF MOTION**

1. Councillor Dawson - Re: Notice of Motion: Transit Services . . 68

**DECISION - Agreed that a Transit Master Plan be undertaken and that funding be considered with items being considered as additions to the 1997 Budget (See Additional Agenda No. 2)**

(8) **WRITTEN INQUIRIES**

1. Councillor Hughes - Re: Canadian Flags on City Owned Buildings . . 70

**DECISION - Item tabled for two weeks**

(9) **BYLAWS**

**ADDITIONAL AGENDA NO. 1:**

1. Senior Management Team - Strategic Plan Status Report. . 1

**DECISION - Report received as information**



**ADDITIONAL AGENDA NO. 2:**

1. Councillor Schnell - Re: Notice of Motion - Departmental Requests for Additional Funding, 1997 Budget . . 1

**DECISION - Agreed that requests by Departments for additional funding for add on items to the 1997 Budget not be considered with the 1997 Budget. These items are to be placed on the Agenda and considered for future budgets at the Council Spring Retreat to be held in May of 1997**

# **A G E N D A**

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Plan Update . . 1

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Consolidation of Parkland Proposal . . 14

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7. Don Miller - Re: Resignation as Citizen-at-Large From Transportation Advisory Board	.. 66

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(9) **BYLAWS**

Committee of the Whole:

- (a) Legal Opinion
- (b) Committee Matter

DATE: December 30, 1996  
TO: City Clerk  
FROM: Engineering Department Manager

**RE: 1996 TRANSPORTATION PLAN UPDATE REPORT**

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As Council will recall, the draft final report was submitted and tabled at the December 16, 1996 meeting to provide Council time to read the report and the opportunity to change any of the recommendations if necessary, prior to completing the project. As this is a long range planning document containing important recommendations regarding the growth of the City roadway infrastructure, we have scheduled Mr. Carl Clayton of IMC Consulting Group of Edmonton, to summarize the work undertaken, the specific recommendations, the issues arising from the public and how the recommendations address the public input.

In addition to the comments made by the Consultant, the Engineering Department would like to advise Council of the following:

1. With regard to the possible extension of Molly Banister Drive, we agree with the consultant that there is no need to consider construction of this roadway for many years into the future, if at all, but believe it is reasonable to protect a 60 m wide corridor from Barrett Drive to 40 Avenue. This corridor will likely be required for the future extension of water, storm drainage, and pedestrian/cyclist systems to serve the undeveloped lands south of Sunnybrook, Anders, and Victoria Park. If in the future it is decided that upgrading 40 Avenue and the Delburne Road to a four lane divided facility, and 32 Street as a six lane divided facility, is not adequate to meet the needs of the citizens, then the Council of the day will have an alternative to consider.
2. With regard to the current intersection of Molly Banister Drive and Barrett Drive, the layout as it exists today is due to
  - the City's desire to sell a portion of City land to the Bower Mall, therefore, Barrett Drive had to be moved to the east;
  - the City's desire to reduce the volume of through traffic from Barrett Drive to Botterrill Crescent, therefore, moving Barrett Drive to the east to stagger the intersections;
  - previous Transportation Plans dating back to 1976, included a reference to someday extending Molly Banister Drive east across the creek to 40 Avenue; and

City Clerk  
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December 30, 1996

- the City confirmed that the surplus proceeds from the sale of the land would be used to purchase more useable parkland.
3. Most of the written public responses (+/- 120) did not favour the extension of Molly Banister Drive. There was one response that wanted to have the future berm height on the east side of Taylor Drive, north of Grant Street, as high as possible, a minor response relative to not improving the road capacity along Spruce Drive and a minor response calling for the closure of Grant Street to Taylor Drive. We believe the report addresses the significant public concern over Molly Banister Drive by deferring the actual road construction for at least 25 years (beyond the 85,000 population threshold).
  4. With regard to the request from Mr. John Traynor involving removal of the stop signs on Grant Street and 59<sup>th</sup> Avenue for east/west traffic, which was tabled at the July 29, 1996 Council meeting, we believe that the stops signs could be removed without any unfavourable impact to the traffic on Grant Street providing the intersection of Grant Street and Taylor Drive becomes a right in/right out intersection only as recommended by the consultant. This option appeared to be of the least concern to those who provided public input from the Glendale Community. The Taylor Drive construction project is scheduled for Council's consideration as part of the 1997 Capital Works Program Budget and will consider the berm height request as previously noted.
  5. The public concern expressed relative to the lack of addressing cyclist routes as part of this study, is addressed elsewhere in this Council Agenda, as part of a separate report.

### **RECOMMENDATION**

In view of the information presented in the draft final report, the verbal information presented by the consultant, the input that we received from the public, and the information outlined above, we would respectfully recommend that Council approve the following:

- a. Approve the Transportation Update Report in general subject to whatever changes that Council wishes to adopt.
- b. Specifically approve alternate number 2 related to the Grant Street Traffic problem which involves converting the Grant Street /Taylor Drive to right in/right out only and the construction of a new all-turns intersection north of Gunn Street (see attached diagram).

City Clerk  
Page 3  
December 30, 1996

- c. Approve the priority of construction of the projects outlined in Table 6.1 (see attached), subject to budget availability and deferring item 2b to the latter part of the next 10 year planning horizon.
- d. Defer the construction of Molly Banister Drive as recommended in the report, but endorse the protection of a utility or road right of way.
- e. Remove the east/west stop signs on Grant Street at the intersection of 59 Avenue.

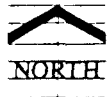


Ken G. Haslop, P. Eng.  
Engineering Department Manager

KGH/emr

Att.

- c. Director of Development Services
- c. Director of Community Services
- c. Carl Clayton, IMC



PROPOSED 77 STREET

PARK

SOCIAL CARE

DAY CARE

CHURCH SITE

SCHOOL SITE  
RECREATION SITE

BUFFER

7 AVENUE

TAYLOR DRIVE

77 STREET

76 STREET

**NEW ROAD**

**ALL DIRECTIONAL**

**RIGHT IN  
RIGHT OUT**

64 AVENUE

CORN STREET

GRANT STREET

**Table 6.1**  
Summary of Roadway Network Improvements  
68,000 Population Horizon

Item	Length	Estimated Cost (1) (1996 dollars)
1. Upgrade Taylor Drive from Grant Street to 77 Street to a four lane divided urban arterial cross-section	1.0 km	2,400,000
2a. Twin 67 Street/30 Avenue from east of bridge to 55 Street to create a four lane divided urban arterial cross-section	3.2 km	4,000,000
2b. Twin 67 Street east of the river, the river bridge and the CN overpass	1.0 km	4,500,000
3. Relocate the Downtown Transit Transfer Site	N/A	1,600,000
4. Red Deer College access improvements on 32 Street	N/A	700,000
5. Realign Spruce Drive midway between 37 Street and 43 Street to improve safety and widen as required to be able to accommodate four lanes in the future	0.6 km	700,000
6. Add turn left lanes at the intersection of 40 Avenue/Ross Street and ban parking in the peak hours from 40 Avenue to Deer Home Road	N/A	200,000
7. Widen Gaetz Avenue from north of 71 Street to north of 77 Street to a six lane divided urban arterial cross-section	1.2 km	2,000,000
8. Twin Taylor Drive from 77 Street to south of Hwy. 11A to create a four lane divided urban arterial cross-section	1.0 km	1,300,000
9. Extend Ross Street from 30 Avenue east to Rutherford Drive as a four lane divided urban arterial cross-section and beyond to the east collector roadway in Rosedale East as the initial two lanes of this same cross-section	1.2 km	2,100,000
10. Extend 32 Street from Davison Drive east to the east collector roadway as the initial two lanes of a four lane divided urban arterial cross-section	0.6 km	900,000

(1) Excludes property acquisition costs



**DATE:** January 16, 1997

**TO:** KELLY KLOSS  
City Clerk

**FROM:** WAYNE PANDER, Chair  
Environmental Advisory Board

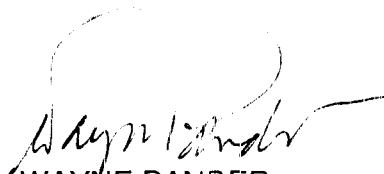
**RE:** 1996 TRANSPORTATION UPDATE REPORT

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The Environmental Advisory Board considered the above report and a presentation by Mr. Tom Warder, Streets & Utilities Engineer, and Mr. Carl Clayton, IMC Consulting Group, at their special meeting of January 14, 1997.

The following resolution was passed at that time:

"That the Environmental Advisory Board, having considered the 1996 Transportation Update Report, recommend to Council of The City of Red Deer approval of the above noted report subject to the deletion of the dotted line indicating future possible extension of Molly Bannister Drive in perpetuity, but allowing water and sewer utilities to cross the creek if same is found to be necessary."



WAYNE PANDER

DB\ad

- c. Bryon Jeffers, Corporate Development Director  
Lowell R. Hodgson, Director of Community Services  
Ken Haslop, Engineering Manager

**Comments:**

We concur with the recommendations of the Engineering Department Manager relative to the general thrust of the Transportation Plan Update. We acknowledge that the major point of contention from the public's point of view is still the concept of a possible extension of Molly Bannister Drive, some time in the future. However, we understand that part of the public's concern may be resolved by an environmentally sensitive alignment of the right of way which is recommended for protection. We are aware that Councillor Hughes has been in discussion with members of the community around this possibility and we would appreciate his comments as to how a review of the alignment of the right of way might be incorporated in our strategy. We believe this may meet the needs of those members of the community that have a concern about the environmental impact of any future intrusion on the park.

As Council will be aware from studying the report, no extension of Molly Bannister Drive is required now or for many years in the future. In fact the recommendation is that Council agree to protect an alignment for a variety of other important uses such as utility, pedestrian and bicycle pathways. In the end, a decision whether or not a traffic arterial should be developed along *any* alignment should rest with future Councils that are dealing with the needs and desires of the community at that time. It should be noted that the Transportation Plan Update only identifies a "conceptual" alignment; no specific physical location for the alignment has been chosen. Council could direct that the future extension of the right of way be indicated as a conceptual alignment only and that the ultimate choice of physical location be guided by the need to minimize environmental impact on the park.

For Council's information, the 1997 through 2002 Five Year Capital Plan includes projects in the priority order received from the Consultant as amended by the Engineering Department Manager with respect to item 2b. However, there is only money available to undertake items 1,2a and 3 within that five year time frame.

"G. D. SURKAN"  
Mayor

"H. M. C. DAY"  
City Manager

## **Council Decision - January 27, 1997 Meeting**

**DATE:** January 28, 1997  
**TO:** Engineering Department Manager  
**FROM:** City Clerk  
**RE:** 1996 TRANSPORTATION PLAN UPDATE

**FILE**

**Reference Report:** Engineering Department Manager, dated  
December 30, 1996

**Resolution Passed:**

"RESOLVED that Council of The City of Red Deer, having considered report from the Engineering Department Manager, dated December 30, 1996, re: 1996 Transportation Plan Update Report, hereby approves said report in general, subject to the following:


1. That alternate number 2 related to the Grant Street traffic problem, which involves converting the Grant Street/Taylor Drive to right in / right out only, and the construction of a new all-turns intersection north of Gunn Street be approved;
2. That the priority of construction of the projects in Table 6.1 contained within said report, be approved subject to budget availability;
3. That the east/west stop signs on Grant Street at the intersection of 59 Avenue be removed subsequent to the improvements on Taylor Drive being completed;
4. That the future extension of Molly Banister Drive right-of-way be indicated as a conceptual alignment for the purpose of utilities only and not that of a roadway and that the ultimate choice of physical location be guided by the need to minimize environmental impact on the park;

and as presented to Council January 27, 1997."

**Report Back to Council Required:** No

Engineering Department Manager  
January 28, 1997  
Page 2

***Comments/Further Action:***

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

Kelly Kloss  
City Clerk

/clr

c     Director of Development Services  
       Director of Community Services  
       Environmental Advisory Board

# **COUNCIL MEETING OF JANUARY 27, 1997**

## **ATTACHMENT TO REPORT ON OPEN AGENDA**

**RE:**

**1996 Transportation Plan Update**



**City of Red Deer  
1996 Transportation  
Plan Update  
Draft Final Report**

Prepared for,

City of Red Deer

Prepared by,

IMC Consulting Group Inc.

December, 1996

E4-0185-1



8 December 1996

File: E4-0185-1

City of Red Deer  
Engineering Department  
4914 - 48 Avenue  
Red Deer, AB  
T4N 3T4

**Attention: Ken Haslop, P.Eng.**

Dear Sir:

**Reference: City of Red Deer  
1996 Transportation Plan Update**

We are pleased to submit 20 copies of our revised draft Final Report of the 1996 Transportation Plan Update for City Council's review and comment. Copies have been forwarded under separate cover to Alberta Transportation & Utilities and Parkland Community Planning Services for their comment.

We look forward to receiving City Council's input on the report early in 1997. Should you have any questions regarding the contents or layout of the report, please contact the undersigned.

Sincerely,

**IMC CONSULTING GROUP INC.**

A handwritten signature in black ink, appearing to read "C. Clayton". The signature is stylized with a large, sweeping flourish at the end.

Carl Clayton, P.Eng.  
Principal

Enclosure

cc: Michael Clulow, AT&U  
Mike Koziol, AT&U Red Deer  
Paul Meyette, Parkland Community Planning Services

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## **Executive Summary**

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### **BACKGROUND**

The last review of the City of Red Deer's overall transportation network was completed in 1990. Since that time a significant number of changes to the City's roadway network have occurred, including the completion of Taylor Drive, which may have changed travel patterns substantially. The City continues to grow and in order to plan objectively the need for and timing of a number of potential roadway network improvements, the City retained IMC Consulting Group Inc. in April, 1996 to undertake the 1996 Transportation Plan Update.

### **STUDY OBJECTIVES**

The primary study objectives are to investigate, assess alternatives using a computerized transportation model and recommend the roadway network necessary to accommodate the following population levels for the City of Red Deer:

- Short-Term (68,000) Population Horizon
- Long-Term (85,000) Population Horizon
- Ultimate (115,000) Population Horizon

In addition, a number of specific roadway link and planning issues were to be addressed as part of this assessment. These included an assessment of shortcutting along Grant and Nolan Streets and how revisions to the roadway network in and around Taylor Drive might address this issue as well as an assessment of the City's noise policy as it relates to existing residential areas.

### **STUDY PROCESS**

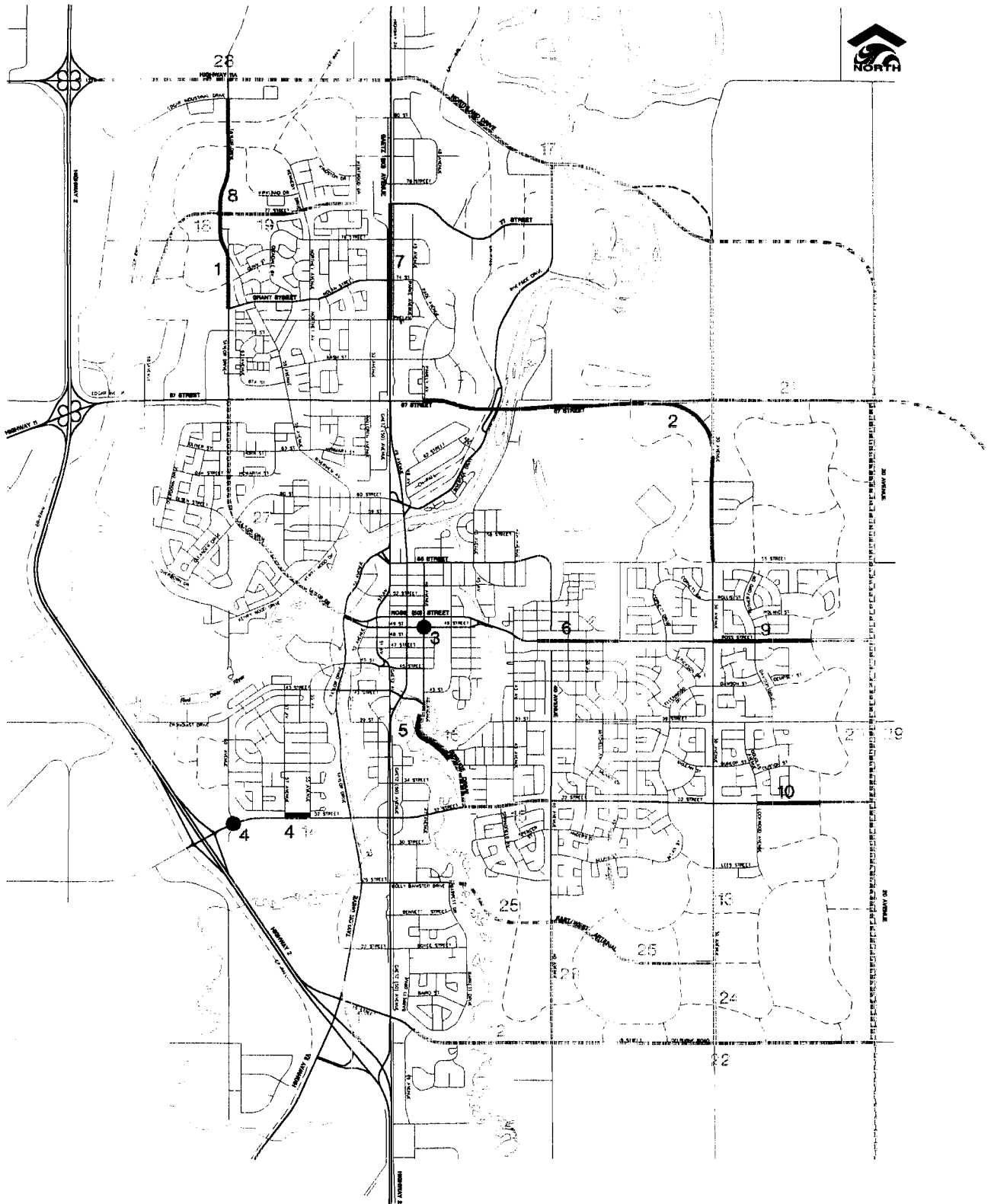
As an initial step in the study process, a computerized transportation model was developed that allowed alternative growth scenarios and transportation networks to be evaluated in a rational and consistent manner. To update the City's traffic count database and calibrate the computerized transportation model, a series of 24 hour, 7 day automatic traffic counts and peak hour manual intersection counts were then done.

Three public meetings were held in late June ,1996 to allow the public to identify areas of concern and provide comments on possible new or upgraded roadway links. While a wide range of issues were raised by the public, the primary focus of public input was on the potential extension of Molly Banister Drive across Piper Creek. In general, comments received indicated a strong preference to accepting higher levels of congestion or to developing alternative travel corridors to avoid the need to construct this link. This willingness to accept a higher level congestion to delay the need for expenditures of funds on transportation infrastructure in general and the desire to avoid constructing the extension of Molly Banister Drive across Piper Creek was repeated at the public meeting held in October 1996 to present the draft recommended plan.

When evaluating the need for transportation infrastructure improvements, an acceptable maximum level of congestion needs to be established. This acceptable maximum level of congestion varies from community to community and typically parallels the size of the community. For example, a level of congestion that motorists in Toronto are prepared to tolerate is usually not considered tolerable in Edmonton or Calgary. Likewise, what motorists are prepared to tolerate in Edmonton or Calgary on a regular basis is unlikely to be acceptable in smaller cities such as Red Deer. Based on input from City of Red Deer staff and the consultant's experience in other similar sized cities in Western Canada, a Level of Service C was defined as the point at which congestion would begin to become a concern to Red Deer motorists. Using the computerized transportation model, this level of congestion was used to assess initially the need for and timing of improvements to the transportation network. This theoretical need was then balanced against the public input received to produce the recommended plan. It should be noted that the public input which indicated a willingness to accept higher levels of congestion played an important role in the decision to delay or potentially eliminate the implementation of a number of major transportation network improvements that were deemed to have significant financial, social or environmental impacts.

## **RECOMMENDED PLAN**

Figure 1 and Table 1 summarize the recommended plan, the recommended staging of the plan and associated costs to implement the various components of the plan.



**LEGEND**

- 68,000 POPULATION HORIZON
- - - 85,000 POPULATION HORIZON
- ... 115,000 POPULATION HORIZON



**Table 1a**  
Summary of Roadway Network Improvements  
68,000 Population Horizon

Item	Length	Estimated Cost (1) (1996 dollars)
1. Upgrade Taylor Drive from Grant Street to 77 Street to a four lane divided urban arterial cross-section	1.0 km	2,400,000
2a. Twin 67 Street/30 Avenue from east of bridge to 55 Street to create a four lane divided urban arterial cross-section	3.2 km	4,000,000
2b. Twin 67 Street east of the river, the river bridge and the CN overpass	1.0 km	4,500,000
3. Relocate the Downtown Transit Transfer Site	N/A	1,600,000
4. Red Deer College access improvements on 32 Street	N/A	700,000
5. Realign Spruce Drive midway between 37 Street and 43 Street to improve safety and widen as required to be able to accommodate four lanes in the future	0.6 km	700,000
6. Add turn left lanes at the intersection of 40 Avenue/Ross Street and ban parking in the peak hours from 40 Avenue to Deer Home Road	N/A	200,000
7. Widen Gaetz Avenue from north of 71 Street to north of 77 Street to a six lane divided urban arterial cross-section	1.2 km	2,000,000
8. Twin Taylor Drive from 77 Street to south of Hwy. 11A to create a four lane divided urban arterial cross-section	1.0 km	1,300,000
9. Extend Ross Street from 30 Avenue east to Rutherford Drive as a four lane divided urban arterial cross-section and beyond to the east collector roadway in Rosedale East as the initial two lanes of this same cross-section	1.2 km	2,100,000
10. Extend 32 Street from Davison Drive east to the east collector roadway as the initial two lanes of a four lane divided urban arterial cross-section	0.6 km	900,000

(1) Excludes property acquisition costs

**Table 1b**  
Summary of Roadway Network Improvements  
85,000 Population Horizon

Item	Length	Estimated Cost (1) (1996 dollars)
11. Highway 2 Northbound to Taylor Drive Ramp	1.0 km	1,600,000
12. Upgrade Delburne Road from 40 Avenue to Westerner access to create a four lane divided urban arterial cross-section	1.3 km	3,200,000
13. Upgrade 30 Avenue from Lees Street to 28 Street to a four lane divided urban arterial cross-section	0.6 km	1,500,000
14. Construct a third access to Red Deer College from 32 Street	N/A	400,000
15. Widen 32 Street from Spruce Drive to 40 Avenue to a six lane divided urban arterial cross-section	1.0 km	2,000,000
16. Ban parking as required during peak hours to provide four travel lanes from 32 Street to 45 Street	1.5 km	100,000
17. Construct the Northland Drive/30 Avenue crossing as a four lane divided urban arterial cross-section	5.5 km	35,000,000 to 40,000,000
18. Extend Johnstone Drive west of Taylor Drive as a four lane undivided urban arterial cross-section	0.5 km	1,000,000
19. Twin 77 Street from Kentwood Drive to Taylor Drive to create a four lane divided urban arterial cross-section	1.4 km	1,800,000
20. Construct 20 Avenue from Delburne Road to 67 Street as the initial two lanes of either a four lane divided urban arterial or a six lane divided expressway as required by residential development and provide connections to 20 Avenue by extending 32 Street and Ross Street	7.6 km	11,000,000
21. Extend 67 Street from 30 Avenue to 20 Avenue as a four lane divided urban arterial cross-section concurrent with the probable realignment of Highway 11 by AT&U	2.8 km	4,800,000

(1) Excludes property acquisition costs

**Table 1c**  
Summary of Roadway Network Improvements  
115,000 Population Horizon

Item	Length	Estimated Cost (1) (1996 dollars)
22. Upgrade Delburne Road from 40 Avenue to 20 Avenue as a four lane divided urban arterial cross-section	3.2 km	8,000,000
23. Twin 40 Avenue to Delburne Road to create a four lane divided urban arterial cross-section	1.8 km	2,300,000
24. Upgrade 30 Avenue to Delburne Road as a four lane divided urban arterial cross-section	1.0 km	2,400,000
25. Construct new east-west four lane urban arterial cross-section roadway between 32 Street and Delburne Road from 40 Avenue to 30 Avenue	1.8 km	4,300,000
26. Extend Johnstone Drive north to 77 Street as a four lane undivided urban arterial cross-section	1.6 km	4,200,000
27. Widen Taylor Drive from 67 Street to Ross Street to a six lane divided urban arterial cross-section	3.0 km	9,000,000
28. Twin Highway 11A from Highway 2 to Gaetz Avenue	3.0 km	3,500,000
29. Protect a right-of -way along 20 Avenue or an alternate route to the east for an expressway standard by-pass of the City from Highway 2 to Highway 2A	12.0 km	N/A

(1) Excludes property acquisition costs

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## **1.0 Introduction**

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## **1.0 Introduction**

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### **1.1 BACKGROUND**

The last review of the City of Red Deer's overall transportation network was completed in 1990. Since that time a significant number of changes to the City's roadway network have occurred, including the completion of Taylor Drive, which may have changed travel patterns substantially. The City continues to grow and in order to plan objectively the need for and timing of a number of potential roadway network improvements, the City retained IMC Consulting Group Inc. in April, 1996 to undertake the 1996 Transportation Plan Update.

### **1.2 STUDY OBJECTIVES**

The primary study objectives are to investigate and assess roadway network alternatives using a computerized transportation model and recommend the roadway network necessary to accommodate the following population levels for the City of Red Deer:

- Short-Term (68,000) Population Horizon
- Long-Term (85,000) Population Horizon
- Ultimate (115,000) Population Horizon

In addition, a number of specific roadway link and planning issues were to be addressed as part of this assessment. These included an assessment of shortcutting along Grant and Nolan Streets and how revisions to the roadway network in and around Taylor Drive might address this issue; and an assessment of the City's noise policy.

To update the City's traffic count database and provide information to calibrate the computerized transportation model, a series of 24 hour, 7 day automatic traffic counts and peak hour manual intersection counts were also to be done.

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## **2.0 Existing (60,000 Population) Traffic Conditions**

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## **2.0 Existing (60,000 Population) Traffic Conditions**

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### **2.1 EXISTING ROADWAY CLASSIFICATION**

#### **2.1.1 General**

The two principal functions of a roadway are to provide mobility and to provide land access. However, from a design point of view these functions are not always complementary. For example, in order to provide mobility, high or constant speeds are desirable, while low or variable speeds are undesirable. Conversely in order to provide land access the opposite is usually the case as turning movements need to be accommodated. Therefore, for transportation planning and design purposes, roadways are most effectively classified by function rather than by traffic volume.

Once a roadway has been functionally classified, design criteria can be set and applied to encourage the intended use of the road. Design features that can convey the functional classification of the roadway to the driver include the width of the roadway, continuity of alignment, spacing of intersections, frequency and location of driveways, building setbacks, the design speed of the horizontal and vertical alignment and the type of traffic controls.

Although numerous sub-classifications are possible, there are four generally accepted categories of roadways. These categories are defined in the Transportation Association of Canada's Manual of Geometric Design Standards for Canadian Roads. The categories are Highway (Freeway, Expressway or Parkway in an urban area), Arterial, Collector and Local. These categories are described in the following sections.

#### **2.1.2 Highways**

A Highway's principal function is to provide through traffic movement and to accommodate longer distance type trips within a rural area. Few access points to a Highway are permitted and these are often controlled by a grade separated interchange. No direct access is usually permitted to individual developments unless they are of sufficient scale to require an interchange. In the vicinity of urban areas, traffic volumes on a Highway often exceed 20,000 vehicles per day. Highways in and around Red Deer include:

- Highway 2 on the west side of the City
- Highway 2A on the north and south side of the City
- Highway 11A on the north end of the City
- Highway 11 on the east and west side of the City
- Secondary Highway 595 (Delburne Road) on the south side of the City

### **2.1.3 Arterials**

An urban arterial roadway provides for traffic movement and connects the principle areas of traffic generation in a community. Ideally, only other arterial roadways or collector roadways should intersect with urban arterials. Intersections, typically at a minimum spacing of 400 metres, are usually controlled by means of traffic signals, however in certain circumstances grade separated interchanges may be provided. Urban arterial roadways should desirably have no direct access to land developments and parking is generally not permitted on arterial roadways. Traffic volumes on urban arterials usually vary between 10,000 and 30,000 vehicles per day. Urban arterials in Red Deer include:

- Gaetz Avenue/49 Avenue/51 Avenue
- Taylor Drive/54 Avenue
- Spruce Drive/48 Avenue
- 30 Avenue
- 40 Avenue
- Riverside Drive
- 19 Street/Delburne Road
- 28 Street/Molly Banister Drive
- 32 Street
- 43 Street
- 45 Street - 48 Avenue to Taylor Drive
- Ross Street/49 Street
- 55 Street - Gaetz Avenue to 40 Avenue
- 67 Street
- 77 Street
- 68 Avenue - north of 67 Street

### **2.1.4 Collectors**

The main functions of a collector roadway are to distribute traffic between arterial and local roads and to provide land access. Equal emphasis is placed on land access and



traffic distribution for collector roadways. In general, urban collector roadways accommodate most of the traffic movements within a neighbourhood and provide a link for traffic to travel from a local roadway to the nearest arterial roadway. These streets often serve as local bus routes. The average trip length is lower than an arterial roadway and average traffic volumes range between 1,000 and 12,000 vehicles per day. In residential areas, traffic volumes are usually kept below 5,000 or 6,000 vehicles per day unless some form of backing-on development is provided. Parking may be permitted on collector roadways.

#### **2.1.5 Locals**

A local roadway's function is to supply direct access to abutting land uses. These roadways provide the lowest level of traffic mobility in a community. Through traffic is discouraged and traffic volumes are usually below 1,000 vehicles per day. Local roads should not serve as bus routes. Parking is usually permitted on local roadways.

### **2.2 EXISTING TRAFFIC PATTERNS**

#### **2.2.1 1996 Traffic Count Program**

As part of this study, a series of 24 hour, 7 day automatic traffic counts and some peak hour turning movement counts were completed. Summaries of these counts were provided to the City under separate cover.

#### **2.2.2 Daily Traffic Volumes**

Planning of roadway facilities is usually done on the basis of weekday traffic volumes. However, weekend and special event volumes may be considered in special cases.

The 7 day automatic traffic counts were reviewed to determine variations in the traffic patterns over the period of the week. In general, mid-week traffic volumes most closely approximate the average week-day traffic volumes although traffic volumes from Tuesday to Thursday can vary by 5 to 10% from the average weekday traffic. Daily traffic volumes on Fridays are typically 5 to 15% higher than the average weekday traffic volumes, while daily traffic volumes on Mondays are typically 5% lower than the average weekday traffic volumes.

### **2.2.3 Hourly Traffic Variation**

Traffic volumes typically exhibit certain characteristics that remain relatively stable throughout the year and across many different roadways. One of these characteristics is the peak hour.

During the week, Monday to Friday, three peak periods occur between the hours of 0730 to 0930 (AM), 1130 to 1330 (Noon) and 1530 to 1800 (PM). In most cities, the PM peak period usually has the highest traffic volumes and is used for both roadway and traffic signal design. A review of the traffic counts done as part of this study confirmed that in Red Deer the PM peak hour has the highest traffic volumes. While the PM peak hour traffic volume as a percentage of the total daily volume varies depending on the location of the count, on average it represents 9 to 10% of the daily traffic volume.

## **2.3 DEFINITION OF ROADWAY CAPACITY**

Roadway capacity is influenced by many factors. The most important of these factors is the motorist's perception of an acceptable amount of congestion and delay. The amount of congestion or delay is typically defined by the concept of Level of Service. Tables 2.1 and 2.2 summarize the characteristics of various Levels of Service for signalized and unsignalized intersections.

**Table 2.1**  
Level of Service Characteristics  
(Signalized Intersections)

Level of Service	Overall Volume Capacity	Characteristics
A	<0.60	Free Flow; low volumes and high speeds most drivers can select own speed.
B	0.60 to 0.69	Stable flow; speed restricted slightly by traffic
C	0.70 to 0.79	Stable flow; speed controlled by traffic.
D	0.80 to 0.89	Approaching unstable flow; low speed.
E	0.90 to 0.99	Unstable flow; low, varying speeds, volumes at or near capacity.
F	≥ 1.0	Forced flow; low speed; volume below capacity; stoppages.

**Table 2.2**  
Level of Service Characteristics  
(Unsignalized Intersections)

Level of Service	Average Total Delay (seconds/vehicle)
A	≤ 5
B	> 5 and ≤ 10
C	> 10 and ≤ 20
D	> 20 and ≤ 30
E	> 30 and ≤ 45
F	> 45

In larger cities, such as Edmonton and Calgary, motorists commonly experience delays and congestion and have come to accept them. Typically, roadway network improvements are usually not initiated until a Level of Service E or worse is reached. In smaller cities, such as Red Deer, motorists expectations typically are for much higher levels of service. The consultant's experience from other similar sized cities and input received from the City of Red Deer Engineering Department both indicate that motorists in Red Deer typically will not accept worse than Level of Service C before they begin to complain.

## **2.4 EXISTING ROADWAY NETWORK CONSTRAINTS AND CONCERNS**

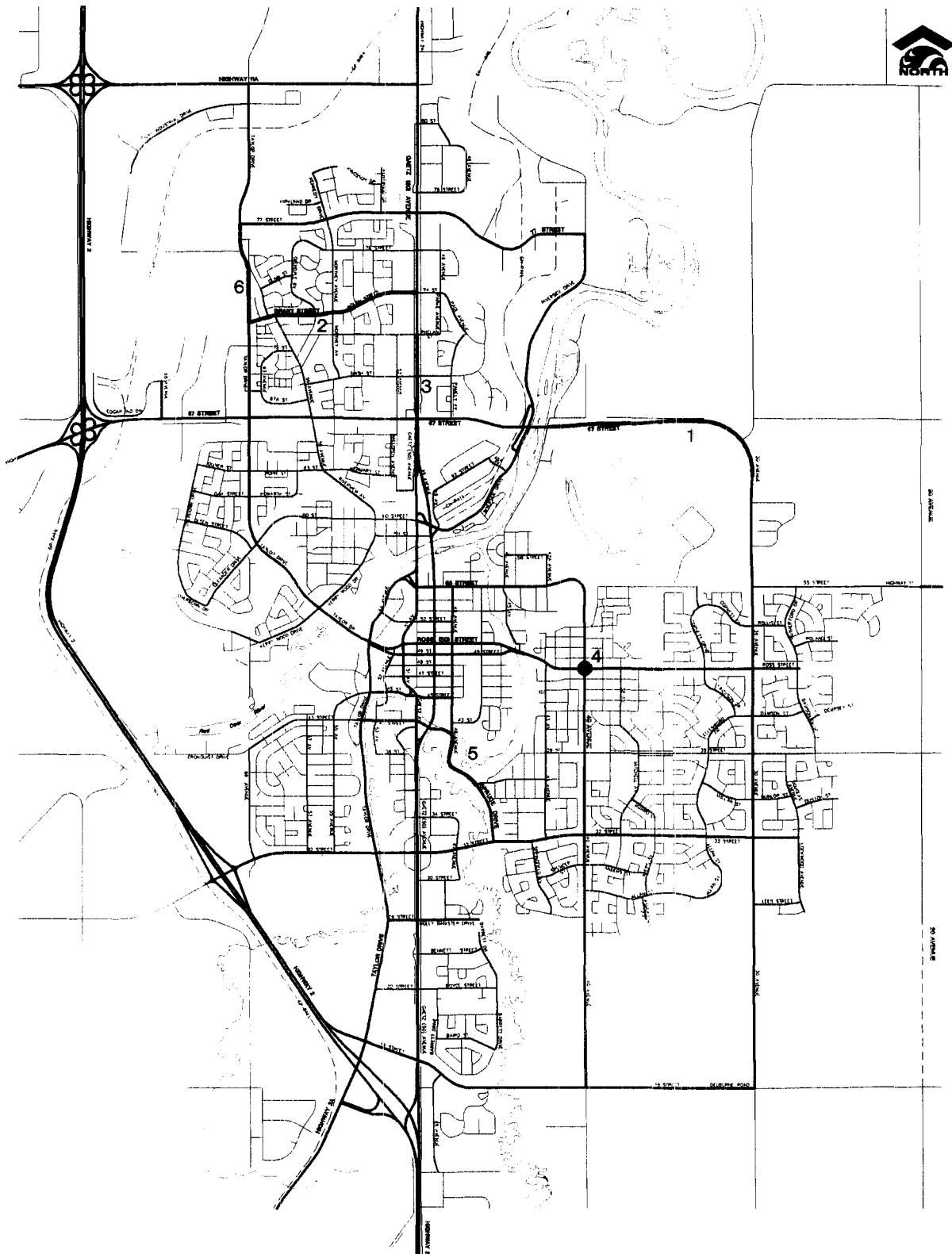
As an initial step in the study process, Open Houses were held in late June 1996 in South and North Red Deer to discuss issues of local concern. At the south Red Deer meeting over 100 people attended. The issue at this meeting was almost exclusively the need, or perhaps more correctly, the undesirability of extending of Molly Banister Drive from Barrett Drive to 40 Avenue.

At the north Red Deer meeting less than 10 people attended. The focus of the Open House was on the shortcutting issue on Grant and Nolan Streets.

A subsequent city-wide Open House was then held to receive input on issues in other locations throughout the city. Less than 30 people attended this Open House. A summary of the input received at these Open Houses is contained in Appendix B.

In addition to this solicited input, the Friends of Waskasoo Park circulated a petition in late June/early July and obtained 323 signatures on the petition opposing the extension of Molly Banister Drive and recommending improvement of Delburne Road as an alternative. The Friends of Waskasoo Park also placed an advertisement in the Red Deer Advocate on 4 July 1996 which contained a clip-out form opposing the extension of Molly Banister Drive. Approximately 532 of these forms were mailed in to the City of Red Deer. In addition, more than 30 letters were received by the City of Red Deer opposing the extension of Molly Banister Drive.

Figure 2.1 summarizes the key roadway network constraints identified by the Public at these Open Houses and from initial work with the transportation model.



**LEGEND**

1. 67 STREET - LONG UPHILL GRADIENT
2. GRANT STREET - SHORTCUTTING
3. GAETZ AVENUE - INADEQUATE CAPACITY
4. 40 AVE/ROSS ST. - LACK OF TURN LANES
5. SPRUCE DRIVE - INADEQUATE CAPACITY/SAFETY
6. TAYLOR DRIVE - INADEQUATE CAPACITY/ROADWAY STANDARD

**CITY OF RED DEER  
1996 TRANSPORTATION PLAN UPDATE**

**FIGURE 2.1  
Existing Roadway Network  
Constraints and Concerns**

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## **3.0 Transportation Zone System and Land Use**

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## **3.0 Transportation Zone System and Land Use**

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### **3.1 TRANSPORTATION ZONE SYSTEM**

A transportation zone system is used to disaggregate the Study Area into small areas. In developing the zone system for the City of Red Deer, the zone systems used by other studies and the Census data were reviewed to ensure that the zone system would use the majority of available data. The zone system was developed using the following guidelines where possible:

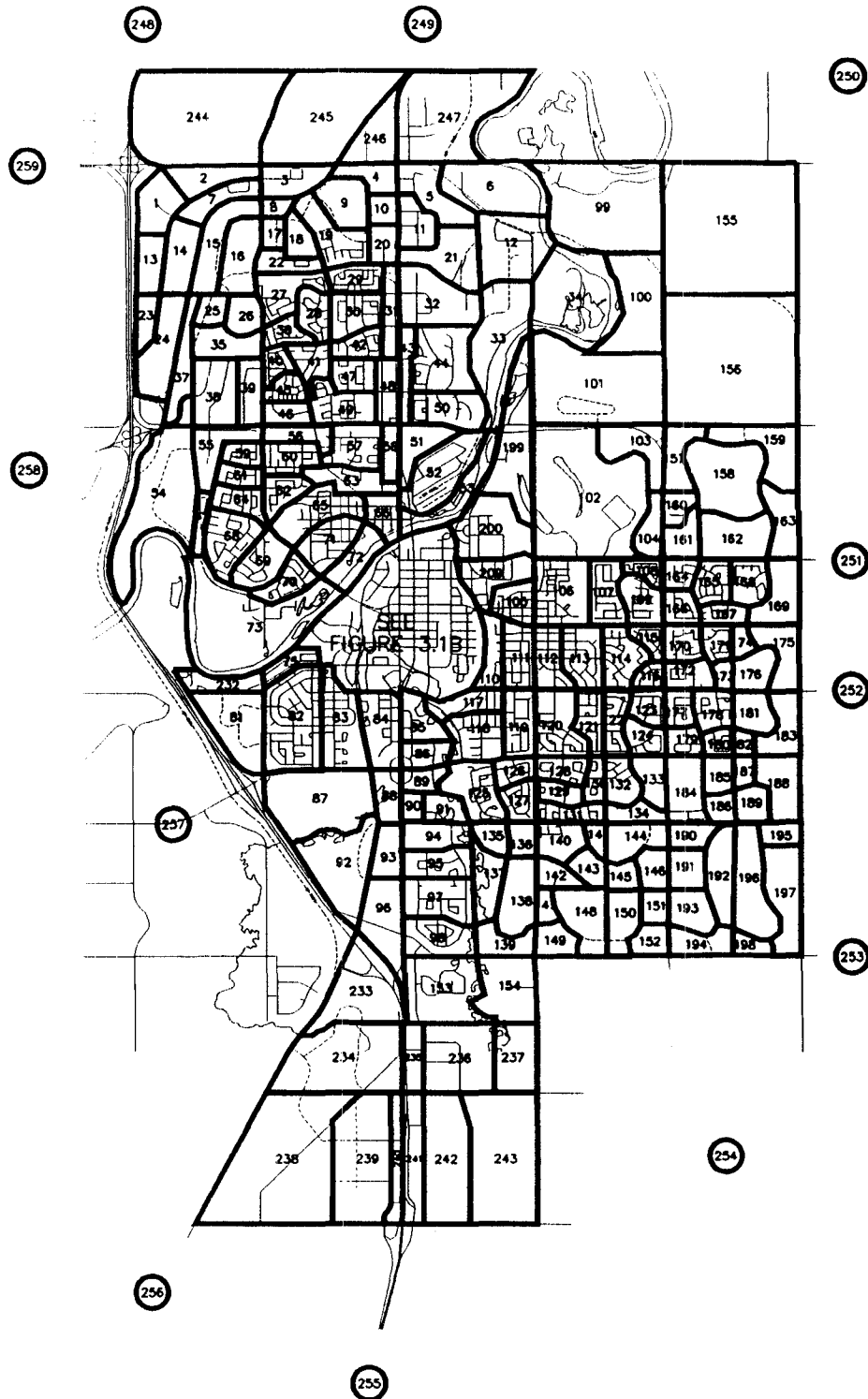
- provide realistic access to the roadway network; and,
- use natural boundaries ( escarpments, rivers, etc.) and man-made boundaries (railways, highways, etc.).

In addition to the above guidelines, the zone system must accommodate existing and future development within the City's Corporate Boundaries which resulted in 247 zones being identified. These zones within the Corporate Boundaries are referred to as internal zones. Twelve external zones were identified, which represent everything outside of the City of Red Deer.

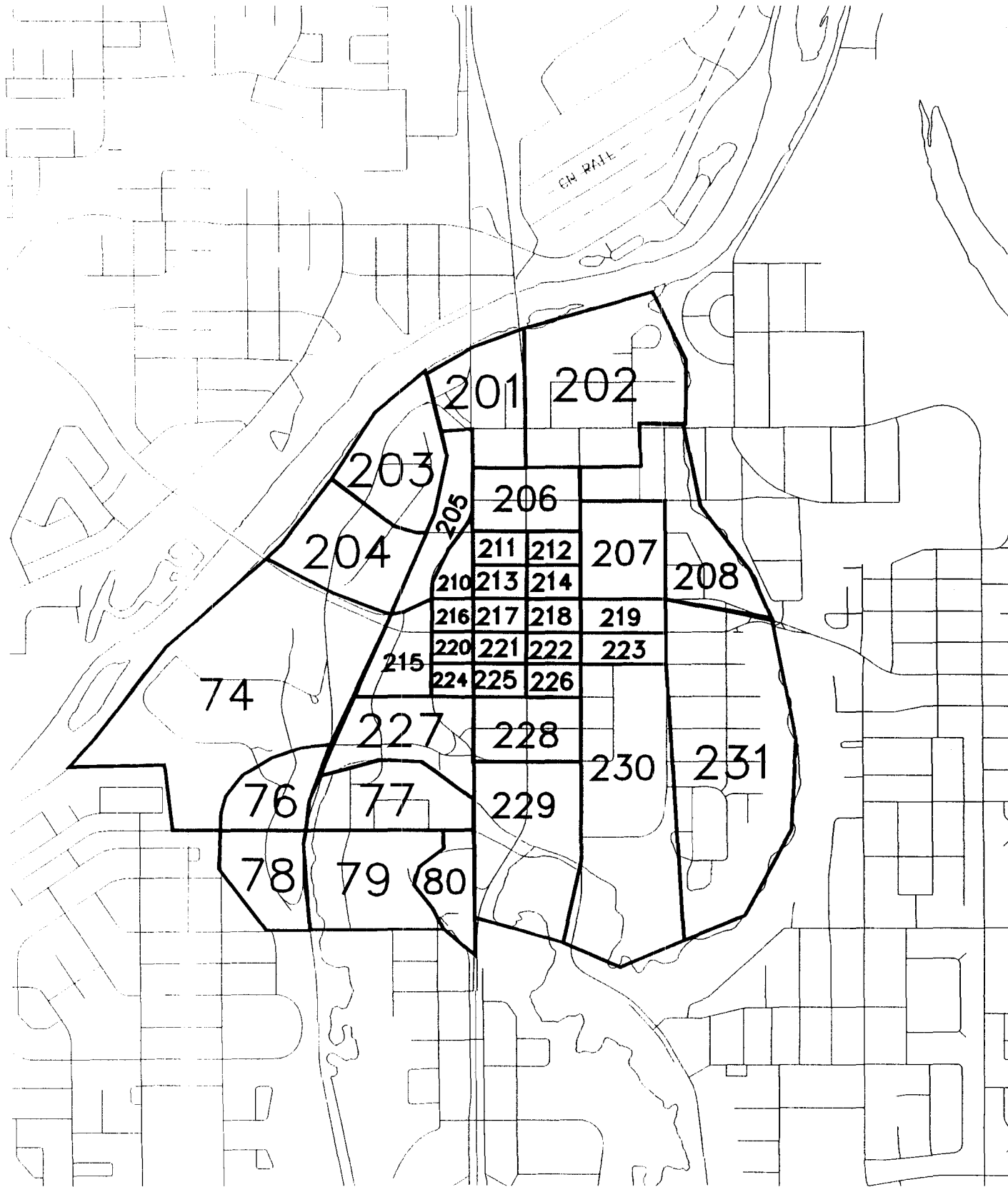
Figure 3.1 illustrates the zone boundaries as well as the zone numbering scheme. The numbering generally follows a north to south pattern. The traffic modeling software selected for this study requires that the zone number have sequential, ascending numbers beginning with 1 in which the internal zones are numbered first, (1...247), and then the external zones, (248...259).

### **3.2 POPULATION AND EMPLOYMENT**

In compiling the population and employment data, a number of reports and statistical databases were reviewed. These sources were used to estimate the existing and future population and employment data. A summary was presented to the City, Alberta Transportation and Utilities, and Parkland Community Planning in a "round table" discussion and a number of revisions suggested. The revisions identified in the discussion have been incorporated into the population and employment data and the resulting estimates and projections summarized in the Table in Appendix A. The







following sections provide a brief overview of the assumptions used to generate the data.

With over 240 internal zones, a superzone system that divides the City of Red Deer into six districts has been developed based on the City Geographical Districts used in the City of Red Deer Community Profile and Demographic Analysis. Figure 3.2 illustrates the superzone system.

### **3.2.1 Existing Horizon**

The existing horizon has a population level of 59,725 and approximately 20,000 non-home based employment opportunities in the City of Red Deer held by residents of Red Deer based on the information contained in the City of Red Deer Community Profile and Demographic Analysis dated February 1996. In addition, to the 20,000 non-home based employment opportunities there are approximately 1,500 home based employment opportunities within the City boundaries, while nearly 1,200 residents of Red Deer work outside of the City boundaries. It should be noted that probably in the order of 20 to 25% of the total employment opportunities in the city are held by out of town residents according to the 1981 Federal census. These are not accounted for in the community profile data. This suggests that the total non-home based employment opportunities in the City is in the order of 25,000.

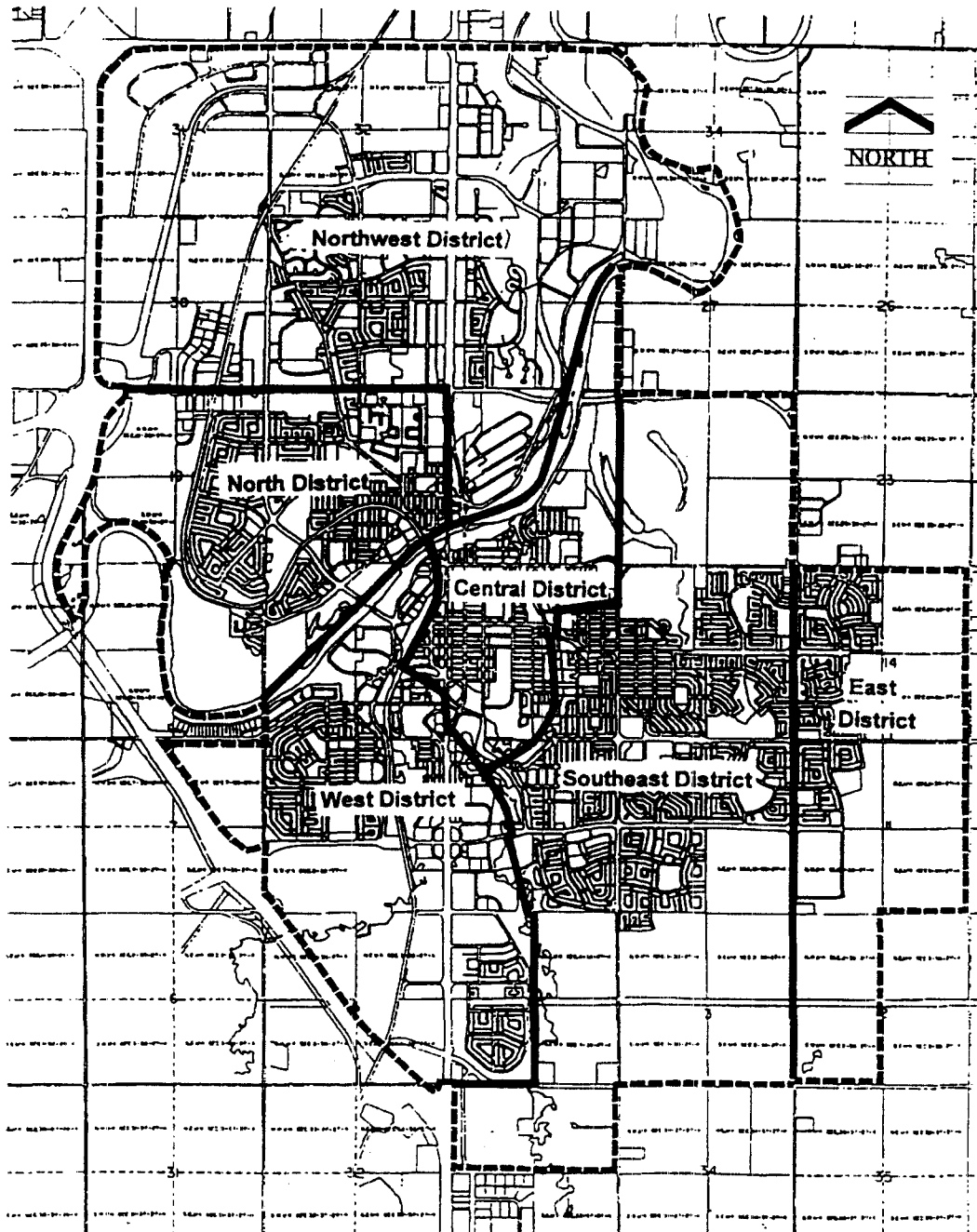
The distribution of employment to the individual zones was estimated based on land use and zone size. The employment type was estimated based on the land use designation within each zone. Figure 3.3 illustrates the overall distribution of population and employment to each of the major districts within the City of Red Deer.

### **3.2.2 68,000 Population Horizon**

This population horizon represents the short term growth (approximately 10 years) within the City. Population growth is anticipated to occur in the east, southeast and northwest. Employment growth will be focused in the northwest and west. Figure 3.4 illustrates the overall distribution of population and employment to each of the major districts within the City of Red Deer.

### **3.2.3 85,000 Population Horizon**

This population horizon represents the medium term growth within the City. Population growth is anticipated to occur in the east, northwest and southeast. Employment growth is anticipated to be focused in the west and northwest. Figure



3.5 illustrates the estimated overall distribution of population and employment to each of the major districts within the City of Red Deer.

#### **3.2.4 115,000 Population Horizon**

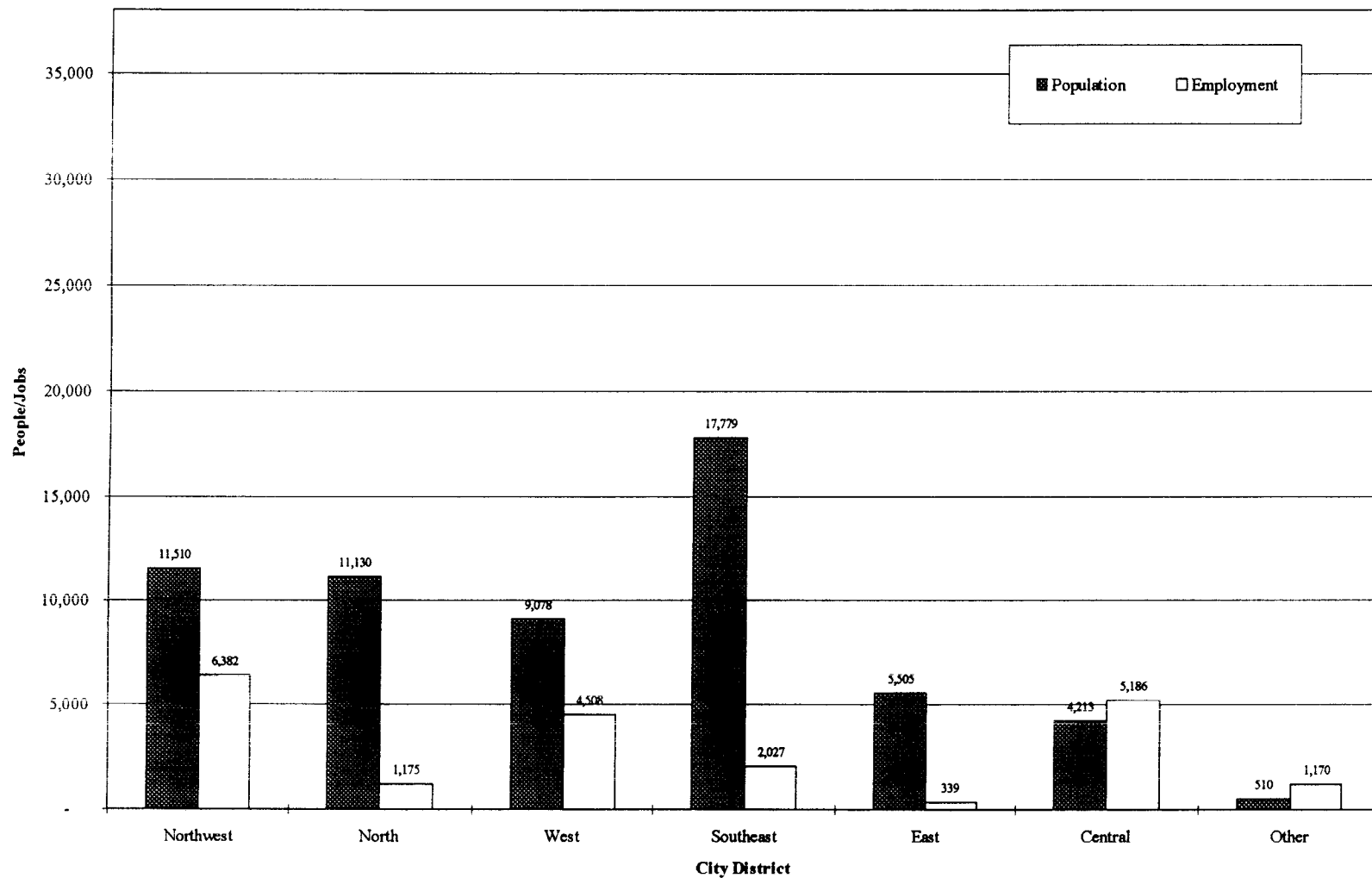
This population horizon represents the long term growth within the City. The population growth for this horizon is expected to infill all lands available for development within the current City boundaries. Population growth is anticipated to occur in the east, and southeast. Employment growth is anticipated to be focused in the west and northwest. Figure 3.6 illustrates the overall distribution of population and employment to each of the major districts within the City of Red Deer. Figure 3.7 comparatively illustrates population growth for each area of the City by population horizon while Figure 3.8 comparatively illustrates growth in employment for each area.

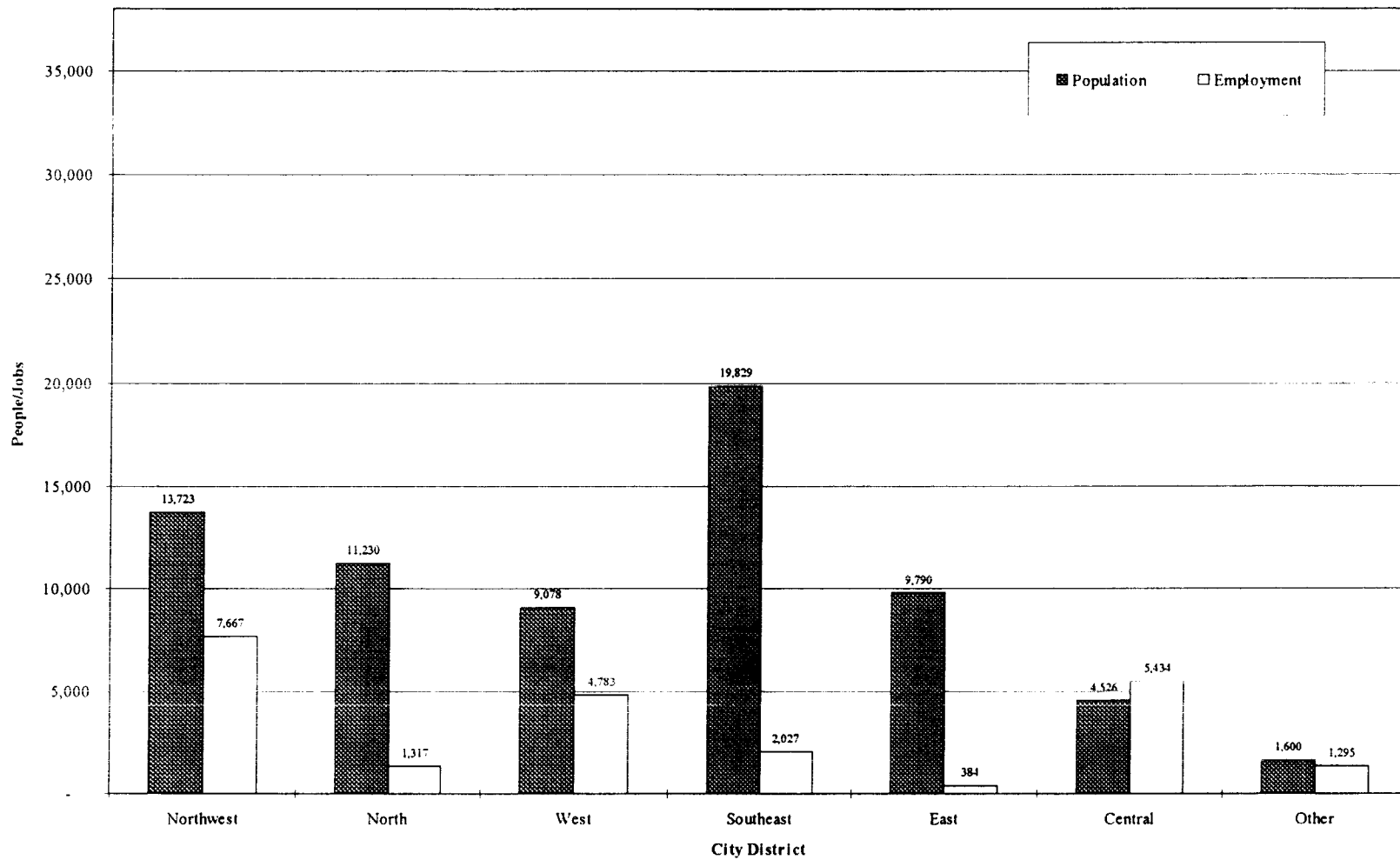
#### **3.2.5 Population and Employment Data**

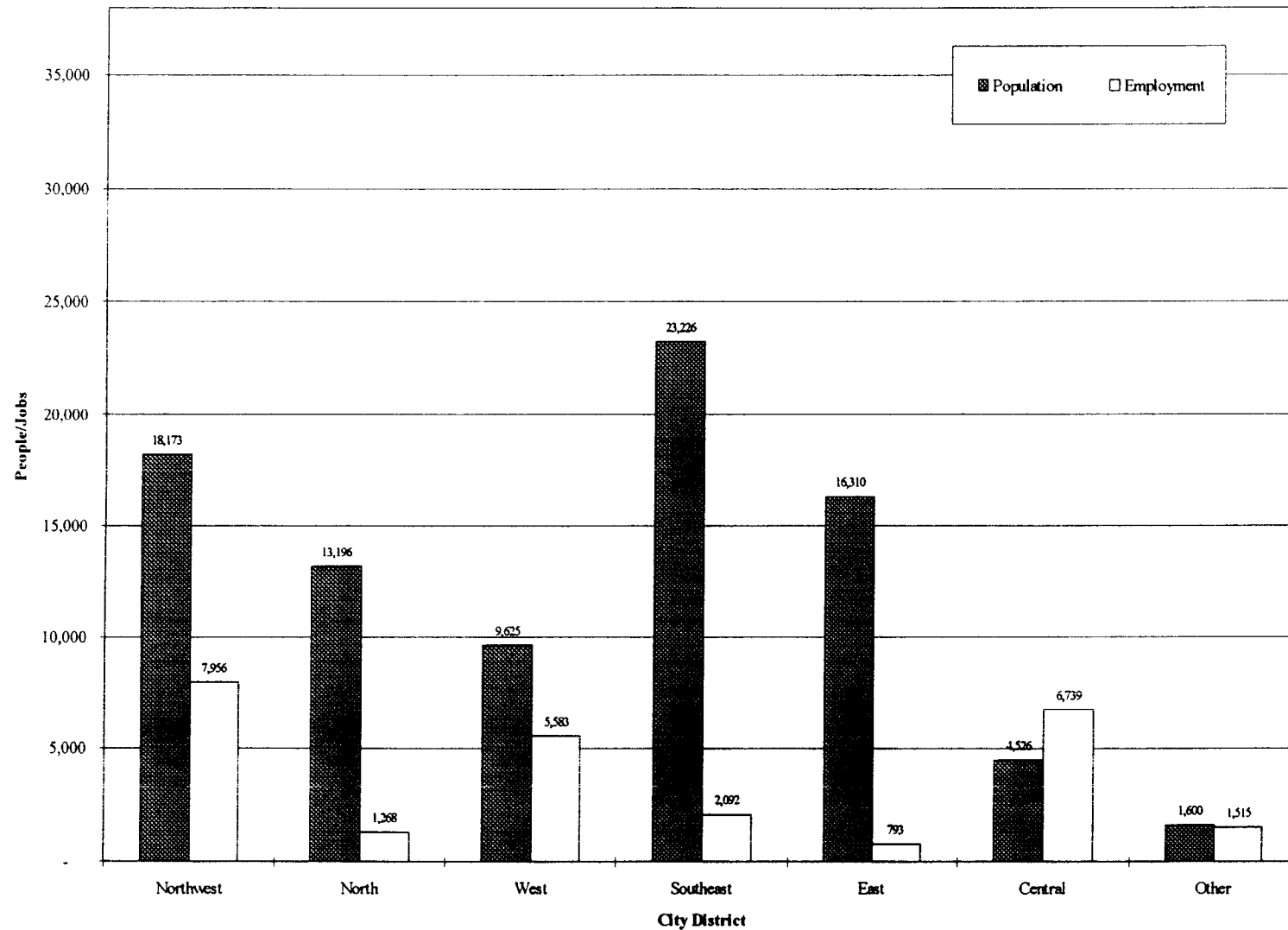
The data presented was disaggregated to match the transportation zone system and input into the transportation model using the following 6 categories:

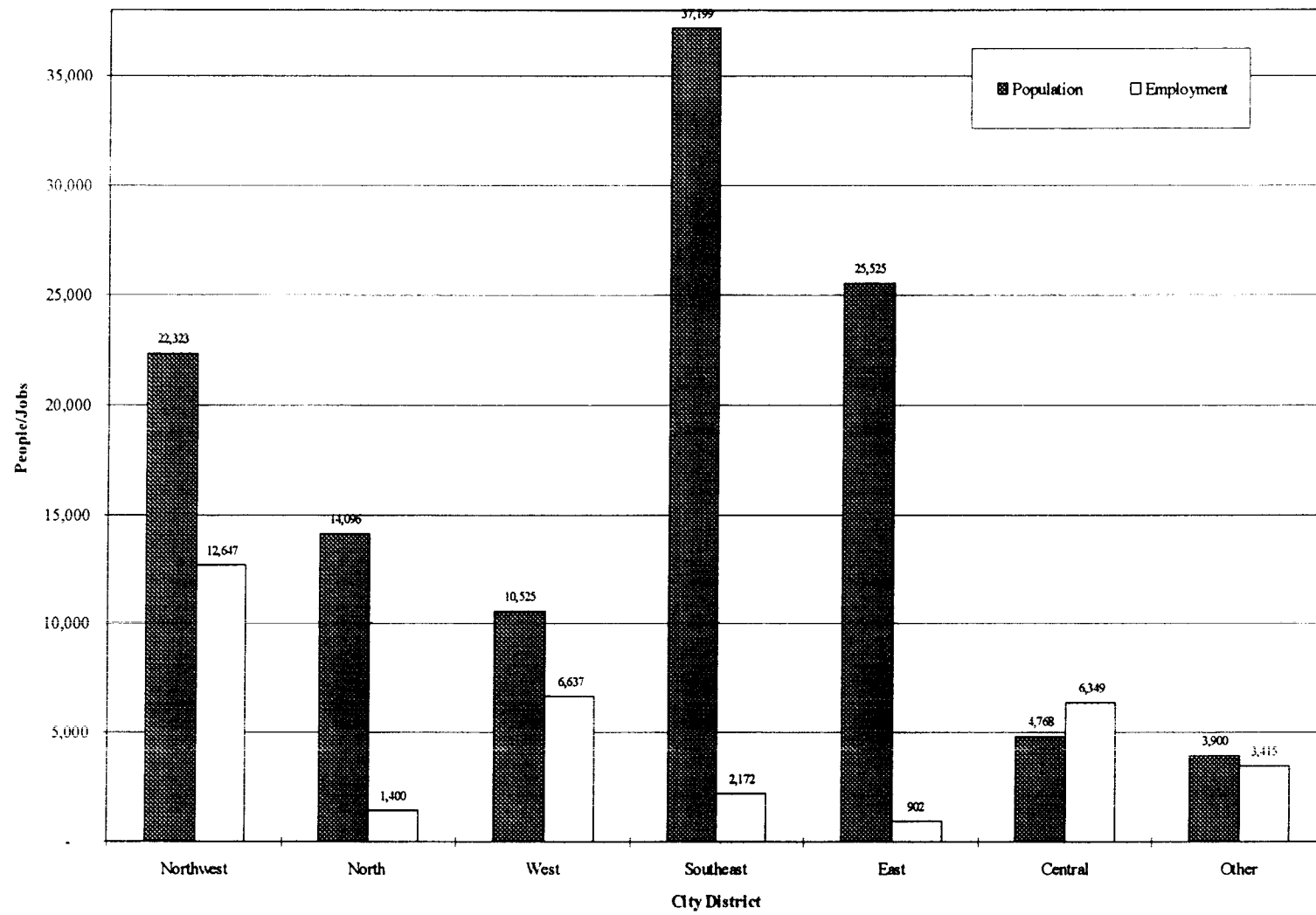
- residential population
- retail employment
- hospital employment
- office employment
- industrial employment
- educational land use (Red Deer College attendance and staff)

Employment data was not available in the above categories so an estimate by individual transportation zone had to be made to assign the amount and type of employment to each zone. These initial estimates were reviewed and adjusted through input from the Steering Committee. In the future, it would be preferable if employment information collected by the City would give consideration to the transportation model requirements and collect information on the type of employment found within each zone.

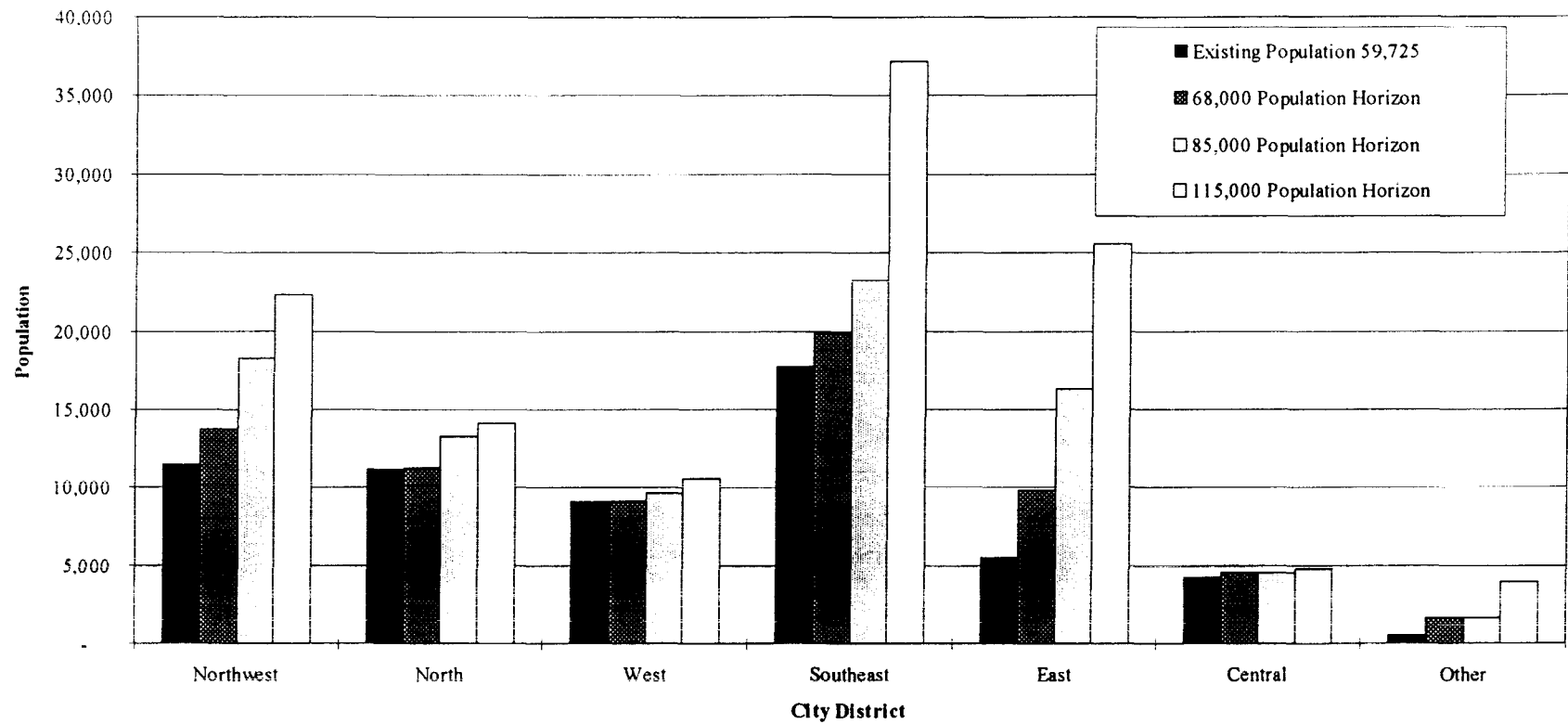


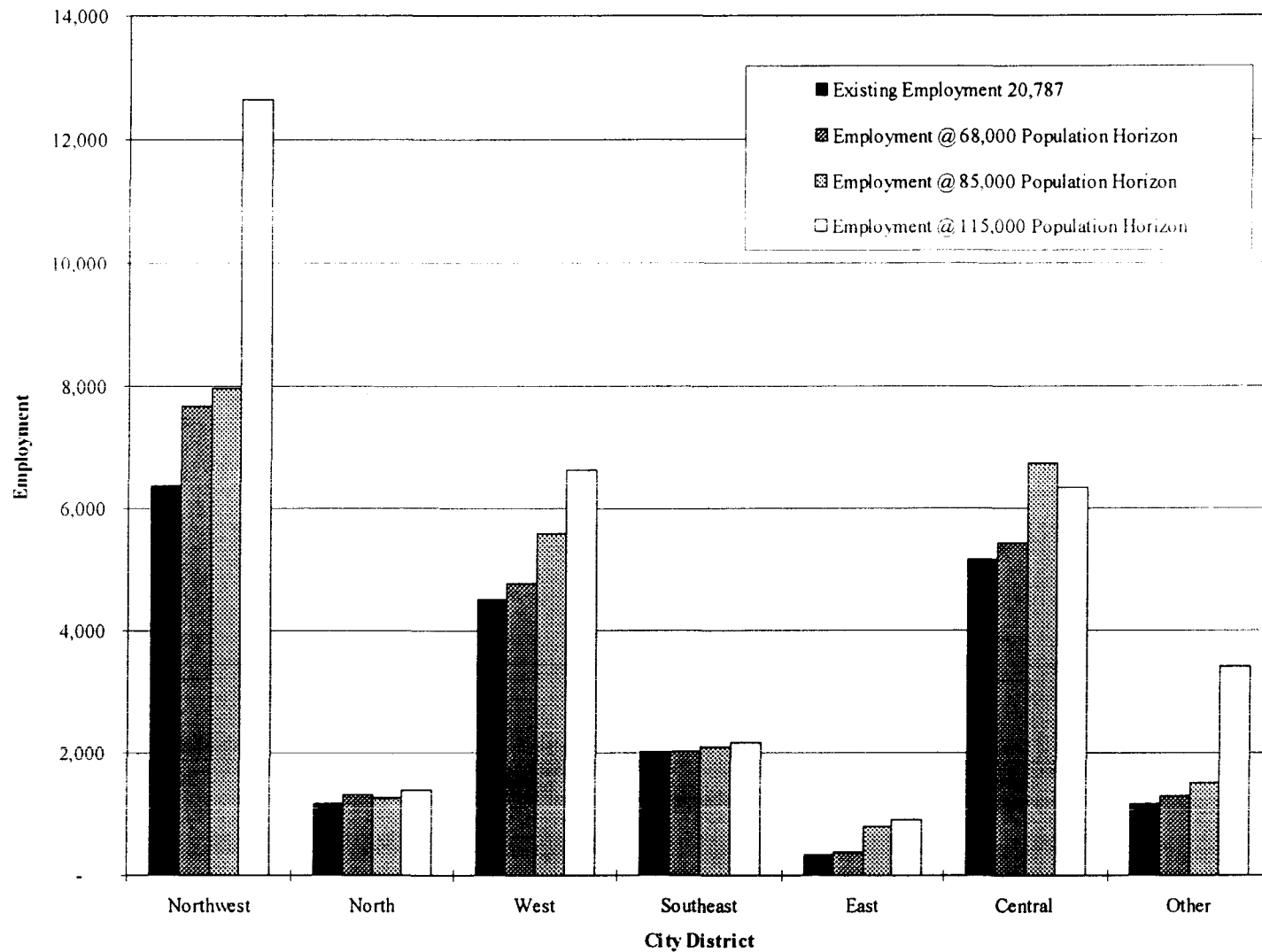












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## **4.0 Transportation Model Roadway Network**

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## **4.0 Transportation Model Roadway Network**

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### **4.1 TRANSPORTATION MODEL**

The 1990 City of Red Deer Transportation Study was undertaken using the TModel/2 transportation modeling software package. This software package has proven to be an effective modeling tool for cities like Red Deer. Given its applicability and in order to take advantage of the base information available from the 1990 study model, TModel/2 was selected as the transportation modeling software for this study.

### **4.2 TMODEL/2 NETWORK SYMBOLS**

#### **4.2.1 General**

Links and nodes form the basic skeleton structure of the TModel/2 roadway network. These network symbols represent roadways and intersections. To enhance this representation a number of characteristics are attached to the link or node. These characteristics are referred to as attributes.

The base year network (1996) for the City of Red Deer consists of 1,381 links and 1,045 nodes.

#### **4.2.2 Nodes**

Each node in the City of Red Deer TModel/2 network was located using UTM coordinates and represents one of the following:

- a centre of a zone;
- a network intersection; or,
- a physical feature of the road, such as a curve.

Node information is stored by TModel/2 in a node file where each node is assigned a number (according to its line location in the file). The node's x and y coordinates and attribute information are also stored in this file. The node attributes are: class, area, type, capacity, base delay, and x, y coordinates

The class, area and type are user defined fields intended to provide a framework for a node identification system. Each of these fields may contain up to a 3 digit number.

The class and type fields were used to produce the identification system shown on Table 4.1.

The capacity of a node refers to the total amount of traffic that can pass through a node in one hour. This capacity is dependent upon two factors: the class of the node (signalized intersection, unsignalized intersection, etc.) and the capacity of the entering links.

TModel/2 allows the user to input node capacity parameters which can be used to determine capacity. These parameters are used in functions based on the number of lanes entering a node or the total capacity of the links entering the node. The equations may be defined by node class, area and type. Each equation has the following form:

$$\text{Node Capacity} = K1 + K2(\text{lanes}) + K3(\text{lanes})^{E3} + K4(\text{lkcap}) + K5(\text{lkcap})^{E5}$$

where,

**K1, K2, K3, K4, K5, and E3 ,E5** are all user defined constants;

**lanes** is the number of lanes entering the intersection; and,

**lkcap** is the total capacity of the links entering the intersection.

Table 4.1 summarizes the parameters by node class, that are used for the City of Red Deer network.

**Table 4.1**  
TModel/2 Node Information by Class and Type

Class	Capacity Factors		Node Description
	K1	K4	
0	N/A	N/A	<b>Class 0 Never Used</b>
1	32,000	0	Zone Centroid
2	32,000	0	Zone Centroid on Network
3	32,000	0	"Dummy" Node
<b>Signalized Intersections</b>			
4	0	See Type	Low Capacity Intersection (Capacity of Links approx. 500/Lane)
5	0	See Type	Low Capacity Intersection (Capacity of Links approx. 750/Lane)
6	0	See Type	Medium Capacity Intersection (Capacity of Links approx. 1050/Lane)
7	0	See Type	High Capacity Intersection (Capacity of Links approx. 1250/Lane)
8	0	See Type	Signalized Intersection not otherwise specified
<b>Yield Sign Controlled Intersections</b>			
9	0	0.5	All Yield Sign Controlled Intersections
<b>Stop Sign Controlled Intersections</b>			
10	0	0.5	Low Speed Stop Controlled (speeds < 50 km/h)
11	0	0.5	Low Speed Stop Controlled (speeds approx. 60 km/h)
12	0	0.5	Medium Speed Stop Controlled (speeds approx. 70 km/h)
13	0	0.5	High Speed Stop Controlled (speeds approx. 80 km/h)
14	0	0.5	High Speed Stop Controlled (speeds > 90 km/h)
15	0	0.5	Stop Sign Controlled Intersection not otherwise specified
<b>All Way Stop Intersections</b>			
16	0	0.45	Low Speed All Way Stop Controlled (speeds <50 km/h)
17	0	0.45	Low Speed All Way Stop Controlled (speeds approx. 60 km/h)
18	0	0.45	Medium Speed All Way Stop Controlled (speeds approx. 70 km/h)
19	0	0.45	High Speed All Way Stop Controlled (speeds approx. 80 km/h)
20	0	0.45	High Speed All Way Stop Controlled (speeds > 90 km/h)
21	0	0.45	All Way Stop Intersection not otherwise specified
<b>Other Nodes</b>			
22	0	0.9	Freeway Ramp - Merge
23	32,000	0	Freeway Ramp - Diverge
24	0	0.6	Non Freeway Ramp
30	32,000	0	Future Intersection

**Table 4.1 (Continued)**  
**TModel/2 Node Information by Class and Type**

Class	<u>Capacity Factors</u>		Node Description
	K1	K4	
0			All nodes not otherwise specified
1	0	0.6	Signalized Intersections with the same Link Classes eg. Major Arterial - Major Arterial
2	0	0.7	Signalized Intersections with 1 Class above or below eg. Major Arterial - Minor Arterial
3	0	0.75	Signalized Intersections with 2 Classes above or below Major Arterial - Major Collector
4	0	0.8	Signalized Intersections with 3 Classes above or below eg. Major Arterial - Minor Collector
5	0	0.85	Signalized Intersections with 4 Classes above or below eg. Major Arterial - Local
6	0	0.9	Signalized Intersections with 5 Classes above or below eg. Freeway - Local
10	0	0.5	Stop Sign Controlled Intersections
11	0	0.45	All Way Stop Controlled Intersections

The following describes the parameters chosen for each class.

- Classes 1, 2, & 3, non-intersection nodes - these nodes are assumed to provide no impedance to the flow of traffic, therefore their capacities have been set at 32,000.
- Classes 4 through 8, signalized intersections - the capacities of nodes representing signalized intersections have been set according to the roadways entering the node. If the roadways are of the same class the signal's green time would typically be split evenly between directions to account for the effect of right turn channelization typically found at these types of intersections. In this case, the node capacities was set to 0.6 of the capacity of the entering links. However, if the roadways were of greatly differing classes, a major arterial and a local road for example, the major roadway would get most of the green time. In this case the node capacities have been set at 0.85 of the entering link capacities. The capacities of nodes in between have been scaled according to the node type.
- Class 9, yield sign controlled intersections - drivers on a yielding link will perceive the capacity of the node as being much lower than do the drivers on the through link. As volumes on the main and yielding links increase, the capacity of the yielding link drops dramatically. To reflect this, the capacity of Class 9 nodes was set at 0.5 of the entering link capacity. In TModel/2, delay at yield signs is only applied to the yielding link. Thus, traffic that does not have to yield will not experience the reduction in the node's capacity.
- Classes 10 to 15, stop sign controlled intersections - In TModel/2 stop signs are treated the same way as yield signs. The capacity of stop sign controlled intersections was set at 0.5 of the entering link capacity using the same reasoning as for Class 9 nodes.
- Classes 16 to 21, all way stop intersections - at all way stop nodes vehicles on conflicting links alternate entering the intersection. This effectively reduces the capacity at the node to 0.45 that of the entering links.

A base delay may also be assigned to any node. This delay is represented in decimal minutes (i.e.: 0.25 minutes = 15 seconds). None of the nodes in the City of Red Deer model have a base delay assigned to them.



### 4.2.3 Links

Links are network symbols which connect nodes to form roadways. As with nodes, link information is stored in a file where each link is assigned a number (according to its line location in the file). The from and to node at either end of the link is stored in this file to identify the links location in the network. Link attributes are as follows: class, area, type, number of lanes, capacity, length, speed, 1 or 2 way and volumes.

The class, area and type are user defined fields for providing an identification system. For the City of Red Deer network, the class field has been used for identifying links.

The number of lanes defines how many usable lanes a link has for traffic traveling in each direction and does not include on-street parking lanes. A roadway must have the same number of lanes in each direction, otherwise it must be represented as 2 one-way links.

The capacity of the link is a total directional capacity. This capacity is dependent upon the class of the roadway and the number of lanes.

The capacities used for this model are intended to represent "environmental" capacities as opposed to physical link capacities. An "environmental" capacity is a measure of the amount of traffic that is considered acceptable on a link. For example, in a suburban area, a local street maybe physically capable of handling traffic flows of up to 1200 vehicles/hour/lane, depending upon the roadway geometry. However, this would not be acceptable to the residents of the area or may not be perceived as high by drivers. The "environmental" capacity in Red Deer is generally in the order of 350 vehicles/hour/lane (approximately a two-way volume of 500 vehicles/hour or 4,500 vehicles per day) on such a local road. Other capacities used are 1,000 vehicles/hour/lane for divided major arterials, 850 vehicles/hour/lane for undivided major arterials and 800 vehicles/hour/lane for divided and undivided minor arterials.

The link length is calculated automatically by TModel/2 and inserted into the link file. It is calculated based on the x and y coordinates of the nodes at either end of the link. The calculated link length has the same units as the coordinate system.

A posted speed ranging between 30 km/h and 110 km/h has been assigned to each link based on the City of Red Deer sign map.

## 4.3 DELAY CHARACTERISTICS

### 4.3.1 General

Network delays in a TModel/2 network are represented using 3 different ways. These include: node delays, link delays, and turning penalties. The following sections provide an overview of the methodology and function of each of these delays in the development and calibration of the TModel/2 network.

### 4.3.2 Node Delays

A node delay is the amount of time required for a trip to pass through a node representing an intersection. Delay is typically calculated as a function of volume, for example, as volume through an intersection increases the delay experienced by each additional trip through the intersection will increase. In TModel/2, this function is represented with the following formula:

$$\text{Delay} = C_1(\text{Volume}/\text{Capacity} + C_2)^E + \text{Base Delay}$$

where,

**Delay** is the delay experienced at the node;

**C<sub>1</sub> & C<sub>2</sub>** are user defined constants;

**Volume** is the total volume entering the node;

**Capacity** is the total capacity of the node;

**E** is a user defined exponent; and,

**Base Delay** is a user defined minimum delay at the node.

The default parameters provided by TModel/2 are:

$$C = 0.64, E = 2, \text{ and } \text{Base Delay} = 0.04.$$

These parameters produce volume delay curves that are quite different from the curves produced by the Highway Capacity Manual methodology and the Canadian Capacity Guide. Accordingly, the parameters have been adjusted to more closely match Volume-Delay curves produced using the Canadian Capacity Guide methodology. These curves varied depending on the general capacity of the roadways entering the intersection.

The delay parameters for an unsignalized intersection have been calculated in a similar fashion. The delay was calculated for an unsignalized intersection over a range of volume to capacity ratios and then adjusted until the TModel/2 delay curve approximate the calculated curve. The delay parameters for both signalized and unsignalized intersections are summarized in Table 4.2.

**Table 4.2**  
**Intersection Delay Parameters**

Intersection Type	Constants C <sub>1</sub> C <sub>2</sub>		Exponent	Base Delay (Minutes)
Low Capacity Intersection (Capacity of Links approx. 500/lane)	.31	0	1.5	0.03
Low Capacity Intersection (Capacity of Links approx. 750/lane)	.25	0	1.5	0.03
Medium Capacity Intersection (Capacity of Links approx. 1000/lane)	.23	0	1.5	0.03
High Capacity Intersection (Capacity of Links approx. 1250/lane)	.23	0	1.5	0.03
Yield Sign Controlled Intersection	.20	0	5.0	0.00
Stop Sign Controlled Intersection	.20	0	5.0	0.20
All-Way Stop Controlled Intersection	0.75	0.1	4.0	0.15

#### 4.3.3 Link Delays

Link delay is the total travel time required for a trip to pass from one end of a link to the other. Again, the delay is calculated as a function of volume using the following formula:

$$TT = TT_B(1+C(\text{Volume}/\text{Capacity})^E$$

where,

TT is travel time;

$TT_b$  is the base travel time on an unloaded link;

C is a user defined constant;

**Volume** is the total directional volume along the link;

**Capacity** is the total directional capacity of the link; and,

E is a user defined exponent.

The delay to a trip which may be experienced on a link is not as critical in the determination of shortest path as the delay experienced at a node. As the trip travel time is not as sensitive to changes in link delay time, the TModel/2 default parameters are assumed to be sufficient for the City of Red Deer model. These parameters were:

$C = 0.5$ ,  $E = 4.0$ , **Base Delay** = .33 minutes

The same link delay parameters were used for all classes of links.

#### 4.3.4 Turn Penalties

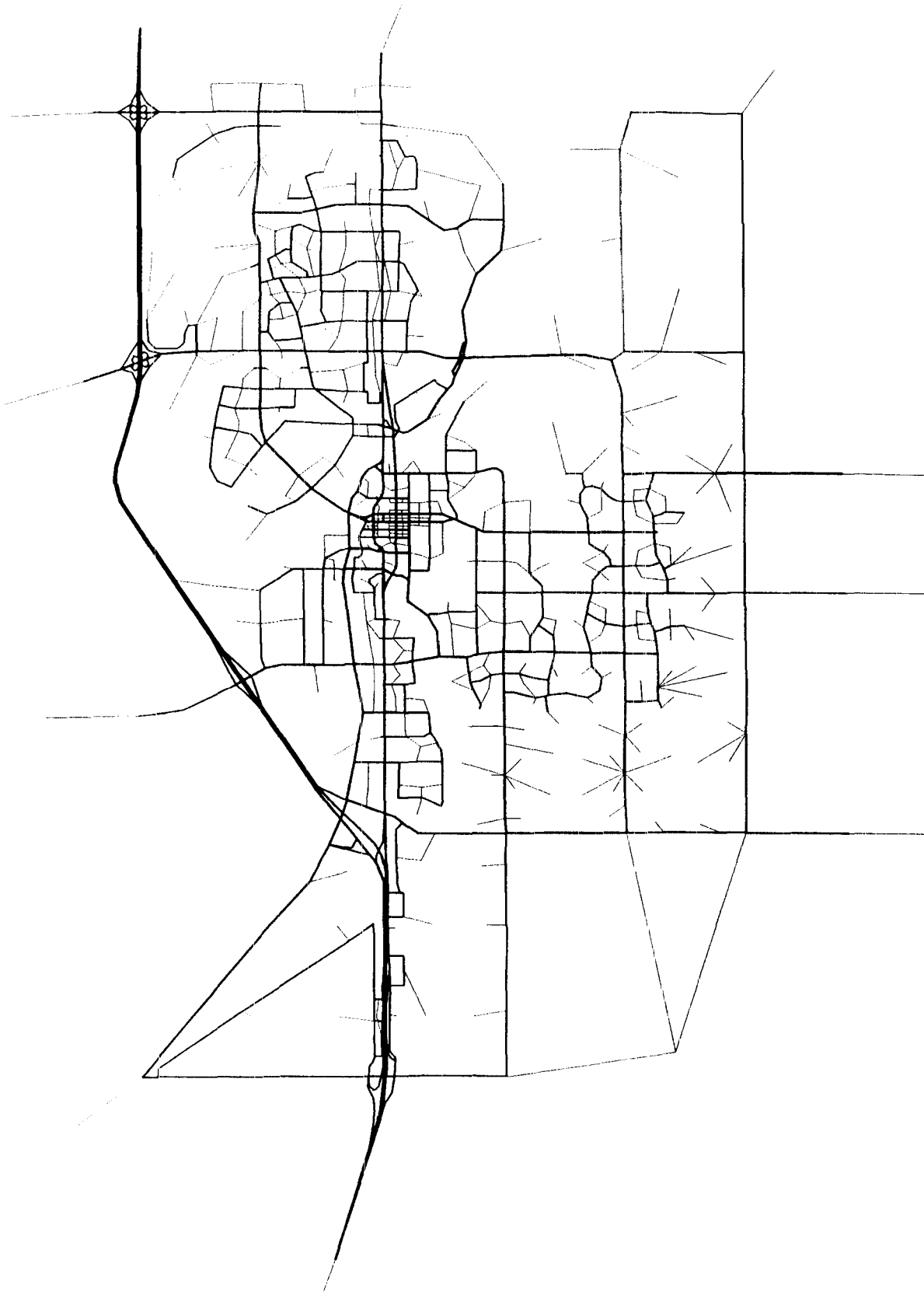
Turn penalties assign a user defined delay function to a certain type of movement at an intersection. This delay is a function of the volume to capacity ratio of the movement, similar to the node and link delay equations. Turning penalties are used mainly to restrict prohibited movements or to deter movements which are being over-assigned by the model. The form of the equation for calculating turn penalties is identical to the equation for node delay calculation.

Turning penalties are stored in a file under a specific format. The format specifies a pivot node, a "from" node and a "to" node, which identifies the turning movement. Also related to the turning penalty is a turning penalty type number. This identifies which delay function, as described above, should be used in calculating the increased delay to be applied to the movement. No turn movement penalties were used in developing the model. However, the same type of turning penalty was assigned to movements which would qualify as "shortcutting" through zone centroids, along the imaginary centroid connectors.

#### 4.4 TMODEL/2 NETWORK

The existing TModel/2 network was created from the TModel/2 network developed for the City's 1990 Transportation Plan and updated to reflect current roadway

configuration. The network is illustrated in Figure 4.1. New nodes were connected with links using TModel/2's Screen Graphics Editor (TSGE). Once the base network was completed, the zone centroids and dummy links were added.



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## **5.0 Travel Characteristics**

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## 5.0 Travel Characteristics

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### 5.1 DATA REQUIREMENTS

To build a transportation planning model with TModel/2 requires the land use and roadway network data discussed in the previous sections. Also required is a quantified knowledge of the travel characteristics and travel patterns of the residents of the City and the surrounding area. These requirements include an estimation of trip generation rates and trip distribution. This required information was obtained from automatic traffic recorder counts, turning movement counts, place of residence/place of work data and origin and destination survey data.

### 5.2 TRIP TYPES

The City of Red Deer transportation model is designed to predict PM peak hour volumes. The trips taken during the PM peak hour can be divided into 3 basic trip types:

- Home-Based Work (HBW)
- Home-Based Other (HBO)
- Non-Home Based (NHB)

Each of these trip types have different trip characteristics and therefore produce different travel patterns. Because of these differences, they have been divided into groups so that they may be modeled separately. The following sections outline how each trip type is accounted for in the modeling procedure.

#### Home-Based Work

During the PM peak hour, these trips are primarily generated by the various employment areas and are attracted to the residential areas.

#### Home-Based Other

During the PM peak hour, these trips are generally attracted to retail areas and generated by the residential areas.



### Non-Home Based

During the PM peak hour, these trips are generally produced by the employment areas and attracted to other employment and retail areas.

The allocation of trip type illustrated in Table 5.1 summarizes the contribution each land use makes to the three trip types. This allocation is based on industry standards and our experience in completing models for other urban areas.

## **5.3 INTERNAL TRIP GENERATION RATES**

Trip generation rates are factors which indicate the number of trips which occur in an area for every unit of associated land use. For the City of Red Deer model the rates have been calculated in vehicle trips per dwelling unit for residential land uses, vehicle trips per employee for employee land uses, and vehicle trips per students for educational land uses.

The residential trip generation rates were established from the automatic traffic recorder counts. The remaining trip rates are based ITE information and data compiled for previous studies completed in City of Red Deer. Table 5.1 on the following page summarizes the trip generation rates recommended for the City of Red Deer.

The current trip rates are based on a 6% to 7% mode split to transit in the PM peak hour. This mode split was assumed to remain constant for all development scenarios. Typical vehicle occupancies are assumed to be approximately 1.12.

## **5.4 EXTERNAL TRIP GENERATION RATES**

The growth in External-External trips have been increased at a rate 2% per annum from the 1993 Alberta Transportation & Utilities traffic count data to reflect the growth in trip making through the Study Area.

The External-Internal trips were based on origin-destination survey information collected by IMC Consulting Group for Alberta Transportation & Utilities in 1993 as part of the Highway 2 South of Red Deer study. The numbers of trips have also been increased at a rate of 2% per annum to reflect the growth in trip making that has either an origin or a destination outside the Study Area.

**Table 5.1**  
PM Peak Hour Trip Generation Factors  
Existing Population and Employment

Land Use	Unit	Generation Rate	Trip Generation Rates										
			Split		Trip Type Split			HBW		HBO		NHB	
			In	Out	HBW	HBO	NHB	In	Out	In	Out	In	Out
RESIDENTIAL													
Urban (1)	Person	0.29	60%	40%	40%	60%	0%	0.070	0.046	0.104	0.070	0.000	0.000
EMPLOYMENT													
Retail (2)	Employee	0.5	35%	65%	15%	40%	45%	0.026	0.049	0.070	0.130	0.146	0.079
NHB Retail			65%	35%									
Industrial (3)	Employee	0.6	12%	88%	60%	10%	30%	0.043	0.317	0.007	0.053	0.022	0.158
Office (4)	Employee	0.09	17%	83%	30%	35%	35%	0.046	0.224	0.054	0.261	0.054	0.261
Hospital (5)	Employee	0.4	30%	70%	20%	45%	35%	0.024	0.056	0.054	0.126	0.042	0.098
EDUCATIONAL													
College (7)	Student	0.22	25%	75%	20%	65%	15%	0.011	0.033	0.036	0.107	0.008	0.025

## 5.5 TRIP DISTRIBUTION

In the initial stages of calibrating the model, it is important to match travel patterns generated by the model to observed travel patterns. A screenline analysis and the results of origin destination information have been used for the City of Red Deer model.

A screenline is an imaginary line imposed across an area, which divides that area into sections between which trip exchanges are expected to occur. For the City of Red Deer five cordons have been used:

- Downtown
- River
- Southwest
- Southeast
- External

## 5.6 MODEL CALIBRATION

The model was calibrated by adjusting the Alpha, Beta and K factors to achieve a reasonable match with ground count data across the screenlines, place of residence/place of work data and external trip making activity. the resulting Alpha Beta and K factors for the three trip types are summarized in Table 5.2.

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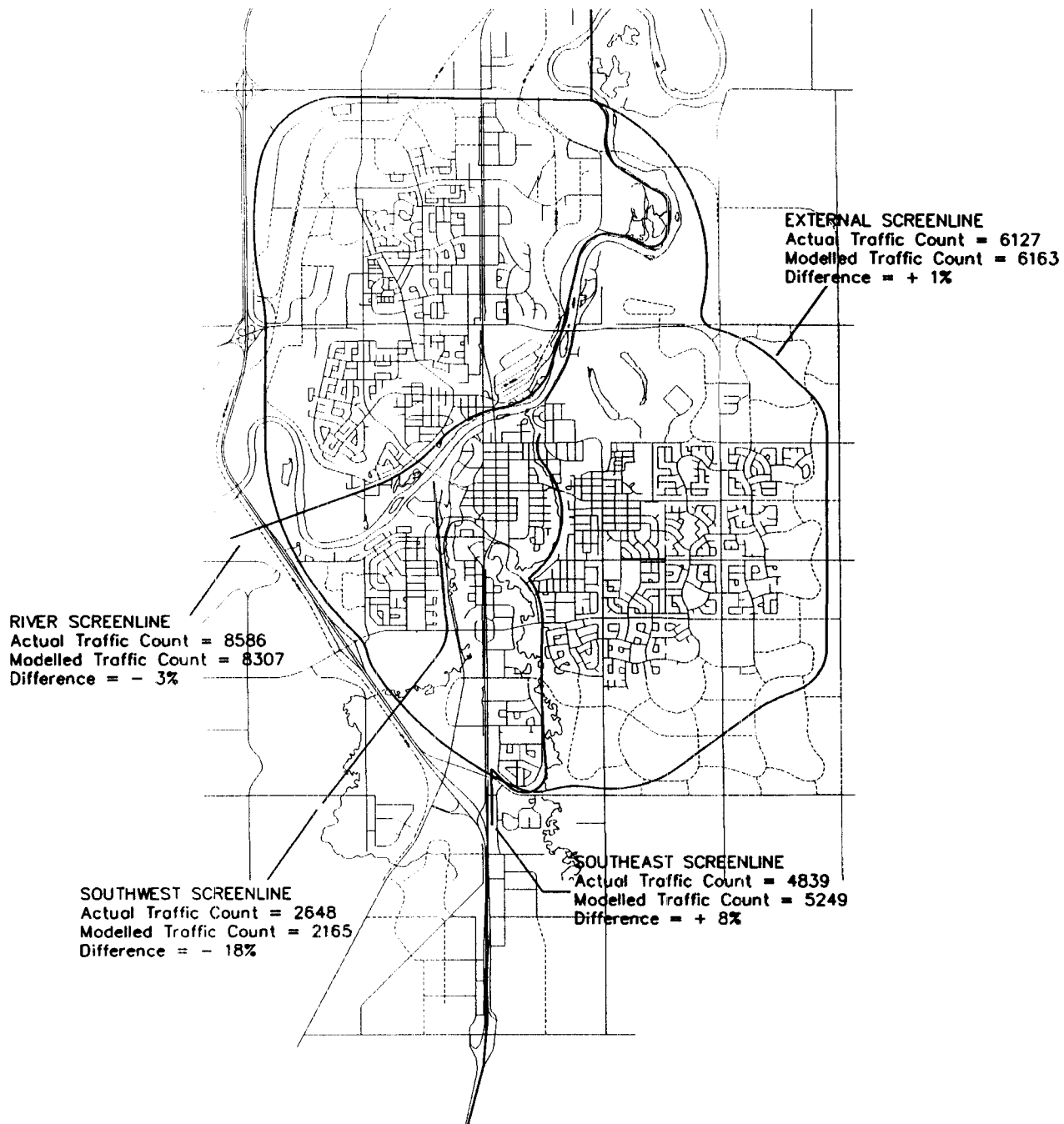
**Table 5.2**  
Model Calibration Factors

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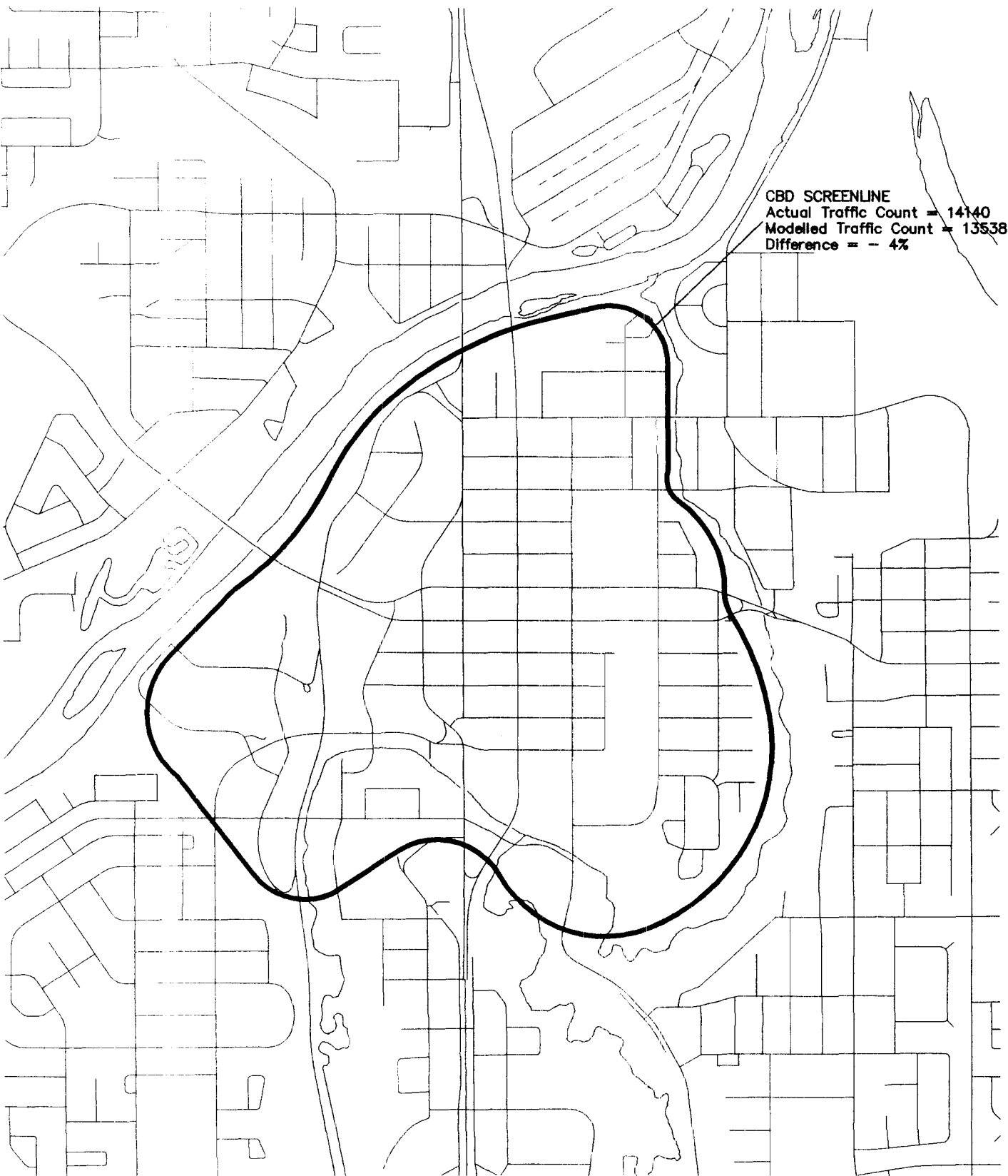
Trip Type	Alpha	Beta	K
HBW	2	1	120
HBO	3	1.2	40
NHB	2	1.2	60

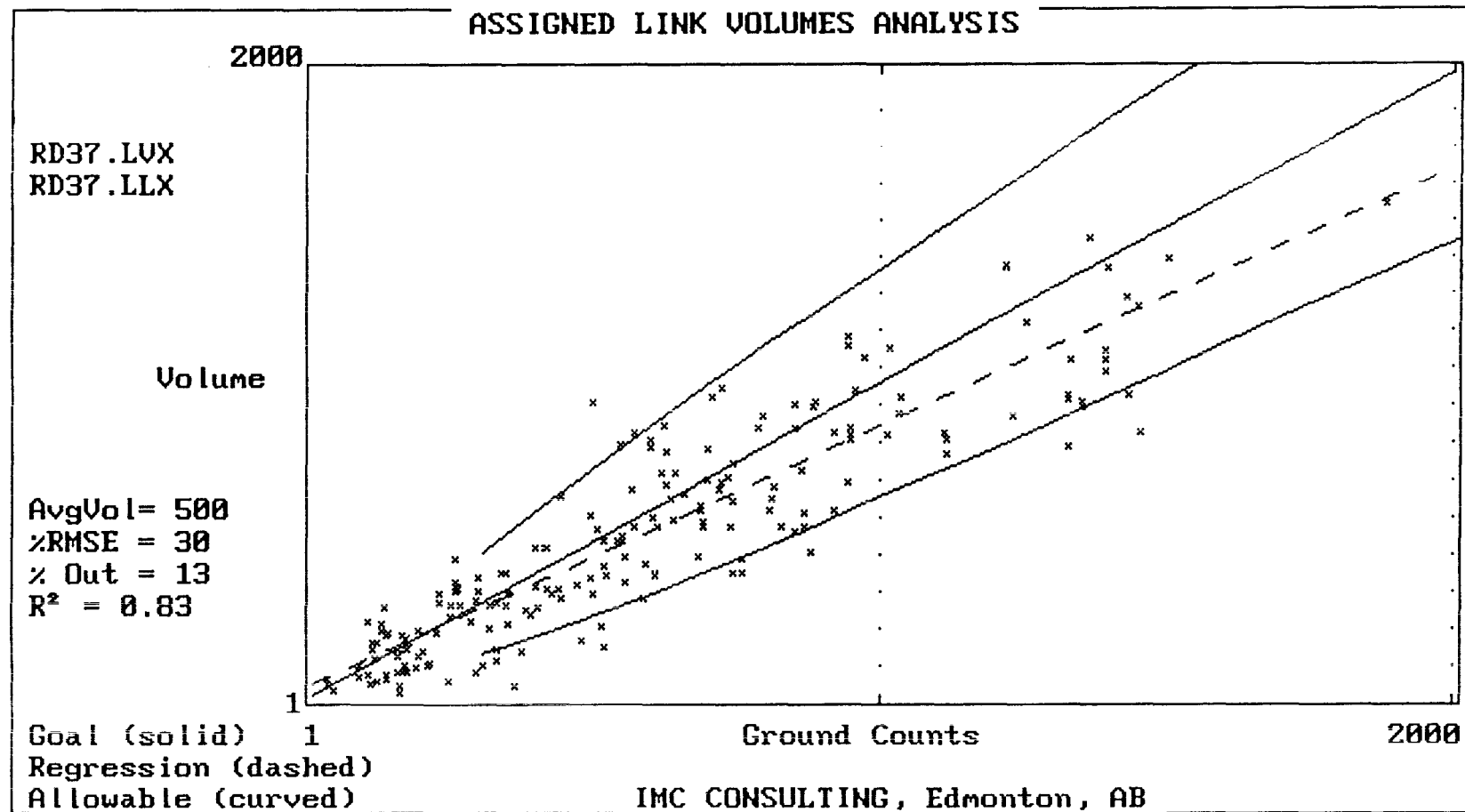
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The calibration has resulted in a relatively good correlation between observed volumes and predicted volumes. Some exceptions are noted on the low volume roads which are difficult to calibrate accurately as small shifts in volume can improve or exacerbate the prediction. Figure 5.1 illustrates the location of the screenlines and the comparison of actual versus predicted volumes across these screenlines. Figure 5.2 illustrates the overall network calibration results.



CBD SCREENLINE  
Actual Traffic Count = 14140  
Modelled Traffic Count = 13538  
Difference = - 4%





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## **6.0 Short-Term (68,000 Population Horizon) Roadway Network Requirements**

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## **6.0 Short-Term (68,000 Population Horizon) Roadway Network Requirements**

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### **6.1 ASSUMED GROWTH AREAS**

Population and employment growth areas to the 68,000 Population Horizon are illustrated on Figure 6.1. In addition to some residential infill development, major residential growth areas are expected to be in the east part of the City. Some residential growth is also expected in the southeast and northwest parts of the City. Employment growth will primarily be concentrated in the northwest and west parts of the City with some increases in employment in the downtown area.

### **6.2 PROJECTED ROADWAY NETWORK CONSTRAINTS AND CONCERNS**

#### **6.2.1 General**

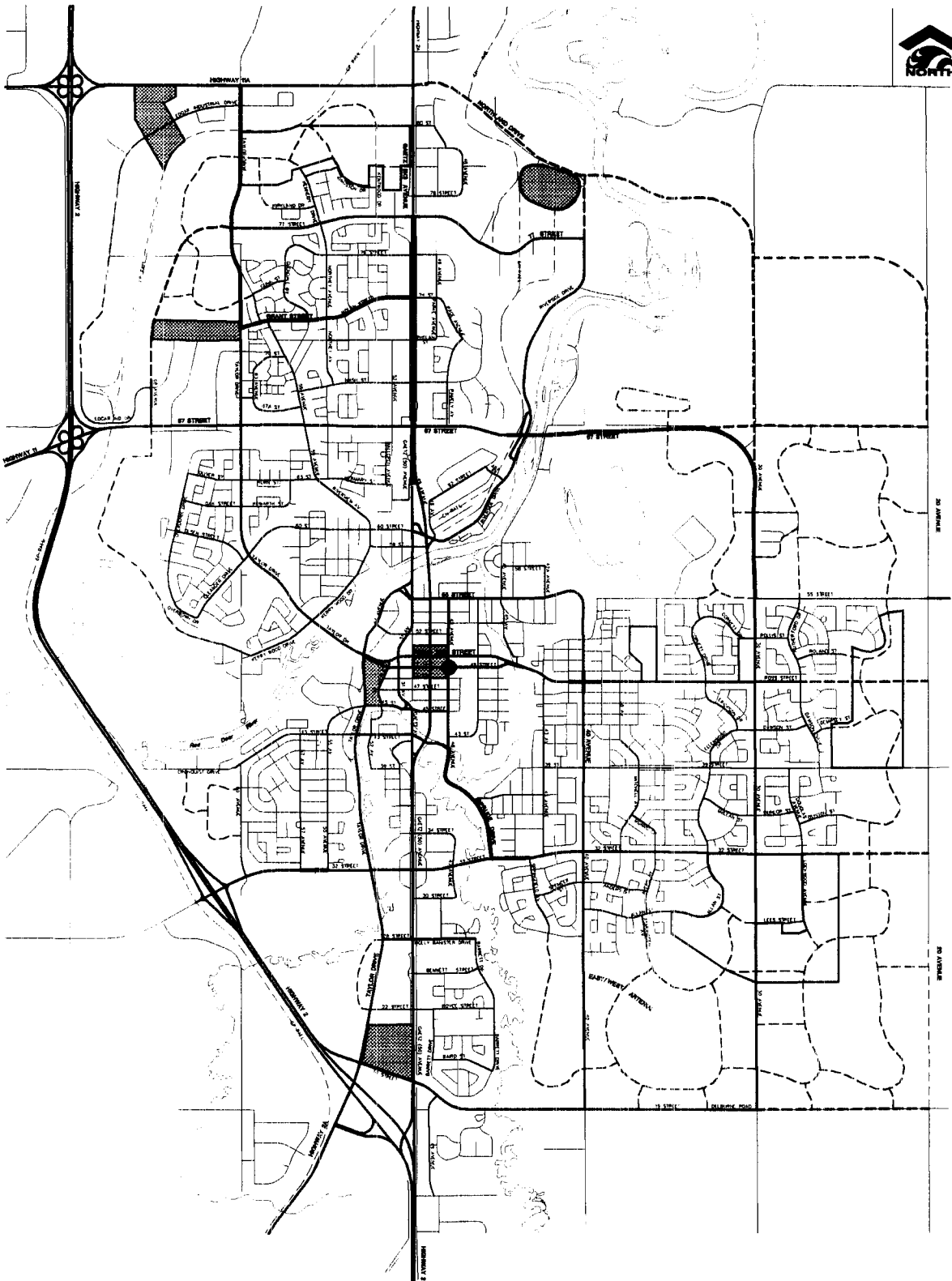
As previously noted in Section 2.0, current expectations in Red Deer and other cities of similar size in Alberta are that minimal levels of congestion will be experienced by motorists during typical peak periods. For the most part, the maximum acceptable level of congestion can be defined as a Level of Service C or a Volume to Capacity Ratio of 0.7 during the PM Peak Hour. Accordingly, the initial assessment of the transportation model outputs used a Volume to Capacity Ratio of 0.7 to define a congested location. Figure 6.1 summarizes these locations along with a number of other areas of concern.

#### **6.2.2 South Red Deer**

Projected residential and employment growth patterns increase traffic demands on a number of roadways in south Red Deer. In particular, restricted capacity becomes apparent on 32 Street east of Spruce Drive and on the two lane section of Spruce Drive between 32 Street and 43 Street. In addition, projected increases in enrollment at Red Deer College coupled with increased traffic volumes on 32 Street aggravate existing congestion at the access to Red Deer College.

#### **6.2.3 Central Red Deer**

Existing levels of congestion in the downtown area will increase. However, no capacity constraints on through routes are expected to become apparent in the downtown area at this population horizon. It should be noted that the transportation



model treats zones as distinct origins and destinations and generally does not model the circulation movements within zones that occur as motorists search for parking or move from destination to destination on multi-purpose trips. Therefore, congestion on downtown streets with on-street parking and at some intersections around major parking areas may become evident due to these circulation movements. Many would consider this type of congestion as the sign of a vibrant downtown, while the solution to the traffic congestion problem (removing on-street parking, road widenings, etc.) may have significant impacts on the viability of the downtown as a whole. Nonetheless, some minor intersection improvements may be required to deal with localized problems.

One existing area of concern in the downtown area is the current location of the Downtown Transit Transfer Site. The current on-street location causes congestion in the area and has raised concerns regarding safety. Increased growth and traffic volumes in the downtown area will exacerbate these existing concerns.

Outside of the immediate downtown area, only at the intersection of 40 Avenue and Ross Street do congestion levels become noticeably worse.

#### **6.2.4 North Red Deer**

Increased travel demands to the employment areas in north Red Deer increases congestion levels on most roadways. Problematic areas include Gaetz Avenue north of 61 Street, Taylor Drive north of Grant Street and 67 Street from Pamelly Avenue to 30 Avenue at 55 Street.

Perceived shortcutting and excessive vehicular travel speeds on Grant Street/Nolan Street are currently a problem. While traffic volumes on this roadway are not expected to increase significantly as the City's population increases, this concern will likely remain even with improvements to nearby arterial roadways.

### **6.3 EVALUATION OF ALTERNATIVES**

#### **6.3.1 South Red Deer**

##### 32 Street

Alternatives to address congestion problems on 32 Street east of Spruce Drive include:

### *Widen 32 Street to 6 lanes From West of Spruce Drive to East of Springfield Avenue*

With this alternative increased capacity is provided in the area of congestion. Analysis of this alternative indicates levels of congestion on 32 Street are decreased to currently acceptable levels.

This alternative can probably be accommodated within the existing right-of-way, but will impact some trees and move the roadway closer to a number of residences. While no particular objections to this alternative were raised by the public during the course of the study, the City's past experience with implementing similar widening improvements on 32 Street suggest some opposition to this widening may yet occur. A functional planning study complete with additional public consultation to better define the specific issues associated with this widening alternative would appear to be warranted.

### *Construct Molly Banister Drive From 40 Avenue to Barrett Drive*

In this alternative Molly Banister Drive would be extended east from Barrett Drive across Piper Creek to 40 Avenue. Through construction of an alternative route to 32 Street, congestion levels on 32 Street are decreased to currently acceptable levels.

This alternative has been vigorously opposed by some members of the public due to potential environmental impacts on the Bower Woods area immediately to the east of Barrett Drive. Alternative crossing locations which would reduce the potential impact were considered and would have some value in reducing congestion on 32 Street. However, alignments utilizing Boyce Street or Bennet Street were not considered acceptable as they would increase traffic volumes on roadways fronted by schools and/or residences. It should be noted that in any case construction of Molly Banister Drive will not preclude the need at the 85,000 Population Horizon to widen 32 Street to 6 lanes. There would appear to be little merit in constructing this extension of Molly Banister Drive at this time.

### *Do Nothing*

In this alternative motorists would be asked to accept a slightly higher level of congestion along 32 Street than they currently experience. Levels of congestion would still be significantly less than would be considered unacceptable in the Cities of Edmonton and Calgary. This is the recommended alternative given the probable

impacts of widening 32 Street and the public's response to the concept of extending Molly Banister Drive east of Barrett Drive.

### Spruce Drive

Alternatives considered to address congestion problems on Spruce Drive between 32 Street and 43 Street are due to restrictions on its capacity caused by the existing roadway grade, alignment and lane markings which provide for only one traffic lane in each direction. As a minimum, it is recommended for safety reasons that Spruce Drive be realigned midway between 37 Street and 43 Street. Alternatives considered to address projected congestion problems are as follows:

#### *Provide a Four Lane Cross-Section*

In addition to the alignment improvement recommended as the minimal level of improvement, a minor road widening in the vicinity of 37 Street and peak hour parking bans in front of the residential areas north of 32 Street would be adequate to provide a four lane cross-section. This alternative reduces projected congestion levels to currently acceptable levels.

While this alternative was presented as part of the original draft recommended plan for this Population Horizon, some members of the public have questioned its need. To be consistent with the recommended approach for 32 Street, we recommend that this alternative not be implemented as part of the 68,000 Population Horizon although it will still remain a requirement at some time beyond the 68,000 Population Horizon.

#### *Do Nothing*

As with 32 Street in the vicinity of Spruce Drive, one alternative is to accept higher levels of congestion on Spruce Drive. Several people made this observation at the Open House to present the draft recommended plan. This is considered a viable option and would appear to be acceptable to the public. It is therefore, the recommended approach at this Population Horizon.

### Red Deer College Access

Alternatives considered to address congestion problems at the access to Red Deer College include:

### *New Access From Gaetz Avenue Opposite 28 Street*

A second access to Red Deer College from Gaetz Avenue opposite 28 Street has been considered for some time. Because this access would have to cross Waskasoo Creek and would access the college on the east side at a point near the residences rather than the parking areas on the north side of the site it has always been viewed as problematic. In addition, there are some potential environmental concerns associated with this access that would need to be addressed before it could be seriously considered. Notwithstanding these potential problems, it would provide an alternative access to the relatively congested 32 Street.

The transportation model was used to evaluate the potential for this new access point to reduce congestion on 32 Street both with and without the extension of Molly Banister Drive from Barrett Drive to 40 Avenue. At this population horizon and projected student population (FTE 4,500), it has little impact either with or without the extension to Molly Banister Drive and is not considered a viable alternative.

### *Access Improvements on 32 Street*

The 1994 Red Deer College Campus Master Plan identified the desirability of a second access to the main parking areas off of 32 Street. The selected location was approximately opposite 60 Avenue. Based on an analysis using the transportation model this additional all-directional access will reduce the levels of congestion at the existing main access midway between 55 Avenue and 57 Avenue. However, it should be noted that the model analysis may be overly optimistic in its assessment of traffic diverted to the second access point opposite 60 Avenue. As such, it is recommended that this alternative include a revision to the existing main access point so that the existing access route becomes more circuitous and thus less attractive. One approach would be to realign the access point to tie in opposite 55 Avenue as illustrated in the 1994 Red Deer College Campus Master Plan or opposite 57 Avenue. However, both 55 Avenue and 57 Avenue pass through residential areas and school zones. Realigning the college access points to opposite either roadway may cause concerns about increased traffic volumes on these roadways. As well the College may have some concerns regarding the impact on their on-site circulation patterns.

### 6.3.2 North Red Deer

#### Gaetz Avenue/67 Street

In north Red Deer the required improvements to address areas of constraint and concern are relatively straightforward. However, the one location where the potential improvements are more complex and far-reaching exist is Gaetz Avenue in and around 67 Street. Existing levels of congestion are expected to worsen and opportunities to improve the intersection are very limited. The two viable options are as follows:

#### *Construct a New River Crossing Opposite Northlands Drive*

The levels of congestion on Gaetz Avenue in the vicinity of 67 Street are partly related to the need for additional crossing capacity of the Red Deer River in both the long-term and short-term. Construction of a new river crossing opposite Northlands Drive would provide this additional capacity. However, the cost of this crossing and associated roadway connections will likely be in excess of \$35 million. As well, while little public comment was received about this proposed river crossing during the course of the study, it is likely to raise some environmental concerns.

#### *Do Nothing*

In this alternative motorists would be asked to accept a slightly higher level of congestion at the intersection of Gaetz Avenue and 67 Street. Levels of congestion would still be significantly less than would be considered unacceptable in the Cities of Edmonton and Calgary. This is the recommended alternative as the Northlands Drive crossing is considered expensive and may have some environmental impacts.

#### Grant Street

A number of alternatives were reviewed to determine if residents' concerns about excessive traffic volumes on Grant Street and Nolan Street could be addressed through modifications to the existing all-directional access to Grant Street at Taylor Drive. The alternatives considered were as follows:

#### *Maintain the Grant Street/Taylor Drive Intersection as All-Directional*

With this alternative, a new all-directional intersection would be provided to Taylor Drive midway between Gunn Street and 77 Street, but no changes would be made to the existing Grant Street/Taylor Drive intersection.

### *Convert the Grant Street/Taylor Drive Intersection to a Right-In/Out Only*

As with the preceding alternative, a new all-directional intersection would be constructed either opposite Gunn Street or midway between Gunn Street and 77 Street.

### *Close the Grant Street/Taylor Drive Intersection*

To replace the Gunn Street intersection, a new all-directional intersection would be constructed either opposite Gunn Street or midway between Gunn Street and 77 Street.

At the initial Open Houses no clear preference was expressed by the public for any one of the five alternatives. However, concerns were expressed that all of the alternatives might substantially increase traffic volumes on other roadways such as 59 Avenue. In particular, concerns were noted that a new all-directional intersection on Taylor Drive opposite Gunn Street might increase traffic volumes on Gunn Street east of 59 Avenue.

Analysis of the five alternatives using the transportation model indicated that the four alternatives that involve a modification to the existing Grant Street/Taylor Drive intersection would noticeably reduce traffic volumes on Grant Street. Closing the Grant Street/Taylor Drive intersection had the most impact. Predicted reductions in traffic volumes on Nolan Street were minimal at best.

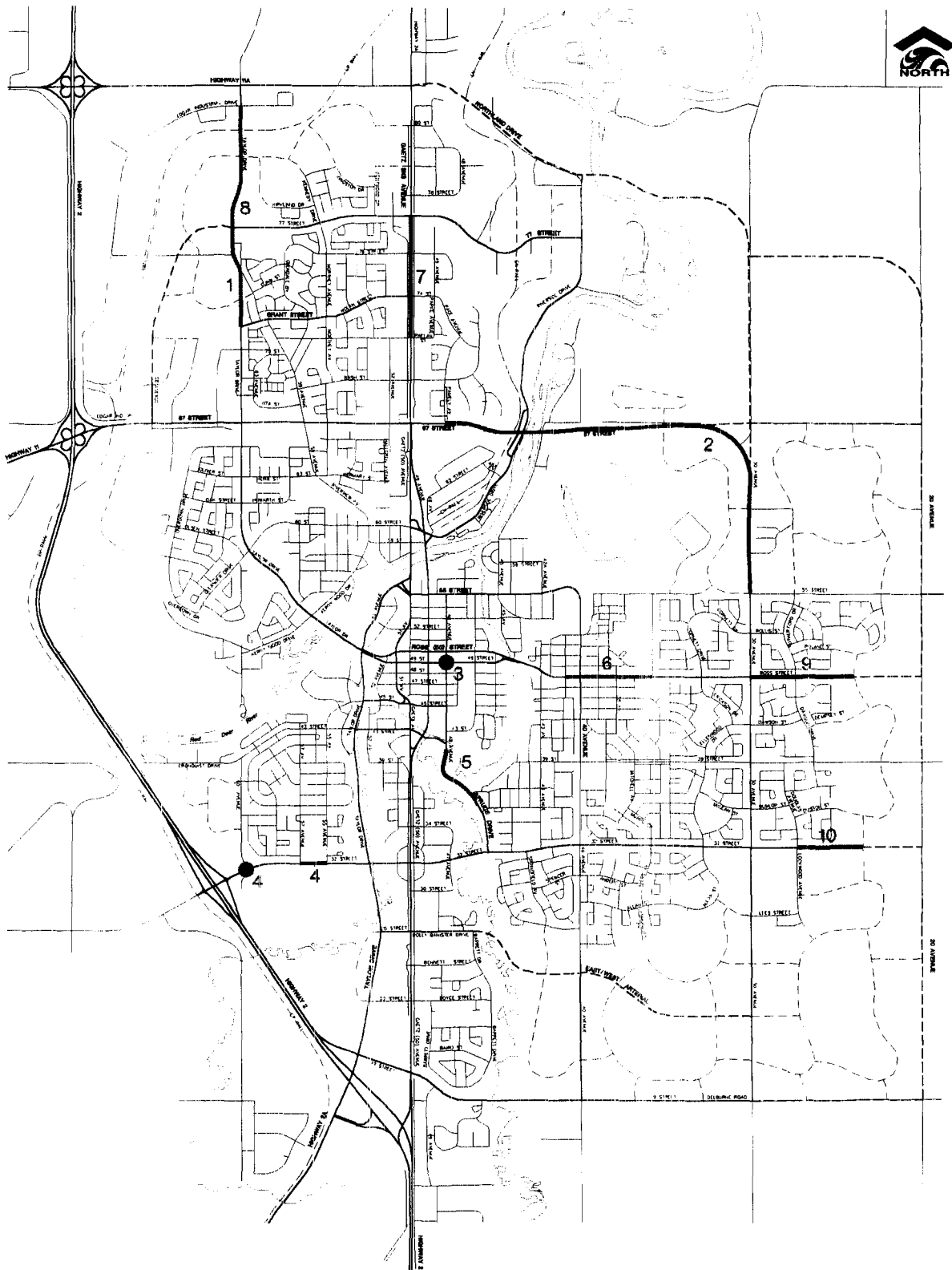
The transportation model analysis also confirmed residents' concerns that traffic volumes on 59 Avenue would increase with all of the alternatives and that providing an intersection on Taylor Drive opposite Gunn Street would substantially increase traffic volumes on Gunn Street east of 59 Avenue.

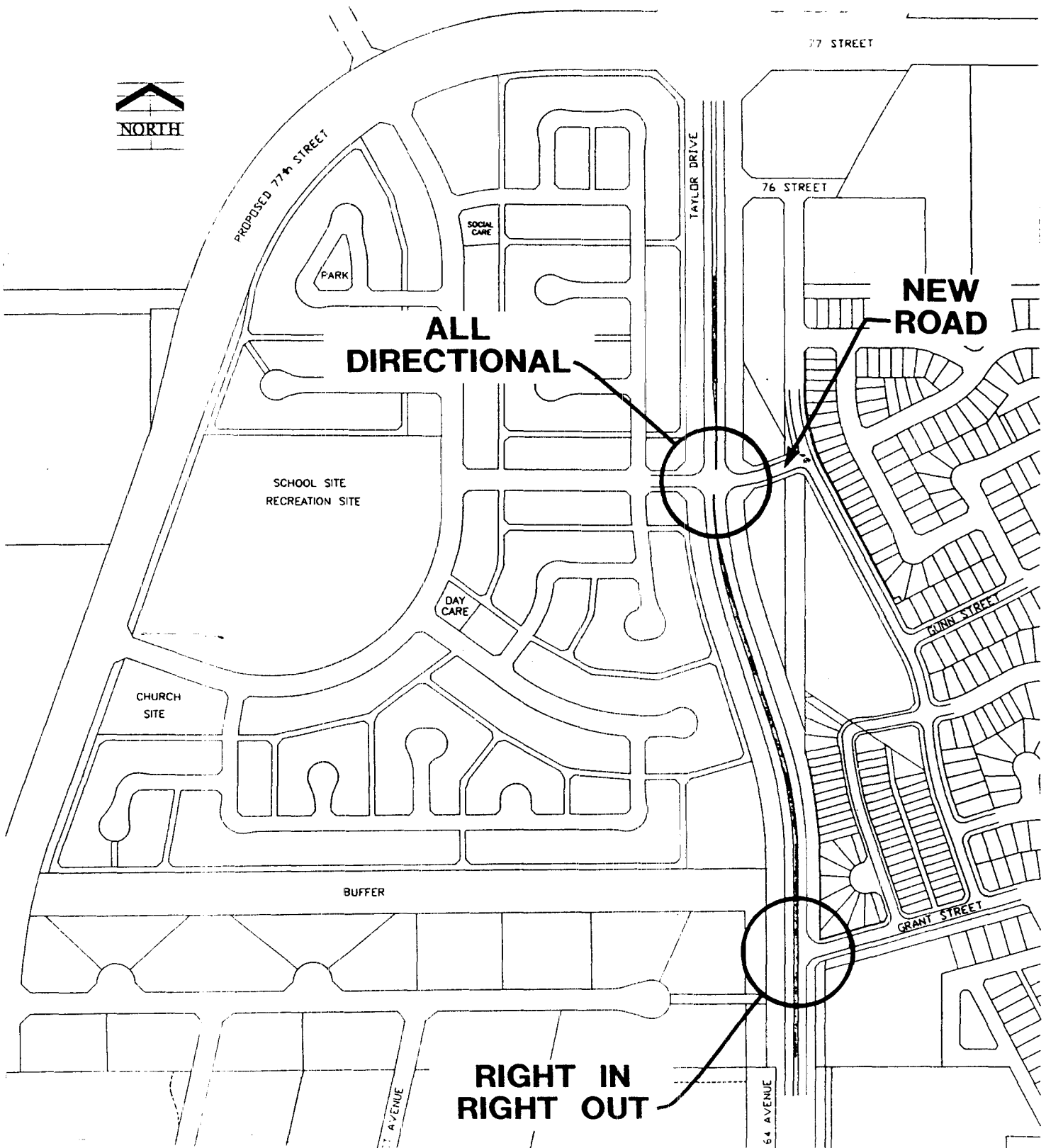
Recognizing the need to balance the desire to reduce traffic volumes on Grant Street while not significantly increasing traffic volumes on other roadways, it was decided that neither closing the existing Grant Street/Taylor Drive or creating a new access on Taylor Drive opposite Gunn Street were appropriate. The recommended approach is construction of a new all-directional intersection on Taylor Drive midway between Gunn street and 77 Street and modification of the Grant Street intersection so that it functions as a right-in/out only intersection. This alternative is relatively low cost and will provide some reductions in traffic volumes on Grant Street with only small increases in traffic volumes on other sensitive roadways such as 59 Avenue.

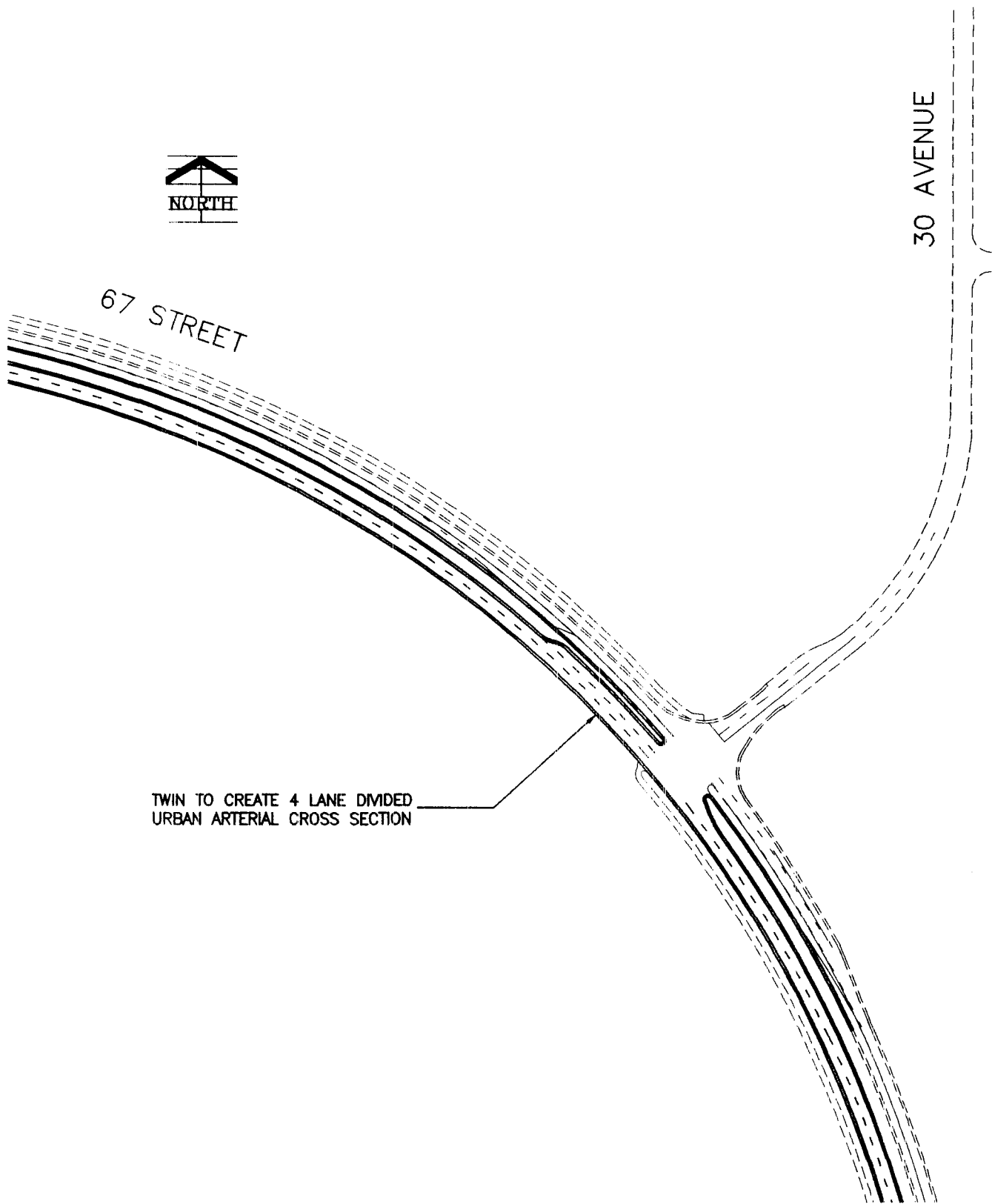


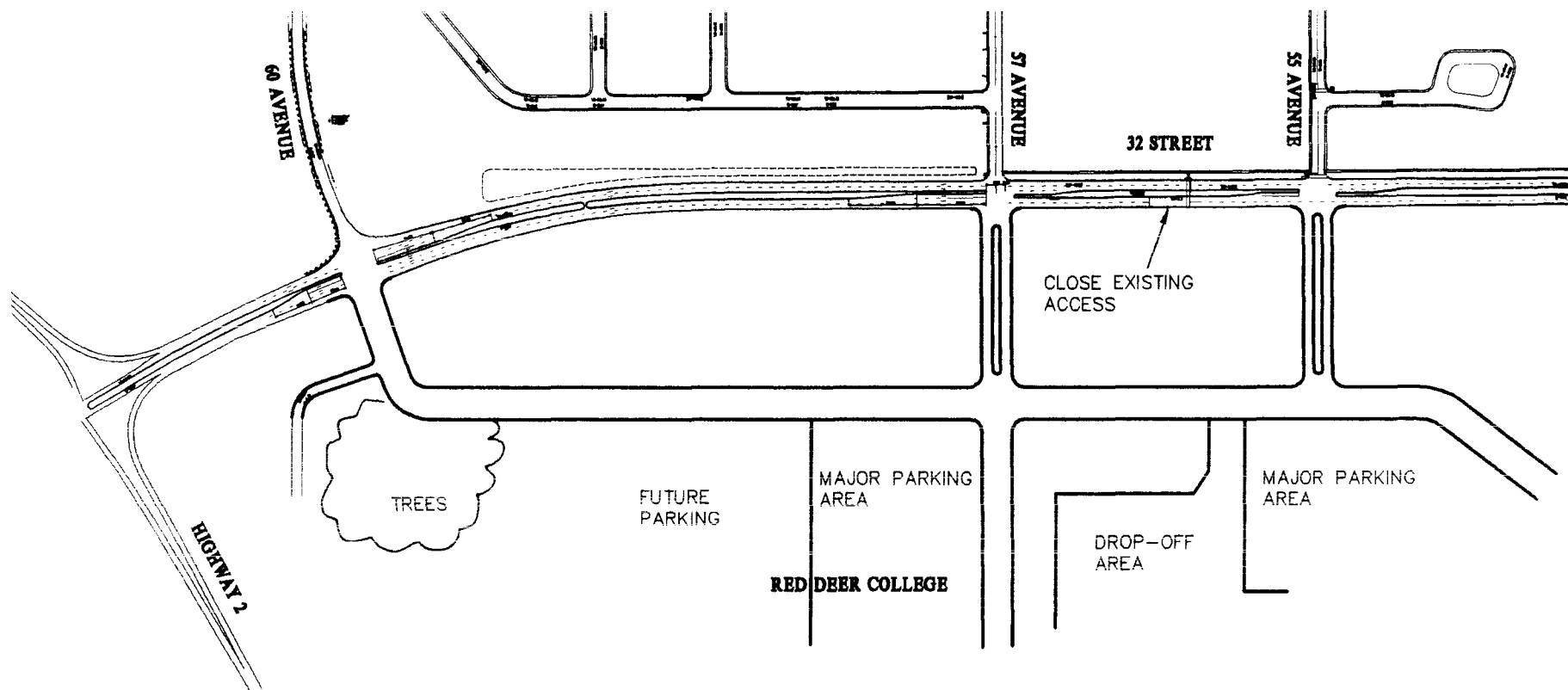
Figure 6.2 illustrates the recommended improvements to accommodate the projected traffic volumes at the 68,000 Population Horizon. Specific improvements include:

1. Upgrade the existing rural cross-section of Taylor Drive from Grant Street to 77 Street to a four lane divided urban arterial cross-section. Convert the existing Grant Street intersection to a right-in/out configuration and construct an additional intersection on Taylor Drive midway between Gunn Street and 77 Street. (Figure 6.3) This recommended improvement is expected to result in some reduction in traffic volumes on Grant Street. However, it is perceived that the issue of reducing traffic speeds along Gunn Street and Nolan Street is as important to the residents of the area as reducing traffic volumes. Therefore, the installation of traffic calming measures along Grant Street and Nolan Street may be appropriate, but should be studied further. It should be noted that the City has previously investigated the use of typical traffic calming measures such as traffic diverters, four-way stop signs, speed bumps and vehicle traps either in relation to Grant Street or other locations and rejected them as being unsuitable for one reason or another.
2. Twin the existing two lane urban arterial cross-section of 67 Street/30 Avenue from Pameley Avenue to 55 Street to create a four lane divided urban arterial cross-section to address increasing levels of congestion. The work could be done in stages with the first stage being to provide a climbing lane on the east side by twinning 67 Street from the river crossing around to 55 Street. (Figure 6.4) This climbing lane is warranted now based on current truck volumes. The second stage, twinning the river crossing, could be delayed for a few years, but is still warranted by the 68,000 Population Horizon.
3. Relocate the Downtown Transit Transfer Site to an off-street location east of 49 Avenue between 48 Street and 49 Street to improve transit rider safety and reduce vehicular congestion in the area. (Old Sportsworld Parking Lot)
4. Provide two accesses to Red Deer College from 32 Street. The location of these accesses (55 Avenue, 57 Avenue or 60 Avenue as illustrated in Figure 6.5) should be decided only after consultation with the College and adjoining residential communities has been done to ensure potential concerns about on-site circulation and the potential for increased traffic volumes on 55 Avenue and 57 Avenue are addressed.





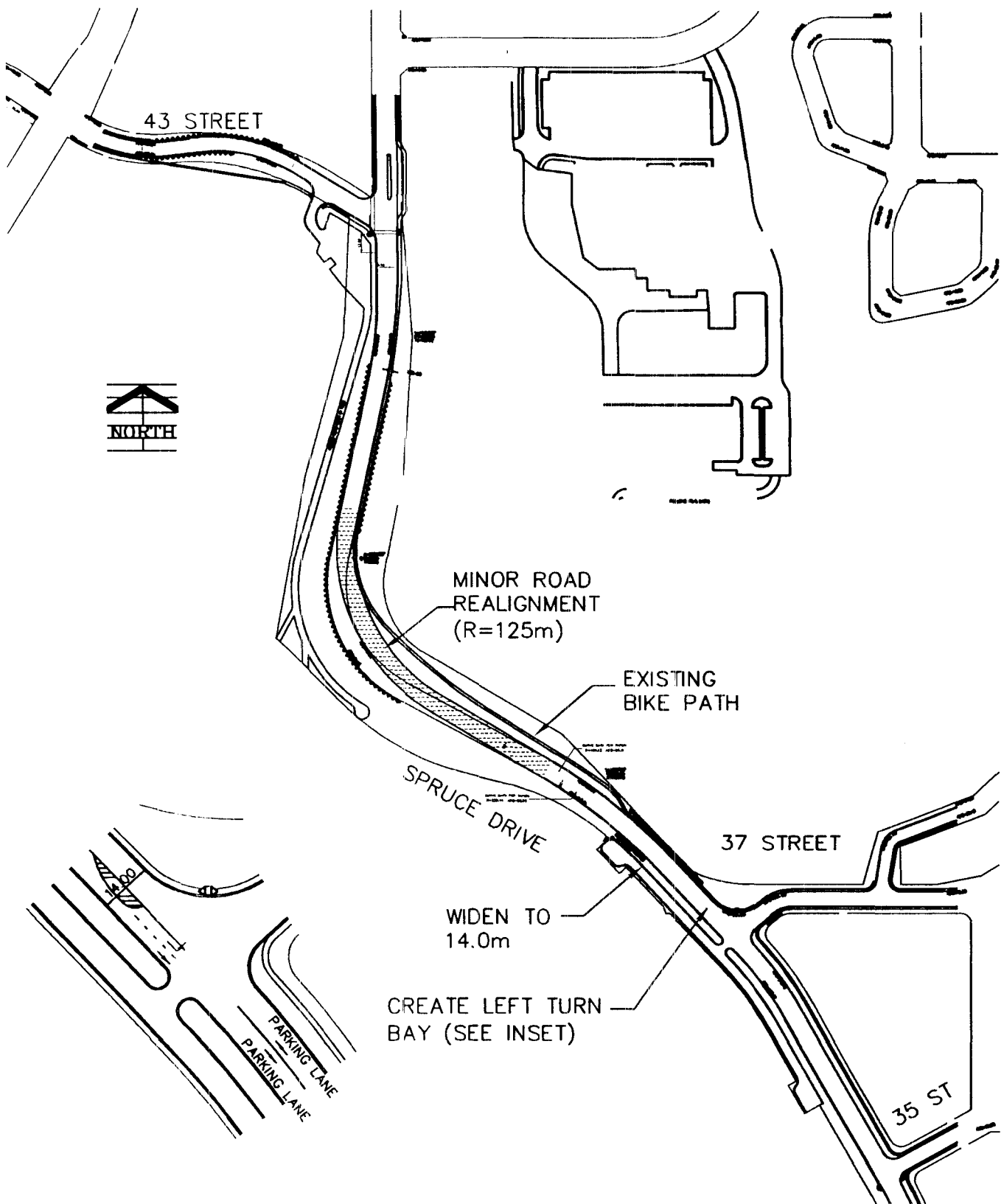


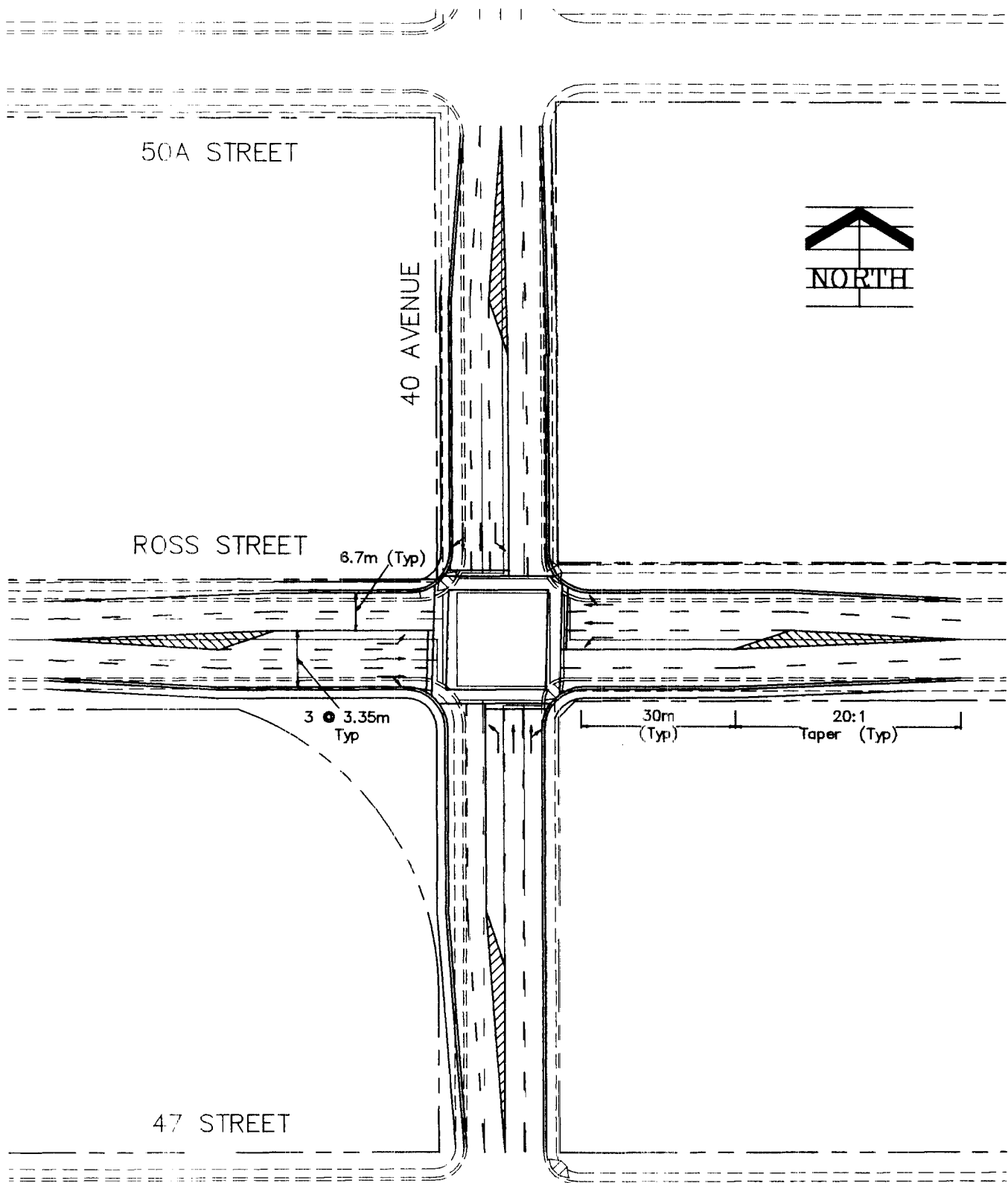


5. Realign Spruce Drive midway between 37 Street and 43 Street to reduce the curvature on the roadway, improve safety and increase capacity. Concurrent with this realignment it is recommended that the narrow section of Spruce Drive around 37 Street be widened to provide the opportunity for the future use of Spruce Drive as a four lane roadway when it is determined to be required. (Figure 6.6)
6. Reduce congestion on Ross Street by adding left turn lanes at the 40 Avenue intersection and banning parking during peak hours from 39 Avenue to Deer Home Road as is currently done on Ross Street west of 39 Avenue. (Figure 6.7)
7. Widen Gaetz Avenue to a six lane divided urban arterial cross-section from north of 71 Street to north of 77 Street to address increasing levels of congestion on this section of roadway.
8. Twin the existing two lane urban cross-section of Taylor Drive from 77 Street to Edgar Drive to create a four lane divided urban arterial cross-section. This improvement is not required due to traffic volumes, but is intended to provide a continuous high quality alternative route to the relatively congested Gaetz Avenue.
9. Extend Ross Street from 30 Avenue east to Rutherford Drive as a four lane divided urban arterial cross-section and as the initial two lanes of a four lane divided urban arterial cross-section to the proposed east collector roadway in Rosedale East as required to service residential development in the area.
10. Extend 32 Street from Lockwood Avenue east to the east collector roadway as the initial two lanes of a four lane divided urban arterial cross-section as required to service residential development in the area.

Table 6.1 summarizes the recommended improvements and their estimated cost.

Table 6.2 summarizes the existing and projected 68,000 Population Horizon daily traffic volumes and an approximation of level of service on the arterial roadway network as calculated by the transportation model. Figure 6.8 graphically illustrates the projected traffic volumes. It should be noted that the existing daily traffic volumes as estimated by the transportation model will differ from actual count data. The existing daily traffic volume numbers are provided as a reference only to illustrate projected growth in traffic volumes and should be quoted with caution. As well, the volume to capacity ratios quoted are based solely on link capacities and do not include







**Table 6.1**  
Summary of Roadway Network Improvements  
68,000 Population Horizon

Item	Length	Estimated Cost (1) (1996 dollars)
1. Upgrade Taylor Drive from Grant Street to 77 Street to a four lane divided urban arterial cross-section	1.0 km	2,400,000
2a. Twin 67 Street/30 Avenue from east of bridge to 55 Street to create a four lane divided urban arterial cross-section	3.2 km	4,000,000
2b. Twin 67 Street east of the river, the river bridge and the CN overpass	1.0 km	4,500,000
3. Relocate the Downtown Transit Transfer Site	N/A	1,600,000
4. Red Deer College access improvements on 32 Street	N/A	700,000
5. Realign Spruce Drive midway between 37 Street and 43 Street to improve safety and widen as required to be able to accommodate four lanes in the future	0.6 km	700,000
6. Add turn left lanes at the intersection of 40 Avenue/Ross Street and ban parking in the peak hours from 40 Avenue to Deer Home Road	N/A	200,000
7. Widen Gaetz Avenue from north of 71 Street to north of 77 Street to a six lane divided urban arterial cross-section	1.2 km	2,000,000
8. Twin Taylor Drive from 77 Street to south of Hwy. 11A to create a four lane divided urban arterial cross-section	1.0 km	1,300,000
9. Extend Ross Street from 30 Avenue east to Rutherford Drive as a four lane divided urban arterial cross-section and beyond to the east collector roadway in Rosedale East as the initial two lanes of this same cross-section	1.2 km	2,100,000
10. Extend 32 Street from Davison Drive east to the east collector roadway as the initial two lanes of a four lane divided urban arterial cross-section	0.6 km	900,000

(1) Excludes property acquisition costs

**Table 6.2**  
Summary of Roadway Network Conditions  
68,000 Population Horizon

Roadway	From	To	1996 TModel2 Forecast Daily Traffic Volumes	Projected TModel2 Daily Traffic Volumes	Projected TModel2 Level of Service (No Improvements)	Projected TModel2 Level of Service (With Recommended Improvements)
68 Avenue	67 Street	Edgar Drive (South)	2,700	2,900	A	A
Taylor Drive	Highway 11A	Edgar Drive (North)	4,800	5,900	A	A
Taylor Drive	Edgar Drive (North)	67 Avenue / Kennedy Drive	5,500	7,400	A	A
Taylor Drive	67 Avenue / Kennedy Drive	77 Street	5,500	8,200	A	A
Taylor Drive	77 Street	Grant Street	5,000	8,500	A	A
Taylor Drive	Grant Street	67 Street	14,100	12,400	A	A
Taylor Drive	67 Street	Overdown Drive / Hamilton Boulevard	#N/A	20,700	#N/A	A
Taylor Drive	Overdown Drive / Hamilton Boulevard	Horn Street / Oliver Street	18,200	20,300	A	A
Taylor Drive	Horn Street / Oliver Street	Oleander Drive / 60 Street	20,500	22,500	A	A
Taylor Drive	Oleander Drive / 60 Street	Kerry Wood Drive	22,400	24,400	A	A
Taylor Drive	Kerry Wood Drive	Taylor Drive Bridge	26,800	28,400	B	C
Taylor Drive	Ross Street	47 Street	20,700	22,000	A	A
Taylor Drive	47 Street	45 Street	19,900	21,500	A	A
Taylor Drive	45 Street	43 Street	14,900	14,600	A	A
Taylor Drive	43 Street	32 Street	10,700	12,100	A	A
Taylor Drive	32 Street	28 Street	8,600	9,600	A	A
Taylor Drive	28 Street	Chrysler Avenue	7,600	8,800	A	A
Taylor Drive	Chrysler Avenue	Delburne Road	5,200	6,000	A	A
Taylor Drive	Delburne Road	Highway 2 (South Ramp)	5,200	6,000	A	A
Taylor Drive	Highway 2 (South Ramp)	Highway 2A (South)	5,400	6,100	A	A
Riverview (59) Avenue	67 Street	Horn Street / Hermary Street	1,600	1,900	A	A
Riverview (59) Avenue	Horn Street / Hermary Street	60 Street	2,700	2,800	A	A
Riverview (59) Avenue	60 Street	59 Street	2,500	2,600	A	A
Riverview (59) Avenue	59 Street	Taylor Drive	3,600	3,500	A	A
54 Avenue	Gaetz Avenue	Taylor Drive	5,500	5,900	A	A
Gaetz Avenue	Highway 11A	80 Street	13,500	15,900	A	A
Gaetz Avenue	80 Street	78A Street	13,200	15,600	A	A
Gaetz Avenue	78A Street	78 Street	14,300	16,700	A	A
Gaetz Avenue	78 Street	77 Street	16,000	19,000	A	A
Gaetz Avenue	77 Street	76 Street	17,400	23,900	C	A
Gaetz Avenue	76 Street	74 Street	17,800	24,000	C	A
Gaetz Avenue	74 Street	71 Street	20,700	27,300	C	A
Gaetz Avenue	71 Street	68 Street	25,500	31,100	A	A
Gaetz Avenue	68 Street	67 Street	30,000	35,300	A	A
Gaetz Avenue	67 Street	63 Street	27,200	30,500	A	A
Gaetz Avenue	63 Street	60 Street	30,300	33,500	A	A
Gaetz Avenue	60 Street	59 Street	16,800	18,700	A	A

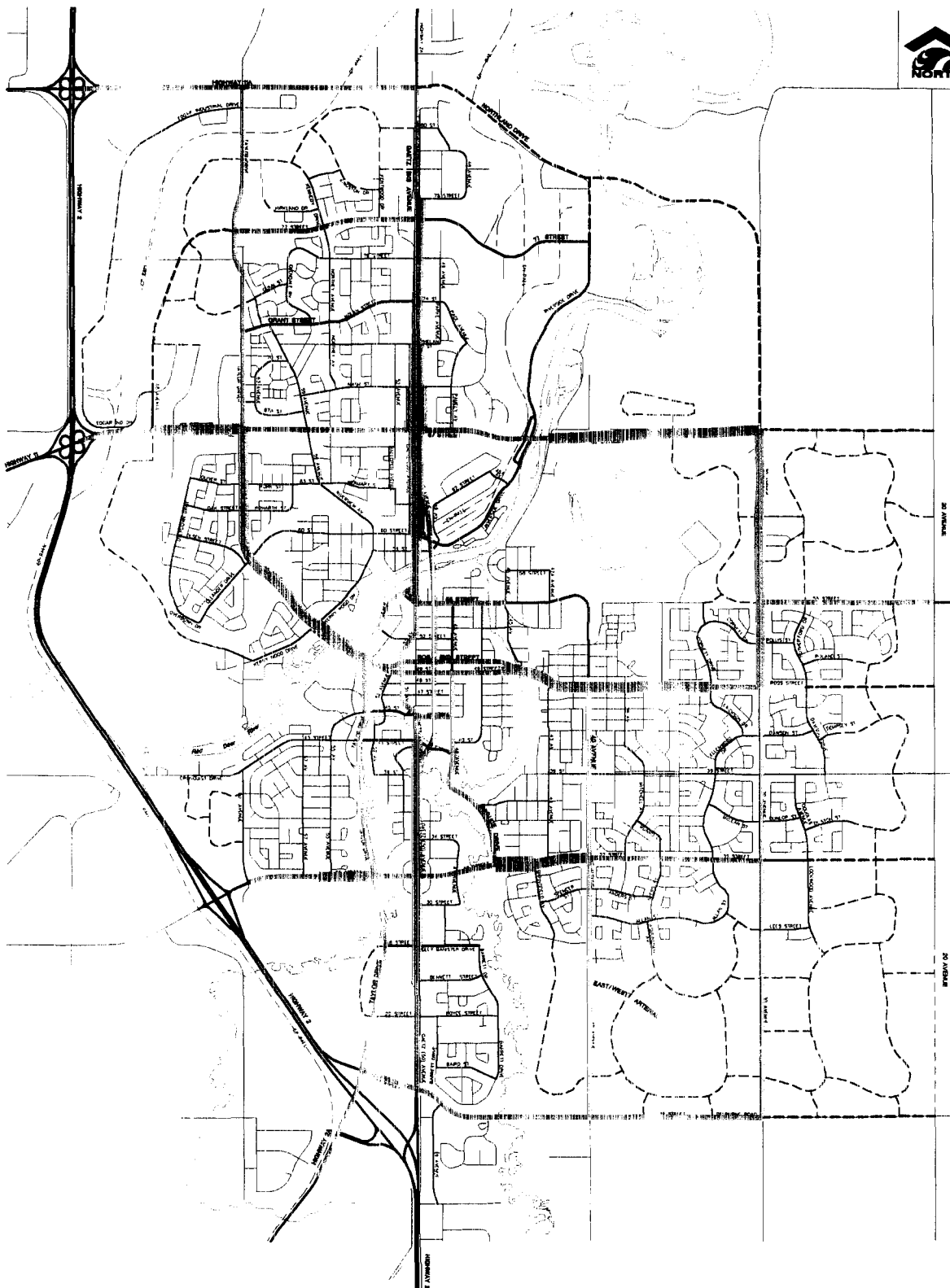
Roadway	From	To	1996 TModel2 Forecast Daily Traffic Volumes	Projected TModel2 Daily Traffic Volumes	Projected TModel2 Level of Service (No Improvements)	Projected TModel2 Level of Service (With Recommended Improvements)
Gaetz Avenue	59 Street	55 Street	17,100	18,900	A	A
Gaetz Avenue	55 Street	52 Street	10,700	11,100	A	A
51 Avenue	52 Street	Ross Street	9,800	9,500	A	A
51 Avenue	Ross Street	49 Street	10,500	10,100	A	A
51 Avenue	49 Street	47 Street	10,900	10,900	A	A
51 Avenue	47 Street	45 Street	10,700	11,100	A	A
Gaetz Avenue	45 Street	43 Street	10,800	10,900	A	A
Gaetz Avenue	43 Street	39 Street	15,500	15,800	A	A
Gaetz Avenue	39 Street	36 Street	17,500	17,800	A	A
Gaetz Avenue	36 Street	34 Street	16,100	16,600	A	A
Gaetz Avenue	34 Street	32 Street	16,800	17,300	A	A
Gaetz Avenue	32 Street	30 Street	19,200	19,800	A	A
Gaetz Avenue	30 Street	28 Street	17,600	18,100	A	A
Gaetz Avenue	28 Street	Bennett Street	16,800	17,400	A	A
Gaetz Avenue	Bennett Street	Boyce Street	14,700	15,100	A	A
Gaetz Avenue	Boyce Street	Delburne Road	11,500	11,500	A	A
49 Avenue	39 Street	43 Street	9,000	9,100	A	A
49 Avenue	43 Street	45 Street	10,000	10,400	A	A
49 Avenue	45 Street	49 Street	9,600	10,000	A	A
49 Avenue	49 Street	Ross Street	10,000	10,200	A	A
49 Avenue	Ross Street	52 Street	12,600	12,400	A	A
49 Avenue	52 Street	55 Street	12,900	12,600	A	A
49 Avenue	55 Street	Riverside Drive	17,500	19,100	A	A
49 Avenue	Riverside Drive	63 Street	16,600	18,200	A	A
48 Avenue	55 Street	52 Street	1,800	3,000	A	A
48 Avenue	52 Street	50 Street	3,700	5,500	A	A
48 Avenue	50 Street	49 Street	5,200	6,800	A	A
48 Avenue	49 Street	45 Street	6,000	6,900	A	A
48 Avenue	45 Street	43 Street	5,100	6,500	A	A
Spruce Drive	43 Street	37 Street	10,000	13,000	C	C
Spruce Drive	37 Street	32 Street	7,600	10,500	A	B
Riverside Drive	49 Avenue	48 Avenue	3,900	4,400	A	A
Riverside Drive	48 Avenue	67 Street	3,000	3,600	A	A
Riverside Drive	67 Street	77 Street	2,400	3,600	A	A
40 Avenue	55 Street	Ross Street	2,400	4,000	A	A
40 Avenue	Ross Street	39 Street	8,100	9,700	A	A
40 Avenue	39 Street	32 Street	6,400	8,400	A	A
40 Avenue	32 Street	Spencer Street / Anders Street	7,100	8,800	A	A
40 Avenue	Spencer Street / Anders Street	Allan Street	5,300	6,800	A	A
40 Avenue	Allan Street	Selkirk Boulevard	4,500	5,800	A	A
40 Avenue	Selkirk Boulevard	28 Street	4,100	5,100	A	A
40 Avenue	28 Street	Residential Collector	4,100	5,100	A	A
40 Avenue	Residential Collector	Delburne Road	4,100	5,100	A	A
30 Avenue	77 Street	67 Street	800	800	A	A
30 Avenue	67 Street	61 Street	10,800	15,000	D	A
30 Avenue	61 Street	55 Street	10,800	15,100	D	A

Roadway	From	To	1996 TModel2 Forecast Daily Traffic Volumes	Projected TModel2 Daily Traffic Volumes	Projected TModel2 Level of Service (No Improvements)	Projected TModel2 Level of Service (With Recommended Improvements)
30 Avenue	55 Street	Ross Street	11,300	15,600	A	A
30 Avenue	Ross Street	Ellenwood Drive / Dempsey Avenue	9,300	11,200	A	A
30 Avenue	Ellenwood Drive / Dempsey Avenue	39 Street	9,600	13,500	A	A
30 Avenue	39 Street	McLean Street	8,700	13,100	A	A
30 Avenue	McLean Street	32 Street	7,100	11,200	A	A
30 Avenue	32 Street	Lees Street	4,100	7,900	A	A
30 Avenue	Lees Street	28 Street	4,000	6,000	A	A
30 Avenue	28 Street	Delburne Road	4,000	6,000	A	A
20 Avenue	77 Street	67 Street	100	200	A	A
20 Avenue	67 Street	55 Street	100	200	A	A
20 Avenue	55 Street	Ross Street	1,000	1,600	A	A
20 Avenue	Ross Street	39 Street	1,000	1,300	A	A
20 Avenue	39 Street	32 Street	400	700	A	A
20 Avenue	32 Street	28 Street	400	600	A	A
20 Avenue	28 Street	Delburne Road	400	600	A	A
Highway 11A	Highway 2	Taylor Drive	5,800	6,300	A	A
Highway 11A	Taylor Drive	Gaetz Avenue	5,100	6,100	A	A
77 Street	Taylor Drive	Northey Avenue	1,400	2,700	A	A
77 Street	Northey Avenue	53 Avenue	1,300	4,200	A	A
77 Street	53 Avenue	Gaetz Avenue	2,100	6,200	A	A
77 Street	Gaetz Avenue	Riverside Drive	1,800	2,900	A	A
67 Street	Highway 2	68 Avenue	12,100	12,800	A	A
67 Street	68 Avenue	Taylor Drive	14,200	15,100	A	A
67 Street	Taylor Drive	59 Avenue	7,200	8,100	A	A
67 Street	59 Avenue	52 Avenue	9,500	10,900	A	A
67 Street	52 Avenue	Gaetz Avenue	9,400	10,500	A	A
67 Street	Gaetz Avenue	Pamely Avenue	10,700	14,200	A	A
67 Street	Pamely Avenue	67 Street Bridge	10,100	13,500	B	A
67 Street	67 Street Bridge		11,200	15,300	D	A
67 Street	67 Street Bridge	30 Avenue	11,200	15,300	D	A
67 Street	30 Avenue	20 Avenue	0	0	A	A
55 Street	Gaetz Avenue	49 Avenue	7,900	9,300	A	A
55 Street	49 Avenue	48 Avenue	9,900	13,200	A	A
55 Street	48 Avenue	47 Avenue	9,400	11,500	A	A
55 Street	47 Avenue	45 Avenue	9,000	11,300	A	A
55 Street	45 Avenue	40 Avenue	1,800	3,300	A	A
55 Street	30 Avenue	20 Avenue	6,500	8,400	A	A
Ross (50) Street	54 Avenue	52 Avenue	6,400	6,200	A	A
Ross (50) Street	52 Avenue	51 Avenue	7,600	7,400	A	A
Ross (50) Street	51 Avenue	49 Avenue	7,000	6,800	A	A
Ross (50) Street	49 Avenue	48 Avenue	7,500	6,900	A	A
Ross (50) Street	48 Avenue	47 Avenue	8,100	7,300	A	A
Ross (50) Street	47 Avenue	49 Street	7,900	6,900	A	A
Ross (50) Street	46 Avenue	43 Avenue	20,500	19,500	A	A
Ross (50) Street	43 Avenue	40 Avenue	20,300	19,600	A	A

Roadway	From	To	1996 TModel2 Forecast Daily Traffic Volumes	Projected TModel2 Daily Traffic Volumes	Projected TModel2 Level of Service (No Improvements)	Projected TModel2 Level of Service (With Recommended Improvements)
Ross (50) Street	40 Avenue	38 Avenue	18,700	17,300	A	A
Ross (50) Street	38 Avenue	Erickson Drive	17,200	17,100	A	A
Ross (50) Street	Erickson Drive	30 Avenue	6,100	5,700	A	A
Ross (50) Street	30 Avenue	Rutherford Drive	2,700	4,800	A	A
Ross (50) Street	Rutherford Drive	Residential Collector	0	700	A	A
Ross (50) Street	Residential Collector	20 Avenue	#N/A	300	#N/A	A
49 Street	54 Avenue	52 Avenue	5,400	5,600	A	A
49 Street	52 Avenue	51 Avenue	6,200	6,500	A	A
49 Street	51 Avenue	49 Avenue	6,500	6,500	A	A
49 Street	49 Avenue	48 Avenue	7,600	8,000	A	A
49 Street	48 Avenue	47 Avenue	9,500	9,800	A	A
49 Street	47 Avenue	Ross Street	10,500	10,400	A	A
45 Street	54 Avenue	Gaetz Avenue	4,300	4,500	A	A
45 Street	Gaetz Avenue	49 Avenue	5,300	5,000	A	A
45 Street	49 Avenue	48 Avenue	7,800	6,800	A	A
43 Street	57 Avenue	55 Avenue	5,500	5,400	A	A
43 Street	55 Avenue	Taylor Drive	2,900	700	A	A
43 Street	Taylor Drive	Gaetz Avenue	2,300	2,900	A	A
43 Street	Gaetz Avenue	49 Avenue	5,000	6,500	A	A
43 Street	49 Avenue	48 Avenue	5,000	6,900	A	B
39 Street	40 Avenue	30 Avenue	2,000	4,300	A	A
32 Street	60 Avenue	57 Avenue	6,300	5,400	A	A
32 Street	57 Avenue	RDC Entrance	8,600	7,700	A	A
32 Street	RDC Entrance	55 Avenue	15,000	7,700	A	A
32 Street	55 Avenue	Taylor Drive	15,500	17,500	A	A
32 Street	Taylor Drive	Gaetz (50) Avenue	9,800	11,100	A	A
32 Street	Gaetz (50) Avenue	47 Avenue	12,800	14,100	A	A
32 Street	47 Avenue	Spruce Drive	14,500	16,300	A	A
32 Street	Spruce Drive	Springfield Avenue	21,300	25,800	C	C
32 Street	Springfield Avenue	43 Avenue	19,000	23,800	B	B
32 Street	43 Avenue	40 Avenue	17,600	22,900	B	B
32 Street	40 Avenue	Mitchell Avenue	10,500	12,800	A	A
32 Street	Mitchell Avenue	Ayers Avenue	10,100	12,500	A	A
32 Street	Ayers Avenue	Metcalf Avenue	10,400	12,900	A	A
32 Street	Metcalf Avenue	30 Avenue	5,200	8,600	A	A
32 Street	30 Avenue	Residential Collector	1,400	3,500	A	A
32 Street	Residential Collector	Residential Collector	#N/A	200	#N/A	A
32 Street	Residential Collector	20 Avenue	#N/A	300	#N/A	A
28 Street	Taylor Drive	Gaetz (50) Avenue	5,000	4,900	A	A
28 Street	Gaetz (50) Avenue	Barrett Drive	1,300	1,400	A	A
28 Street	Barrett Drive	40 Avenue	#N/A	#N/A	#N/A	#N/A
28 Street	40 Avenue	Residential Collector	#N/A	600	#N/A	A
28 Street	Residential Collector	30 Avenue	#N/A	100	#N/A	A
28 Street	30 Avenue	Residential Collector	#N/A	0	#N/A	A

Roadway	From	To	1996 TModel2 Forecast Daily Traffic Volumes	Projected TModel2 Daily Traffic Volumes	Projected TModel2 Level of Service (No Improvements)	Projected TModel2 Level of Service (With Recommended Improvements)
Delburne Road	Taylor Drive	Gaetz (50) Avenue	5,100	5,800	A	A
Delburne Road	Gaetz (50) Avenue	Westerner Access	8,300	9,200	A	A
Delburne Road	Westerner Access	40 Avenue	7,200	8,300	A	A
Delburne Road	40 Avenue	30 Avenue	5,600	7,300	A	A
Delburne Road	30 Avenue	20 Avenue	2,000	2,600	A	A

Used Factor of 11 to Convert TModel2 PM Peak Volumes to Daily Traffic Volumes



the delays associated with intersections which the transportation model and this study considered in defining the recommended improvements.

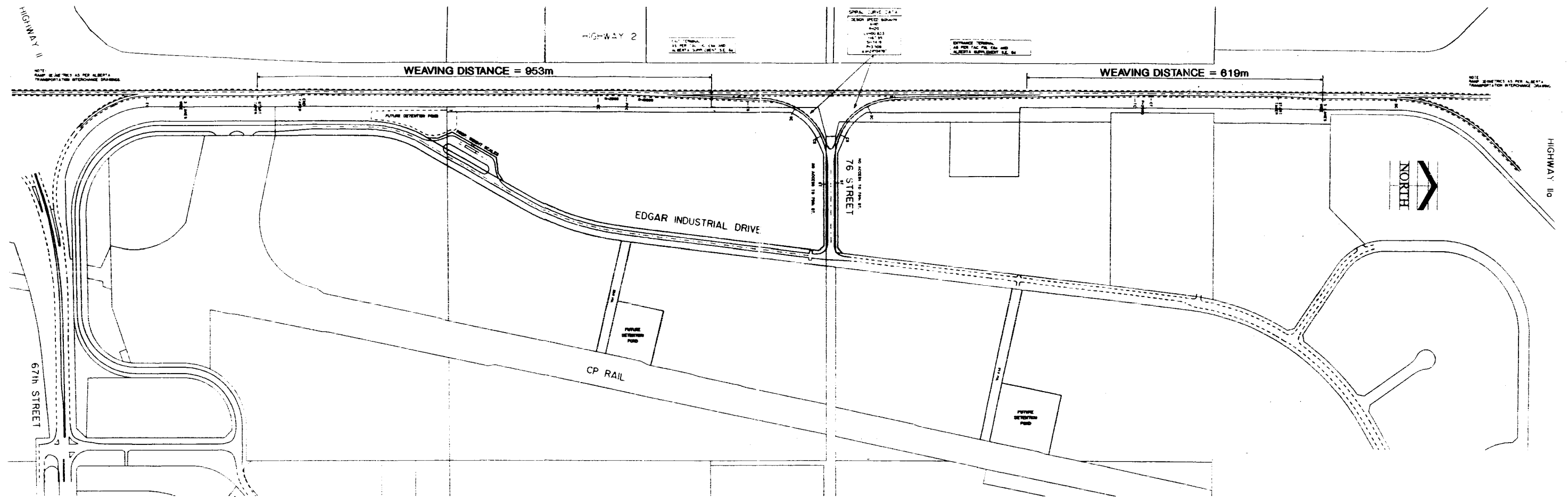
## **6.5 EDGAR INDUSTRIAL PARK ACCESS FROM HIGHWAY 2**

The City of Red Deer is proposing to develop a right-in/out access to Edgar Industrial Park from Highway 2 northbound midway between Highway 11 (67 Street) and Highway 11A. The spacing between the Highway 11 (67 Street) and Highway 11A interchanges on Highway 2 is adequate to permit a right-in/out ramp system to be developed in a manner consistent with Transportation Association of Canada Manual of Geometric Design Standards for Canadian Roads and the Alberta supplement to these guidelines. The proposed access location and ramp geometry are illustrated on Figure 6.9. It should be noted that some minor modifications to the plan geometry would be required to meet Alberta Transportation & Utilities current design standards. In addition, provision of an auxiliary lane between the two interchanges may be required as the weaving distances are less than 1,000 metres.

An analysis was undertaken using the transportation model with and without this proposed right-in/out access to determine its impact on traffic patterns. Few trips utilized the access during the PM peak hour analysis period and it had little impact on traffic operations on the City's roadway network. In general, this proposed access would primarily serve external-internal trips many of which would be larger long-haul trucks taking advantage of the direct access to and from Highway 2.

By providing a direct access to Highway 2 for larger long-haul trucks, the access would reduce truck turning movements on 67 Street and Highway 11A, potentially eliminate the need for trucks to cross the CPR tracks in order to access the industrial area west of the tracks and improve the economic value of the industrial lands adjacent to Highway 2. Since volumes using the access will be nominal and the access can be constructed to meet or exceed Alberta Transportation & Utilities design standards, it will have little or no impact on traffic operations on Highway 2. Notwithstanding this, Alberta Transportation & Utilities are philosophically opposed to the provision of direct access to Highway 2 and have permitted it to occur only in a limited number of cases.





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## **7.0 Long-Term (85,000 Population Horizon) Roadway Network Requirements**

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## **7.0 Long-Term (85,000 Population Horizon) Roadway Network Requirements**

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### **7.1 ASSUMED GROWTH AREAS**

Population and employment growth areas to the 85,000 Population Horizon are illustrated on Figure 7.1. Between the 68,000 and 85,000 Population Horizons, residential growth continues out to the east limits of the City as well as in the northwest part of the City. Expansion of residential areas begins to occur towards the south to the east of 40 Avenue and to the west of Taylor Drive south of Red Deer College. Employment growth will be primarily concentrated in the north and northwest parts of the City.

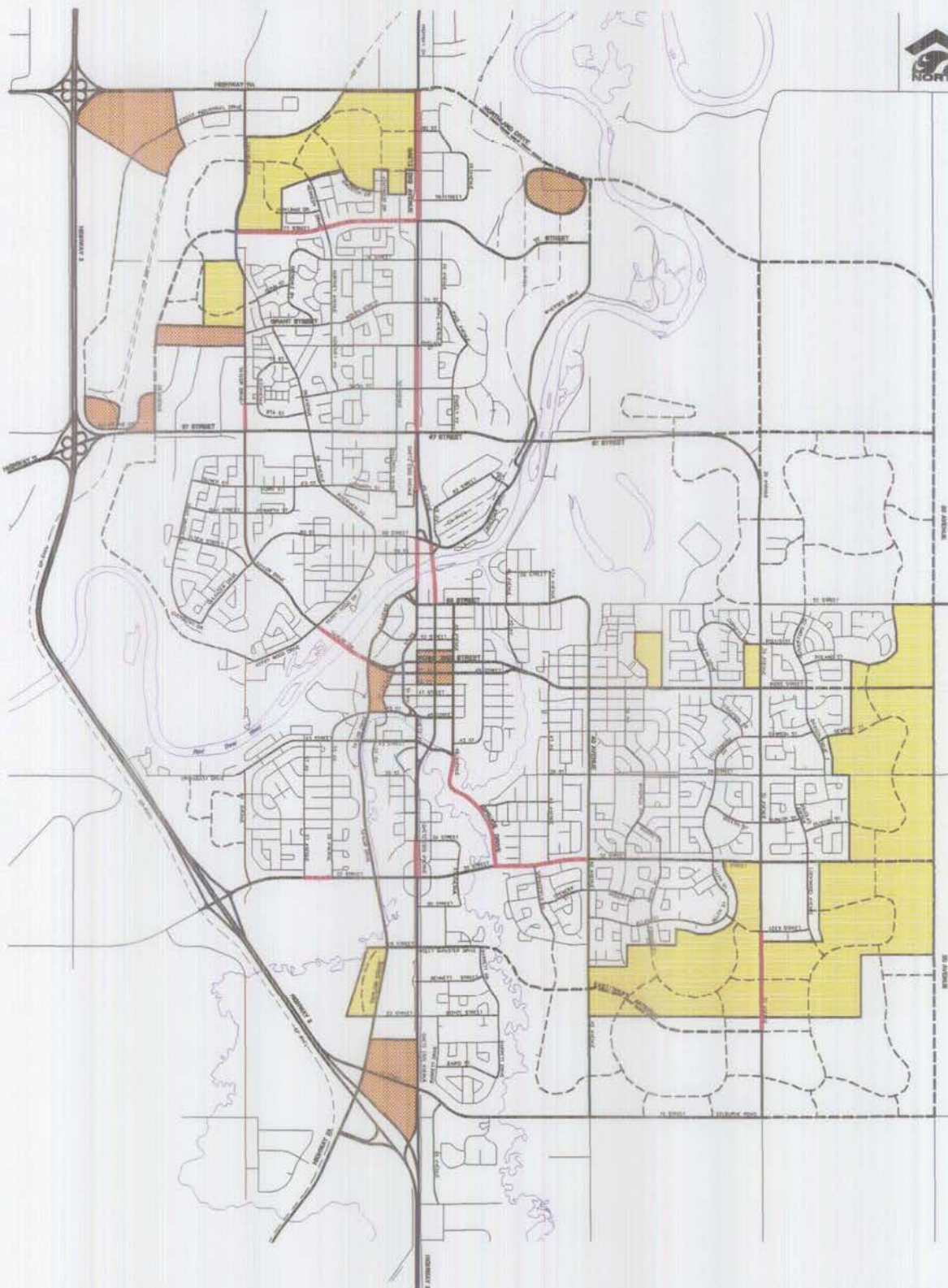
### **7.2 PROJECTED ROADWAY NETWORK CONSTRAINTS AND CONCERNS**

#### **7.2.1 General**

As previously noted in Section 6.0, a Level of Service C or Volume to Capacity Ratio of 0.7 during the PM Peak Hour as calculated by the transportation model has been used to define a congested location. Figure 7.1 summarizes these locations at the 85,000 Population Horizons assuming the recommended roadway network improvements for the 68,000 Population Horizon in place. It should be noted that in the case of 32 Street east of Spruce Drive and Gaetz Avenue in and around 67 Street the level of service at this population horizon is substantially lower than Level of Service C. While improvements to address congestion at these locations were potentially warranted by the 68,000 Population Horizon, they were not recommended due to their cost or potentially significant environmental or social impacts.

#### **7.2.2 South Red Deer**

In south Red Deer capacity constraints are evident on 32 Street between 40 Avenue and Spruce Drive, at the east access point to Red Deer College and on Gaetz Avenue in and around 32 Street. Congestion problems on 32 Street around the college accesses are related to general traffic volume increases on 32 Street and anticipated increases in enrollment at the college by the 85,000 Population Horizon. Should enrollment projections differ substantially from those assumed, the extent of the congestion problems would be significantly affected.



**LEGEND**

- MAJOR POPULATION GROWTH AREAS
- MAJOR EMPLOYMENT GROWTH AREAS
- CONSTRAINTS AND CONCERNS  
(Assumes Recommended Improvements  
at 68,000 have been implemented)

**CITY OF RED DEER  
1996 TRANSPORTATION PLAN UPDATE**

**FIGURE 7.1  
85,000 Population Horizon  
Roadway Network  
Constraints and Concerns**

Continuing residential development in south Red Deer will also create the need for improvements on 30 Avenue south of Lees Street.

### **7.2.3 Central Red Deer**

Despite the recommended twinning of the 67 Street bridge prior to reaching the 68,000 Population Horizon, the Taylor Drive, Gaetz Avenue and 49 Avenue river crossings begin to become congested by the 85,000 Population Horizon. Additional river crossing capacity will be warranted by the 85,000 Population Horizon.

### **7.2.4 North Red Deer**

In north Red Deer congestion is evident on Gaetz Avenue in and around 67 Street and on the section of Gaetz Avenue between 77 Street and Highway 11A. Inadequate roadway capacity is also evident on 77 Street between Kentwood Drive and Taylor Drive and on Taylor Drive in and around 67 Street.

## **7.3 EVALUATION OF ALTERNATIVES**

### **7.3.1 South Red Deer**

#### 32 Street

Alternatives considered to address congestion on 32 Street are as follows:

#### *Delburne Road/40 Avenue/30 Avenue*

During the course of the study some members of the public suggested that traffic capacity improvements to Delburne Road, 40 Avenue and 30 Avenue would in their opinion provide sufficient additional roadway capacity to relieve congestion on 32 Street. Analysis using the transportation model indicates that while improvements to these roadways will reduce traffic volumes on 32 Street, they do not reduce them sufficiently to produce a significant reduction in congestion on 32 Street. In simple terms, Delburne Road is too far south to be very attractive an alternative to 32 Street even if 32 Street is relatively congested. Accordingly, while improvements to these roadways may be desirable to provide a high quality of access to the Westerner and new residential areas in southeast Red Deer, and will probably delay the need for improvements on 32 Street to beyond the 75,000 Population Horizon, they are not adequate in themselves to address congestion problems which are projected to occur by the 85,000 Population Horizon on 32 Street.

### *Do Nothing*

In this alternative motorists would be asked to accept levels of congestion along 32 Street similar to experienced on congested roadways in the Cities of Edmonton and Calgary. It is believed that this alternative would not be acceptable to most motorists in a city the size of Red Deer where a high level of mobility is considered the norm.

### *Construct Molly Banister Drive From 40 Avenue to Barrett Drive*

In this alternative Molly Banister Drive would be extended east from Barrett Drive across Piper Creek to 40 Avenue. Through construction of an alternative route to 32 Street, congestion levels on 32 Street are substantially decreased, but still remain above currently acceptable levels.

As previously noted this alternative has been vigorously opposed by some members of the public due to potential environmental impacts on the Bower Woods area immediately to the east of Barrett Drive. Given this opposition and that the alternative will not eliminate the eventual need for improvements on 32 Street, there appears to be little merit in constructing this extension of Molly Banister Drive at the 85,000 Population Horizon.

### *Widen 32 Street to 6 lanes From West of Spruce Drive to East of 40 Avenue*

With this alternative increased capacity is provided in the area of congestion. Analysis of this alternative indicates levels of congestion on 32 Street can be decreased to currently acceptable levels.

As previously noted, a functional planning study complete with additional public consultation to better define the specific issues associated with this widening alternative would appear to be warranted.

### Red Deer College Access

Alternatives considered to relieve congestion on 32 Street around the college accesses included:

#### *Widen 32 Street To Six Lanes From Taylor Drive to West of 55 Avenue*

This alternative adequately relieves congestion on 32 Street by providing additional through capacity on 32 Street and permitting more green time to be allocated to turn movements at the east college access.

*Extend 28 Avenue West of Taylor Drive to Provide a New Access to the East Side of the College*

This alternative would take advantage of the need prior to the 85,000 Population Horizon to construct an access to service proposed residential development in the Bower Woods lands. At the 85,000 Population Horizon it attracts enough trips away from the 32 Street accesses to reduce congestion on 32 Street west of Gaetz Avenue to currently acceptable levels. However, as previously noted there are potential environmental and traffic circulation concerns related to this access that make it less viable as an alternative.

*Develop a Third Access on 32 Street*

This alternative would involve the development of a new access opposite either 57 Avenue or 60 Avenue depending on which of these two potential access points was selected and constructed in the 68,000 Population Horizon. This alternative provides sufficient additional access capacity to the college to relieve congestion on 32 Street. Given its relatively low cost, this alternative is recommended.

Gaetz Avenue/32 Street

Congestion problems on Gaetz Avenue in and around 32 Street can be addressed by widening of Gaetz Avenue in this area. However, construction of a free-flow ramp connection from Highway 2 northbound to Taylor Drive is also an effective solution. In addition to diverting enough traffic from Gaetz Avenue to relieve congestion concerns in and around 32 Street, it makes better use of the underutilized section of Taylor Drive south of 32 Street. The Taylor Drive ramp alternative is the recommended alternative.

### **7.3.2 Central Red Deer**

Provision of additional river crossing capacity to relieve congestion on the Taylor Drive, Gaetz Avenue and 49 Avenue river crossings can be accommodated by either widening the existing river crossings or construction of the proposed Northland Drive river crossing.

Due to the probable length of the bridge and required approach roads, the Northland Drive river crossing alternative is expected to be quite costly. However, the Northland Drive river crossing alternative not only provides the required additional river crossing capacity, it addresses congestion concerns on Gaetz Avenue and Taylor Drive at 67

Street and on Gaetz Avenue between 77 Street and Highway 11A. Due to the wide range of concerns it addresses, it is the recommended alternative.

It should be noted that the analysis of the Northland Drive crossing alternative indicated that it will be a very attractive alternative river crossing. In fact, the model suggests it will be so attractive that estimated travel demand on this new link could be high enough to warrant to consider constructing it initially as a four lane facility instead of following the usual practice of constructing a two lane facility as an initial stage.

No capacity constraints on through routes are expected to become apparent in the downtown area at this population horizon. However, as previously noted the transportation model treats zones as distinct origins and destinations and generally does not model the circulation movements within zones that occur as motorists search for parking or move from destination to destination on multi-purpose trips. Therefore, congestion on downtown streets with on-street parking and at some intersections around major parking areas may become evident due to these circulation movements. Many would consider this type of congestion as the sign of a vibrant downtown, while the solution to the traffic congestion problem (removing on-street parking, road widenings, etc.) may have significant impacts on the viability of the downtown as a whole. Nonetheless, some minor intersection improvements may be required to deal with localized problems.

### **7.3.3 North Red Deer**

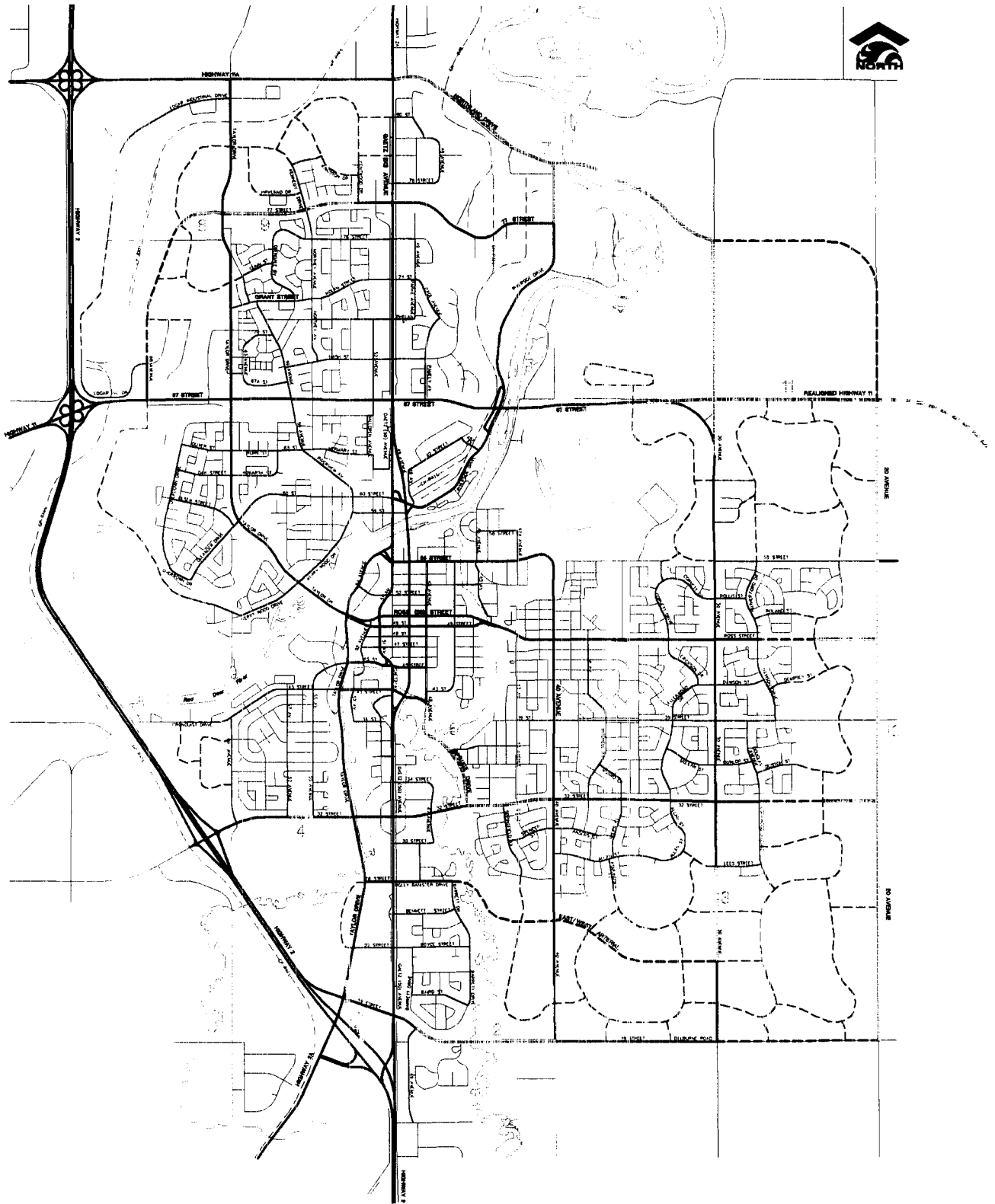
With the implementation of the Northland Drive crossing alternative, most of the major contentious areas of congestion are resolved. Other areas of congestion are easily addressed by upgrading existing two-lane roadways to their ultimate four lane divided cross-section.

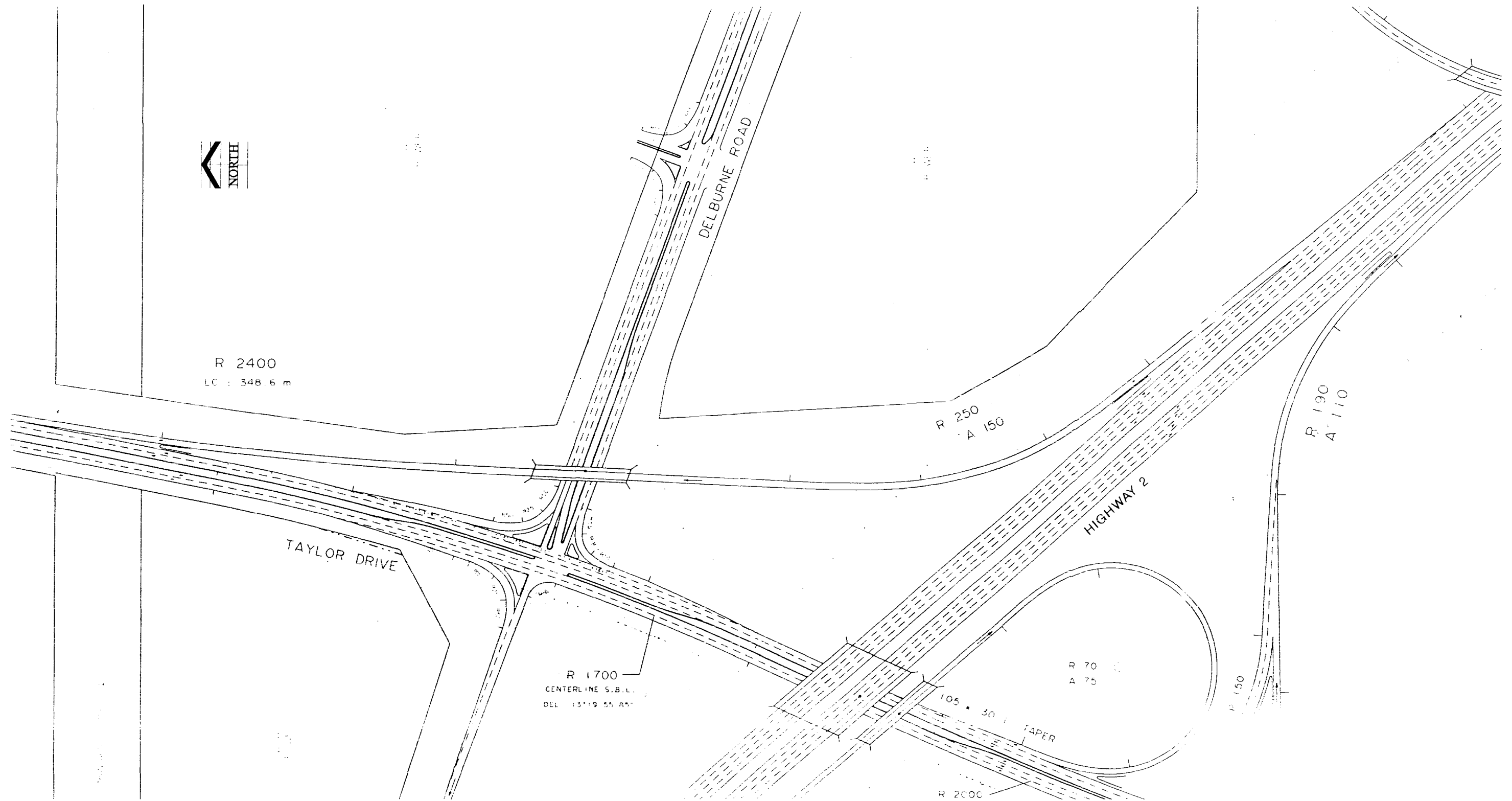
## **7.4 RECOMMENDED IMPROVEMENTS**

Figure 7.2 illustrates the recommended improvements to accommodate the projected traffic volumes at the 85,000 Population Horizon. Specific improvements include:

- 1 Construct the Highway 2 northbound to Taylor Drive ramp. (Figure 7.3) It should be noted that using a cost benefit methodology originally developed by the consultant for the City of Lethbridge, construction of this ramp would show a benefit/cost ratio of over 1.5 if constructed immediately. This ratio increases as

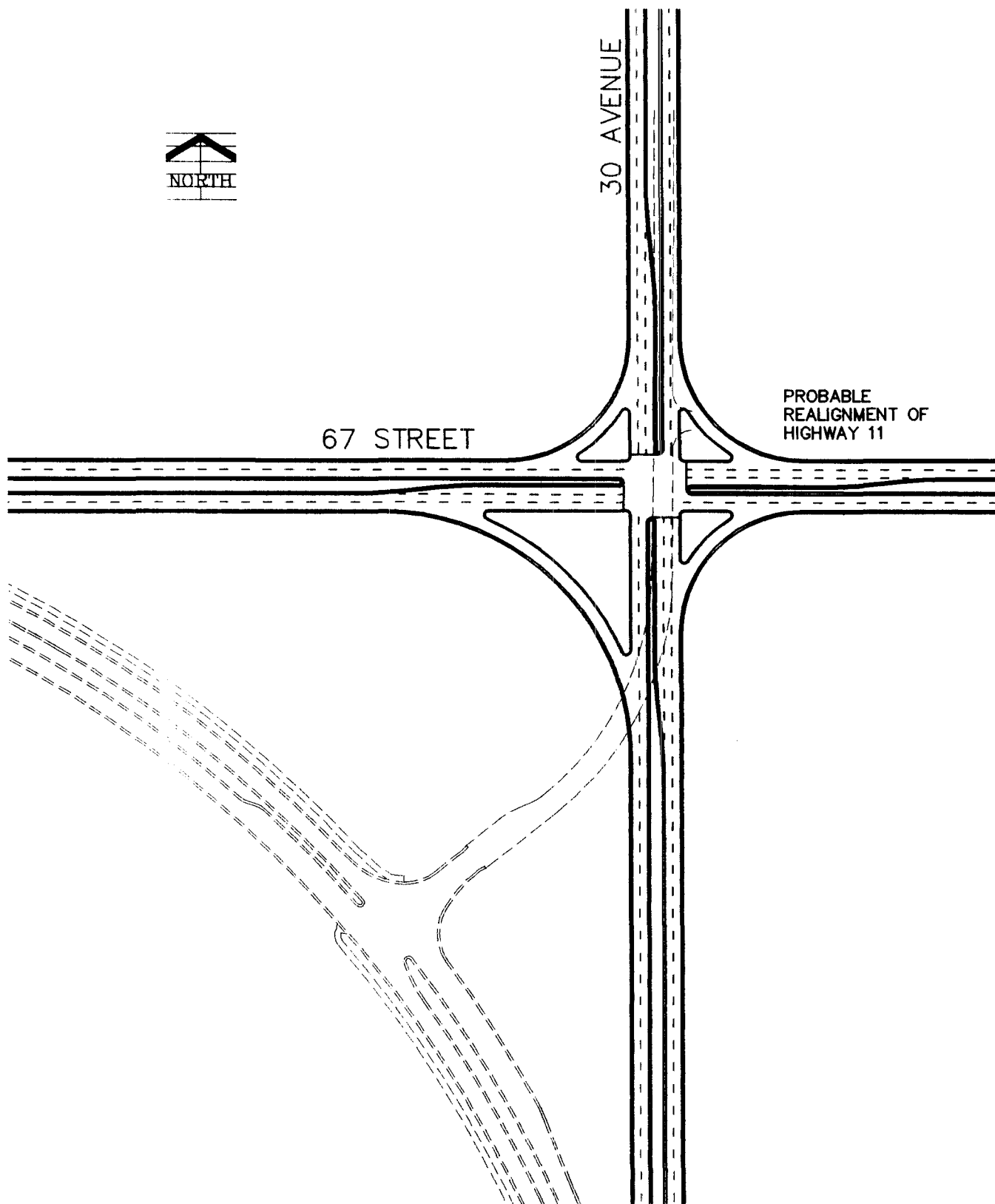






the population of Red Deer increases and peaks at about 3.0 at around the 75,000 Population Horizon. Delaying construction of this ramp until approximately this population horizon will maximize its benefits.

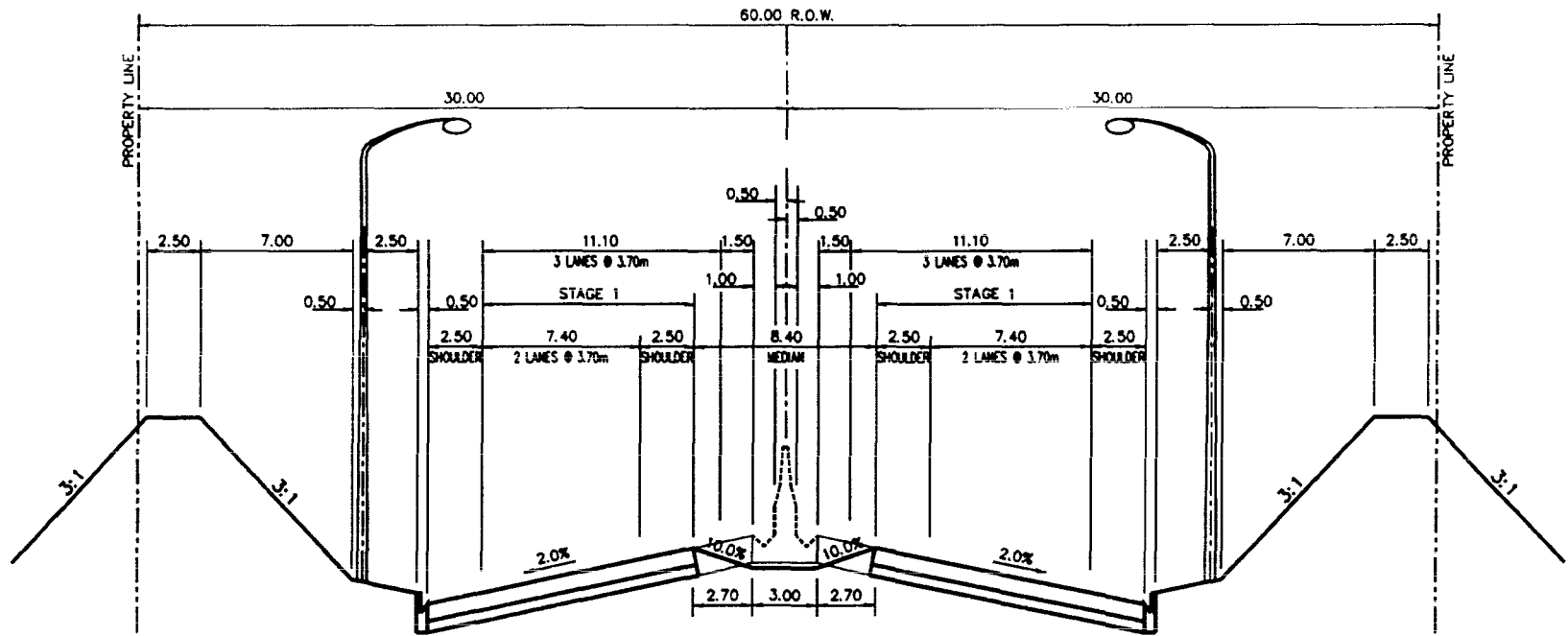
2. Upgrade Delburne Road from 40 Avenue to the Westerner access to create a four lane divided urban arterial cross-section to provide an alternative route to 32 Street.
3. Upgrade 30 Avenue from Lees Street to 28 Street to a four lane divided urban arterial cross-section to service residential development in the area.
4. Construct a third access to Red Deer College from 32 Street to relieve congestion on 32 Street.
5. Widen 32 Street from Spruce Drive to 40 Avenue to a six lane divided urban arterial cross-section to relieve congestion on 32 Street.
6. Restripe Spruce Drive/48 Avenue and ban parking as required during peak hours to increase capacity by providing four travel lanes from 32 Street to 45 Street.
7. Construct the Northland Drive/30 Avenue crossing of the river as a four lane divided urban arterial cross-section. Reconfigure the 67 Street/30 Avenue intersection. (Figure 7.4) An interim stage would be the construction of a two lane cross-section however, unless it is built early in this population horizon this interim stage is not expected to be adequate for many years. It should also be noted that if construction of this link is delayed to near the end of the 85,000 Population Horizon then widening of Gaetz Avenue from 77 Street to Highway 11A to a six lane cross-section may be required to address congestion along this section of Gaetz Avenue.
8. Extend Johnstone Drive west of Taylor Drive as a four lane undivided urban arterial cross-section to service development in the area. While only two lanes are required for capacity purposes, the arterial roadway designation is important to ensure adequate access control and roadway geometrics is provided on this roadway to accommodate the significant volumes of truck traffic which can be expected to utilize this roadway.
9. Twin 77 Street from Kentwood Drive to Taylor Drive to create a four lane divided urban arterial cross-section.



10. Construct the initial two lanes of 20 Avenue, as warranted by development, from Delburne Road to 67 Street. As discussed in Section 8, 20 Avenue may be selected as the alignment for an east by-pass and as such an adequate right-of-way should be preserved for an expressway standard roadway. Figure 7.5 illustrates the recommended ultimate cross-section and right-of-way requirements for an expressway standard cross-section. Connections to the arterial roadway network should be spaced approximately 2 kilometres and should be provided at Delburne Road, 32 Street, Ross Street and 67 Street. The connections at 32 Street and Ross Street would initially have two lane urban arterial cross-sections.
11. Extend 67 Street from 30 Avenue to 20 Avenue as a four lane divided urban arterial cross-section concurrent with the probable realignment of Highway 11 east of the City by Alberta Transportation & Utilities.

Table 7.1 summarizes the recommended improvements and their estimated cost.

Table 7.2 summarizes the existing and projected 85,000 Population Horizon daily traffic volumes and an approximation of level of service on the arterial roadway network as calculated by the transportation model. Figure 7.6 graphically illustrates the projected traffic volumes. It should be noted that the existing daily traffic volumes as estimated by the transportation model will differ from actual count data. The existing daily traffic volume numbers are provided as a reference only to illustrate projected growth in traffic volumes and should be quoted with caution. As well, the volume to capacity ratios quoted are based solely on link capacities and do not include the delays associated with intersections which the transportation model and this study considered in defining the recommended improvements.



**Table 7.1**  
Summary of Roadway Network Improvements  
85,000 Population Horizon

Item	Length	Estimated Cost (1) (1996 dollars)
1. Highway 2 Northbound to Taylor Drive Ramp	1.0 km	1,600,000
2. Upgrade Delburne Road from 40 Avenue to Westerner access to create a four lane divided urban arterial cross-section	1.3 km	3,200,000
3. Upgrade 30 Avenue from Lees Street to 28 Street to a four lane divided urban arterial cross-section	0.6 km	1,500,000
4. Construct a third access to Red Deer College from 32 Street	N/A	400,000
5. Widen 32 Street from Spruce Drive to 40 Avenue to a six lane divided urban arterial cross-section	1.0 km	2,000,000
6. Ban parking as required during peak hours to provide four travel lanes from 32 Street to 45 Street	1.5 km	100,000
7. Construct the Northland Drive/30 Avenue crossing as a four lane divided urban arterial cross-section	5.5 km	35,000,000 to 40,000,000
8. Extend Johnstone Drive west of Taylor Drive as a four lane undivided urban arterial cross-section	0.5 km	1,000,000
9. Twin 77 Street from Kentwood Drive to Taylor Drive to create a four lane divided urban arterial cross-section	1.4 km	1,800,000
10. Construct 20 Avenue from Delburne Road to 67 Street as the initial two lanes of either a four lane divided urban arterial or a six lane divided expressway as required by residential development and provide connections to 20 Avenue by extending 32 Street and Ross Street	7.6 km	11,000,000
11. Extend 67 Street from 30 Avenue to 20 Avenue as a four lane divided urban arterial cross-section concurrent with the probable realignment of Highway 11 by AT&U	2.8 km	4,800,000

(1) Excludes property acquisition costs

**Table 7.2**  
Summary of Roadway Network Conditions  
85,000 Population Horizon

Roadway	From	To	1996 TModel2 Forecast Daily Traffic Volumes	Projected TModel2 Daily Traffic Volumes	Projected TModel2 Level of Service (No Improvements)	Projected TModel2 Level of Service (With Recommended Improvements)
68 Avenue	67 Street	Edgar Drive (South)	2,700	3,500	A	A
Taylor Drive	Highway 11A	Edgar Drive (North)	4,800	10,500	A	A
Taylor Drive	Edgar Drive (North)	67 Avenue / Kennedy Drive	5,500	10,600	A	A
Taylor Drive	67 Avenue / Kennedy Drive	77 Street	5,500	12,900	A	A
Taylor Drive	77 Street	Grant Street	5,000	14,200	A	A
Taylor Drive	Grant Street	67 Street	14,100	18,600	A	A
Taylor Drive	67 Street	Overdown Drive / Hamilton Boulevard	#N/A	26,800	B	B
Taylor Drive	Overdown Drive / Hamilton Boulevard	Horn Street / Oliver Street	18,200	26,100	B	B
Taylor Drive	Horn Street / Oliver Street	Oleander Drive / 60 Street	20,500	28,100	B	B
Taylor Drive	Oleander Drive / 60 Street	Kerry Wood Drive	22,400	29,200	C	C
Taylor Drive	Kerry Wood Drive	Taylor Drive Bridge	26,800	33,700	C	C
Taylor Drive	Ross Street	47 Street	20,700	25,600	B	B
Taylor Drive	47 Street	45 Street	19,900	25,100	B	B
Taylor Drive	45 Street	43 Street	14,900	17,300	A	A
Taylor Drive	43 Street	32 Street	10,700	15,300	A	A
Taylor Drive	32 Street	28 Street	8,600	9,200	A	A
Taylor Drive	28 Street	Chrysler Avenue	7,600	12,800	A	A
Taylor Drive	Chrysler Avenue	Delburne Road	5,200	7,700	A	A
Taylor Drive	Delburne Road	Highway 2 (South Ramp)	5,200	7,700	A	A
Taylor Drive	Highway 2 (South Ramp)	Highway 2A (South)	5,400	7,700	A	A
Riverview (59) Avenue	67 Street	Horn Street / Hermary Street	1,600	1,700	A	A
Riverview (59) Avenue	Horn Street / Hermary Street	60 Street	2,700	2,700	A	A
Riverview (59) Avenue	60 Street	59 Street	2,500	2,800	A	A
Riverview (59) Avenue	59 Street	Taylor Drive	3,600	3,900	A	A
54 Avenue	Gaetz Avenue	Taylor Drive	5,500	7,200	A	A
Gaetz Avenue	Highway 11A	80 Street	13,500	15,200	A	A
Gaetz Avenue	80 Street	78A Street	13,200	16,300	A	A
Gaetz Avenue	78A Street	78 Street	14,300	17,200	A	A
Gaetz Avenue	78 Street	77 Street	16,000	19,800	A	A
Gaetz Avenue	77 Street	76 Street	17,400	24,700	A	A
Gaetz Avenue	76 Street	74 Street	17,800	24,300	A	A
Gaetz Avenue	74 Street	71 Street	20,700	27,700	A	A
Gaetz Avenue	71 Street	68 Street	25,500	31,600	A	A
Gaetz Avenue	68 Street	67 Street	30,000	35,800	B	A
Gaetz Avenue	67 Street	63 Street	27,200	36,000	A	A
Gaetz Avenue	63 Street	60 Street	30,300	39,400	B	B
Gaetz Avenue	60 Street	59 Street	16,800	20,300	A	B



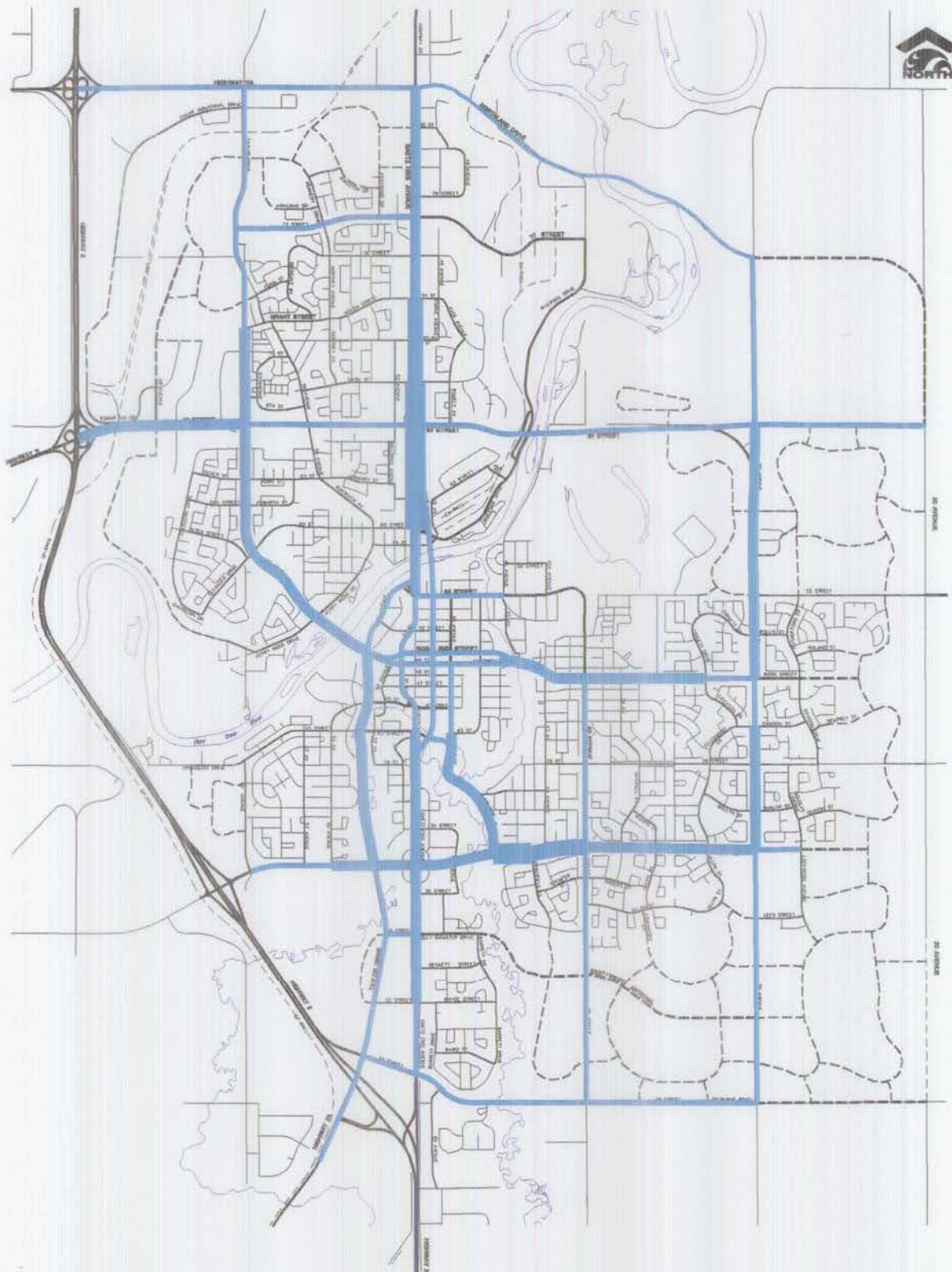
Roadway	From	To	1996 TModel2 Forecast Daily Traffic Volumes	Projected TModel2 Daily Traffic Volumes	Projected TModel2 Level of Service (No Improvements)	Projected TModel2 Level of Service (With Recommended Improvements)
Gaetz Avenue	59 Street	55 Street	17,100	19,800	A	B
Gaetz Avenue	55 Street	52 Street	10,700	13,000	A	A
51 Avenue	52 Street	Ross Street	9,800	10,700	A	A
51 Avenue	Ross Street	49 Street	10,500	11,600	A	A
51 Avenue	49 Street	47 Street	10,900	12,700	A	A
51 Avenue	47 Street	45 Street	10,700	12,800	A	A
Gaetz Avenue	45 Street	43 Street	10,800	12,700	A	A
Gaetz Avenue	43 Street	39 Street	15,500	18,300	A	A
Gaetz Avenue	39 Street	36 Street	17,500	20,400	A	A
Gaetz Avenue	36 Street	34 Street	16,100	19,100	A	A
Gaetz Avenue	34 Street	32 Street	16,800	20,200	A	A
Gaetz Avenue	32 Street	30 Street	19,200	23,000	A	A
Gaetz Avenue	30 Street	28 Street	17,600	21,200	A	A
Gaetz Avenue	28 Street	Bennett Street	16,800	19,100	A	A
Gaetz Avenue	Bennett Street	Boyce Street	14,700	16,900	A	A
Gaetz Avenue	Boyce Street	Delburne Road	11,500	13,200	A	A
49 Avenue	39 Street	43 Street	9,000	10,900	A	A
49 Avenue	43 Street	45 Street	10,000	12,800	A	A
49 Avenue	45 Street	49 Street	9,600	12,200	A	A
49 Avenue	49 Street	Ross Street	10,000	12,600	A	A
49 Avenue	Ross Street	52 Street	12,600	15,400	A	A
49 Avenue	52 Street	55 Street	12,900	17,000	A	A
49 Avenue	55 Street	Riverside Drive	17,500	25,100	C	C
49 Avenue	Riverside Drive	63 Street	16,600	22,100	B	B
48 Avenue	55 Street	52 Street	1,800	3,200	A	A
48 Avenue	52 Street	50 Street	3,700	8,100	B	B
48 Avenue	50 Street	49 Street	5,200	9,400	B	A
48 Avenue	49 Street	45 Street	6,000	9,600	A	A
48 Avenue	45 Street	43 Street	5,100	11,100	A	A
Spruce Drive	43 Street	37 Street	10,000	18,900	E	A
Spruce Drive	37 Street	32 Street	7,600	16,500	C	A
Riverside Drive	49 Avenue	48 Avenue	3,900	3,900	A	A
Riverside Drive	48 Avenue	67 Street	3,000	5,000	A	A
Riverside Drive	67 Street	77 Street	2,400	2,200	A	A
40 Avenue	55 Street	Ross Street	2,400	3,600	A	A
40 Avenue	Ross Street	39 Street	8,100	9,900	A	A
40 Avenue	39 Street	32 Street	6,400	9,100	A	A
40 Avenue	32 Street	Spencer Street / Anders Street	7,100	11,500	A	A
40 Avenue	Spencer Street / Anders Street	Allan Street	5,300	9,200	A	A
40 Avenue	Allan Street	Selkirk Boulevard	4,500	7,300	A	A
40 Avenue	Selkirk Boulevard	28 Street	4,100	6,500	A	A
40 Avenue	28 Street	Residential Collector	4,100	6,500	A	A
40 Avenue	Residential Collector	Delburne Road	4,100	6,500	A	A
30 Avenue	77 Street	67 Street	800	10,100	A	A
30 Avenue	67 Street	61 Street	10,800	18,000	A	A
30 Avenue	61 Street	55 Street	10,800	18,100	A	A

Roadway	From	To	1996 TModel2 Forecast Daily Traffic Volumes	Projected TModel2 Daily Traffic Volumes	Projected TModel2 Level of Service (No Improvements)	Projected TModel2 Level of Service (With Recommended Improvements)
30 Avenue	55 Street	Ross Street	11,300	17,900	A	A
30 Avenue	Ross Street	Ellenwood Drive / Dempsey Avenue	9,300	14,000	A	A
30 Avenue	Ellenwood Drive / Dempsey Avenue	39 Street	9,600	18,500	A	A
30 Avenue	39 Street	McLean Street	8,700	19,600	A	A
30 Avenue	McLean Street	32 Street	7,100	16,400	A	A
30 Avenue	32 Street	Lees Street	4,100	14,400	A	A
30 Avenue	Lees Street	28 Street	4,000	9,200	B	A
30 Avenue	28 Street	Delburne Road	4,000	8,400	B	A
20 Avenue	77 Street	67 Street	100	400	A	A
20 Avenue	67 Street	55 Street	100	3,300	A	A
20 Avenue	55 Street	Ross Street	1,000	3,300	A	A
20 Avenue	Ross Street	39 Street	1,000	3,000	A	A
20 Avenue	39 Street	32 Street	400	1,400	A	A
20 Avenue	32 Street	28 Street	400	900	A	A
20 Avenue	28 Street	Delburne Road	400	900	A	A
Highway 11A	Highway 2	Taylor Drive	5,800	9,900	A	A
Highway 11A	Taylor Drive	Gaetz Avenue	5,100	11,300	A	A
Northlands Drive	Gaetz Avenue	77 Street	#N/A	10,300	#N/A	A
77 Street	Taylor Drive	Northey Avenue	1,400	5,800	A	A
77 Street	Northey Avenue	53 Avenue	1,300	6,800	A	A
77 Street	53 Avenue	Gaetz Avenue	2,100	8,500	A	A
77 Street	Gaetz Avenue	Riverside Drive	1,800	2,300	A	A
67 Street	Highway 2	68 Avenue	12,100	15,800	A	A
67 Street	68 Avenue	Taylor Drive	14,200	19,700	A	A
67 Street	Taylor Drive	59 Avenue	7,200	9,100	A	A
67 Street	59 Avenue	52 Avenue	9,500	11,300	A	A
67 Street	52 Avenue	Gaetz Avenue	9,400	10,900	A	A
67 Street	Gaetz Avenue	Pamely Avenue	10,700	11,000	A	A
67 Street	Pamely Avenue	67 Street Bridge	10,100	10,300	A	A
67 Street	67 Street Bridge		11,200	12,700	B	A
67 Street	67 Street Bridge	30 Avenue	11,200	12,600	A	A
67 Street	30 Avenue	20 Avenue	0	6,800	A	A
55 Street	Gaetz Avenue	49 Avenue	7,900	8,400	A	A
55 Street	49 Avenue	48 Avenue	9,900	12,400	A	A
55 Street	48 Avenue	47 Avenue	9,400	10,800	A	A
55 Street	47 Avenue	45 Avenue	9,000	10,200	A	A
55 Street	45 Avenue	40 Avenue	1,800	2,900	A	A
55 Street	30 Avenue	20 Avenue	6,500	5,000	C	A
Ross (50) Street	54 Avenue	52 Avenue	6,400	8,100	A	A
Ross (50) Street	52 Avenue	51 Avenue	7,600	9,100	A	A
Ross (50) Street	51 Avenue	49 Avenue	7,000	8,300	A	A
Ross (50) Street	49 Avenue	48 Avenue	7,500	7,500	A	A
Ross (50) Street	48 Avenue	47 Avenue	8,100	7,500	A	A
Ross (50) Street	47 Avenue	49 Street	7,900	7,300	A	A

Roadway	From	To	1996 TModel2 Forecast Daily Traffic Volumes	Projected TModel2 Daily Traffic Volumes	Projected TModel2 Level of Service (No Improvements)	Projected TModel2 Level of Service (With Recommended Improvements)
Ross (50) Street	46 Avenue	43 Avenue	20,500	20,900	B	A
Ross (50) Street	43 Avenue	40 Avenue	20,300	20,800	B	A
Ross (50) Street	40 Avenue	38 Avenue	18,700	18,300	A	A
Ross (50) Street	38 Avenue	Erickson Drive	17,200	18,500	A	A
Ross (50) Street	Erickson Drive	30 Avenue	6,100	6,000	A	A
Ross (50) Street	30 Avenue	Rutherford Drive	2,700	6,700	A	A
Ross (50) Street	Rutherford Drive	Residential Collector	0	1,800	A	A
Ross (50) Street	Residential Collector	20 Avenue	#N/A	400	A	A
49 Street	54 Avenue	52 Avenue	5,400	6,700	A	A
49 Street	52 Avenue	51 Avenue	6,200	7,400	A	A
49 Street	51 Avenue	49 Avenue	6,500	7,400	A	A
49 Street	49 Avenue	48 Avenue	7,600	9,400	A	A
49 Street	48 Avenue	47 Avenue	9,500	10,800	A	A
49 Street	47 Avenue	Ross Street	10,500	12,000	A	A
45 Street	54 Avenue	Gaetz Avenue	4,300	6,000	A	A
45 Street	Gaetz Avenue	49 Avenue	5,300	6,800	A	A
45 Street	49 Avenue	48 Avenue	7,800	8,000	B	B
43 Street	57 Avenue	55 Avenue	5,500	5,600	A	A
43 Street	55 Avenue	Taylor Drive	2,900	800	A	A
43 Street	Taylor Drive	Gaetz Avenue	2,300	2,800	A	A
43 Street	Gaetz Avenue	49 Avenue	5,000	8,100	A	A
43 Street	49 Avenue	48 Avenue	5,000	8,700	A	A
39 Street	40 Avenue	30 Avenue	2,000	4,700	A	A
32 Street	60 Avenue	57 Avenue	6,300	6,900	A	A
32 Street	57 Avenue	RDC Entrance	8,600	9,500	A	A
32 Street	RDC Entrance	55 Avenue	15,000	9,500	A	A
32 Street	55 Avenue	Taylor Drive	15,500	22,900	C	B
32 Street	Taylor Drive	Gaetz (50) Avenue	9,800	15,400	A	A
32 Street	Gaetz (50) Avenue	47 Avenue	12,800	19,000	A	A
32 Street	47 Avenue	Spruce Drive	14,500	21,800	A	A
32 Street	Spruce Drive	Springfield Avenue	21,300	37,000	E	B
32 Street	Springfield Avenue	43 Avenue	19,000	33,600	D	B
32 Street	43 Avenue	40 Avenue	17,600	32,600	D	A
32 Street	40 Avenue	Mitchell Avenue	10,500	20,700	A	A
32 Street	Mitchell Avenue	Ayers Avenue	10,100	20,500	A	A
32 Street	Ayers Avenue	Metcalf Avenue	10,400	21,600	A	A
32 Street	Metcalf Avenue	30 Avenue	5,200	16,000	A	A
32 Street	30 Avenue	Residential Collector	1,400	7,800	A	A
32 Street	Residential Collector	Residential Collector	#N/A	2,100	A	A
32 Street	Residential Collector	20 Avenue	#N/A	900	A	A
28 Street	Taylor Drive	Gaetz (50) Avenue	5,000	5,700	A	A
28 Street	Gaetz (50) Avenue	Barrett Drive	1,300	1,400	A	A
28 Street	Barrett Drive	40 Avenue	#N/A	#N/A	#N/A	#N/A
28 Street	40 Avenue	Residential Collector	#N/A	1,100	A	A
28 Street	Residential Collector	30 Avenue	#N/A	1,400	A	A

Roadway	From	To	1996 TModel2 Forecast Daily Traffic Volumes	Projected TModel2 Daily Traffic Volumes	Projected TModel2 Level of Service (No Improvements)	Projected TModel2 Level of Service (With Recommended Improvements)
28 Street	30 Avenue	Residential Collector	#N/A	1,800	A	A
Delburne Road	Taylor Drive	Gaetz (50) Avenue	5,100	7,700	A	A
Delburne Road	Gaetz (50) Avenue	Westerner Access	8,300	12,000	A	A
Delburne Road	Westerner Access	40 Avenue	7,200	11,100	A	A
Delburne Road	40 Avenue	30 Avenue	5,600	10,400	A	A
Delburne Road	30 Avenue	20 Avenue	2,000	3,100	A	A

Used Factor of 11 to Convert TModel2 PM Peak Volumes to Daily Traffic Volumes



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## **8.0 Ultimate (115,000 Population Horizon) Roadway Network Requirements**

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## **8.0 Ultimate (115,000 Population Horizon) Roadway Network Requirements**

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### **8.1 ASSUMED GROWTH AREAS**

Population and employment growth areas to the 115,000 Population Horizon are illustrated on Figure 8.1. Between the 85,000 and 115,000 Population Horizons, residential growth is primarily concentrated in the southeast and northeast parts of the City with some residential growth in the northwest. Employment growth will be primarily concentrated in the north and northwest parts of the City.

### **8.2 PROJECTED ROADWAY NETWORK CONSTRAINTS AND CONCERNS**

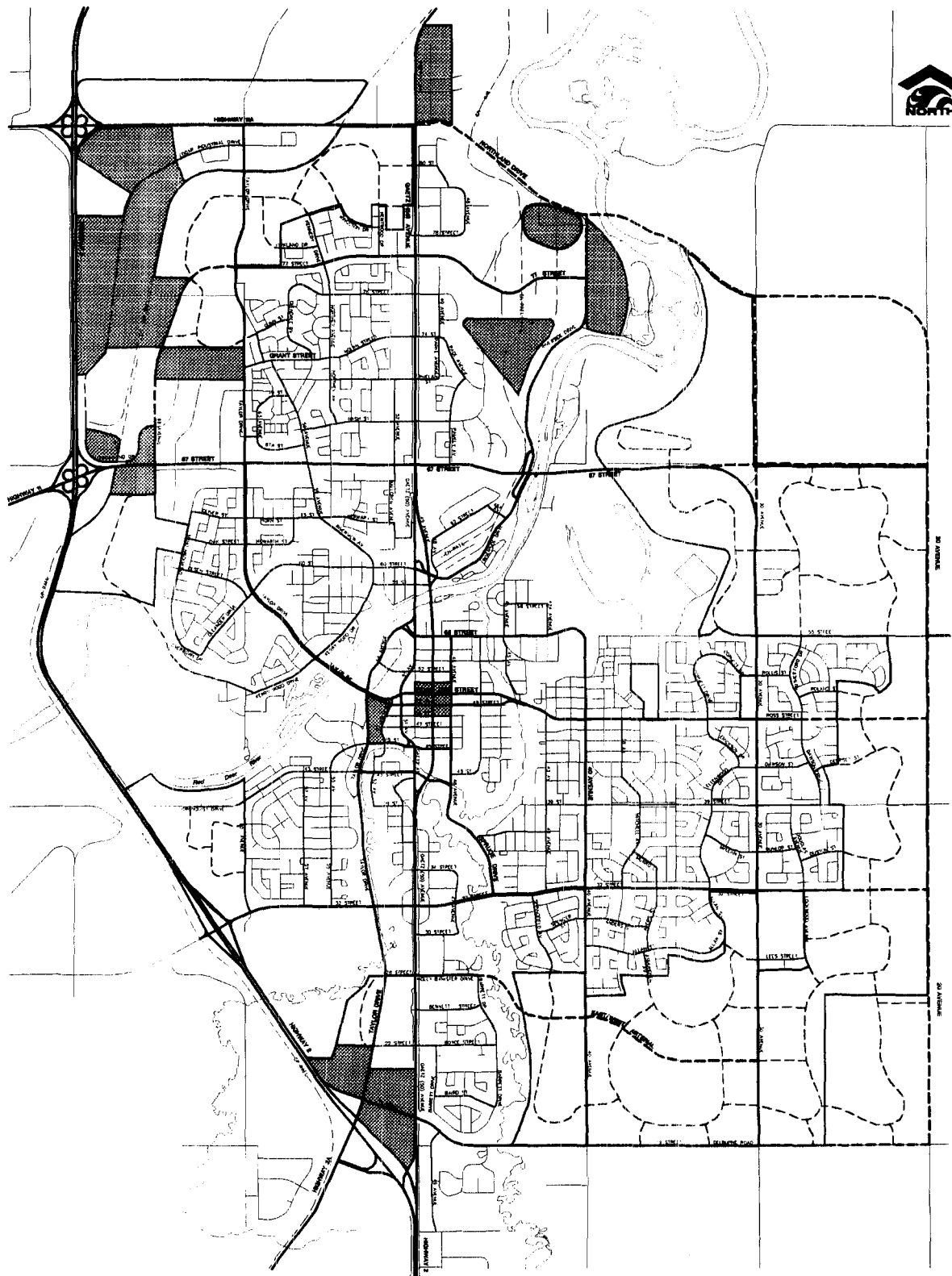
#### **8.2.1 General**

In general, the roadway network improvements recommended for implementation by the 85,000 Population Horizon will serve Red Deer's needs up to the 115,000 Population Horizon. Figure 8.1 summarizes the locations at the 115,000 Population Horizon where there may be congestion concerns even with the recommended roadway network improvements for the 85,000 Population Horizon in place.

It should be cautioned that the 115,000 Population Horizon is a very long-term planning horizon and that the actual roadway network constraints that occur at this population horizon will be heavily influenced by the impact of previous improvements and the actual pattern of residential and employment development that occurs. In addition, at this population horizon, the City of Red Deer will be approximately double its present population. As residents of a larger city, motorists' expectations regarding acceptable levels of congestion may well have changed. Nonetheless, constraints identified as part of this study should be recognized, appropriate improvements should be identified and the ability to implement the preferred improvement protected for future consideration.

#### **8.2.2 South Red Deer**

In south Red Deer capacity constraints reappear on 32 Street between 40 Avenue and Spruce Drive, even with the recommended upgrading of Delburne Road, 30 Avenue, 40 Avenue and 32 Street west of 40 Avenue prior to the 85,000 Population Horizon.





### **8.2.3 Central and North Red Deer**

Some minor capacity constraints on through routes may become apparent in the downtown area at this population horizon. These are not regarded as severe enough to warrant roadway network improvements given motorists general expectations regarding traffic conditions in downtown areas. However, as previously noted the transportation model treats zones as distinct origins and destinations and generally does not model the circulation movements within zones that occur as motorists search for parking or move from destination to destination on multi-purpose trips. Therefore, congestion on downtown streets with on-street parking and at some intersections around major parking areas may become evident due to these circulation movements. Many would consider this type of congestion as the sign of a vibrant downtown, while the solution to the traffic congestion problem (removing on-street parking, road widenings, etc.) may have significant impacts on the viability of the downtown as a whole. Nonetheless, some minor intersection improvements may be required to deal with localized problems.

Capacity constraints begin to become apparent on Taylor Drive between Ross Street and 67 Street even if the recommended four lane cross-section for the Northlands Drive/30 Avenue river crossing is constructed by the 85,000 Population Horizon.

## **8.3 EVALUATION OF ALTERNATIVES**

### **8.3.1 South Red Deer**

#### 32 Street

The primary issue in south Red Deer is how to appropriately address congestion on 32 Street west of 40 Avenue. Having widened 32 Street to a six lane divided urban arterial cross-section by the 85,000 Population Horizon, the opportunity for further capacity increases on this section of 32 Street are limited. The following alternatives were considered:

#### *Upgrade Delburne Road, 30 Avenue and 40 Avenue*

Upgrading of sections of Delburne Road, 30 Avenue and 40 Avenue is recommended prior to reaching the 85,000 Population Horizon. Some members of the public believe that widening of the remaining sections of these roadways should be adequate to address congestion concerns on 32 Street. Analysis using the transportation model

suggests otherwise, although upgrading these roadways will still be desirable in order to service continued residential growth in southeast Red Deer.

#### *Construct Molly Banister Drive From Barrett Drive to 40 Avenue*

This alternative adequately reduces the congestion on 32 Street west of 40 Avenue. However, as previously noted this alternative potentially has significant environmental impacts and has been vigorously opposed by some members of the public. This alternative should only be considered after the other alternatives have been tried and found to be inadequate. To ensure that this alternative is available in the long-term future, it is recommended that a right-of-way for this alignment be protected.

#### *Do Nothing*

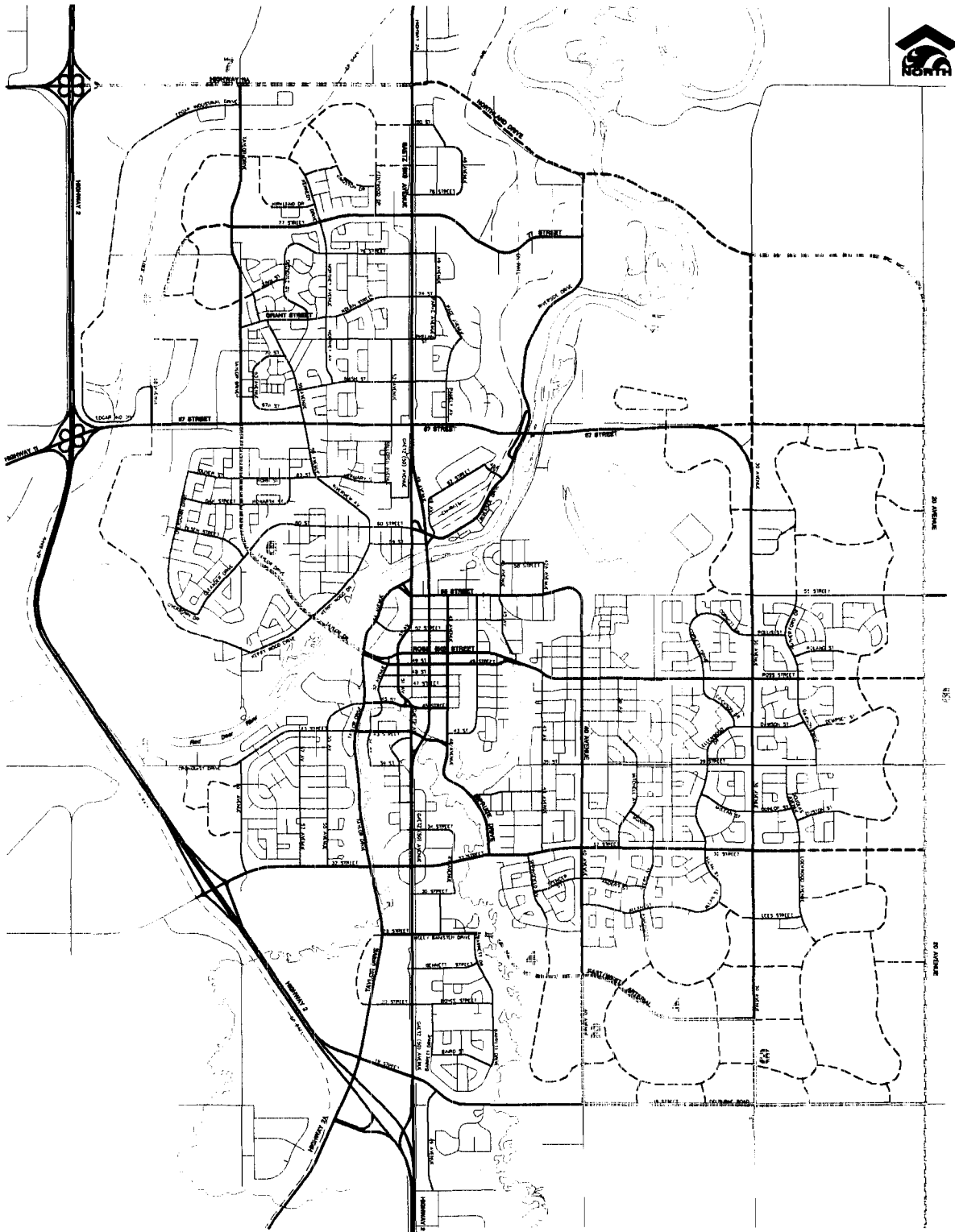
While projected levels of congestion on 32 Street will be higher than currently acceptable levels, motorists in a city of 115,000 may well be willing to accept these levels of congestion rather than construct the Molly Banister Drive extension to 40 Avenue. However, this possibility will not be known for many years.

This alternative is the recommended approach at this time, but only as a means to delay making a decision on constructing the extension to Molly Banister Drive until the need for it can more clearly be identified. In the consultant's opinion, there are too many unknowns and too many objections to extending Molly Banister Drive to make this decision at this point in time. In any case, as previously noted under the Molly Banister Drive Extension alternative, a right-of-way for the extension should be protected so that the extension could be constructed if it is determined to be the appropriate alternative. Even if the Do Nothing alternative proves to be the best alternative, this right-of-way will still be useful for utilities and recreational purposes.

## **8.4 RECOMMENDED IMPROVEMENTS**

Figure 8.2 illustrates the recommended improvements to accommodate the projected traffic volumes to the 115,000 Population Horizon. Specific improvements include:

1. Upgrade Delburne Road from 40 Avenue to 20 Avenue as a four lane divided urban arterial cross-section. This upgrading could be done in stages (40 Avenue to 30 Avenue and 30 Avenue to 20 Avenue) as required by residential development.
2. Twin 40 Avenue to Delburne Road to create a four lane divided urban arterial cross-section as required by residential development.



- 3 Twin 30 Avenue to Delburne Road to create a four lane divided urban arterial cross-section as required by residential development in the area.
- 4 Construct a new east-west four lane divided urban arterial cross-section roadway between 32 Street and Delburne Road from 40 Avenue to 30 Avenue as required to service residential development. An interim stage would be to construct the initial two lanes of this cross-section. Protect a right-of-way for this arterial from 40 Avenue to Molly Banister Drive at Barrett Drive.
- 5 Extend Johnstone Drive north to 77 Street as a four lane undivided urban arterial cross-section as required by development. While only two lanes are required for capacity purposes, the arterial roadway designation is important to ensure adequate access control and roadway geometrics is provided on this roadway to accommodate the significant volumes of truck traffic which can be expected to utilize this roadway.
- 6 Widen Taylor Drive from 67 Street to Ross Street to 6 lanes as warranted by congestion levels.
- 7 Twin Highway 11A from Highway 2 to Gaetz Avenue.
- 8 Consider developing 20 Avenue as an east by-pass of the City connecting Highway 2 near McKenzie Road to Highway 2A near Highway 11A. As a by-pass the roadway should be constructed to an expressway standard as illustrated in Figure 7.5. The alignment of the roadway can either be along 20 Avenue or alternatively another alignment to the east. Intersections should be spaced at 2 kilometres and would include Delburne Road, 32 Street, Ross Street and 67 Street.

Table 8.1 summarizes the recommended improvements and their estimated cost.

Table 8.2 summarizes the existing and projected 115,000 Population Horizon daily traffic volumes and an approximation of level of service on the arterial roadway network as calculated by the transportation model. Figure 8.3 graphically illustrates the projected traffic volumes. It should be noted that the existing daily traffic volumes as estimated by the transportation model will differ from actual count data. The existing daily traffic volume numbers are provided as a reference only to illustrate projected growth in traffic volumes and should be quoted with caution. As well, the volume to capacity ratios quoted are based solely on link capacities and do not include

**Table 8.1**  
Summary of Roadway Network Improvements  
115,000 Population Horizon

Item	Length	Estimated Cost (1) (1996 dollars)
1. Upgrade Delburne Road from 40 Avenue to 20 Avenue as a four lane divided urban arterial cross-section	3.2 km	8,000,000
2. Twin 40 Avenue to Delburne Road to create a four lane divided urban arterial cross-section	1.8 km	2,300,000
3. Upgrade 30 Avenue to Delburne Road as a four lane divided urban arterial cross-section	1.0 km	2,400,000
4. Construct new east-west four lane urban arterial cross-section roadway between 32 Street and Delburne Road from 40 Avenue to 30 Avenue	1.8 km	4,300,000
5. Extend Johnstone Drive north to 77 Street as a four lane undivided urban arterial cross-section	1.6 km	4,200,000
6. Widen Taylor Drive from 67 Street to Ross Street to a six lane divided urban arterial cross-section	3.0 km	9,000,000
7. Twin Highway 11A from Highway 2 to Gaetz Avenue	3.0 km	3,500,000
8. Protect a right-of-way along 20 Avenue or an alternate route to the east for an expressway standard by-pass of the City from Highway 2 to Highway 2A	12.0 km	N/A

(1) Excludes property acquisition costs

**Table 8.2**  
Summary of Roadway Network Conditions  
115,000 Population Horizon

Roadway	From	To	1996 TModel2 Forecast Daily Traffic Volumes	Projected TModel2 Daily Traffic Volumes	Projected TModel2 Level of Service (No Improvements)	Projected TModel2 Level of Service (With Recommended Improvements)
68 Avenue	67 Street	Edgar Drive (South)	2,700	16,500	A	A
Taylor Drive	Highway 11A	Edgar Drive (North)	4,800	16,900	A	A
Taylor Drive	Edgar Drive (North)	67 Avenue / Kennedy Drive	5,500	17,800	A	A
Taylor Drive	67 Avenue / Kennedy Drive	77 Street	5,500	14,700	A	A
Taylor Drive	77 Street	Grant Street	5,000	15,900	A	A
Taylor Drive	Grant Street	67 Street	14,100	20,500	A	A
Taylor Drive	67 Street	Overdown Drive / Hamilton Boulevard	#N/A	35,900	D	A
Taylor Drive	Overdown Drive / Hamilton Boulevard	Horn Street / Oliver Street	18,200	35,200	D	A
Taylor Drive	Horn Street / Oliver Street	Oleander Drive / 60 Street	20,500	36,200	D	A
Taylor Drive	Oleander Drive / 60 Street	Kerry Wood Drive	22,400	37,000	D	A
Taylor Drive	Kerry Wood Drive	Taylor Drive Bridge	26,800	41,100	E	B
Taylor Drive	Ross Street	47 Street	20,700	34,400	C	C
Taylor Drive	47 Street	45 Street	19,900	33,700	C	C
Taylor Drive	45 Street	43 Street	14,900	23,600	A	A
Taylor Drive	43 Street	32 Street	10,700	19,600	A	A
Taylor Drive	32 Street	28 Street	8,600	13,100	A	A
Taylor Drive	28 Street	Chrysler Avenue	7,600	16,000	A	A
Taylor Drive	Chrysler Avenue	Delburne Road	5,200	11,100	A	A
Taylor Drive	Delburne Road	Highway 2 (South Ramp)	5,200	11,100	A	A
Taylor Drive	Highway 2 (South Ramp)	Highway 2A (South)	5,400	11,300	B	B
Riverview (59) Avenue	67 Street	Horn Street / Hermary Street	1,600	2,100	A	A
Riverview (59) Avenue	Horn Street / Hermary Street	60 Street	2,700	2,700	A	A
Riverview (59) Avenue	60 Street	59 Street	2,500	3,100	A	A
Riverview (59) Avenue	59 Street	Taylor Drive	3,600	4,200	A	A
54 Avenue	Gaetz Avenue	Taylor Drive	5,500	9,900	A	A
Gaetz Avenue	Highway 11A	80 Street	13,500	19,200	A	A
Gaetz Avenue	80 Street	78A Street	13,200	19,500	A	A
Gaetz Avenue	78A Street	78 Street	14,300	19,100	A	A
Gaetz Avenue	78 Street	77 Street	16,000	22,100	A	A
Gaetz Avenue	77 Street	76 Street	17,400	27,800	A	A
Gaetz Avenue	76 Street	74 Street	17,800	27,000	A	A
Gaetz Avenue	74 Street	71 Street	20,700	29,900	A	A
Gaetz Avenue	71 Street	68 Street	25,500	33,300	A	A
Gaetz Avenue	68 Street	67 Street	30,000	37,200	B	B
Gaetz Avenue	67 Street	63 Street	27,200	36,900	A	A
Gaetz Avenue	63 Street	60 Street	30,300	39,800	B	B
Gaetz Avenue	60 Street	59 Street	16,800	23,000	B	B

Roadway	From	To	1996 TModel2 Forecast Daily Traffic Volumes	Projected TModel2 Daily Traffic Volumes	Projected TModel2 Level of Service (No Improvements)	Projected TModel2 Level of Service (With Recommended Improvements)
Gaetz Avenue	59 Street	55 Street	17,100	22,300	C	C
Gaetz Avenue	55 Street	52 Street	10,700	12,200	A	A
51 Avenue	52 Street	Ross Street	9,800	10,600	A	A
51 Avenue	Ross Street	49 Street	10,500	11,200	A	A
51 Avenue	49 Street	47 Street	10,900	13,200	A	A
51 Avenue	47 Street	45 Street	10,700	13,300	A	A
Gaetz Avenue	45 Street	43 Street	10,800	13,000	A	A
Gaetz Avenue	43 Street	39 Street	15,500	19,100	A	A
Gaetz Avenue	39 Street	36 Street	17,500	20,200	A	A
Gaetz Avenue	36 Street	34 Street	16,100	19,700	A	A
Gaetz Avenue	34 Street	32 Street	16,800	20,800	A	A
Gaetz Avenue	32 Street	30 Street	19,200	25,600	A	A
Gaetz Avenue	30 Street	28 Street	17,600	23,600	A	A
Gaetz Avenue	28 Street	Bennett Street	16,800	20,500	A	A
Gaetz Avenue	Bennett Street	Boyce Street	14,700	18,700	A	A
Gaetz Avenue	Boyce Street	Delburne Road	11,500	14,300	A	A
49 Avenue	39 Street	43 Street	9,000	11,300	A	A
49 Avenue	43 Street	45 Street	10,000	12,500	A	A
49 Avenue	45 Street	49 Street	9,600	12,700	A	A
49 Avenue	49 Street	Ross Street	10,000	13,000	A	A
49 Avenue	Ross Street	52 Street	12,600	14,900	A	A
49 Avenue	52 Street	55 Street	12,900	16,500	A	A
49 Avenue	55 Street	Riverside Drive	17,500	25,100	C	C
49 Avenue	Riverside Drive	63 Street	16,600	20,000	B	B
48 Avenue	55 Street	52 Street	1,800	3,400	A	A
48 Avenue	52 Street	50 Street	3,700	7,100	B	B
48 Avenue	50 Street	49 Street	5,200	8,600	B	B
48 Avenue	49 Street	45 Street	6,000	9,300	B	B
48 Avenue	45 Street	43 Street	5,100	12,700	A	A
Spruce Drive	43 Street	37 Street	10,000	23,000	C	C
Spruce Drive	37 Street	32 Street	7,600	20,700	B	B
Riverside Drive	49 Avenue	48 Avenue	3,900	6,400	A	A
Riverside Drive	48 Avenue	67 Street	3,000	10,100	A	A
Riverside Drive	67 Street	77 Street	2,400	5,000	A	A
40 Avenue	55 Street	Ross Street	2,400	3,800	A	A
40 Avenue	Ross Street	39 Street	8,100	12,000	A	A
40 Avenue	39 Street	32 Street	6,400	11,900	A	A
40 Avenue	32 Street	Spencer Street / Anders Street	7,100	20,400	B	A
40 Avenue	Spencer Street / Anders Street	Allan Street	5,300	18,100	A	A
40 Avenue	Allan Street	Selkirk Boulevard	4,500	17,200	A	A
40 Avenue	Selkirk Boulevard	28 Street	4,100	4,600	A	A
40 Avenue	28 Street	Residential Collector	4,100	4,600	A	A
40 Avenue	Residential Collector	Delburne Road	4,100	6,200	A	A
30 Avenue	77 Street	67 Street	800	18,600	A	A
30 Avenue	67 Street	61 Street	10,800	22,000	B	B
30 Avenue	61 Street	55 Street	10,800	21,800	B	B

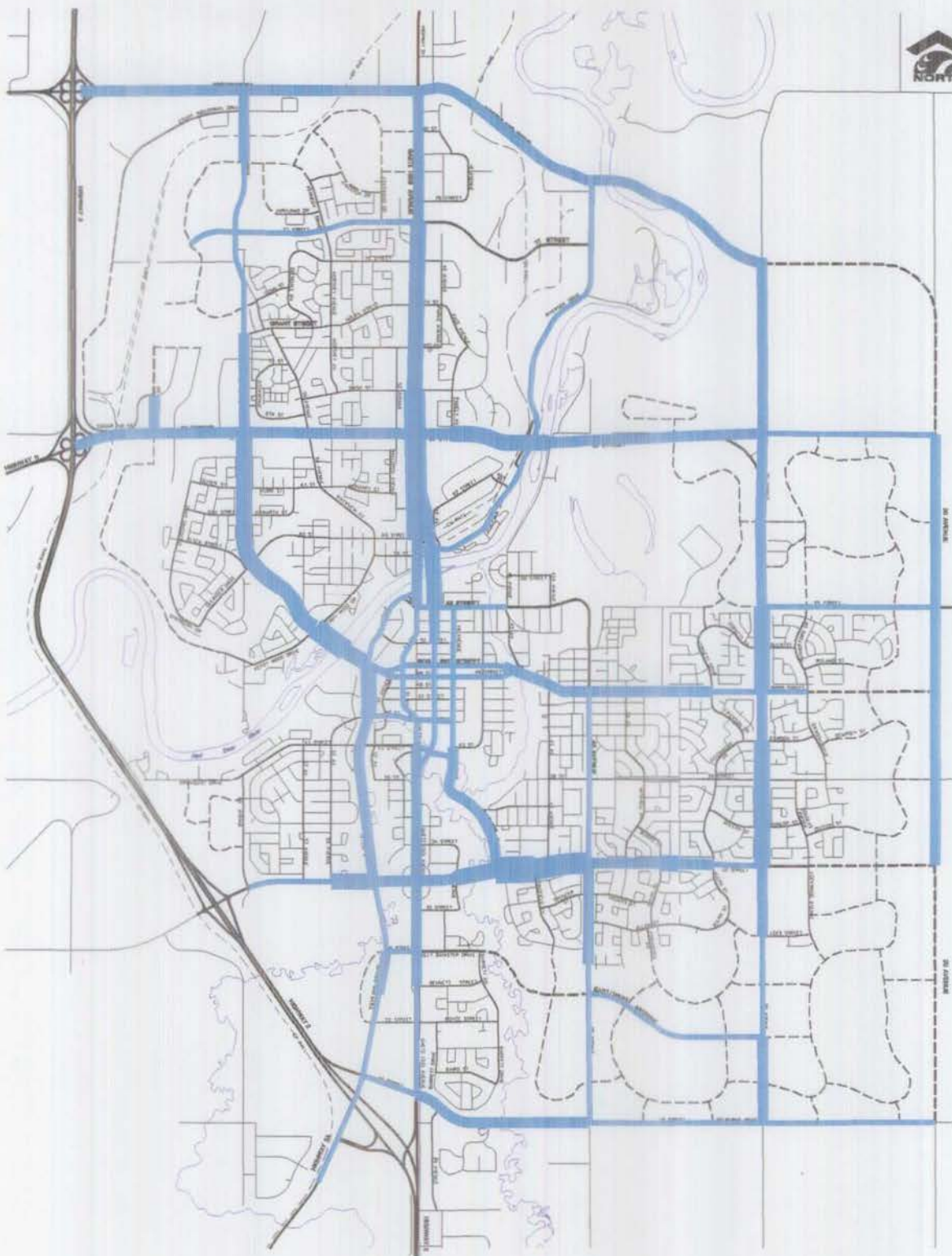
Roadway	From	To	1996 TModel2 Forecast Daily Traffic Volumes	Projected TModel2 Daily Traffic Volumes	Projected TModel2 Level of Service (No Improvements)	Projected TModel2 Level of Service (With Recommended Improvements)
30 Avenue	55 Street	Ross Street	11,300	27,700	C	C
30 Avenue	Ross Street	Ellenwood Drive / Dempsey Avenue	9,300	24,100	B	B
30 Avenue	Ellenwood Drive / Dempsey Avenue	39 Street	9,600	27,900	C	C
30 Avenue	39 Street	McLean Street	8,700	28,500	C	B
30 Avenue	McLean Street	32 Street	7,100	26,500	B	B
30 Avenue	32 Street	Lees Street	4,100	20,800	A	A
30 Avenue	Lees Street	28 Street	4,000	13,000	A	A
30 Avenue	28 Street	Delburne Road	4,000	14,200	E	A
20 Avenue	77 Street	67 Street	100	600	A	A
20 Avenue	67 Street	55 Street	100	5,900	A	A
20 Avenue	55 Street	Ross Street	1,000	6,000	A	A
20 Avenue	Ross Street	39 Street	1,000	5,400	A	A
20 Avenue	39 Street	32 Street	400	2,500	A	A
20 Avenue	32 Street	28 Street	400	1,700	A	A
20 Avenue	28 Street	Delburne Road	400	1,800	A	A
Highway 11A	Highway 2	Taylor Drive	5,800	15,300	D	A
Highway 11A	Taylor Drive	Gaetz Avenue	5,100	16,200	E	A
Northlands Drive	Gaetz Avenue	77 Street	#N/A	17,700	A	A
77 Street	Taylor Drive	Northey Avenue	1,400	5,700	A	A
77 Street	Northey Avenue	53 Avenue	1,300	8,000	A	A
77 Street	53 Avenue	Gaetz Avenue	2,100	10,600	A	A
77 Street	Gaetz Avenue	Riverside Drive	1,800	4,800	A	A
67 Street	Highway 2	68 Avenue	12,100	27,100	C	C
67 Street	68 Avenue	Taylor Drive	14,200	27,600	A	A
67 Street	Taylor Drive	59 Avenue	7,200	15,500	A	A
67 Street	59 Avenue	52 Avenue	9,500	17,700	A	A
67 Street	52 Avenue	Gaetz Avenue	9,400	17,100	A	A
67 Street	Gaetz Avenue	Pamely Avenue	10,700	20,400	A	A
67 Street	Pamely Avenue	67 Street Bridge	10,100	20,500	A	A
67 Street	67 Street Bridge		11,200	25,900	C	C
67 Street	67 Street Bridge	30 Avenue	11,200	17,400	A	A
67 Street	30 Avenue	20 Avenue	0	12,000	C	C
55 Street	Gaetz Avenue	49 Avenue	7,900	11,400	A	A
55 Street	49 Avenue	48 Avenue	9,900	13,900	A	A
55 Street	48 Avenue	47 Avenue	9,400	11,800	A	A
55 Street	47 Avenue	45 Avenue	9,000	11,300	A	A
55 Street	45 Avenue	40 Avenue	1,800	2,900	A	A
55 Street	30 Avenue	20 Avenue	6,500	6,700	A	A
Ross (50) Street	54 Avenue	52 Avenue	6,400	7,700	A	A
Ross (50) Street	52 Avenue	51 Avenue	7,600	8,800	A	A
Ross (50) Street	51 Avenue	49 Avenue	7,000	7,900	A	A
Ross (50) Street	49 Avenue	48 Avenue	7,500	7,200	A	A
Ross (50) Street	48 Avenue	47 Avenue	8,100	7,300	A	A
Ross (50) Street	47 Avenue	49 Street	7,900	7,200	A	A



Roadway	From	To	1996 TModel2 Forecast Daily Traffic Volumes	Projected TModel2 Daily Traffic Volumes	Projected TModel2 Level of Service (No Improvements)	Projected TModel2 Level of Service (With Recommended Improvements)
Ross (50) Street	46 Avenue	43 Avenue	20,500	21,200	A	A
Ross (50) Street	43 Avenue	40 Avenue	20,300	22,000	A	A
Ross (50) Street	40 Avenue	38 Avenue	18,700	19,100	A	A
Ross (50) Street	38 Avenue	Erickson Drive	17,200	19,600	A	A
Ross (50) Street	Erickson Drive	30 Avenue	6,100	8,500	A	A
Ross (50) Street	30 Avenue	Rutherford Drive	2,700	9,500	A	A
Ross (50) Street	Rutherford Drive	Residential Collector	0	4,600	A	A
Ross (50) Street	Residential Collector	20 Avenue	#N/A	1,100	A	A
49 Street	54 Avenue	52 Avenue	5,400	8,300	A	A
49 Street	52 Avenue	51 Avenue	6,200	9,100	A	A
49 Street	51 Avenue	49 Avenue	6,500	8,000	A	A
49 Street	49 Avenue	48 Avenue	7,600	9,400	A	A
49 Street	48 Avenue	47 Avenue	9,500	10,500	A	A
49 Street	47 Avenue	Ross Street	10,500	11,600	A	A
45 Street	54 Avenue	Gaetz Avenue	4,300	8,400	A	A
45 Street	Gaetz Avenue	49 Avenue	5,300	7,400	A	A
45 Street	49 Avenue	48 Avenue	7,800	9,000	B	B
43 Street	57 Avenue	55 Avenue	5,500	6,600	B	B
43 Street	55 Avenue	Taylor Drive	2,900	1,600	A	A
43 Street	Taylor Drive	Gaetz Avenue	2,300	3,900	A	A
43 Street	Gaetz Avenue	49 Avenue	5,000	10,700	A	A
43 Street	49 Avenue	48 Avenue	5,000	11,000	A	A
39 Street	40 Avenue	30 Avenue	2,000	4,800	A	A
32 Street	60 Avenue	57 Avenue	6,300	11,100	A	A
32 Street	57 Avenue	RDC Entrance	8,600	13,700	A	A
32 Street	RDC Entrance	55 Avenue	15,000	13,700	A	A
32 Street	55 Avenue	Taylor Drive	15,500	28,500	D	D
32 Street	Taylor Drive	Gaetz (50) Avenue	9,800	19,700	A	A
32 Street	Gaetz (50) Avenue	47 Avenue	12,800	25,500	A	A
32 Street	47 Avenue	Spruce Drive	14,500	28,200	A	A
32 Street	Spruce Drive	Springfield Avenue	21,300	47,700	E	E
32 Street	Springfield Avenue	43 Avenue	19,000	41,200	C	C
32 Street	43 Avenue	40 Avenue	17,600	40,500	C	C
32 Street	40 Avenue	Mitchell Avenue	10,500	24,800	B	B
32 Street	Mitchell Avenue	Ayers Avenue	10,100	24,700	B	B
32 Street	Ayers Avenue	Metcalf Avenue	10,400	26,400	B	C
32 Street	Metcalf Avenue	30 Avenue	5,200	21,500	A	A
32 Street	30 Avenue	Residential Collector	1,400	7,900	A	A
32 Street	Residential Collector	Residential Collector	#N/A	2,400	A	A
32 Street	Residential Collector	20 Avenue	#N/A	1,000	A	A
28 Street	Taylor Drive	Gaetz (50) Avenue	5,000	8,200	A	A
28 Street	Gaetz (50) Avenue	Barrett Drive	1,300	1,500	A	A
28 Street	Barrett Drive	40 Avenue	#N/A	3,500	A	A
28 Street	40 Avenue	Residential Collector	#N/A	13,300	A	A
28 Street	Residential Collector	30 Avenue	#N/A	9,700	A	A

Roadway	From	To	1996 TModel2 Forecast Daily Traffic Volumes	Projected TModel2 Daily Traffic Volumes	Projected TModel2 Level of Service (No Improvements)	Projected TModel2 Level of Service (With Recommended Improvements)
28 Street	30 Avenue	Residential Collector	#N/A	3,800	A	A
Delburne Road	Taylor Drive	Gaetz (50) Avenue	5,100	12,500	A	A
Delburne Road	Gaetz (50) Avenue	Westerner Access	8,300	18,200	A	A
Delburne Road	Westerner Access	40 Avenue	7,200	17,300	A	A
Delburne Road	40 Avenue	30 Avenue	5,600	11,400	B	A
Delburne Road	30 Avenue	20 Avenue	2,000	4,700	A	A

Used Factor of 11 to Convert TModel2 PM Peak Volumes to Daily Traffic Volumes



the delays associated with intersections which the transportation model and this study considered in defining the recommended improvements.

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## **9.0 Noise Policy Review**

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## 9.0 Noise Policy Review

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### 9.1 NOISE POLICY

Noise levels are typically quoted in decibels using the A-weight scale (dBA). The A-weight scale combines both the intensity and the pitch components of noise in a manner which reflects the levels that are actually heard by the human ear. It is a logarithmic scale which means that noise levels are combined using logarithmic addition.

Roadway generated noise sources fluctuate based on time of day and the composition of the traffic. A noise level rating system, which combines fluctuating noise levels based on the number of occurrences into an equivalent non-fluctuating noise level, has been developed which reports noise levels as  $L_{eq}$ . Noise levels in residential areas are typically reported over a 24 hour period as  $L_{eq(24)}$ . The maximum recommended  $L_{eq(24)}$  noise level in a residential area is 60 dBA for an observer who is 1.5 metres high and standing a distance of 3 metres from the residence for which the noise level is being determined.

### 9.2 NOISE ANALYSIS PROGRAMS

In Western Canada, two noise analysis methodologies are commonly utilized to calculate noise levels and assess alternative mitigative measures. They are the procedures outlined in the Alberta Surface Transportation Noise and Attenuation Study and the procedures contained in the FHWA Highway Traffic Noise Prediction Model.

The FHWA approach is modeled in a computer software package marketed as STAMINA 2.0/OPTIMA and is the City of Calgary's and City of Saskatoon's preferred modeling package. The procedures outlined in the Alberta Surface Transportation Noise and Attenuation Study are accepted by most jurisdictions and have been used by IMC to create a software program to estimate noise levels. This program has been used in a wide range of communities across Western Canada and predictions from the IMC model correlate quite closely with actual noise measurements. For the purposes of this study, the IMC model has been utilized to calculate typical noise levels.

## 9.3 TYPICAL APPLICATIONS

### 9.3.1 New Roadways

Typically, the City of Red Deer provides a 1.5 metre high berm along all new arterial roadways. For roadways with up to 30,000 vehicles per day, up to 8% trucks and posted speeds of up to 70 km/h, this height of berming is typically adequate to keep noise levels to less than 60 dBA.

### 9.3.2 Existing Roadways

Existing or future traffic volumes on existing roadways through residential areas may result in traffic noise levels in excess of 60 dBA. These areas may require the retrofitting of noise walls or berms to provide adequate noise attenuation to reduce noise levels to the desired 60 dBA.

As an example of a potential location where retrofitting of noise attenuation might be required, the existing and future noise levels were calculated for residences on the north side of 32 Street between Spruce Drive and 40 Avenue. Table 9.1 summarizes the noise levels at three different population horizons and the impact of a 2.5 metre high barrier.

<b>Table 9.1</b>				
<b>Predicted Noise Levels</b>				
<b>32 Street Between Spruce Drive and 40 Avenue</b>				
<b>Population Horizon</b>	<b>AADT</b>	<b>% Trucks</b>	<b>Without Noise Barrier (dBA)</b>	<b>With 2.5 m High Noise Barrier (dBA)</b>
Existing	19,200	3%	60.9	56.5
68,000	25,600	3%	62.3	58.0
85,000	37,100	3%	64.1	60.0

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<b>Appendix A</b>	<b>Distribution of Population and Employment to the Transportation Zone System</b>
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# Red Deer Transportation Study

## Existing Population and Employment

Super Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
Northwest	11,510	2,438	3,879	65	0	0
North	11,130	753	262	160	0	0
West	9,078	3,051	32	253	1,172	4,000
Southeast	17,779	585	20	308	1,114	0
East	5,505	223	116	0	0	0
Central	4,213	2,819	0	2,367	0	0
Other	510	770	400	0	0	100
	0	0	0	0	0	0
	0	0	0	0	0	0
City Total	59,215	9,869	4,309	3,153	2,286	4,000
Total	59,725	10,639	4,709	3,153	2,286	4,100

Total Employment = 20,787  
Total Students = 4,100

# Red Deer Transportation Study

## Existing Population and Employment

59,725 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
1	0	0	63	0	0	0
2	0	0	63	0	0	0
3	0	0	78	0	0	0
4	0	0	0	0	0	0
5	0	0	353	0	0	0
6	0	0	239	0	0	0
7	0	0	78	0	0	0
8	0	0	0	0	0	0
9	0	0	0	0	0	0
10	0	0	0	0	0	0
11	0	0	353	0	0	0
12	0	0	239	0	0	0
13	0	0	0	0	0	0
14	0	0	31	0	0	0
15	0	0	0	0	0	0
16	0	0	0	0	0	0
17	0	0	0	0	0	0
18	37	0	0	0	0	0
19	482	0	0	0	0	0
20	37	16	0	0	0	0
21	0	0	353	0	0	0
22	186	0	0	0	0	0
23	0	0	87	0	0	0
24	0	0	217	0	0	0
25	0	0	0	0	0	0
26	0	0	0	0	0	0
27	1151	10	0	40	0	0
28	1151	169	0	0	0	0
29	625	40	0	0	0	0
30	1041	40	0	0	0	0
31	0	317	0	0	0	0
32	0	0	353	0	0	0
33	0	0	171	0	0	0
34	0	0	34	0	0	0
35	0	0	0	0	0	0
36	920	0	0	0	0	0
37	0	0	130	0	0	0
38	0	23	260	0	0	0
39	0	23	173	0	0	0
40	690	0	0	0	0	0
41	625	0	0	25	0	0
42	625	40	0	0	0	0
43	0	300	100	0	0	0
44	1200	70	0	0	0	0
45	690	5	0	0	0	0
46	0	107	0	0	0	0
47	625	40	0	0	0	0

# Red Deer Transportation Study

## Existing Population and Employment

59,725 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
48	0	260	0	0	0	0
49	625	40	0	0	0	0
50	700	47	0	0	0	0
51	100	891	0	0	0	0
52	0	0	302	0	0	0
53	0	0	202	0	0	0
54	0	0	0	0	0	0
55	0	0	135	0	0	0
56	300	0	0	120	0	0
57	1201	0	0	0	0	0
58	0	158	0	0	0	0
59	334	29	0	0	0	0
60	1001	0	0	0	0	0
61	334	29	0	0	0	0
62	800	106	0	0	0	0
63	700	46	0	0	0	0
64	501	38	0	0	0	0
65	1022	25	76	0	0	0
66	682	101	51	0	0	0
67	167	0	0	0	0	0
68	1169	57	0	0	0	0
69	835	38	0	0	0	0
70	374	0	0	0	0	0
71	1002	0	0	40	0	0
72	334	51	0	0	0	0
73	374	75	0	0	0	0
74	372	209	0	0	0	0
75	186	0	3	0	0	0
76	0	52	0	0	0	0
77	167	85	0	85	0	0
78	93	52	0	0	0	0
79	167	0	0	0	1172	0
80	167	57	0	57	0	0
81	0	0	29	0	0	0
82	2327	175	0	0	0	0
83	745	0	0	111	0	0
84	1167	295	0	0	0	0
85	463	132	0	0	0	0
86	463	113	0	0	0	0
87	53	0	0	0	0	4000
88	0	180	0	0	0	0
89	154	132	0	0	0	0
90	0	268	0	0	0	0
91	463	67	0	0	0	0
92	0	0	0	0	0	0
93	0	180	0	0	0	0
94	0	696	0	0	0	0

# Red Deer Transportation Study

## Existing Population and Employment

59,725 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
95	732	94	0	0	0	0
96	0	90	0	0	0	0
97	732	94	0	0	0	0
98	627	80	0	0	0	0
99	0	0	0	0	0	0
100	0	0	0	0	0	0
101	0	0	0	0	0	0
102	0	0	0	0	1114	0
103	0	0	0	0	0	0
104	0	0	0	0	0	0
105	317	0	0	0	0	0
106	589	0	0	0	0	0
107	1041	6	0	0	0	0
108	520	3	0	0	0	0
109	1041	6	0	0	0	0
110	361	0	0	9	0	0
111	670	34	0	14	0	0
112	799	34	0	67	0	0
113	976	34	0	0	0	0
114	1197	70	0	0	0	0
115	599	0	0	0	0	0
116	599	0	0	0	0	0
117	493	0	0	0	0	0
118	657	0	0	52	0	0
119	493	78	0	0	0	0
120	886	53	0	123	0	0
121	590	0	0	0	0	0
122	736	8	0	0	0	0
123	736	8	0	0	0	0
124	631	7	0	0	0	0
125	647	0	0	0	0	0
126	485	19	0	43	0	0
127	485	0	0	0	0	0
128	413	8	0	0	0	0
129	413	8	0	0	0	0
130	413	8	0	0	0	0
131	413	8	0	0	0	0
132	371	11	0	0	0	0
133	41	0	0	0	0	0
134	0	0	0	0	0	0
135	0	0	0	0	0	0
136	0	0	20	0	0	0
137	0	0	0	0	0	0
138	0	0	0	0	0	0
139	5	0	0	0	0	0
140	161	2	0	0	0	0
141	0	0	0	0	0	0

# Red Deer Transportation Study

## Existing Population and Employment

59,725 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
142	0	0	0	0	0	0
143	0	0	0	0	0	0
144	0	0	0	0	0	0
145	0	0	0	0	0	0
146	0	0	0	0	0	0
147	0	0	0	0	0	0
148	0	0	0	0	0	0
149	0	0	0	0	0	0
150	0	0	0	0	0	0
151	0	0	0	0	0	0
152	0	0	0	0	0	0
153	0	180	0	0	0	0
154	1	0	0	0	0	0
155	0	0	0	0	0	0
156	0	0	0	0	0	0
157	0	0	0	0	0	0
158	0	0	0	0	0	0
159	0	0	0	0	0	0
160	25	0	0	0	0	0
161	11	0	0	0	0	0
162	0	0	0	0	0	0
163	0	0	0	0	0	0
164	494	0	0	0	0	0
165	593	0	0	0	0	0
166	494	0	0	0	0	0
167	395	10	0	0	0	0
168	230	0	0	0	0	0
169	0	0	0	0	0	0
170	544	0	0	0	0	0
171	408	45	0	0	0	0
172	340	0	0	0	0	0
173	68	0	0	0	0	0
174	0	0	0	0	0	0
175	0	0	8	0	0	0
176	0	0	0	0	0	0
177	474	0	0	0	0	0
178	664	0	0	0	0	0
179	379	168	0	0	0	0
180	379	0	0	0	0	0
181	0	0	0	0	0	0
182	0	0	0	0	0	0
183	0	0	8	0	0	0
184	5	0	0	0	0	0
185	1	0	0	0	0	0
186	0	0	0	0	0	0
187	0	0	0	0	0	0
188	0	0	35	0	0	0



# Red Deer Transportation Study

## Existing Population and Employment

59,725 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
189	0	0	0	0	0	0
190	0	0	0	0	0	0
191	0	0	35	0	0	0
192	1	0	0	0	0	0
193	0	0	0	0	0	0
194	0	0	30	0	0	0
195	0	0	0	0	0	0
196	0	0	0	0	0	0
197	0	0	0	0	0	0
198	0	0	0	0	0	0
199	0	0	0	30	0	0
200	442	33	0	271	0	0
201	115	62	0	21	0	0
202	230	42	0	14	0	0
203	115	104	0	0	0	0
204	115	104	0	0	0	0
205	57	132	0	132	0	0
206	115	112	0	112	0	0
207	172	239	0	80	0	0
208	172	18	0	6	0	0
209	662	44	0	0	0	0
210	29	67	0	67	0	0
211	29	190	0	190	0	0
212	29	28	0	28	0	0
213	29	103	0	103	0	0
214	29	198	0	198	0	0
215	115	38	0	38	0	0
216	29	45	0	45	0	0
217	29	101	0	101	0	0
218	29	0	0	252	0	0
219	57	63	0	63	0	0
220	29	32	0	32	0	0
221	29	59	0	20	0	0
222	29	78	0	78	0	0
223	57	40	0	40	0	0
224	29	38	0	38	0	0
225	29	104	0	104	0	0
226	29	85	0	85	0	0
227	115	45	0	45	0	0
228	115	108	0	108	0	0
229	115	369	0	0	0	0
230	230	66	0	66	0	0
231	808	72	0	0	0	0
232	100	0	0	0	0	0
233	10	0	0	0	0	100
234	400	0	0	0	0	0
235	0	200	0	0	0	0

# Red Deer Transportation Study

## Existing Population and Employment

59,725 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
236	0	0	100	0	0	0
237	0	0	0	0	0	0
238	0	0	0	0	0	0
239	0	250	250	0	0	0
240	0	180	0	0	0	0
241	0	90	0	0	0	0
242	0	0	0	0	0	0
243	0	0	0	0	0	0
244	0	0	0	0	0	0
245	0	0	0	0	0	0
246	0	0	0	0	0	0
247	0	50	50	0	0	0
248	0	0	0	0	0	0
249	0	0	0	0	0	0
250	0	0	0	0	0	0
Total	59,725	10,639	4,709	3,153	2,286	4,100

Total Employment = 20,787 (NOT including College Staff)  
 Total Students = 4,100





# Red Deer Transportation Study

## 68,000 (10 Year) Population and Employment

Super Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
Northwest	13,723	2,598	5,004	65	0	0
North	11,230	895	262	160	0	0
West	9,078	3,176	32	403	1,172	4,500
Southeast	19,829	585	20	308	1,114	0
East	9,790	223	116	45	0	0
Central	4,526	2,894	0	2,540	0	0
Other	1,600	840	440	15	0	100
	0	0	0	0	0	0
	0	0	0	0	0	0
City Total	68,176	10,371	5,434	3,521	2,286	4,500
Total	69,776	11,211	5,874	3,536	2,286	4,600

Total Employment = 22,907

Total Students = 4,600

# Red Deer Transportation Study

## 68,000 (10 Year) Population and Employment

69,776 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
1	0	0	113	0	0	0
2	0	0	213	0	0	0
3	0	0	78	0	0	0
4	0	0	0	0	0	0
5	0	0	353	0	0	0
6	0	0	239	0	0	0
7	0	0	78	0	0	0
8	300	0	0	0	0	0
9	500	0	0	0	0	0
10	0	20	0	0	0	0
11	0	20	353	0	0	0
12	0	0	439	0	0	0
13	0	0	50	0	0	0
14	0	0	81	0	0	0
15	0	0	0	0	0	0
16	0	0	0	0	0	0
17	0	0	0	0	0	0
18	37	0	0	0	0	0
19	982	0	0	0	0	0
20	150	36	0	0	0	0
21	0	0	603	0	0	0
22	986	0	0	0	0	0
23	0	0	87	0	0	0
24	0	0	217	0	0	0
25	0	0	0	0	0	0
26	0	0	0	0	0	0
27	1151	10	0	40	0	0
28	1151	169	0	0	0	0
29	625	40	0	0	0	0
30	1041	40	0	0	0	0
31	0	317	0	0	0	0
32	0	100	453	0	0	0
33	0	0	271	0	0	0
34	0	0	34	0	0	0
35	0	0	75	0	0	0
36	920	0	0	0	0	0
37	0	0	130	0	0	0
38	0	23	310	0	0	0
39	0	23	223	0	0	0
40	690	0	0	0	0	0
41	625	0	0	25	0	0
42	625	40	0	0	0	0
43	0	300	100	0	0	0
44	1200	70	0	0	0	0
45	690	5	0	0	0	0
46	0	107	0	0	0	0
47	625	40	0	0	0	0

# Red Deer Transportation Study

## 68,000 (10 Year) Population and Employment

69,776 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
48	0	260	0	0	0	0
49	625	40	0	0	0	0
50	700	47	0	0	0	0
51	100	891	0	0	0	0
52	0	0	302	0	0	0
53	0	0	202	0	0	0
54	0	0	0	0	0	0
55	0	0	135	0	0	0
56	300	0	0	120	0	0
57	1201	0	0	0	0	0
58	0	300	0	0	0	0
59	334	29	0	0	0	0
60	1001	0	0	0	0	0
61	334	29	0	0	0	0
62	800	106	0	0	0	0
63	800	46	0	0	0	0
64	501	38	0	0	0	0
65	1022	25	76	0	0	0
66	682	101	51	0	0	0
67	167	0	0	0	0	0
68	1169	57	0	0	0	0
69	835	38	0	0	0	0
70	374	0	0	0	0	0
71	1002	0	0	40	0	0
72	334	51	0	0	0	0
73	374	75	0	0	0	0
74	372	209	0	0	0	0
75	186	0	3	0	0	0
76	0	52	0	0	0	0
77	167	85	0	110	0	0
78	93	52	0	0	0	0
79	167	0	0	0	1172	0
80	167	57	0	57	0	0
81	0	0	29	0	0	0
82	2327	175	0	0	0	0
83	745	0	0	111	0	0
84	1167	295	0	0	0	0
85	463	132	0	0	0	0
86	463	113	0	0	0	0
87	53	0	0	100	0	4500
88	0	180	0	0	0	0
89	154	132	0	0	0	0
90	0	268	0	0	0	0
91	463	67	0	25	0	0
92	0	25	0	0	0	0
93	0	180	0	0	0	0
94	0	696	0	0	0	0

# Red Deer Transportation Study

## 68,000 (10 Year) Population and Employment

69,776 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
95	732	94	0	0	0	0
96	0	190	0	0	0	0
97	732	94	0	0	0	0
98	627	80	0	0	0	0
99	0	0	0	0	0	0
100	0	0	0	0	0	0
101	0	0	0	0	0	0
102	0	0	0	0	1114	0
103	0	0	0	0	0	0
104	0	0	0	0	0	0
105	317	0	0	0	0	0
106	889	0	0	0	0	0
107	1041	6	0	0	0	0
108	520	3	0	0	0	0
109	1141	6	0	0	0	0
110	361	0	0	9	0	0
111	670	34	0	14	0	0
112	799	34	0	67	0	0
113	976	34	0	0	0	0
114	1197	70	0	0	0	0
115	599	0	0	0	0	0
116	599	0	0	0	0	0
117	493	0	0	0	0	0
118	657	0	0	52	0	0
119	493	78	0	0	0	0
120	886	53	0	123	0	0
121	590	0	0	0	0	0
122	736	8	0	0	0	0
123	736	8	0	0	0	0
124	631	7	0	0	0	0
125	647	0	0	0	0	0
126	485	19	0	43	0	0
127	485	0	0	0	0	0
128	413	8	0	0	0	0
129	413	8	0	0	0	0
130	413	8	0	0	0	0
131	413	8	0	0	0	0
132	571	11	0	0	0	0
133	641	0	0	0	0	0
134	600	0	0	0	0	0
135	0	0	0	0	0	0
136	0	0	20	0	0	0
137	0	0	0	0	0	0
138	0	0	0	0	0	0
139	5	0	0	0	0	0
140	411	2	0	0	0	0
141	0	0	0	0	0	0

# Red Deer Transportation Study

## 68,000 (10 Year) Population and Employment

69,776 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
142	0	0	0	0	0	0
143	0	0	0	0	0	0
144	0	0	0	0	0	0
145	0	0	0	0	0	0
146	0	0	0	0	0	0
147	0	0	0	0	0	0
148	0	0	0	0	0	0
149	0	0	0	0	0	0
150	0	0	0	0	0	0
151	0	0	0	0	0	0
152	0	0	0	0	0	0
153	0	180	0	0	0	0
154	1	0	0	0	0	0
155	0	0	0	0	0	0
156	0	0	0	0	0	0
157	0	0	0	0	0	0
158	0	0	0	0	0	0
159	0	0	0	0	0	0
160	50	0	0	0	0	0
161	21	0	0	0	0	0
162	0	0	0	0	0	0
163	0	0	0	0	0	0
164	494	0	0	0	0	0
165	593	0	0	0	0	0
166	494	0	0	0	0	0
167	695	10	0	0	0	0
168	630	0	0	0	0	0
169	200	0	0	0	0	0
170	544	0	0	0	0	0
171	408	45	0	0	0	0
172	440	0	0	0	0	0
173	368	0	0	0	0	0
174	300	0	0	0	0	0
175	0	0	8	0	0	0
176	350	0	0	0	0	0
177	474	0	0	0	0	0
178	664	0	0	25	0	0
179	379	168	0	0	0	0
180	379	0	0	0	0	0
181	250	0	0	0	0	0
182	250	0	0	20	0	0
183	0	0	8	0	0	0
184	805	0	0	0	0	0
185	501	0	0	0	0	0
186	300	0	0	0	0	0
187	200	0	0	0	0	0
188	0	0	35	0	0	0



# Red Deer Transportation Study

## 68,000 (10 Year) Population and Employment

69,776 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
189	0	0	0	0	0	0
190	0	0	0	0	0	0
191	0	0	35	0	0	0
192	1	0	0	0	0	0
193	0	0	0	0	0	0
194	0	0	30	0	0	0
195	0	0	0	0	0	0
196	0	0	0	0	0	0
197	0	0	0	0	0	0
198	0	0	0	0	0	0
199	0	0	0	30	0	0
200	600	33	0	271	0	0
201	115	62	0	21	0	0
202	230	42	0	14	0	0
203	115	104	0	0	0	0
204	115	104	0	0	0	0
205	57	132	0	132	0	0
206	115	112	0	119	0	0
207	172	239	0	85	0	0
208	172	18	0	6	0	0
209	662	44	0	0	0	0
210	29	67	0	71	0	0
211	29	190	0	201	0	0
212	29	28	0	30	0	0
213	29	103	0	109	0	0
214	29	198	0	210	0	0
215	200	63	0	63	0	0
216	29	45	0	48	0	0
217	29	101	0	107	0	0
218	29	0	0	267	0	0
219	57	63	0	67	0	0
220	29	32	0	34	0	0
221	29	59	0	21	0	0
222	29	78	0	83	0	0
223	57	40	0	42	0	0
224	29	38	0	40	0	0
225	29	104	0	110	0	0
226	29	85	0	90	0	0
227	115	95	0	95	0	0
228	115	108	0	108	0	0
229	115	369	0	0	0	0
230	300	66	0	66	0	0
231	808	72	0	0	0	0
232	200	0	0	0	0	0
233	700	0	0	15	0	100
234	700	0	0	0	0	0
235	0	200	0	0	0	0

# Red Deer Transportation Study

## 68,000 (10 Year) Population and Employment

69,776 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
236	0	0	120	0	0	0
237	0	0	0	0	0	0
238	0	0	0	0	0	0
239	0	270	250	0	0	0
240	0	180	0	0	0	0
241	0	90	0	0	0	0
242	0	0	0	0	0	0
243	0	0	0	0	0	0
244	0	0	0	0	0	0
245	0	0	0	0	0	0
246	0	0	0	0	0	0
247	0	100	70	0	0	0
248	0	0	0	0	0	0
249	0	0	0	0	0	0
250	0	0	0	0	0	0

Total	69,776	11,211	5,874	3,536	2,286	4,600
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Total Employment = 22,907 (NOT including College Staff)

Total Students = 4,600





# Red Deer Transportation Study

## 85,000 (30 Year) Population and Employment

Super Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
Northwest	18,173	2,818	5,073	65	0	0
North	13,196	796	312	160	0	0
West	9,625	3,561	32	818	1,172	7,000
Southeast	23,226	640	0	338	1,114	0
East	16,310	312	116	365	0	0
Central	4,526	2,951	0	3,788	0	0
Other	1,600	1,000	500	15	0	100
	0	0	0	0	0	0
	0	0	0	0	0	0
City Total	85,056	11,078	5,533	5,534	2,286	7,000
Total	86,656	12,078	6,033	5,549	2,286	7,100

Total Employment = 25,946

Total Students = 7,100

# Red Deer Transportation Study

## 85,000 (30 Year) Population and Employment

86,656 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
1	0	0	113	0	0	0
2	0	0	163	0	0	0
3	0	0	150	0	0	0
4	800	0	0	0	0	0
5	0	0	353	0	0	0
6	0	0	239	0	0	0
7	0	0	150	0	0	0
8	500	14	0	0	0	0
9	1200	0	0	0	0	0
10	0	50	0	0	0	0
11	0	50	353	0	0	0
12	0	0	389	0	0	0
13	0	0	50	0	0	0
14	0	0	81	0	0	0
15	0	0	0	0	0	0
16	250	0	0	0	0	0
17	800	0	0	0	0	0
18	737	0	0	0	0	0
19	982	0	0	0	0	0
20	150	80	0	0	0	0
21	0	0	553	0	0	0
22	986	0	0	0	0	0
23	0	0	87	0	0	0
24	0	0	217	0	0	0
25	100	0	25	0	0	0
26	450	12	0	0	0	0
27	1151	10	0	40	0	0
28	1151	169	0	0	0	0
29	625	40	0	0	0	0
30	1041	40	0	0	0	0
31	0	317	0	0	0	0
32	0	100	453	0	0	0
33	0	0	271	0	0	0
34	0	0	34	0	0	0
35	450	0	125	0	0	0
36	920	0	0	0	0	0
37	0	90	130	0	0	0
38	0	23	310	0	0	0
39	0	23	223	0	0	0
40	690	0	0	0	0	0
41	625	0	0	25	0	0
42	625	40	0	0	0	0
43	0	300	100	0	0	0
44	1200	70	0	0	0	0
45	690	5	0	0	0	0
46	0	107	0	0	0	0
47	625	40	0	0	0	0

# Red Deer Transportation Study

## 85,000 (30 Year) Population and Employment

86,656 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
48	0	260	0	0	0	0
49	625	40	0	0	0	0
50	700	47	0	0	0	0
51	100	891	0	0	0	0
52	0	0	302	0	0	0
53	0	0	202	0	0	0
54	1000	27	0	0	0	0
55	600	16	185	0	0	0
56	300	0	0	120	0	0
57	1201	0	0	0	0	0
58	300	158	0	0	0	0
59	334	29	0	0	0	0
60	1001	0	0	0	0	0
61	334	29	0	0	0	0
62	800	106	0	0	0	0
63	700	46	0	0	0	0
64	501	38	0	0	0	0
65	1022	25	76	0	0	0
66	682	101	51	0	0	0
67	167	0	0	0	0	0
68	1169	57	0	0	0	0
69	835	38	0	0	0	0
70	374	0	0	0	0	0
71	1002	0	0	40	0	0
72	500	51	0	0	0	0
73	374	75	0	0	0	0
74	372	209	0	0	0	0
75	186	0	3	0	0	0
76	0	52	0	0	0	0
77	167	85	0	200	0	0
78	93	52	0	0	0	0
79	167	0	0	0	1172	0
80	167	57	0	57	0	0
81	200	0	29	0	0	0
82	2327	175	0	0	0	0
83	745	0	0	111	0	0
84	1167	295	0	0	0	0
85	463	132	0	0	0	0
86	463	113	0	0	0	0
87	200	0	0	350	0	7000
88	0	180	0	0	0	0
89	154	132	0	0	0	0
90	0	268	0	0	0	0
91	463	67	0	100	0	0
92	200	100	0	0	0	0
93	0	180	0	0	0	0
94	0	696	0	0	0	0

# Red Deer Transportation Study

## 85,000 (30 Year) Population and Employment

86,656 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
95	732	94	0	0	0	0
96	0	500	0	0	0	0
97	732	94	0	0	0	0
98	627	80	0	0	0	0
99	20	20	0	0	0	0
100	0	0	0	0	0	0
101	20	0	0	0	0	0
102	0	0	0	0	1114	0
103	200	20	0	0	0	0
104	100	0	0	0	0	0
105	317	15	0	0	0	0
106	889	0	0	0	0	0
107	1041	6	0	0	0	0
108	520	3	0	0	0	0
109	1141	6	0	0	0	0
110	361	0	0	9	0	0
111	670	34	0	14	0	0
112	799	34	0	67	0	0
113	976	34	0	0	0	0
114	1197	70	0	0	0	0
115	599	0	0	0	0	0
116	599	0	0	0	0	0
117	493	0	0	0	0	0
118	657	0	0	52	0	0
119	493	78	0	0	0	0
120	886	53	0	123	0	0
121	590	0	0	0	0	0
122	736	8	0	0	0	0
123	736	8	0	0	0	0
124	631	7	0	0	0	0
125	647	0	0	0	0	0
126	485	19	0	43	0	0
127	485	0	0	0	0	0
128	413	8	0	0	0	0
129	413	8	0	25	0	0
130	413	8	0	0	0	0
131	413	8	0	0	0	0
132	571	11	0	0	0	0
133	641	0	0	0	0	0
134	600	0	0	0	0	0
135	450	0	0	0	0	0
136	450	0	0	0	0	0
137	0	0	0	0	0	0
138	0	0	0	0	0	0
139	5	0	0	5	0	0
140	701	2	0	0	0	0
141	180	0	0	0	0	0

# Red Deer Transportation Study

## 85,000 (30 Year) Population and Employment

86,656 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
142	0	0	0	0	0	0
143	0	0	0	0	0	0
144	1000	0	0	0	0	0
145	300	0	0	0	0	0
146	387	0	0	0	0	0
147	0	0	0	0	0	0
148	0	0	0	0	0	0
149	0	0	0	0	0	0
150	0	0	0	0	0	0
151	0	0	0	0	0	0
152	0	0	0	0	0	0
153	0	180	0	0	0	0
154	1	0	0	0	0	0
155	0	0	0	0	0	0
156	0	0	0	0	0	0
157	0	0	0	0	0	0
158	0	0	0	0	0	0
159	0	0	0	0	0	0
160	50	0	0	0	0	0
161	21	0	0	0	0	0
162	0	0	0	0	0	0
163	0	0	0	0	0	0
164	494	0	0	0	0	0
165	593	0	0	0	0	0
166	494	0	0	0	0	0
167	695	10	0	0	0	0
168	630	0	0	0	0	0
169	1040	30	0	0	0	0
170	544	0	0	0	0	0
171	408	45	0	0	0	0
172	440	0	0	0	0	0
173	368	0	0	0	0	0
174	400	0	0	0	0	0
175	700	0	8	0	0	0
176	700	0	0	0	0	0
177	474	0	0	0	0	0
178	664	0	0	25	0	0
179	379	168	0	0	0	0
180	379	0	0	0	0	0
181	700	0	0	0	0	0
182	400	0	0	20	0	0
183	700	0	8	0	0	0
184	805	0	0	300	0	0
185	501	0	0	0	0	0
186	300	0	0	0	0	0
187	400	0	0	20	0	0
188	530	15	35	0	0	0



## Red Deer Transportation Study

### 85,000 (30 Year) Population and Employment

86,656 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
189	900	0	0	0	0	0
190	500	14	0	0	0	0
191	550	15	35	0	0	0
192	551	15	0	0	0	0
193	0	0	0	0	0	0
194	0	0	30	0	0	0
195	0	0	0	0	0	0
196	0	0	0	0	0	0
197	0	0	0	0	0	0
198	0	0	0	0	0	0
199	0	0	0	30	0	0
200	600	33	0	271	0	0
201	115	62	0	21	0	0
202	230	42	0	14	0	0
203	115	104	0	0	0	0
204	115	104	0	0	0	0
205	57	132	0	132	0	0
206	115	112	0	199	0	0
207	172	239	0	142	0	0
208	172	18	0	11	0	0
209	662	44	0	0	0	0
210	29	67	0	119	0	0
211	29	190	0	337	0	0
212	29	28	0	50	0	0
213	29	103	0	183	0	0
214	29	198	0	351	0	0
215	200	120	0	138	0	0
216	29	45	0	80	0	0
217	29	101	0	179	0	0
218	29	0	0	447	0	0
219	57	63	0	112	0	0
220	29	32	0	57	0	0
221	29	59	0	35	0	0
222	29	78	0	138	0	0
223	57	40	0	71	0	0
224	29	38	0	67	0	0
225	29	104	0	184	0	0
226	29	85	0	151	0	0
227	115	95	0	95	0	0
228	115	108	0	108	0	0
229	115	369	0	0	0	0
230	300	66	0	66	0	0
231	808	72	0	0	0	0
232	200	30	0	0	0	0
233	700	0	0	15	0	100
234	700	0	0	0	0	0
235	0	200	0	0	0	0

# Red Deer Transportation Study

## 85,000 (30 Year) Population and Employment

86,656 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
236	0	0	150	0	0	0
237	0	0	0	0	0	0
238	0	0	0	0	0	0
239	0	300	250	0	0	0
240	0	180	0	0	0	0
241	0	90	0	0	0	0
242	0	0	0	0	0	0
243	0	0	0	0	0	0
244	0	0	0	0	0	0
245	0	0	0	0	0	0
246	0	0	0	0	0	0
247	0	200	100	0	0	0
248	0	0	0	0	0	0
249	0	0	0	0	0	0
250	0	0	0	0	0	0

Total	86,656	12,078	6,033	5,549	2,286	7,100
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Total Employment = 25,946 (NOT including College Staff)  
 Total Students = 7,100





# Red Deer Transportation Study

## 115,000 (64 Year) Population and Employment

Super Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
Northwest	22,323	3,078	9,504	65	0	0
North	14,096	828	412	160	0	0
West	10,525	3,615	1,032	818	1,172	8,000
Southeast	37,199	640	0	418	1,114	0
East	25,525	312	0	590	0	0
Central	4,768	3,475	0	2,874	0	0
Other	3,900	1,350	2,050	15	0	100
	0	0	0	0	0	0
	0	0	0	0	0	0
City Total	114,436	11,948	10,948	4,925	2,286	8,000
Total	118,336	13,298	12,998	4,940	2,286	8,100

Total Employment = 33,522

Total Students = 8,100

# Red Deer Transportation Study

## 115,000 (64 Year) Population and Employment

118,336 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
1	0	0	363	0	0	0
2	0	0	413	0	0	0
3	0	0	203	0	0	0
4	800	50	0	0	0	0
5	0	50	353	0	0	0
6	0	0	489	0	0	0
7	0	0	228	0	0	0
8	500	13	0	0	0	0
9	1200	0	0	0	0	0
10	0	150	0	0	0	0
11	0	100	353	0	0	0
12	0	0	1239	0	0	0
13	0	0	250	0	0	0
14	0	0	281	0	0	0
15	1800	0	0	0	0	0
16	1800	0	0	0	0	0
17	800	0	0	0	0	0
18	737	0	0	0	0	0
19	982	0	0	0	0	0
20	150	80	0	0	0	0
21	0	0	753	0	0	0
22	986	0	0	0	0	0
23	0	0	337	0	0	0
24	0	0	967	0	0	0
25	450	0	0	0	0	0
26	900	23	0	0	0	0
27	1151	10	0	40	0	0
28	1151	169	0	0	0	0
29	625	40	0	0	0	0
30	1041	40	0	0	0	0
31	0	317	0	0	0	0
32	0	100	553	0	0	0
33	0	0	771	0	0	0
34	0	0	34	0	0	0
35	450	0	150	0	0	0
36	920	0	0	0	0	0
37	0	90	530	0	0	0
38	0	23	360	0	0	0
39	0	23	273	0	0	0
40	690	0	0	0	0	0
41	625	0	0	25	0	0
42	625	40	0	0	0	0
43	0	300	100	0	0	0
44	1200	70	0	0	0	0
45	690	5	0	0	0	0
46	0	107	0	0	0	0
47	625	40	0	0	0	0

# Red Deer Transportation Study

## 115,000 (64 Year) Population and Employment

118,336 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
48	0	260	0	0	0	0
49	625	40	0	0	0	0
50	700	47	0	0	0	0
51	100	891	0	0	0	0
52	0	0	302	0	0	0
53	0	0	202	0	0	0
54	1900	48	100	0	0	0
55	600	15	185	0	0	0
56	300	0	0	120	0	0
57	1201	0	0	0	0	0
58	300	166	0	0	0	0
59	334	29	0	0	0	0
60	1001	0	0	0	0	0
61	334	29	0	0	0	0
62	800	106	0	0	0	0
63	700	46	0	0	0	0
64	501	38	0	0	0	0
65	1022	25	76	0	0	0
66	682	101	51	0	0	0
67	167	0	0	0	0	0
68	1169	57	0	0	0	0
69	835	38	0	0	0	0
70	374	0	0	0	0	0
71	1002	0	0	40	0	0
72	500	55	0	0	0	0
73	374	75	0	0	0	0
74	372	209	0	0	0	0
75	186	0	3	0	0	0
76	0	52	0	0	0	0
77	167	85	0	200	0	0
78	93	52	0	0	0	0
79	167	0	0	0	1172	0
80	167	57	0	57	0	0
81	1100	0	29	0	0	0
82	2327	175	0	0	0	0
83	745	0	0	111	0	0
84	1167	295	0	0	0	0
85	463	132	0	0	0	0
86	463	113	0	0	0	0
87	200	4	0	350	0	8000
88	0	180	0	0	0	0
89	154	132	0	0	0	0
90	0	268	0	0	0	0
91	463	67	0	100	0	0
92	200	100	500	0	0	0
93	0	180	0	0	0	0
94	0	746	0	0	0	0

# Red Deer Transportation Study

## 115,000 (64 Year) Population and Employment

118,336 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
95	732	94	0	0	0	0
96	0	500	500	0	0	0
97	732	94	0	0	0	0
98	627	80	0	0	0	0
99	20	20	0	0	0	0
100	1200	0	0	0	0	0
101	3600	0	0	0	0	0
102	0	0	0	0	1114	0
103	1200	20	0	30	0	0
104	800	0	0	0	0	0
105	317	15	0	0	0	0
106	889	0	0	0	0	0
107	1041	6	0	0	0	0
108	520	3	0	0	0	0
109	1141	6	0	0	0	0
110	361	0	0	9	0	0
111	670	34	0	14	0	0
112	799	34	0	67	0	0
113	976	34	0	0	0	0
114	1197	70	0	0	0	0
115	599	0	0	0	0	0
116	599	0	0	0	0	0
117	493	0	0	0	0	0
118	657	0	0	52	0	0
119	493	78	0	0	0	0
120	886	53	0	123	0	0
121	590	0	0	0	0	0
122	736	8	0	0	0	0
123	736	8	0	0	0	0
124	631	7	0	0	0	0
125	647	0	0	0	0	0
126	485	19	0	43	0	0
127	485	0	0	0	0	0
128	413	8	0	0	0	0
129	413	8	0	25	0	0
130	413	8	0	0	0	0
131	413	8	0	0	0	0
132	571	11	0	0	0	0
133	641	0	0	0	0	0
134	600	0	0	0	0	0
135	450	0	0	0	0	0
136	450	0	0	0	0	0
137	900	0	0	0	0	0
138	1200	0	0	0	0	0
139	605	0	0	0	0	0
140	701	2	0	0	0	0
141	180	0	0	0	0	0

# Red Deer Transportation Study

## 115,000 (64 Year) Population and Employment

118,336 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
142	540	0	0	0	0	0
143	540	0	0	0	0	0
144	1000	0	0	0	0	0
145	300	0	0	0	0	0
146	500	0	0	0	0	0
147	300	0	0	0	0	0
148	1050	0	0	0	0	0
149	450	0	0	30	0	0
150	850	0	0	25	0	0
151	450	0	0	0	0	0
152	500	0	0	0	0	0
153	0	180	0	0	0	0
154	1	0	0	0	0	0
155	0	0	0	0	0	0
156	0	0	0	0	0	0
157	700	0	0	0	0	0
158	2300	0	0	0	0	0
159	1100	0	0	0	0	0
160	425	0	0	0	0	0
161	711	0	0	0	0	0
162	1100	0	0	25	0	0
163	700	0	0	0	0	0
164	494	0	0	0	0	0
165	593	0	0	0	0	0
166	494	0	0	0	0	0
167	695	10	0	0	0	0
168	630	0	0	0	0	0
169	1040	30	0	0	0	0
170	544	0	0	0	0	0
171	408	45	0	0	0	0
172	440	0	0	0	0	0
173	368	0	0	0	0	0
174	400	0	0	0	0	0
175	700	0	0	0	0	0
176	700	0	0	0	0	0
177	474	0	0	0	0	0
178	664	0	0	25	0	0
179	379	168	0	0	0	0
180	379	0	0	0	0	0
181	700	0	0	0	0	0
182	400	0	0	20	0	0
183	700	0	0	0	0	0
184	805	0	0	300	0	0
185	501	0	0	0	0	0
186	300	0	0	0	0	0
187	400	0	0	20	0	0
188	580	15	0	0	0	0



# Red Deer Transportation Study

## 115,000 (64 Year) Population and Employment

118,336 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
189	900	0	0	0	0	0
190	500	14	0	0	0	0
191	650	15	0	0	0	0
192	1101	15	0	200	0	0
193	800	0	0	0	0	0
194	750	0	0	0	0	0
195	0	0	0	0	0	0
196	0	0	0	0	0	0
197	0	0	0	0	0	0
198	0	0	0	0	0	0
199	0	0	0	30	0	0
200	622	38	0	271	0	0
201	115	62	0	21	0	0
202	230	42	0	14	0	0
203	115	104	0	0	0	0
204	115	104	0	0	0	0
205	57	132	0	132	0	0
206	115	141	0	135	0	0
207	172	260	0	96	0	0
208	172	19	0	7	0	0
209	662	44	0	0	0	0
210	29	85	0	81	0	0
211	29	239	0	228	0	0
212	29	36	0	34	0	0
213	29	130	0	124	0	0
214	29	249	0	238	0	0
215	215	166	0	138	0	0
216	29	57	0	54	0	0
217	29	127	0	121	0	0
218	29	65	0	303	0	0
219	57	80	0	76	0	0
220	29	40	0	38	0	0
221	29	64	0	24	0	0
222	29	99	0	94	0	0
223	57	50	0	48	0	0
224	29	48	0	46	0	0
225	29	131	0	125	0	0
226	29	107	0	102	0	0
227	115	141	0	120	0	0
228	215	108	0	108	0	0
229	190	369	0	0	0	0
230	280	66	0	66	0	0
231	858	72	0	0	0	0
232	900	30	0	0	0	0
233	700	0	0	15	0	100
234	700	0	0	0	0	0
235	0	200	0	0	0	0

# Red Deer Transportation Study

## 115,000 (64 Year) Population and Employment

118,336 Population Used

IMC Zones	Population	Retail Employment	Industrial Employment	Office Employment	Hospital Employment	College Students
236	0	0	800	0	0	0
237	0	0	0	0	0	0
238	0	0	250	0	0	0
239	0	500	250	0	0	0
240	0	230	0	0	0	0
241	0	140	0	0	0	0
242	0	0	200	0	0	0
243	0	0	50	0	0	0
244	800	0	0	0	0	0
245	800	0	0	0	0	0
246	0	0	300	0	0	0
247	0	250	400	0	0	0
248	0	0	0	0	0	0
249	0	0	0	0	0	0
250	0	0	0	0	0	0

Total	118,336	13,298	12,998	4,940	2,286	8,100
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Total Employment = 33,522 (NOT including College Staff)  
 Total Students = 8,100



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## **Appendix B      Summary of Public Input**

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**DATE:** 24 June 1996

**REFERENCE:** **MOLLY BANISTER DRIVE EXTENSION**  
**FILE: E40185-1**

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The following are comments received from the Open House held on 24 June 1996.

- Slow traffic through Batterill Crescent before someone is killed. Make cross-walks for Horizon Village. Forget about continuing Molly Banister for good.
- Concerns:
  - Impact on natural habitat & wildlife
  - Traffic flow into Bauer
  - Need has not been clearly identified.

Alternate Suggestions:

- Widen 19th Street
- Widen 30th Avenue
- Widen 40th Avenue

Recommendation:

- Do not extend Molly Banister - now or ever. Preserve what we have and work around it.
- We already have 67th Street crossing Gaetz Lake Sanctuary disturbing the peace. It is going to be twinned. Don't build another bridge at 3 Mile Bend and then 20 years later another at Riverbend. So build the bridge past Riverbend far enough to not disturb the peace. The City will insist on twinning 67th Street, and don't build the bridge at 3 Mile Bend **OR** get rid of the 67th bridge and build the bridge past Riverbend.
  - I would rather wait a bit in traffic or go up to the Delburne Road than destroy park land and wildlife.
  - Extend 40th St. and 30th Ave and Delburne Road

- LEAVE THE PARK ALONE AND ADD TO IT.
- I am adamantly opposed to extending MB Drive. Do not build Molly Banister Drive across the creek and park. Leave the park alone. Build Ring Roads. I want as much parkland as possible preserved. We have a beautiful green park system full of natural areas and wildlife. We should be adding more natural areas not paving those we have. We should be building/adding wildlife corridors to connect Waskasoo to natural areas on edge of City and provide natural areas that are easily accessible on foot to residents in all neighbourhoods in the city.
- I think many citizens value the integrity of our park system and are willing to put up and live with the small inconvenience this will cause travellers. I am concerned that pieces of park have been taken or changed and I wonder what will the park system be like 50 and 100 years from now. We have to be very diligent to preserve this for future generations and this means that plans like this, in my opinion, do not provide more for the citizens and the beauty of the park system. - Bob Johnston.
- I definitely support a thoroughfare to 40th. I go from Bower to 32nd man times a week and consider it a total waste of time not being able to go a more direct route from Bower to the east side of town. - Carolyn Wallis
- Disagree with proposal to extent Drive east.
  - Disruptive to flow of life (human and otherwise) through creek valley.
  - Parklands too valuable to lose. Reasonable buffers need to be established and adhered to on east side of creek.
  - Encourage use of Delburne Road or upgrade - traffic control.
  - Encourage use of Taylor Drive for through traffic. i.e. cut off south exit of Hwy 2 directly to Gaetz.
  - Life is too short to always be in a hurry to get somewhere.
  - Don't forget Springfield has a school at north end.
- This is a senseless proposition. why not join 30th Street to Delburne Road instead. - Gwen Ieoughlow
- Traffic congestion on major thoroughfares could be greatly alleviated if our "million" dollar computer could synchronize the traffic lights. I travel downtown every day and find the lights are the problem for traffic delays - Marilyn Blair
- We do not want or require a road through Waskasoo park.
- We are a young family living in Bower. When we purchased our home in this area we were thrilled by the easy access to the biking and hiking trails. We use these beautiful trails regularly and enjoy raising our children with the "great outdoors right down the street". In

the hustle and bustle of today's society, it is so nice to have a wonderful trail system to relax and enjoy life. The section of trail you propose to destroy is the quietest, most beautiful and peaceful area of the trails. It is home to deer, fox, coyotes, as well as other small animals and birds. Please consider widening Delburne Road and integrating it into the Taylor Drive road system instead. Thank you for your time and consideration.

- I like biking on the trails with my dad. We've seen many wild animals and birds. It's lots of fun biking in the beautiful forest and seeing these creatures. I also walk my dog on the trails. If a road goes through the trails, the wildlife will move, the peaceful environment ruined, and the safety my dog feels destroyed. Please reconsider extending this road. Please try to find an alternative.
- So fortunate to have green belt in centre of city. Why disturb? No to the crossing. - Bill Wyten
- Regarding Molly Banister Drive extension, since you have run out of feedback forms, it is clear that the turnout tonight exceeded your expectations. That should be a message to the City of Red Deer that the opposition to this proposal is growing. A much more concerted effort must be made to find alternatives to the movement of traffic east to west. These alternatives include public transportation, cycle trails, the upgrading of Delburne Road and the improvement of traffic flow on 32 Street. This does not include widening 32 Street which Brian Jeffers has repeatedly suggested. That would impact the trails and crest in Bower woods to the same extent as Molly Banister. We need to have accurate estimates of cost of the various alternatives at the next public meeting.
  - As shown, the proposed road comes from nowhere and goes nowhere. My fear is that the next step is to extend the Molly Banister west through the college natural area to the #2 Highway. This would be fought with all my energy. Too much time has gone into preserving that priceless College resource.
  - As a member of the Park, Recreation and Culture Board which should be concerned about the dismemberment of one of its natural areas, you can be assured that this will be brought up. I am also curious as to the involvement of the Environmental Advisory Committee in this area. We need to end this proposal once and for all and place a moratorium on any further development of our park system - 343-2937
- I strongly suggest to Council that public transportation needs a whole new consideration. We pour a great deal of money into indirect subsidies to encourage private automobile use. This increases traffic, fouls our atmosphere and spoils our parks.
  - Divert road money to increasing service and reducing prices. You have to make public transportation so cheap that people can't afford not to take it.
- The one thing visitors remember about Red Deer is the park system. Our City is very unique in that sense, and we should take every measure to preserve that uniqueness! Major cities have their "people mover" roads around the perimeter of the city. Delburne Road should be twinned to 30th Avenue. From there, R.D. would basically have their "perimeter road".

- Barrett Drive east is a speedway and I am concerned that once Molly Banister actually goes somewhere else than the mall, it will even be more of a speedway. Regardless of whether the road (Molly Banister) is extended or not, traffic needs to be slowed on Barrett Drive east before someone's child's life is endangered or lost. We've already had a car lose control and run into our neighbour's house. I would, at the very least, like to see regular RCMP patrolling in that location. Ideally, I would like to see a 3-way stop at the intersection of Barrett east and Boyce Street.
- Tonight is the first time I have seen the dotted line indicating an extension of Springfield to the South (in Sunnybrook). As it is indicated on the map, I am VIOLENTLY opposed to it. It will become a high speed thoroughway. There is an elementary school fronting on Springfield and the children already take their lives in their hands to cross it even with the school zone and pedestrian crosswalk. **Please** reconsider this road extension.
- Parks should not be violated. Consider the animals first, consider other modes of transport: bikes, walking, buses. Be creative - look to the 21st Century and de-emphasize the automobile. If Bower Park can be cut up by a road is any other park safe. A freeway along the whole river perhaps. You have touched a nerve, a very sensitive issue; what is the essence of Red Deer: Green space, parks.
- The only main purpose I can see for extending M. B. D. is quicker access to Bower Place Mall and other shopping close by. These needs can be served by widening existing roads and saving the wooded area in question.
  - Are you acting on the words of an ex-councillor who complained that it took too long to drive to the mall from the east side of town? It was a ridiculing, selfish remark on his part, but I'm afraid that his thinking is motivating parts of this plan. What a short-sighted plan!
  - People in Bower, Sunnybrook and even Anders are very vocal in their opposition to this road. Please keep this in mind while preparing your report.
  - We are on this earth for such a short time; let us leave the parkland intact for future generations.
- Please find an alternative route from Molly Banister Drive and not travel Pipe Creek. Widen Delburne Road and use as main access.
- Concerns: Environmental concerns for park area. Want to continue to enjoy wildlife.
  - Increase traffic on Barrett Drive. Our lot on Barrett cost an extra \$8,000 to \$10,000 17 years ago. This will devalue our property when traffic is cutting through. You will have another "Pines" problem on your hands (traffic cutting through from mall). Will you solve it with ugly barricades?
  - Options: Widen 30th Avenue. Continue to improve 32nd Street.

- As taxpayers directly affected by this proposal, we strongly oppose it. - Marilyn Blair - 343-1036
- Upgrade 30 Avenue and 40 Avenue to feed 32 Street and Delburne Road.
  - Widen Delburne Road to 4 lanes or more.
  - Widen 32 Street and build a 4 lane bridge over the ravine at 32 Street.
  - Improve public transit system.
  - Develop safe bicycle lanes on City streets.
- I can not see why a road paralleling a through road (32nd) 4 blocks away, cutting away the trees, ruining the environment trails and natural beauty is necessary to save 5 minutes or accommodate future growth is even considered. If cross road must be made, at least divide in half or there about between 19th and 32nd. The best alternative is widen 30th. Leave some natural beauty for the generations to come and to protect the wildlife that has managed to survive the destruction of their habitat already.
- Preserve the park area - environment. Think widening other routes, eg. Delburne Road. Horizon Village should not have a public thoroughfare through it. Plan alternative routes for the east development.
- We do not want any more land taken from the park. We also feel two main thoroughfare so close, 23 St. & Molly Banister, is poor planning. We want you to listen to the people - do not take anymore land from the park system.
- No road through park on Molly Banister Drive. Have a meeting every two years and get reactions, don't just put it through. I love the paths and wildlife. - Twin Delburne Road. Will you please listen to the people.
- My family is strongly opposed to the Molly Banister extension. We don't see the need for residents to have such direct access to commercial sectors. An extra 10 min. to Delburne Road is a small sacrifice to retain the beauty of the creek valley. This is something that can never be regained once it is taken. Develop an existing thoroughfare, i.e. Delburne Road.
- Widen the Delburne Road, 40th, 30th Avenues.
- We are against extension of this road as it would further fracture the park system. This area is of great importance to senior citizens. It allows them a walking path free of the danger of traffic. It also provides shelter for many deer. - Roy Froese (340-2919) and Betty Froese (342-6642).
- I object to this extension of Molly Banister Drive. I think we have to consider the wildlife in the park and this action would definitely not enhance their habitat in our city. It's wonderful that we can enjoy this wildlife, as well as the trails which would also be dissected!

- Please enlarge the Delburne Road and 40th Avenues to accommodate future traffic! What part of NO don't you understand.
- Totally against such interference with nature for the sake of faster transportation. Delburne Road seems a more practical solution to heavier traffic in the future. We are concerned that this issue remain in the public eye.
- We don't like the extension. Take the Delburne Road and save the parkland for future generations of people and animals.
- East side residents use 30 Avenue to travel north or 19 Street to travel west. There is no need for them to use Gaetz or Taylor Drive to go north.
- Why not a service road down to meet up with the coal road by continuing the road now going along the park area, rather than take more of that particular area for road. This area would not have to go out to Gaetz thus illuminating some of the traffic on Gaetz.
- Forget the extension! Look at making Delburne (19th Street) 4 lanes and widen 40th to 4 lanes and widen 30th.
- I oppose this extension:
  - This road would not service much: first, it closes parkland and second - no service is required for Bower Farm.
  - Secondly, it crosses an environmentally sensitive park area, not only Piper Creek, but it would parallel Hansons Run - a creek on the southside of Sunnybrook subdivision.
  - It would be more practical to widen Delburne Road to 6 lanes and service the SE development area by this main thoroughfare. It would service the new development and new schools in the SE.
  - Also it would be cheaper because no raised bridge would be required or expropriation of Bower Property.
  - Noise pollution in Sunnybrook
- I don't believe there is a need! Delburne Road, as well as 30th and 40th Avenues up to Delburne Road should be upgraded now (to 4 lanes, if need be) to handle future east-west concerns.
  - It would put additional fast traffic on Barrett Drive and other streets, which is already a bad situation. These are residential streets, that would be used as short cuts i.e. from the extended Molly Banister to the London Drugs area.
  - I don't like this severe interruption to the park system. We need to choose between the almighty car and the citizen (and the animals in the park) Maybe the almighty car should not come out on top for once.

- My husband I walk through the park area where this road would go. We do not want a road there even! It is not needed. The impact on the environment is a problem. We want the park left as it is - Joan Nelson
- Putting a road through a parkland area will ruin wildlife - environmental impact
  - Putting a high amount of traffic through residential areas is ludicrous. Parkland on one side houses on other.
  - Why not upgrade and use the Delburne Road instead extending this east-west Molly Banister 5 blocks from another east-west 4 lane road.
  - Barrett Drive will gain a great deal of traffic - many pedestrians, especially children.
- Convert 19 Street from Gaetz Avenue to City limit east to 4 lanes with exit and entrance lane at western. 40 Avenue, 30 Avenue.
- Do not proceed with extension of Molly Banister Drive. Upgrade Delburne to 4 lane.
- Expand Delburne Road instead. Avoid the Park entirely Extend Barrett Drive from Molly Banister Dr to Delburne Road (19 Street). The Parks wildlife need to be saved for my children and grandchildren - it is their BIRTHRIGHT!
- Before consideration is given to a road that has no need because there is no development there yet, maybe consideration should be given to widening 40 Avenue to Delburne Road and also widening the Delburne Road itself to facilitate traffic on decisions (such as the Westerner and the Centrum) that has already been made and where roadways seem inadequate now. These improvements could then (maybe) facilitate some future “needs” that may arise when more housing on the Bower lands “might” happen. running roadways north and south between these 2 roads could then help traffic.
  - Is the reason for this road actually to help traffic from the east to get to the city center, or just to get to the Bower Mall?
- Can there be more notice on the next meetings please.
- Could there be cost comparisons presented on other alternatives at the next meeting please. This information meeting seemed pretty dismal on information presented.
- Instead of letting Bower Mall expand (when they can’t even fill all the space they have) why not limit them which I think a study would show would limit the traffic.
- With movement of development to the south such as Costco, would a new “Roadway Study” still show the need for the Molly Banister roadway. - Mark Water
- Leave Kin Canyon as is. It is needed for family use and animals, birds, etc. Upgrade Delburne Road or 32nd Street.



- This is Parkland! Its important to keep the park intact. Please do not run a road across the park at the end of Molly Banister Drive. I would like to see this idea buried! and the dotted line taken off the map! We can all drive around the Delburne Road which could be enlarged.
- We do not need a road through parkland. Find another way to get people to the mall, extend and widen Delburne Road instead. I live in Bower and would like to see more animals not more cars!!.
- Roads as this are not sustainable. They are also contrary to intent of Env. Act Plan. No road, ever, but alternatives such as public transportation, car pooling, limiting development to the east, etc. - Rich Moore.
- The traffic in Bower, especially Barrett, is already too much, too dangerous. This would increase the problem! Environmental issues - this ext. would ruin the trail and park it would go through.
- Gaetz may have to be widened at Bower Mall, as Parkland Mall was, but there is no need for this Molly Banister. Use 19th Street a better entrance to the Centrum widen 19th to 4 or 5 lanes with turning. 40th and 30th can be widened. Roads from the new subdivisions can enter 19th from the south. Add traffic lights from the subdivisions.
  - This Molly Banister rips right through Waskasoo Park, rips right through Saw-What owl habitat, fox habitat. Would destroy a beautiful wetland - frogs, amphibians, deer, moose and used by science classes at G.W. Smith, not to mention hundreds of children who use it for a special place. Under the spruce trees in this area is a 1 metre carpet of moss and needles. It is extraordinary in here and this Molly Banister would destroy it, especially the peaceful, quiet of the place. This should be removed once and for all from maps. Does it matter if we add 5 minutes to a persons drive to the corridor (major continuous) or the Mall.
  - Take the millions Molly would cost, build more bike paths, put the money in public transportation, add resistance to driving cars, don't encourage it.
- I oppose extending this road through the natural area along Pipe Creek. Increase the capacity of the Delburne Road to accommodate traffic.
  - This meeting was very poorly advertised, very poorly yet amazingly well attended. It seems like the City is trying to sneak this through (??) and perhaps isn't really interested in Public Input - just going through the motions?? - Brian Stackhouse
- I am all for the extension of Molly Banister Ext. From what I can see with the group of people at this meeting, the large majority of people here are seniors. I have a family of school age children all going to school in the east end and eventually to the high school. I make the trip down 32 Street probably eight to ten times a week. The Molly Banister Ext. may not be needed right now, but in three or four years as the City expands in the east, we certainly are going to need it. I think the people here were a small specific group of Bower residents and I think there has to be more publicity about the meetings. I don't know anyone in Bower in my situation that doesn't want it expanded.

- I do not believe the extension of M.B. Drive through the ravine (as on plan submitted) is the only way traffic can be directed efficiently. I do believe we have just been through an extensive exercise of public meetings re: Community Services Division and what the future holds for Red Deer. A vow to maintain "quality of life", "respect parkland" etc. was foremost in the document, yet very soon the disturbance is being created again.
- Opposed to Molly Banister Drive - Phyllis Jerram, 346-6467.
- Not in favour of the extension. The nicest park area in town will be destroyed. Did not feel the public meeting was given adequate advertising. - Mrs. Trudy Colberg, 346-5979.
- Does not like the extension of Springfield Avenue southward across Selkirk Blvd. as collector street for future residential development concern about increased traffic on Springfield Avenue
  - People are not conscious that Molly Banister Drive extension is not connecting to 30 Avenue as a through road. Therefore, it is not likely to be as major a through road as Delburne or 32 Street. They have an impression that Molly Banister extension will be as busy as 32 Street or Delburne Road.
  - People do not have an appreciation that all the proposed collector st. and arterial road shown on the drawing are intended for population level 115,000 ±.
  - Some residents want Bower Mall to develop pedestrian walkway along the east side of their entrance south of Bremner Avenue.
  - People do not want the bike trail to be broken up by vehicle roadways (that is, bikes need to cross traffic intersections). They want the bike trail along Piper Creek to remain continuous and uninterrupted by vehicular traffic intersections.

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**GLENDALE/NORMANDEAU SHORT-CUTTING  
PROBLEM**

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**OPEN HOUSE COMMENTS**

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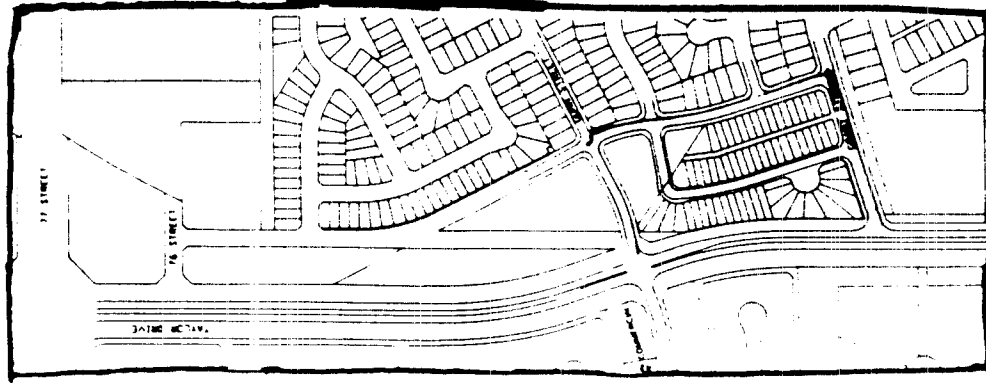
**DATE:** 25 June 1996

**REFERENCE:** **GLENDALE/NORMANDEAU  
SHORT-CUTTING PROBLEM  
FILE: E40185-1**

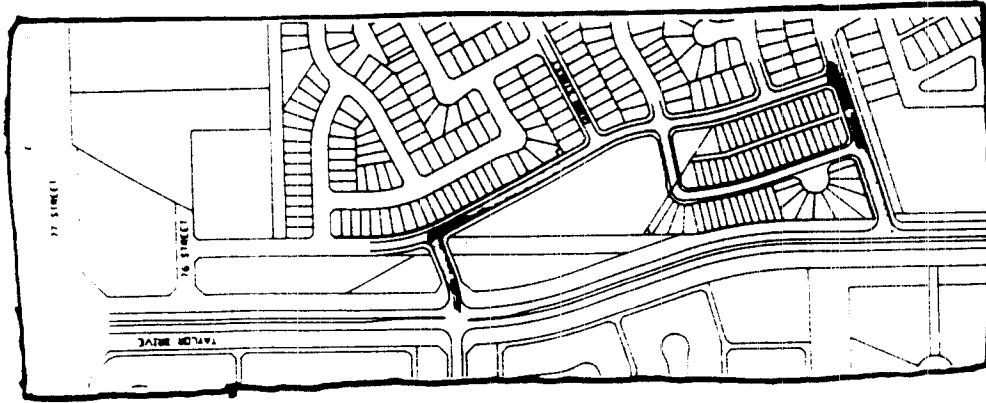
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The following are comments received from the Open House on 25 June 1996.

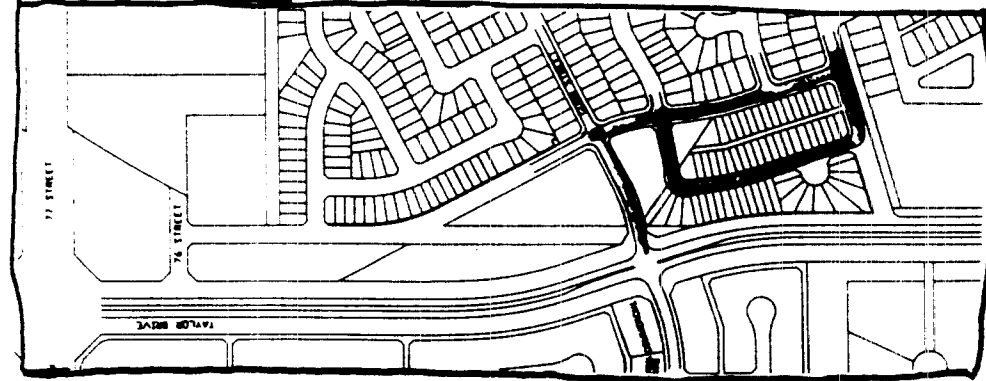
- I liked 2 or 4. I feel with #4 that area would be an excellent spot for a park. I like #2 because emergency vehicles can still access us.
- I would like to see Grant Street Closed! Option #3 or #4 would be satisfactory. Concerns are: Safety - too much traffic, children's safety, big trucks, the speed of traffic. A park would be great for our kids with Grant Street closed.
- Install a sign on Taylor just before Grant so that truckers realize the truck route is still north and not east on Grant. Also put a sign on the west end of Grant saying "Local Traffic Only". then paint a yellow line down the centre of Taylor from Grant northward so the road does not look like a country road. Of the proposed options I like #3 and #4 because it allows some easy entrance and still hinders those who think that Grant is an easy through street to Gaetz. Thanks for having this open house discussion time. I appreciate the opportunity to air my concerns.
- I feel plans 3 and 4 are probably the best solutions for the Grant Street problem. It is time that other streets got a little extra traffic. We have had it long enough. A park would be nice across the street from our house (104 Grant Street).



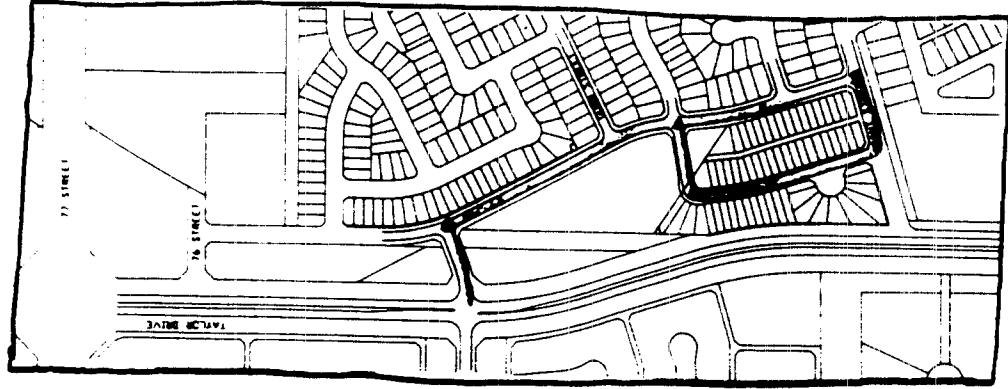
Option 1  
Grant Right in Right out  
Intersection Aligns  
With Gunn Street



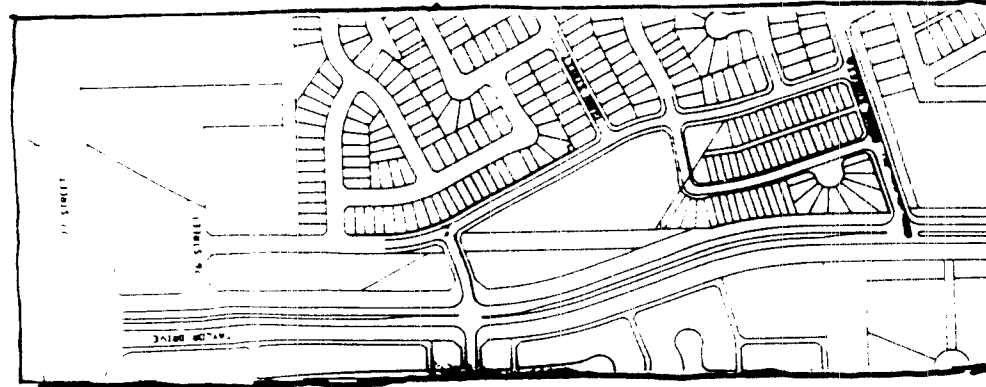
Option 2  
Grant Right in Right out  
Intersection North



Option 3  
Grant Closed  
Intersection Aligns  
With Gunn Street



Option 4  
Grant Closed  
Intersection North



Option 5  
Grant All directions  
Intersection North

**DATE:** 27 June 1996

**REFERENCE:** **TRANSPORTATION STUDY**  
**FILE: E40185-1**

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## 1. Roadway Bottlenecks

Several locations have been identified. Are there others that should be considered?

- 67 Street and Gaetz Avenue.
- 67 and Gaetz when left turn is off.
- Delburne Road and 40 Avenue every time there is an event at Westerner. The Rebels do a great job of directing traffic after games, why not make it mandatory that all concerts, etc., have to do the same thing after their events.
- The proposed Molly Banister extension What have you learned from Taylor Drive? Long road, few lights, ↗ traffic flow. Molly Banister - short road, many lights ↘ flow.

## 2. Downtown Public Transit Transfer Terminal

The relocation of the Transit Terminal will be primarily based on roadway capacity considerations. Are there other issues that should be considered in deciding when to move it?

- Must be relocated. Sportsworld parking lot best option.
- Safety.
- Should be done ASAP!
- Danger to users at present location at rush hours (i.e. school times).
- No. Move it now!!
- Ease of transferring buses - arriving from Red Deer College/Westpark to transfer to Bower Mall. Run like stink so you don't get left behind (particular seniors). Icy conditions.
- The aim should be to develop an "attractive" transit system - eg. express buses downtown. We did have, for a very short time; somewhere around the 70's.

- Consideration for user groups. Effective transportation of users should be primary consideration. i.e. would north-south, east-west travel be enhanced? If no, what also needs to be considered?

### 3. Northlands Drive and 77 Street

The timing of this connection will be considered as part of the study. Are there other alignment options that should be considered other than the one shown?

- That's the only one.
- No opinion.
- Twinning 67 Street and 77 Street through existing industrial area and Taylor Drive (63rd?).

### 4. Upgrading 67 Street

The timing of upgrading this roadway will be considered as part of the study. Would a truck climbing lane be enough if Northlands Drive is also constructed across the river valley?

- As long as it doesn't interfere with existing parkland.
- If they are both done at the same time.
- Yes, plus the new bridge.
- Yes.
- Depending on zoning of area north to proposed Northlands. Truck land suggests industrial, perhaps Meewasen Valley Authority in Saskatoon should be consulted as this may not be the right question at all.

### 5. Access Issues to Taylor Drive

A series of issues have been identified with respect to access to the Taylor Drive corridor. The issues in the north deal primarily with access to/from residential areas. The issues in the south deal primarily with access to/from Red Deer College and from Highway 2. Are there other issues along Taylor Drive that need to be addressed?

- Lights need to be installed at the intersection with the road into the church and mobile home park. I understand this is a County issue, but expropriation will happen eventually.
- There are two times a day - about 1 ½ hours all told - 7 months of the year. What's the problem?
- Improve signage going from Highway 2 to Taylor Drive by way of 19 Street. I am in favour of building a ramp sooner.

- Right hand turn(s) just across river heading south. Reminiscent of Edmonton's 106 Street onto Whitemud and exit to Calgary Trail South. Many close calls as vehicles exchange lanes left and right.

## 6. Molly Banister Drive Extension

The need for and timing of this connection will be considered as part of the study. If adequate roadway capacity can not be provided on 32 Street or 19 Street (Delburne Road) what other options should be considered besides constructing Molly Banister Drive?

- We must be more creative than to just reduce this to "a few trees". This is beautiful park and every effort must be made to keep it intact. Delburne Road option is best. We can all drive all over town. It's not necessary to get to Bower in 7 ½ minutes. Walk your dog - watch the crazy woodpeckers, see the foxes and deer - don't act with haste!
- Leave it alone. DO NOT use parkland.
- Before building Molly Banister Extension consider widening 19th Street to at least 4 lanes. Widen 40th to 19th and widen 30th from 19th to 32 St.
- That is the only option and the sooner the better. I hope we don't need to have some major accidents or deaths on Delburne Road to force this option. We have known for years this will be done so let's do it.
- I am not in favour of extending Molly Banister Drive over the creek and through parkland.
- Do not agree with perceived need to go through Bower Moods. More practical to go existing roadway than through a natural area.
- Do not extend Molly Banister into parkland!
- Flow is already erratic on 32nd and I cannot see another small road assisting flow. A ring road system utilizing Hwy #2, Hwy 11A (going to 20th Ave), 20th Ave and Delburne Road (19th St) could assist flow. Delburne could be twinned along with 20th and 11A. Avoid waiting like Edmonton did with its ring system. Disruption to valley unnecessary and inappropriate.

## 7. Other Comments or Concerns

- 71St (Niven) traffic speed increased when light put in at Gaetz. We need something to reduce speed and prevent transport trucks from using Niven.
- I am concerned about the extension of Gunn Street. As a resident of Gunn Street, I am concerned with extra traffic on a street that is extremely icy in winter because of the slope.
- There is also a playground gone and a school zone at the east end of Gunn Street. No extra traffic is needed!

- I am concerned about the speed of traffic on Spruce Drive. This is my neighbourhood. I believe there is more to life than how fast can a vehicle get from one point to another.
- The problem with the downtown is that there is virtually no downtown.
- 71 St/Niven needs stop signs to show traffic. Industrial traffic is using this street since installation of lights. This street is being used as a short cut to 67 Street.
- 71 St/Niven Street traffic volume and excessive speed is a problem. Need to stop large trucks using it and slow the speed of other vehicles.
- Access going north from Highway 2 to Taylor Drive.
- Connect TV Hill Road to 55 Street going west only.
- Red Deer has few road accommodating speeds >60 km/h and many small roads with many lights making flow disrupted. Perhaps City Planners in Calgary, Saskatoon, Winnipeg, Ottawa and Toronto should be consulted to explore ring roads, freeways and ↗ flow options. Thank you for the opportunity to comment.

lrv/n:\e4\reddeer\40185-1\docs\1996\memos\1996comm.doc



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**OPEN HOUSE QUESTIONNAIRE  
SUMMARY OF RESPONSES**

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**DATE:** 29 October 1996

**REFERENCE:** **TRANSPORTATION STUDY**  
**FILE: E4-0185-1**

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An Open House was held from 16:30 to 19:00 at Festival Hall. A total of 45 people signed in for the Open House with 26 returning questionnaires. Two of the questionnaires had letters attached to them. Approximately 30 people stayed for the consultants presentation at 19:00 and follow-up question period. A summary of the responses to the questionnaire is as follows:

1. Existing Roadway Bottlenecks and Concerns

Several locations have been identified. Have we missed any?

- Answer was typically "No" with the following comments:
- If Spruce Drive is widened then there will be a bottleneck at the bottom of the hill. How will this be solved?
- 32 Street and Spruce Drive - Right turning lanes from 32 Street onto Spruce drive would help.
- 32 Street and Springfield - Turning lanes into and out of Sunnybrook would ease congestion.
- Synchronize lights along 30 Avenue & Ross Street.
- You have too many. They're not there. Maybe Ross and 40 Avenue, at Red Deer College and Gaetz Avenue and 78 Street. Certainly not Taylor Drive.
- I live in Sunnybrook. We have no problems. I can get anywhere in 15 minutes at peak traffic periods. We have wonderful service. A lot of people think we are a small town, but we are not. Complaints are unreasonable. They should try Calgary or Edmonton.
- The concern I have is the bottleneck at the bottom of Spruce drive at the Lodge and Park. Spruce drive is already four lanes, just remove the parking lane.
- No. Its too bad people are in such a hurry.

- Make Ross Street four lanes (remove on-street parking) from downtown to 30 Avenue.

## 2. Short-Term (10 Years) Improvements

A number of improvements to existing problems are being recommended for implementation in the next 10 years. Do you think they will adequately address your concerns?

- Answer was typically “Yes” with the following comments:
- Why do we continue to see the only solution to moving people on roads through existing neighbourhoods in their own private vehicles. Why do we not see encouragement of pedestrian travel and usable transit?
- Yes, they appear to solve many problems, but until they are implemented, one cannot predict their outcome or usefulness.
- They neglect the very important issue of quality of life. More roads, higher speeds and more encroachment on green areas make our city a less attractive place to live, not a better one.
- What about right-hand turning lanes on 32 Street at Spruce Drive & Springfield Avenue. Also at 40 Avenue and 30 Avenue. This would speed up movement. Also close off minor entrances onto 32 Street from Sunnybrook and Mountainview. Ring Road at 20 Avenue & Delburne Road should be developed.
- The off-street bus transfer site is badly needed. The number of pedestrians at the present site makes it very dangerous situation, for children especially. I hope the proposed improvement can be accomplished quickly.
- Yes, but I wonder if it would be beneficial to add the Highway 2 access to Taylor Drive sooner, to take off some of the traffic on Gaetz Avenue.
- Red Deer is struggling to show any growth at all! Let’s get some growth and at least demonstrate a need at all.
- No, because your population projections are out of wack. With the major projects that have been announced we’ll reach double population point in 15 to 20 years instead of 50 years.
- Traffic should be funneled from Ross Street to the four lane 39th. Forget ruining Spruce Drive. Hooray for recommendation of accepting more congestion.
- More than adequate. What we need is more ring roads. People will use them if traffic is bad enough which it isn’t in Red Deer. Develop Delburne Road, 20 Ave, 30 Ave and 40 Ave.

- I ask that great care be taken with the residents on Grant Street as a shortcutting street. Do widen Taylor Drive also I highly recommend putting the bridge in on 67 Street and 30 Avenue. Twinning from the east side of bridge to 30 Avenue only is absolutely terrible. I can already see a horrendous bottleneck at bridge causes terrible accidents. I already have seen problems on 67 Street at the Sears turnoff where the street goes down to one lane.

### 3. Timing of Improvements

IMC is recommending that some transportation network improvements be delayed due to their high cost and potential social/environmental impacts. This will result in more congestion on Gaetz Avenue around 67 Street and 32 Street east of Gaetz Avenue than motorists in Red Deer typically experience. Do you agree with this approach or would you rather see the improvements (Northlands Drive crossing of the river and widening of 32 Street) happen sooner?

- Typically "Agree" with the following comments:
- Northlands Drive is of lesser concern than doubling 30 Ave and 67 Street bridge. Getting better traffic in and out of Westerner.
- Would rather see some (Molly Banister extension) canceled completely, not delayed.
- There is no improvement involved in widening Spruce drive and then running into delays on 32 Street. What next on 32 Street?
- Delay as long as possible. Put in right turn lanes on 32 Street and close off secondary streets that open onto 32 Street.
- We all need to be more patient with a growing city. If we need to wait for lights, so what. Let's stop being in such a hurry.
- The amount of congestion is not severe. The improvements in question can certainly be delayed.
- 32 Street is not a problem. People in Anders tell me they can get to Bower Mall in 7 minutes.
- There is hardly any congestion or delays in Red Deer. We have other needs before more roads. God forbid if the almighty motorist has to wait for a red light.
- I would prefer to see these improvements, such as the four lane bridge on 67 Street, sooner.
- Agree. Possibly better synchronization and longer green lights would improve Gaetz Avenue traffic flow.

- I use 32 Street and know there is heavy congestion at times during the day, but think improvements could be delayed.
- I don't think they're necessary at this time.
- I agree with this approach.
- Widening 32 Street west of Spruce Drive will damage the ravine. What can be done to avoid filling in more of the ravine? Would a bridge be too costly?
- No, traffic congestion is not a problem in Red Deer. The projects should be delayed even more.
- Wait awhile.
- I agree with putting up with more congestion as long as we possibly can. People can afford to wait a minute or two at a set of lights.
- Agree with approach.
- The Northlands Drive crossing would certainly have a decided effect on traffic - all to the good as that northeastern area of Red Deer will be one of great expansion.
- I believe we need a better solution than moving individuals in their private vehicles.
- I support the delays. We need to be more creative and forward minded in terms of developing alternatives in transportation and the delays give us more time to think things through.

#### 4. South Red Deer Road Network

IMC has determined that an additional transportation corridor between Gaetz Avenue and 40 Avenue to supplement 32 Street and Delburne Road may be required in the very long-term. Because of the impact of other recommended improvements in the transportation plan and possible variations in the rate of residential growth in south Red Deer, it is unlikely that the need for a transportation facility in this corridor can be confirmed for 20 to 30 years. Therefore, IMC is recommending that a right-of-way be protected for the corridor, but that the use of the corridor as a transportation facility be further debated only when the need for the facility truly becomes more apparent. Do you agree with this approach?

- Mixed response with the following comments:
- I agree with not making any short-term moves on this and I will never support extension of Molly Banister Drive through the old growth forest of Bower Woods.
- No. I would stress that the green area in Bower be preserved and that the corridor run adjacent to TransAlta power line, then run south to Delburne Road. Why can't this matter be settled now and not 20 to 30 years from now?

- Scrap - Totally Delete - Property right-of-way west of 40 Avenue. It is (and will be) vitally important to keep that parkland - especially when the area east of there becomes populated. There are other ways to deal with this connection.
- No! I don't trust you. First development minded City Council you get, you'll push it through. Just say NO - so SE Red Deer grows, the park (not the roads) will become ever more important.
- I would like to see the dotted line from Molly Banister through the Park removed. If the population does grow as you say we'll need parks.
- Molly Banister Extension would go through a pristine area and not be good for the park unless a wildlife overpass like is being put into Banff is included.
- Talk about linear concerns! If the right-of-way is Molly Banister Extension throw it out. Now! Protect rather than destroy. The need for parks for future generations will be in greater demand.
- I still feel that there should be no further crossing of the ravine. However, an extension of Boyce and an elevated (bridge) crossing directly east would perhaps be tolerable. Molly Banister Drive should not be extended east and no right-of-way east of Molly Banister should be protected. Under the power line makes more sense.
- No. Bower Woods from Waskasoo Park should be preserved for future generations. If you secure the right-of-way now shown through Waskasoo Park, development will occur around it and then there will be no choice. If an east-west road is ever needed it should run east to west next to the power line up to Bower Woods and then turn south to the newly expanded Delburne Road and not cross Bower Woods (Piper Creek). If the southeast quadrant develops the park in Bower Woods will be needed more than ever.
- No, absolutely not. Change Delburne to a four lane corridor with proper tie-ins and there is your long-term solution.
- Absolutely
- I hope this can be avoided.
- Yes, but I hope the road through the woods could be elevated.
- Yes. I agree with the delay, but I hope that the extension through the park never takes place.
- Prefer that Molly Banister extension east never be built and other alternatives only be debated.
- I'd rather see the extension of Molly Banister Drive be dropped altogether. However, the 20 to 30 year delay is better than having plans being developed now.

Transportation may change to a public system in that time and private cars may be too expensive for a majority of citizens.

- No - the option to extend Molly Banister Drive to 40 Avenue should be dropped entirely. Delburne Road is already there, make it four lanes as quickly as possible.
- Not if it means pushing Molly Banister Drive through Piper Creek park.
- No. This matter needs to be decided now rather than waste time, energy and money on it every 5 or 10 years. We need to guarantee that this piece of parkland will remain parkland forever. The people of Red Deer deserve this assurance. I want the park left for me, my children, my grandchildren, but most importantly for the wildlife living there. Everything from dragonflies to moose are an integral part of what makes Red Deer the wonderful city it is. We must preserve it.
- We believe that the corridor should not be used at any time. The widening of the Delburne Road should be paramount with a ring road a probability.
- I agree with this approach - up to a certain point - and this point is that the Molly Banister route never be extended through the green area of Kin Canyon, etc.

## 5. Other Comments or Concerns

- Do not widen Spruce Drive. (This comment was voiced several times after the presentation as well)
- The presentation was very interesting and informative and answered many questions not addressed before.
- Our concern is that money is being spent to respond to very few complaints and could be better used in other areas.
- Walk the bike trails between 32 Street and Boyce and picture four lanes of roadway there instead of trees and wildlife.
- Extension of Molly Banister Drive would spoil the environmental area and the quality of life and nature that would be detrimental to Red Deer.
- It's great to see Red Deer doing this kind of long-term planning.
- I would like to see plans to have Red Deer become bicycle friendly in the inner city and bicycle lanes where necessary from the residential areas.
- I have few concerns as I am ancient and do not drive much (others drive me). Red Deer is the best place in North America.
- As a Glendale resident I feel there is no need to block Taylor Drive to a right-in right-out intersection. It will only congest another area and cause need for improvement elsewhere. Leave as is!

- I believe this study to be an effort by an engineering firm to get a bunch of work in Red Deer. Let's talk again once we have 10,000 or 15,000 more people. Till then we've more time.
- I share the concern expressed at the meeting that there are pressures to extend Molly Banister soon. That should simply not happen.
- My concern was that the IMC representative indicates we leave the problem to the future residents. Well we are residents now and we are concerned for preservation of our beautiful parks for them which I know they will be appreciative for.
- The public should be made aware of the real costs around developing roads to accommodate 68,000. Program options should be created to defer these costs as long as possible with the resulting savings put into human development areas.
- The concern seems to be the minor inconvenience of a few over the long-term environmental effect that is irreversible.
- How long before we must fight Spruce drive extension through the park? Educate public about time/travel to save our park.

cfc/c:\data\reddeer\opencom.doc

January 22, 1997

Dear Mayor and Council  
City Commissionaire  
Engineering Department

**Re: Transportation Plan Update**

**Molly Banister Drive**

Please remove Molly Banister Drive from the plan. If the right of way is left in this unnecessary freeway will be built, slashing right through Waskasoo Park and this beautiful meandering Piper Creek wildlife corridor.

Take it off the Map -- as you have heard endlessly.

In the Joint General Municipal Plan under section 4.0 Natural Environment I quote:

4.2.2 Protection of escarpments within the planning area where they are in a natural state . . . .

4.2.2 Conservation of major treed areas within the plan area

4.2.6 Protection of the integrity of receiving streams by controlling storm water runoff.

4.2.7 Protection of wildlife corridors throughout the plan area

This road flies in the face of each statement.

**Alternatives to Molly Banister:**

As Morrisroe has three southern exits onto the major 32nd Street thoroughfare so can this new Red Deer Southeast. However, as long as Molly Banister is a possibility such alternative plans will not be developed.

If the Delburne Road (20th Street) is widened with south exits and access to and from this new development area access to Westerner grounds would be improved as well. Perhaps five lanes are needed with some kind of a merge lane for right turning vehicles heading for Gaetz, Taylor Drive or Highway #2. South exits to the Delburne Road would leave all kinds of options when heading north: North on 40th Avenue, north on 30th Avenue, north on Taylor Drive, North on #2 Highway, north on Gaetz and eventually north on 20th Avenue.

If the Bower Mall has a problem with access why not widen Gaetz Avenue from the



Delburne Road to the Molly Banister intersection. The City never hesitated to do this up around Parkland Mall. This option is not even mentioned in the Plan.

Molly Banister is just not needed. But until it is removed from the map such simple alternatives like south exits will never be planned for.

Perhaps the Molly Banister Pedestrian and Cycle Bridge would be an appropriate access from where this future residential area -- where Bowers now live -- to the Mall is another option.

Somewhere in the plan it states people would not drive down that far to use 20th. Bullshit. I live in Deer Park and when I drive to London Drugs I use the 30th Avenue and the Delburne Highway -- now, rather than 32nd. It is more relaxing, there is the "country feel" to it, not unlike 30 Street and 67 Avenue. And it is just as quick.

### **Pedestrians, Cyclists, Roller Blades and Neighbourhoods:**

This plan virtually ignores these people and the fact that freeways don't make neighbourhoods -- they destroy them. Why do we not learn from the mistakes made in the sixties.

#### **Concerns:**

The issue of pedestrian safety was not addressed. The four second walk lights downtown -- where the safest approach now is just to jaywalk.

Pedestrians vitalize a downtown core; one way raceways do not.

We have all kinds of seniors living downtown but very little consideration is given to pedestrians. With an aging population walking is a burgeoning trend -- ignored by this study.

Watching kids attempt to cross 30th avenue to get to the bus stop or attempting to cross on bikes is frightening. Perhaps we need some pedestrian overpasses or more walk lights.

The whole issue of cyclists seems to be ignored. Cyclists need some direct access to downtown.

For example: What direct route would the Engineering Department recommend for a

Cyclist travelling from North Deer Park to Downtown?

What about roller bladers? Are they to use the streets or sidewalks? I find the newly paved 32 street and 40th avenue are great for rollerblading -- nice smooth pavement. Sidewalks don't work well with the click, click of the cracks.

And what is proposed for the pedestrian/bicycle crossing at 30th avenue and 67th street? Is an overpass proposed? Perhaps a reduction in the speed limit? A walk light? On a Sunday afternoon, unless a motorist stops (which with some of the most impolite drivers outside of Montreal happens too seldom) one can wait a long time to cross safely. And this path is well used.

Council should review the 1987 Bicycle Master Plan. Bicycle Paths need repaving, not just filling the cracks -- rollerblades were rare when the paths were planned.

What class of bike path will Spruce Drive be? Was this even considered? What about a cross walk at 37th and Spruce? Crosswalk light required?

We should have a bike path from the Westerner to Slack slough.

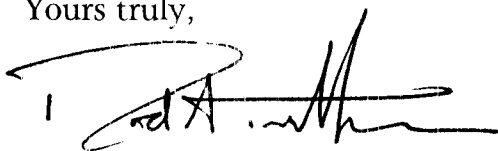
What happens to College Park residents? How will that access work? Service Road?

#### Other Comments:

Seeing as you asked, **Yes, you can raise my taxes, BUT NOT TO BUILD MORE FREEWAYS!** To pay for roads we could apply a toll to those people who live in the surrounding tax haven and work in Red Deer.

You can raise my taxes for natural areas and parks (other than the monocultural lawn type), for new bike paths -- expanding the connective network between neighbourhoods and through and to downtown, for the creative improvement of public transportation -- needed by seniors and those without cars, pedestrian safety (overpasses, cross walks), early intervention programs for children at risk or in impoverished situations, (every \$1.00 spent on active intervention and support for poor pre-schoolers including pre-natal saves at least \$7.16 later in other costs) and education.

Yours truly,



Rod Trentham

FILE

MAYOR  
COUNSELLORS  
ORIGINAL TO  
FILE

Mrs. Florence Nielsen  
#303 5144 45 Avenue  
Red Deer A. B. T4N 3L3

February 8 1997

The Mayor and City Counselors  
City of Red Deer

Dear Madame Mayor and Counselors

I find myself very distressed that a lobby group were able to have such influence on the matter of Molly Bannister Drive extension.

I guess that the power of lobby groups, is the reason Stephen Harper quit the Reform Party to join a lobby group. They have more power than elected politicians or using the proper channels of appeal.

I can understand that we, people against the landfill, should have saved all our energy and presented ourselves at every council meeting, and have the press on our side. We tried to use scientific facts, as well as making good suggestions for alternatives, and we failed.

Red Deer is a growing city. That is exactly why we need the Molly Banister extension, and we don't want a landfill so close to city limits. I am owner of land directly North of the landfill, but my concern is for ground water pollution in the future from the landfill, which I think is far more important than the cutting of a few trees behind the homes of the lobbyists. Trees were cut for 32 Ave, and for establishing their lots in Sunnybrook.

I should have been attending council meetings and made my voice be heard, and I didn't. I am sorry!

Yours Truly

*Mrs Florence Nielsen*  
Mrs. Florence Nielsen

FEB 20 1997

CITY OF RED DEER

January 23, 1997

Submitted To City Council

Date: Jan 27/97

City Hall  
City of Red Deer

Attention: The Honorable Mayor, Gail Durkan.

Re: Molly Bannister Drive

I understand this issue is once again before City Council. As has been shown by many individuals and organizations, there are many concerns surrounding the east expansion of this road through Waskasoo Park.

I strongly urge Council to remove the dotted line from the map, removing the "Right of Way" for future development. I am strongly opposed to the Molly Bannister Drive expansion and suggest that the many more environmentally sound alternatives be considered so that the integrity of the Park System and the community at large is not negatively impacted.

Sincerely,

Sherry Scheunert

THE CITY OF RED DEER  
CLERK'S DEPARTMENT

RECEIVED
TIME 9:12 A.M.
DATE 97.01.27.
BY R



Box 5008  
Red Deer, Alberta  
T4N 3T4

*The City of Red Deer*

**FILE**

**Office of the City Clerk**

January 30, 1997

Christine and John Traynor  
104 Grant Street  
Red Deer, AB T4P 2L4

Dear Mr. & Mrs. Traynor:

Further to my letter of December 18, 1996, concerning your request to remove the stop sign adjacent to your property at #104 Grant Street, please be advised as follows.

At The City of Red Deer's Council Meeting held January 27, 1997, Council passed the following resolution relative to the Transportation Master Plan Update:

"RESOLVED that Council of The City of Red Deer, having considered report from the Engineering Department Manager, dated December 30, 1996, re: 1996 Transportation Plan Update Report, hereby approves said report in general, subject to the following:

1. That alternate number 2 related to the Grant Street traffic problem, which involves converting the Grant Street/Taylor Drive to right in / right out only, and the construction of a new all-turns intersection north of Gunn Street be approved;
2. That the priority of construction of the projects in Table 6.1 contained within said report, be approved subject to budget availability;
3. That the east/west stop signs on Grant Street at the intersection of 59 Avenue be removed subsequent to the improvements on Taylor Drive being completed;
4. That the future extension of Molly Banister Drive right-of-way be indicated as a conceptual alignment for the purpose of utilities only and not that of a roadway and that the ultimate choice of physical location be guided by the need to minimize environmental impact on the park;

and as presented to Council January 27, 1997."

Christine and John Traynor  
January 30, 1997  
Page 2

As outlined in the above resolution, once the improvements are made on Taylor Drive, the stop signs on Grant Street at the intersection of 59 Avenue will be removed. It is anticipated that the improvements on Taylor Drive will be completed by the end of September 1997 and following that, the noted signs will be removed.

If you have any questions or require further clarification, please do not hesitate to call me.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kelly Kloss', with a stylized flourish at the end.

Kelly Kloss  
City Clerk

KK/clr

c     Engineering Department Manager  
Principal Planner

DATE: JANUARY 10, 1997  
TO: CITY COUNCIL  
FROM: FINANCE & AUDIT COMMITTEE  
RE: **1996 ACCOUNTS RECEIVABLE WRITE-OFFS**

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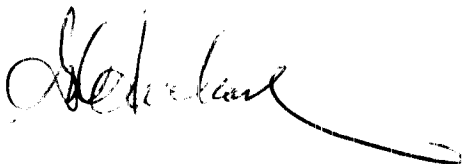
On January 9, 1997, the members of the Finance & Audit Committee considered the enclosed report from the Director of Corporate Services dated December 16, 1996. The following resolution was subsequently introduced and passed recommending 1996 Accounts Receivable write-offs:

"That the Finance & Audit Committee, having considered report from the Director of Corporate Services dated December 16, 1996, hereby recommend to City Council approval of the 1996 Accounts Receivable write-offs of \$179,648.84."

The 1996 write-offs are similar to previous years. Although an account is written off, collection action does not cease.

***Recommendation:***

"THAT Red Deer City Council, having considered the report dated January 10, 1997 from the Finance & Audit Committee, hereby approve the 1996 Accounts Receivable write-offs in the amount of \$179,648.84."



MAYOR GAIL SURKAN, Chairperson  
Finance & Audit Committee

**DATE:** December 16, 1996

**TO:** Finance and Audit Committee

**FROM:** Director of Corporate Services

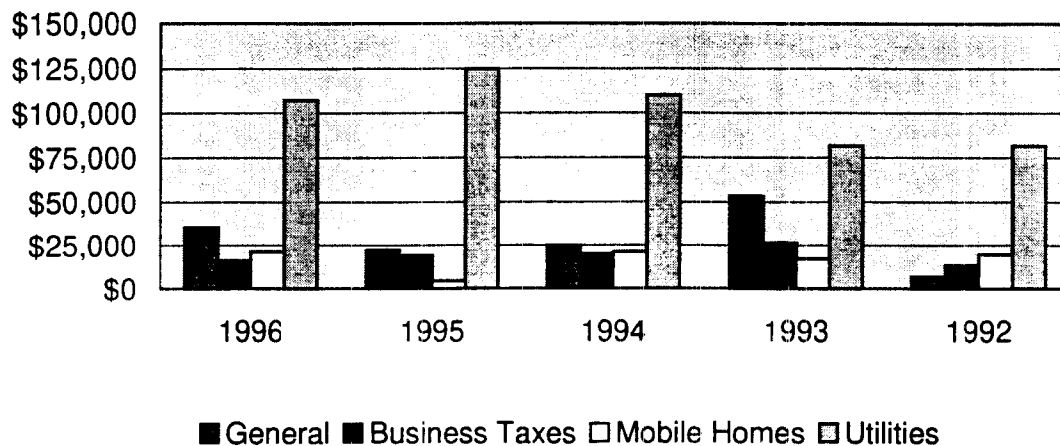
**RE:** 1996 ACCOUNTS RECEIVABLE WRITE-OFFS

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The Treasury Services Manager is requesting approval for a 1996 accounts receivable write-off of \$179,648.84.

The following graph depicts each type of write-off by year for comparison purposes:

### ACCOUNTS RECEIVABLE WRITE-OFFS

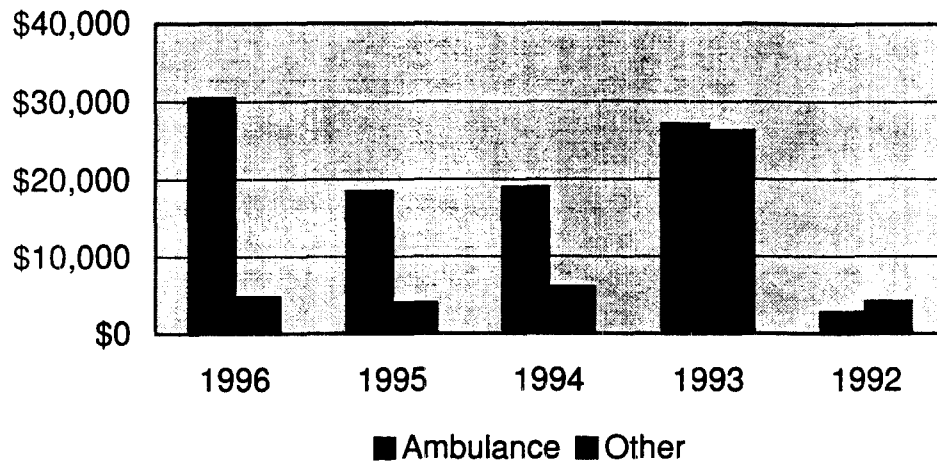


#### General

Most of the general classification is for ambulance billings. The graph on the following page shows the experience of ambulance billings and the other General billing write-offs.



## BREAKDOWN OF GENERAL WRITE-OFFS



Reasons for the increase in write-offs for ambulance billings include:

- increased number of personal bankruptcies
- a change in payment of ambulance billings by the Province for people on social assistance involved in automobile accidents.

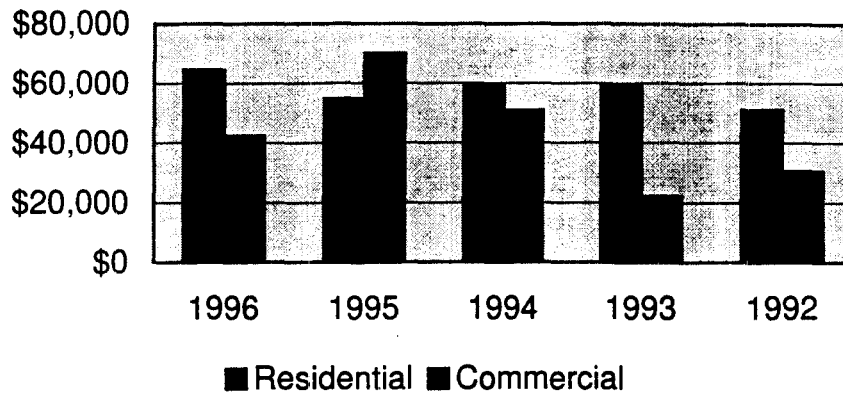
### Mobile Home License Fees

These write-offs relate to pre-1996. Starting in 1996 these are handled through the property tax roll.

### Utilities

Utility account write-offs have gone down in total because of a reduction in commercial account write-offs. The amount of residential account write-offs has actually increased as shown by the graph on the following page.

## UTILITY ACCOUNT WRITE-OFFS



### Conclusion

The total write-offs for 1996 have increased by \$9,153 or 5% due to increases in ambulance billing write-offs. Total write-offs, however, represent only .29% of the total billings.

Although accounts are written off, collection action does not cease.

### Requested Action

That the Finance and Audit Committee recommend to Council approval of the 1996 Accounts Receivable write-off of \$179,648.84.

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

c. Accounts Receivable Coordinator

Att.

Note: In accordance with prior year's procedures the list of individual accounts written off is not made public but will be made available for individual Council members to review.

**DATE: November 27, 1996**

**TO: Director of Corporate Services**

**FROM: Treasury Services Manager**

**RE: 1996 ACCOUNTS RECEIVABLE WRITE-OFFS**

Attached are listings of general, business tax, mobile home and utility accounts receivable recommended for write off in the 1996 financial year, which will require Council approval.

Shown below is a summary of the accounts recommended for write off in 1996, along with comparative figures for the previous four years:

	Recommended Write-Off	Prior Years' Write-Offs			
	1996	1995	1994	1993	1992
General	35,239.86	22,350.08	24,950.63	53,301.74	6,831.84
Business tax	16,136.68	19,010.30	19,992.37	26,558.27	13,331.66
Mobile Home	21,192.88	4,398.25	21,028.06	17,237.70	19,562.85
Utilities	107,079.42	124,737.86	110,059.71	81,615.73	81,648.25
<b>Total</b>	<b>179,648.84</b>	<b>170,496.49</b>	<b>176,030.77</b>	<b>178,713.44</b>	<b>121,374.60</b>
% of Billings	0.29	0.27	0.27	0.28	0.19

- (1) The general accounts write off for 1996 is up significantly over the past two years. Ambulance billings represent 89% (\$30,526) of the total general write off.
- (2) Business tax write offs of \$16,136 represent accounts where the businesses have ceased operations without paying the current year's tax. When all attempts by City staff to collect the accounts have failed (usually in the form of attempted seizure of assets) the accounts are turned over to the Collection Agency and recommended for write off at the following year end.
- (3) Mobile Home License write offs of \$21,192 represent accounts where the occupants have terminated their residency without paying the current year's license fee in total.

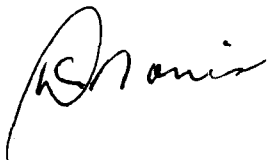
(4) The Utility write offs of \$107,079 represent businesses that have ceased operations for one reason or another and people who have moved away from the City.

The 1996 Utility write off breakdown is as follows:

	<b>Commercial</b>	<b>Residential</b>	<b>Total</b>
<b>Recommended Write-Off</b>	\$42,384	\$64,695	\$107,079
<b>No. of Accounts Represented</b>	33	684	717
<b>Revenue produced in 1996 (est)</b>	\$29,200,000	\$18,280,000	\$47,480,000
<b>Write-Off as % of Revenue</b>	0.15	0.35	0.23

The following table summarizes the write-offs and reserve requirement for 1996:

	<b>1996 Write- Offs</b>	<b>1995 Reserve Provided</b>	<b>1996 Reserve Required</b>	<b>Charge to 1996 Operations (1-2+3)</b>	<b>Comparable 1995 Charge</b>
<b>General</b>	\$35,240	\$65,654	\$64,948	\$34,534	\$26,301
<b>Business tax</b>	\$16,136	\$14,946	\$24,578	\$25,768	\$13,107
<b>Mobile Homes</b>	\$21,193	\$22,054	\$20,000	\$19,139	\$15,852
<b>Utilities</b>	\$107,079	\$84,172	\$83,598	\$106,505	\$156,694
	<b>\$179,648</b>	<b>\$186,826</b>	<b>\$193,124</b>	<b>\$185,946</b>	<b>\$211,954</b>



D. G. Norris  
Treasury Services Manager

**FILE**

**Council Decision - January 27, 1997 Meeting**

**DATE:** January 28, 1997  
**TO:** Finance & Audit Committee  
**FROM:** City Clerk  
**RE:** 1996 ACCOUNTS RECEIVABLE WRITE-OFFS

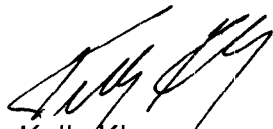
**Reference Report:** Finance & Audit Committee, dated  
January 10, 1997

**Resolution Passed:**

"RESOLVED that Council of The City of Red Deer, having considered report from the Finance and Audit Committee dated January 10, 1997, hereby approves the 1996 Accounts Receivable write-offs in the amount of \$179,648.84, and as presented to Council January 27, 1997."

**Report Back to Council Required:** No

**Comments/Further Action:**

  
Kelly Kloss  
City Clerk

/clr

c Director of Corporate Services

**DATE:** January 17, 1997

**TO:** KELLY KLOSS  
City Clerk

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

**RE:** MICHENER CENTRE:  
CONSOLIDATION OF PARKLAND PROPOSAL

---

For many years, the City has leased two small parcels of land adjacent to the Gaetz Lakes Sanctuary in order to accommodate our Waskasoo Park trail system. We have been anxious to clear up these leases and, with the support of the Province, we can now purchase them for a total cost of \$1.00.

At about the same time, the Province has become interested in marketing a 41-acre parcel of land to the east and above the escarpment of the sanctuary. They offered to sell it to the City in 1993. The City declined this offer and further stated that a geotechnical report was required to determine a suitable setback area from the top of bank, and that this geotechnical report would be required prior to any development.

The Province is now offering to include the land, which would be considered undevelopable based on the recommendations of a geotechnical report, as part of the purchase of these two smaller pieces, if we are prepared to undertake that geotechnical investigation and cover the survey and subdivision costs. At this moment, we are negotiating with the Province to consider cost sharing. We do, however, have every expectation that the land that would be transferred into our park system would be at least 10-17 acres, at a maximum cost of \$20,000. If we are successful in our negotiations, the cost may be as little as \$10,000. This investigation and transaction would allow us to obtain title to the unique escarpment area adjacent to the sanctuary, thus, resulting in further protection. I support the recommendation that the geotechnical report and transfer costs be funded from the Public Reserve Trust Fund, as recommended by the Recreation, Parks & Culture Board and the Environmental Advisory Board.

With this land acquisition, the sensitive Gaetz Lakes Sanctuary is further protected and the Province is in a position to market their land.



LOWELL R. HODGSON

:dmg

**DATE:** January 20, 1997

**TO:** KELLY KLOSS  
City Clerk

**FROM:** ROGER CLARKE, A/Chair  
Recreation, Parks & Culture Board

**RE:** MICHENER CENTRE -  
CONSOLIDATION OF PARKLAND PROPOSAL

---

The Recreation, Parks & Culture Board considered a report from the Recreation, Parks & Culture Manager concerning the consolidation of parkland adjacent to the Gaetz Lakes Sanctuary. The Board passed the following resolutions on January 17, 1997, in support of obtaining this land for conservation and preservation purposes:

"That the Recreation, Parks & Culture Board support and recommend to City Council the transfer of approximately 12.72 - 20.22 acres of land (based on a hydro-geotechnical study) from The Province to be consolidated with the Gaetz Lakes Sanctuary.

Further, the Board recommends to Council that the funding necessary to complete the land survey, subdivision, land transfer and hydro-geotechnical evaluation be funded by The City of Red Deer's Public Reserve Trust Fund."



ROGER CLARKE

DB/ad

Atts.

- c. Lowell R. Hodgson, Community Services Director  
Wendy Martindale, Director of Museums  
Paul Meyette, Principal Planner, P.C.P.S.

**DATE:** January 16, 1997

**TO:** KELLY KLOSS  
City Clerk

**FROM:** WAYNE PANDER, Chair  
Environmental Advisory Board

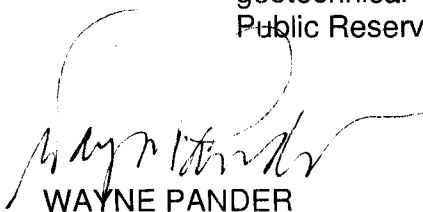
**RE:** MICHENER CENTRE - CONSOLIDATION OF PARKLAND PROPOSAL

---

The Environmental Advisory Board considered a report from the Recreation, Parks & Culture Manager at their special meeting of January 14, 1997, concerning a proposal to obtain land from The Province of Alberta to consolidate it with the parkland contained in the Gaetz Lakes Sanctuary.

The Board felt that since The City has been leasing this land and it is now being offered to The City for one dollar (\$1.00), plus the costs associated with a land transfer and a hydro-geotechnical report, that finalizing a land agreement with The Province is supported. The Board passed the following resolution:

"That the Environmental Advisory Board, having considered the report from the Recreation, Parks & Culture Manager dated January 7, 1997 re: Michener Centre - Consolidation of Parkland Proposal, hereby support and recommend to Council of The City of Red Deer the transfer of approximately 12.72 - 20.22 acres of land from The Province to be consolidated with the Gaetz Lakes Sanctuary and that the funding necessary to complete the land survey, subdivision, land transfer and hydro-geotechnical evaluation be funded by The City of Red Deer Public Reserve Trust Fund."



WAYNE PANDER

DB\ad

Atts.

- c. Lowell R. Hodgson, Director of Community Services
- Paul Meyette, Principal Planner, P.C.P.S.
- Wendy Martindale, Director of Museums



**DATE:** January 7, 1997

**TO:** RECREATION, PARKS & CULTURE BOARD  
ENVIRONMENTAL ADVISORY BOARD

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

**RE:** MICHENER CENTRE - CONSOLIDATION OF PARKLAND PROPOSAL

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The City of Red Deer presently has two Licenses of Agreement with The Province of Alberta for two pieces of land adjacent to the Gaetz Lakes Sanctuary (Areas A & B on the attached Map 1). In addition, there is a Land Lease Agreement for a third parcel (Area C) also adjacent to the Sanctuary.

The City leased/licensed this land from The Province of Alberta during the development of Waskasoo Park to incorporate these escarpment areas within the park boundary. The Province has now offered to sell these parcels of land for one dollar (\$1.00) to The City of Red Deer if the City undertakes the cost of the necessary survey, subdivision, land transfer and hydro-geotechnical report.

In 1993, City Council was approached by The Province of Alberta to determine if The City wished to purchase, at market value, the entire parcel of land (41.29 acres) contained in the NW¼ 22-38-27-W4. At that time, Council chose not to exercise its option to purchase the land, but further advised The Province that a geotechnical report was required to determine a suitable setback area from the top of bank and that this geotechnical report was required prior to any development.

The following was mutually agreed to after discussions between The Province and The City in regard to this land:

1. It is desirable for The City to obtain ownership of all the leased and licensed areas to consolidate it with Waskasoo Park at a minimal fee as the land is heavily treed, part of the escarpment and has some slope instability immediately adjacent to the Gaetz Lakes Sanctuary.
2. It is desirable for The Province to transfer/sell the portions of land to The City which are considered undevelopable based on the recommendations of a geotechnical report such that they can proceed with the sale of the balance of the NW¼ 22-38-27-W4.
3. Completion of the geotechnical report and land transfer to The City would accelerate the residential land development potential of this area as defined in the Michener Centre Outline Plan approved by City Council October 21, 1996. In addition, the geotechnical report will clearly determine the required setback area for development from the top of bank (between 50 - 100 meters) to ensure the integrity of the escarpment and prevent future slumping.

Recreation, Parks & Culture Board  
 Environmental Advisory Board  
 Page 2  
 January 7, 1997

---

It would, therefore, be advantageous to The City, Province, potential land developers and the Red Deer community to have this land transfer proceed as soon as possible.

The Province has agreed to transfer the subject lands to The City as follows (see plan):

- Area A = 1.41 acres @ \$0
- Area B = 1.31 acres @ \$0
- Area C = 10.0 - 17.5 acres @ \$1.00 plus the costs of:
  - a) survey, subdivision & land transfer @ \$5,000.00;
  - b) hydro-geotechnical report @ ±\$15,000
- **Total Acreage Transferred 12.72-20.22 acres**
- **Total Cost to City \$20,001.00**

Based on the above, The City could obtain title to the unique escarpment area adjacent to the Gaetz Lakes Sanctuary at a cost of approximately \$989/acre to \$1,572/acre dependent on the setback in Area 'C' recommended in the hydro-geotechnical report. There are sufficient funds in the Public Reserve Trust Fund of The City of Red Deer to cover the costs outlined above. A draft of the potential land transfer/purchase agreement with The Province of Alberta is attached.

#### RECOMMENDATIONS:

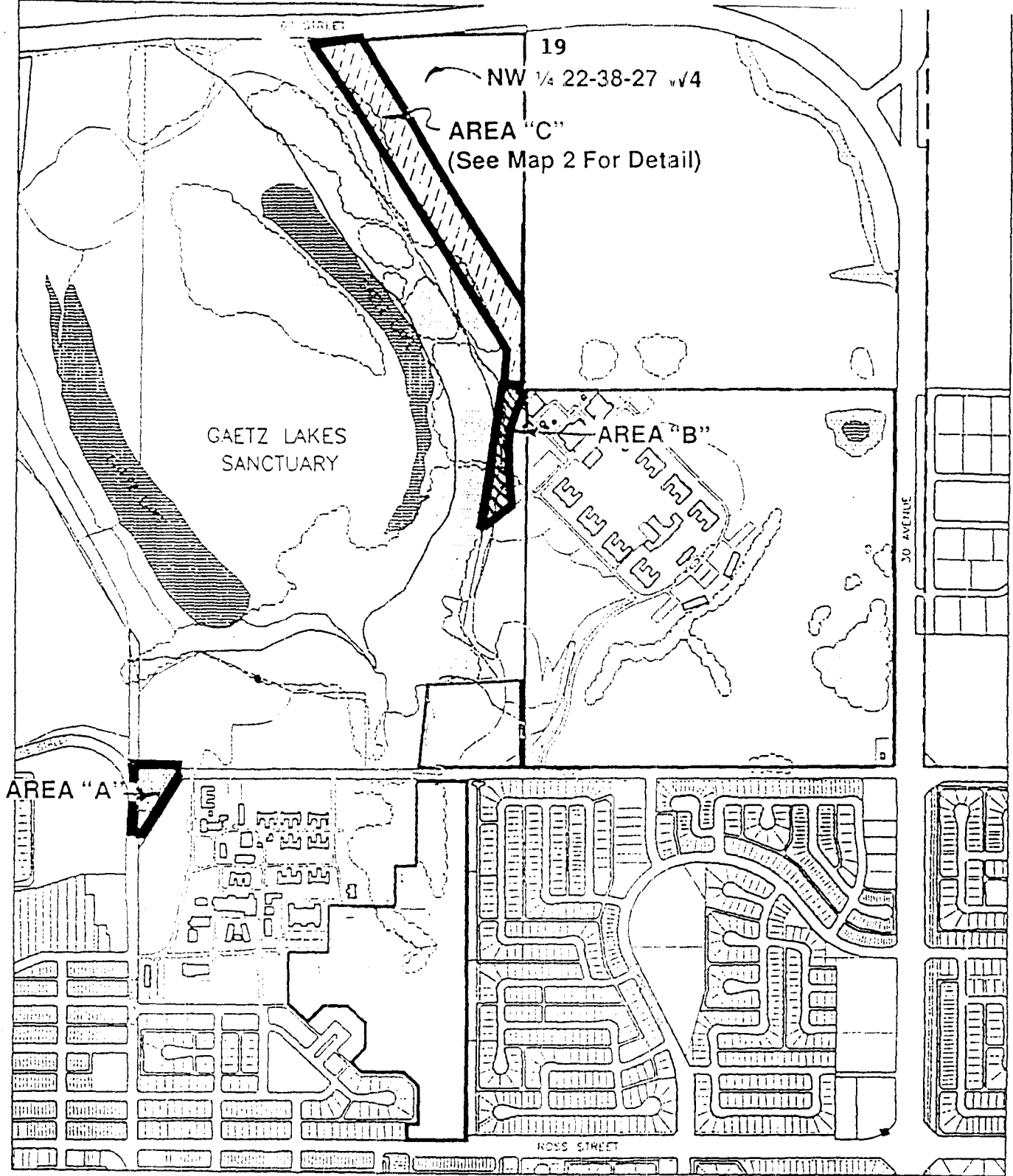
1. That the Recreation, Parks & Culture Board and the Environmental Advisory Board support and recommend to City Council the transfer of approximately 12.72 - 20.22 acres of land from The Province to be consolidated with the Gaetz Lakes Sanctuary.
2. That the funding necessary to complete the land survey, subdivision, land transfer and hydro-geotechnical evaluation be funded by The City of Red Deer Public Reserve Trust Fund.

  
 DON BATCHELOR






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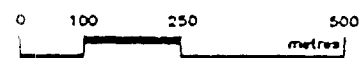
Att.

- c. Lowell R. Hodgson, Director of Community Services  
 Paul Meyette, Principal Planner, P.C.P.S.  
 Alan Scott, Land & Economic Development Manager  
 Greg Scott, Community Development & Planning Coordinator  
 Frank Kowalski, Alberta Public Works

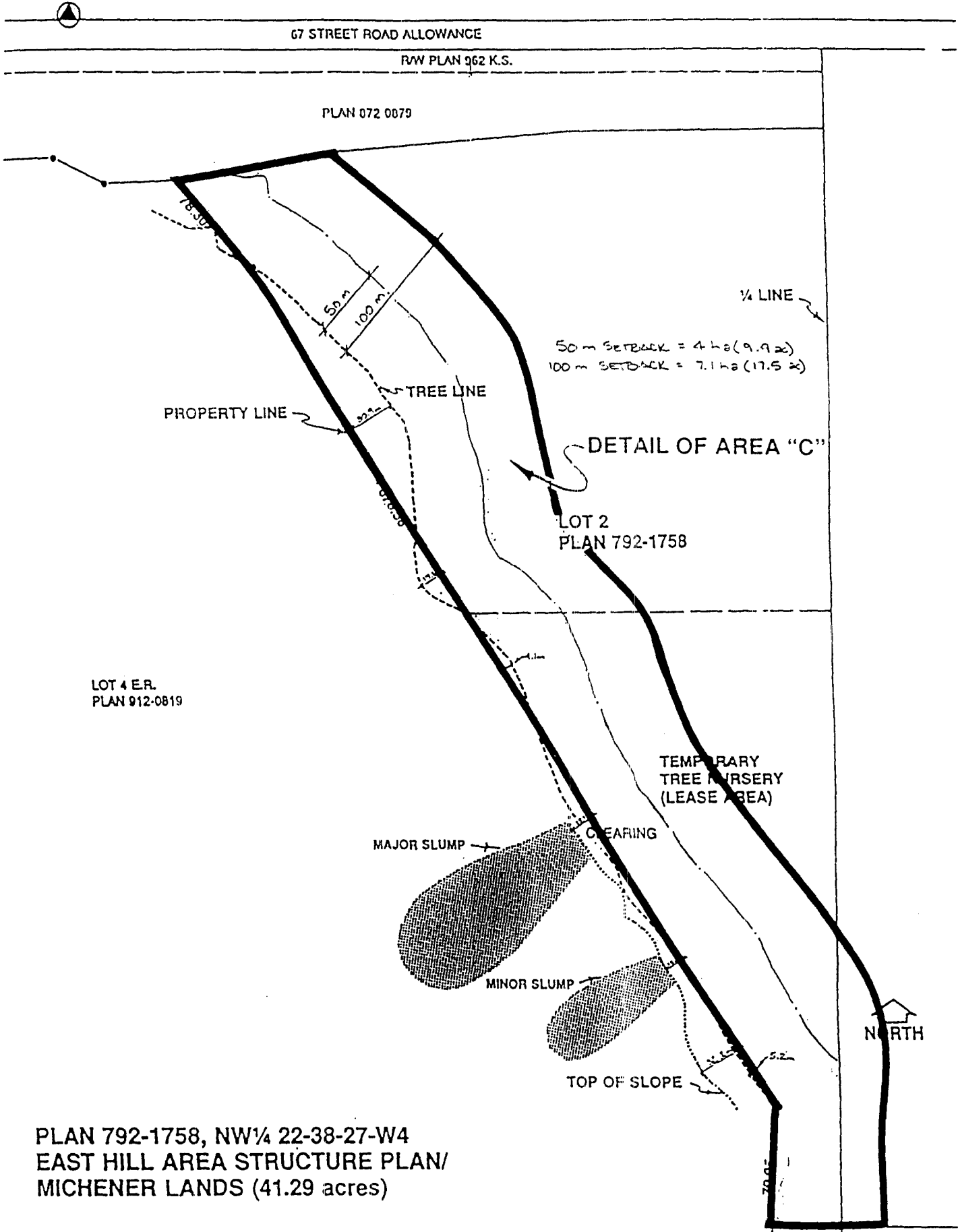


# MICHENER CENTRE DEVELOPMENT & SUBDIVISION GUIDELINES

-  LOW AREA
-  TREED AREA
-  TOP OF BANK
-  BOTTOM OF ESCARPMENT
-  TRAILS



AUGUST, 1996



PLAN 792-1758, NW¼ 22-38-27-W4  
EAST HILL AREA STRUCTURE PLAN/  
MICHENER LANDS (41.29 acres)

PREPARED BY  
CITY OF RED DEER  
PARKS DEPARTMENT

NOVEMBER 1994

NOTE:  
TOP OF SLOPE FOLLOWS  
TREE LINE, EXCEPT AS SHOWN

SCALE 1:2500

OFFER TO PURCHASE

SELLER: HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF ALBERTA  
c/o Department of Public Works, Supply and Services  
3rd Floor, PWSS Building  
6950 - 113 Street  
Edmonton, Alberta  
T6H 5V7

BUYER: THE CITY OF RED DEER  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

PROPERTY: Description:

Firstly:

Plan 792 1758, Block One (1)

All that portion of Lot Three (3) shown shaded as Area "A" on the attached Schedule "A" containing ~~0.33~~ <sup>1.41</sup> acre, subject to survey

Excepting Thereout All Mines and Minerals

Secondly:

Plan 892 0192, Block Ten (10)

All that portion of Lot One (1) lying North and West of the limit of Road Plan 1411 T. and shown shaded as Area "B" on the attached Schedule "A" containing 1.31 acres, subject to survey

Excepting Thereout All Mines and Minerals

Thirdly:

Plan 792 1758, Block One (1)

All that portion of Lot Two (2) shown shaded as Area "C" on the attached Schedule "A" containing ~~1.10~~ <sup>12.72-20.22</sup> acres, subject to survey

Excepting Thereout All Mines and Minerals

hereinafter referred to as the "property".

## OFFER:

The Buyer offers to purchase the property upon the following terms:

1. (a) The purchase price is One (\$1.00) Dollar, receipt of which is hereby acknowledged.
- (b) The Buyer is registered under Part IX of the Excise Tax Act (Canada) and regulations (the "GST Legislation"), Goods and Services Tax Registration No. \_\_\_\_\_, and the Buyer agrees that if required the Buyer shall be responsible for and shall pay and remit any tax payable under the GST Legislation with respect to the purchase of the property.
2. This offer is subject to the following conditions:
  - (a) The Buyer agrees to survey and subdivide the necessary lands in order to create a separate title or titles for the property and agrees to be responsible for all costs associated with said survey and subdivision.

- (b) The Buyer is responsible for all costs associated with a hydro geotechnical slope stability study to determine the boundary of the Thirdly described portion of the property. The said study is to establish the land area requirements to protect the escarpment bordering the Gaetz Lakes Sanctuary from future slope failures. The results of the said study must be approved in writing by both the Buyer and the Seller prior to the Buyer proceeding with the survey and subdivision of the property.
- (c) Both the Buyer and the Seller, as parties to lease #R0661H attached hereto as Schedule "B", hereby agree that the term of the said lease shall be amended to expire December Thirty-First (31st), 2001.
- (d) The Buyer agrees to obtain an amendment of the Deferred Reserve Caveat Number 3644 V.E. and agrees to ensure that all the remaining lands, after the property is subdivided out, do not carry a municipal reserve requirement any greater than Ten (10%) percent of the remaining area on the amended Titles.

3. Possession of the property shall be granted to the Buyer as of the "possession date" which shall be Thirty (30) days following the date that the Buyer notifies the Seller, in writing, that a separate Title or Titles have been created for the property, or earlier if mutually agreed by the Buyer and Seller.

4. All normal adjustments to the purchase price shall be made effective on the possession date.

5. On or before the possession date the Seller shall provide to the Buyer a Transfer of Land in a registerable form together with all other normal closing documents as may be required to transfer title to the property to the Buyer subject only to the encumbrances as shown on Schedule "C" attached hereto.

6. The purchase shall also include the following chattels presently located on the property:

None

7. The Buyer has inspected the property and agrees that neither the Seller nor any sub agents have made any representations, warranties, collateral agreements or conditions regarding the property which may in any way affect the property or the terms of this Offer to Purchase.

8. The Seller does not warrant that any buildings or other improvements on the property do not encroach upon any easement or utility right-of-way on the property or upon the lands adjacent to the property. It is agreed that the obtaining of a real property report and a municipal compliance certificate is the Buyer's responsibility.

9. This Offer is irrevocable and open for acceptance for a period of Sixty (60) days from the date the Buyer signs the Offer.

DATED at \_\_\_\_\_, in the Province of  
Alberta, this \_\_\_\_\_ day of \_\_\_\_\_, 19\_\_\_\_.

\_\_\_\_\_  
WITNESS

\_\_\_\_\_  
THE CITY OF RED DEER

\_\_\_\_\_  
WITNESS

\_\_\_\_\_  
THE CITY OF RED DEER

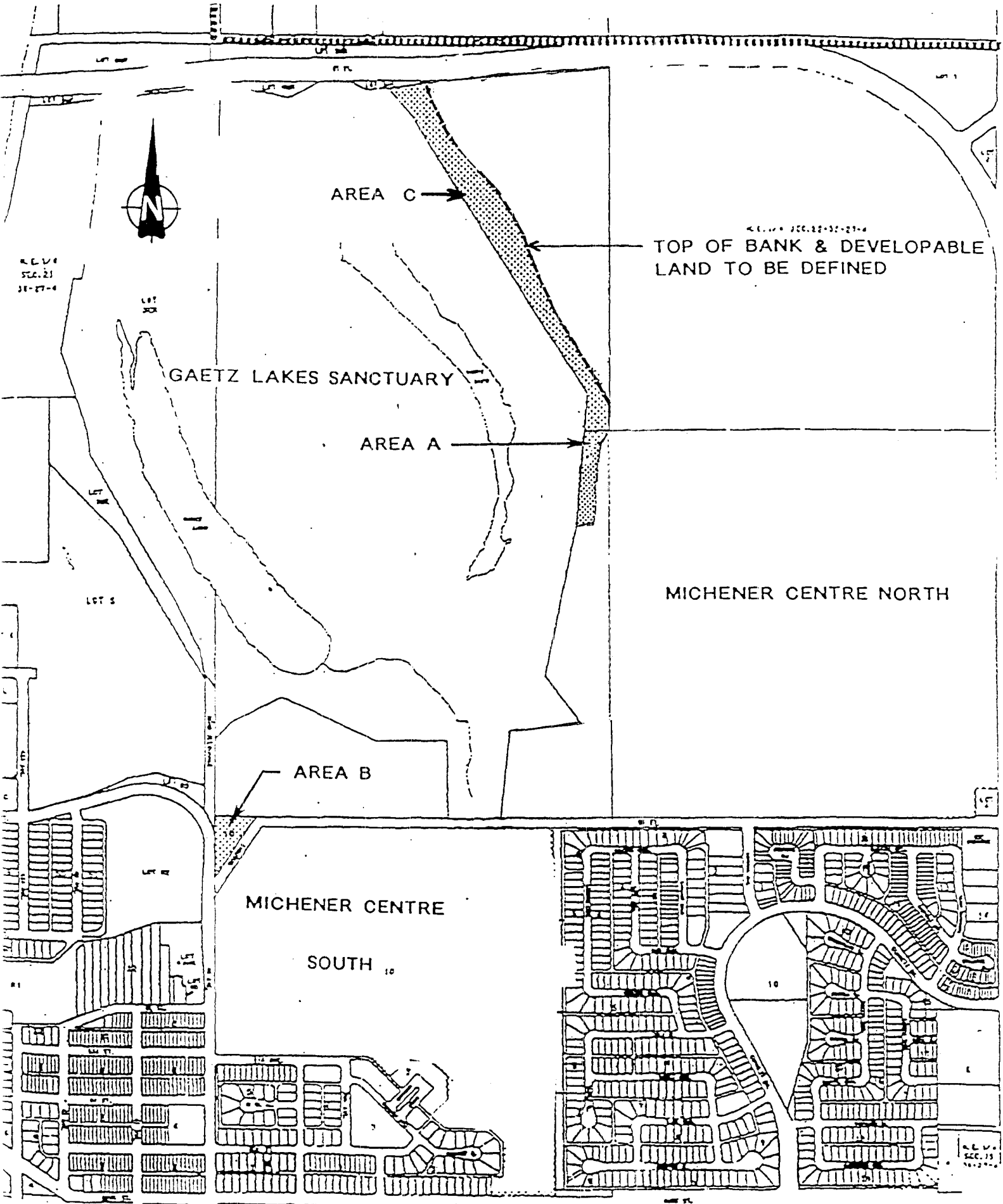
A C C E P T A N C E

I hereby accept the above Agreement according to its terms and conditions.

DATED at Edmonton, Alberta, this \_\_\_\_\_ day of \_\_\_\_\_, 19\_\_\_\_.

SIGNED by the Minister  
of Public Works, Supply  
and Services of the  
Province of Alberta.

\_\_\_\_\_  
THE SELLER, MINISTER  
DEPARTMENT OF PUBLIC WORKS,  
SUPPLY AND SERVICES





**Comments:**

We certainly support the Director of Community Services in his attempts to acquire this land to be consolidated with the Gaetz Lakes. If we wait for development to occur, most, if not all of this land can be acquired by The City at no cost as part of the dedication of environmental reserve. However, the Province is most anxious to undertake the geotechnical study in order that they can sell the balance of the developable land. We can support cost sharing the geotechnical study 50/50 at an estimated cost of \$10,000.00 to The City, to be funded from the Public Reserve Trust Fund, contingent upon a guarantee from the Province of a minimum of 100 metres setback from the top of escarpment plus any additional land indicated by the geotechnical survey, for the sum of \$1.00.

"G. D. SURKAN"  
Mayor

"H. M. C. DAY"  
City Manager

**FILE**

## **Council Decision - January 27, 1997 Meeting**

**DATE:** January 28, 1997  
**TO:** Director of Community Services  
**FROM:** City Clerk  
**RE:** **MICHENER CENTRE: CONSOLIDATION OF PARKLAND PROPOSAL**

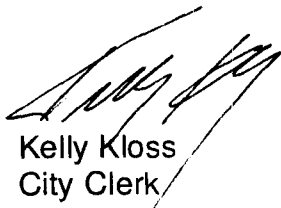
**Reference Report:** Director of Community Services, dated  
January 17, 1997

**Resolution Passed:**

"RESOLVED that Council of The City of Red Deer, having considered report from the Director of Community Services dated January 17, 1997, re: Michener Centre: Consolidation of Parkland Proposal, hereby agrees to share 50/50 with the Province the cost of a geotechnical study and that same be funded from the Public Reserve Trust Fund, contingent upon a guarantee from the Province of a minimum of 100 metres setback from the top of escarpment, plus any additional land indicated by the geotechnical survey, for the sum of \$1.00."

**Report Back to Council Required** No

**Comments/Further Action:**



Kelly Kloss  
City Clerk

/clr

c Director of Corporate Services  
Recreation, Parks and Culture Manager  
Recreation, Parks and Culture Board  
Environmental Advisory Board  
Principal Planner

## **1998 ALBERTA WINTER GAMES**

### **Council Meeting Presentation - January 27, 1997**

---

It has been 1 year since the Board of Directors have been chosen for the 1998 Alberta Winter Games. I have not updated you since our appointment so I felt this would be an appropriate time as we are only 12 months away from the opening ceremonies.

**Jerry George** has been hired as **Games Manager**.

- He resides from Stony Plain, Alberta
- He was an athlete in the 1988 Alberta Winter Games here in Red Deer.
- Jerry has worked with two previous Games:
  - \*\* The 1995 Alberta Summer Games in Stony Plain & Spruce Grove and in Red Deer with the 1995 World Junior Hockey Association.

#### **The 1998 Alberta Winter Games Office**

- The office has been up and running since the beginning of December.
- It is located in downtown Red Deer, sharing a building with RDC Continuing Education, across from Monsieur Wong's. (5015 - 48 Street)
- The phone number is 342 - 1998.
- Currently have 14 working committees and over 100 volunteers beginning the planning for the events to come

#### **Official Kick Off - February 18, 1997 (One Year Countdown) - The event will include:**

- official office opening from 4:30 - 6:00 pm
- official signing between the ASRPWF, the City of Red Deer and our Society
- unveiling of our logo and new Games mascot
- media attendance
- sponsorship kick off to follow at Red Deer Lodge from 7:00 - 9:00 pm
  - local businesses interested in getting involved our invited to attend and gather information on sponsorship opportunities
  - early projected budget of \$1.2 million of which 75% will be raised by the Friends of The Games committee through community donations
- our first fundraising project is a cooperative effort between ourselves and the Sport Hall of Fame, the Brick Program - Individuals, Families and Businesses can purchase Bricks that will be inscribed with their name as part of the new building.

The next 12 months will go by very quickly. I will try to report to Council **every** 3 or 4 months on our progress. If you have any questions in the mean time, do not hesitate to call myself or Jerry at the Games office.

Thanks for your support,



Tom Ganger  
Chairman, 1998 Alberta Winter Games

***Comments:***

For Council's information.

"G. D. SURKAN"  
Mayor

"H. M. C. DAY"  
City Manager



Box 5008

Red Deer, Alberta  
T4N 3T4

*The City of Red Deer*

**FILE**

**Office of the City Clerk**

January 28, 1997

Mr. Tom Ganger, Chair  
1998 Alberta Winter Games Committee  
3728 - 43 A Avenue  
Red Deer, AB T4N 3G3

Dear Mr. Ganger:

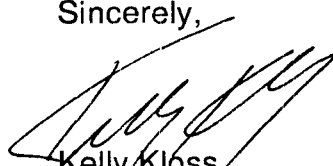
**RE: 1998 ALBERTA WINTER GAMES COMMITTEE**

Thank you for your very informative presentation to Council on January 27, 1997 at The City of Red Deer's Council Meeting.

Congratulations on your new office and the recruitment of so many volunteers. We are all looking forward to the unveiling of the 1998 Alberta Winter Games logo and introduction of your new mascot.

On behalf of Council, I wish you every success over the next twelve months as you prepare for the Games.

Sincerely,



Kelly Kloss  
City Clerk

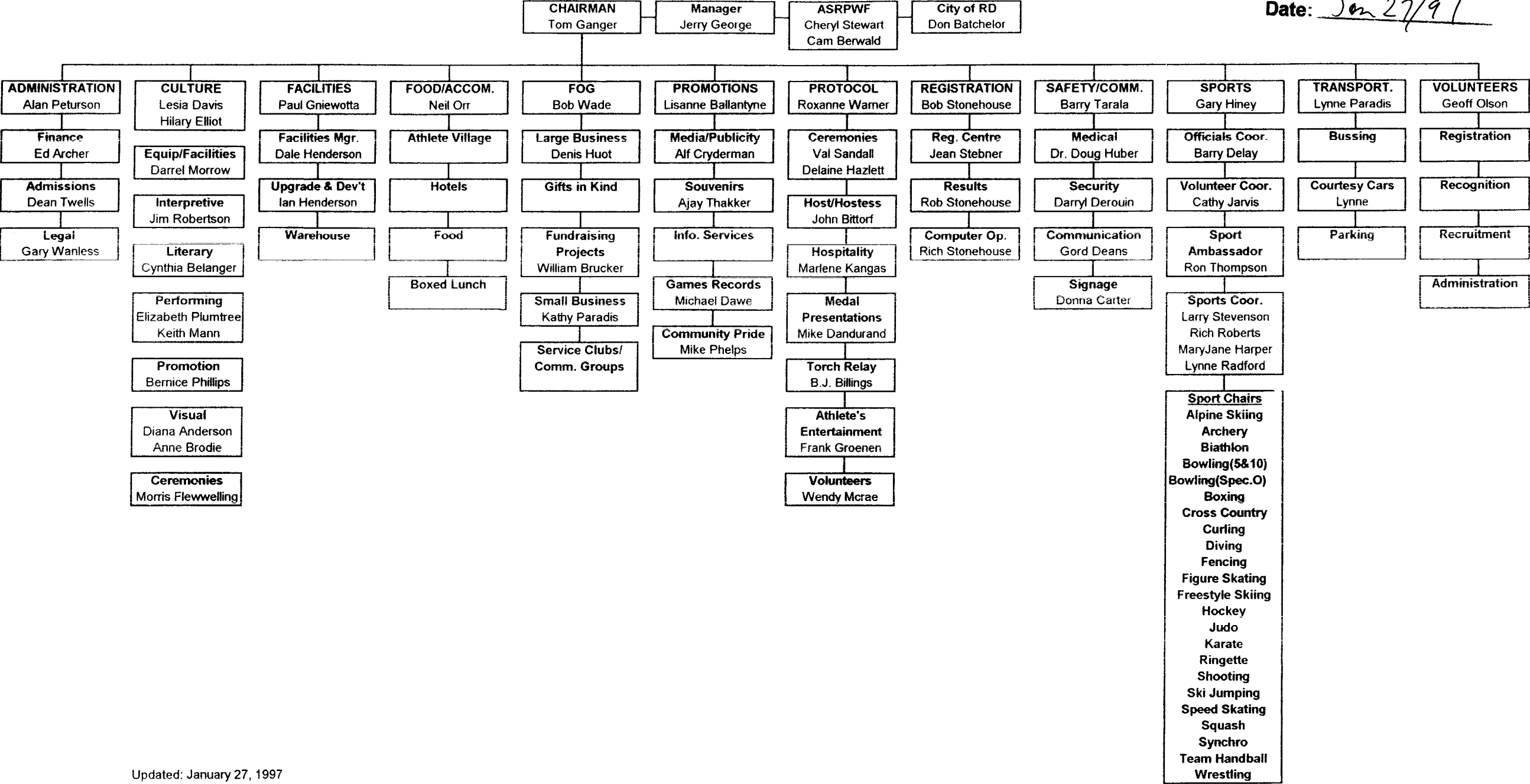
KK/clr

c Director of Community Services

1998 ALBERTA WINTER GAMES ORGANIZATIONAL CHART

Submitted To City Council

Date: Jan 27/97



Item No. 2

To - City clerk, for inclusion in the Jan. 27 council agenda.

If possible, please schedule the issue for 7 p.m. or later.

Our representatives Michael Lau and Penny Caster (and possibly others) will attend to address council and answer questions. The two spokespeople can be reached at 343-2400.

Thank you, from the Red Deer Media Association.

# **RED DEER MEDIA ASSOCIATION**

**DATE:** January 10, 1997

**TO:** City Council

**FROM:** The Red Deer Media Association

**RE:** Media Relations

The Red Deer Media Association (RDMA) supports the following resolution in response to a meeting regarding the Emergency Services Master Plan called by Mayor Gail Surkan on January 6<sup>th</sup> 1997:

“The RDMA strongly opposes any move by political bodies to restrict freedom of the press in any shape or form, implied or otherwise. The association believes in fair, unbiased journalism on all issues. Informing the public is a role that cannot be compromised.”

We request the city adopt a media relations policy in which:

**Elected officials, board members and staff fully inform the public on arising issues without delay.**

**Any attempt to influence the scope of coverage must be supported by council unanimously.**

The existing communications strategy adopted by council in June of 1993, does not specifically address this issue.

The RDMA is an independent group of individual journalists and other media staff in the Red Deer area. The Association strives to serve the public interest through quality journalism.

We the undersigned members of the RDMA request this issue be placed on the agenda for the next possible council meeting.



# RED DEER MEDIA ASSOCIATION

Andrew Cathwell  
 Jerry H. Gerling

Andrew Rathwell

JERRY H. GERLING

Jim Lozeron  
 A. Hannan

Jim Lozeron

Andrea Maynard

Pat Roche

Pat Roche

Harley Richards

Harley Richards

Nicole Fleming

Nicole Fleming

Brian Walters

Brian Walters

GARY MITCHELL

GARY MITCHELL

Jordi Weidman

Jordi Weidman

Keri Adams

Keri Adams

David Ewasuk

David Ewasuk

Cynthia Edey

Cynthia Edey

LORNE STARKO

LORNE STARKO

Don Drummond

Bryan MacIsaac

Bryan MacIsaac

Greg Veimar

Greg Veimar

# RED DEER MEDIA ASSOCIATION

*M. Ann*  
Jack Wilson

MARY-ANN BARR

JACK WILSON

36 HUNTER CLOSE  
RD ORR

BRENDA KOSSOWAN

40D CUMMER CRUCE

*Penny Caster*

PENNY CASTER

3510 49 AVE

#9, RED DEER

*Lana Michelin*

Lana Michelin

#306, 3331 - 51 Ave  
Close

*Lee Giles*

Lee Giles

53 Erickson Dr.

*G. Meacham*

Greg Meacham

Daphne Mitchell

311-5344-76th Street

*Daphne Mitchell*

MICHAEL LAU

77 Erickson Dr.

*Randy Fiedler*

RANDY FIEDLER

*D. Rodt*

Dan Rodt

*Rick Zemanek*

RICK ZEMANEK

*Carl Hahn*

Carl Hahn

#9 5520 44th Ave  
Red Deer

*M. Jarrin*

Michelle Jarrin

Box 38 Site 1 RR3 Ponoka.

*D. Francey*

Darren Francey

Box 38 Site 1 RR3  
Ponoka.

## **SOME QUOTATIONS ON FREE SPEECH, A FREE PRESS AND GOVERNMENT SECRECY**

Democracy cannot be maintained without its foundation; free public opinion and free discussion throughout the nation of all matters affecting the state within the limits set by the criminal code and the common law.

— The Supreme Court of Canada, 1938

A free press is the organ through which democracy breathes.

— George F. Booth, editor, publisher. 1943.

A free press can of course be good or bad, but, most certainly, without freedom it will never be anything but bad.

— Albert Camus, French philosopher, author. 1960.

There must be no secrecy around government decisions or acts which can be made public without injury to the national interest.

— Tom Johnson, television executive. 1981.

It is the central, defining premise of freedom of speech that the offensiveness of ideas, or the challenge they offer to traditional ideas, cannot be a valid reason for censorship; once that premise is abandoned, it is difficult to see what free speech means.

— Ronald Dworkin, author. 1995.

**Submitted To City Council**

Date: Jan 27/97

***Comments:***

Council's direction is requested.

"G. D. SURKAN"  
Mayor

"H. M. C. DAY"  
City Manager



Box 5008  
Red Deer, Alberta  
T4N 3T4

*The City of Red Deer*

**FILE**

**Office of the City Clerk**

January 27, 1997

Red Deer Media Association  
c/o Red Deer Advocate  
P.O. Bag 5200  
Red Deer, AB T4N 5G3

Att: Mr. Michael Lau,  
Red Deer Media Association

Dear Mr. Lau:

**RE: RESOLUTION IN RESPONSE TO EMERGENCY SERVICES MASTER PLAN  
MEETING OF JANUARY 6, 1997**

At the City of Red Deer's Council Meeting held January 27, 1997, consideration was given to correspondence and petition received from the Red Deer Media Association January 10, 1997. At that meeting, Council passed the following resolution:

"RESOLVED that Council of The City of Red Deer hereby agrees that an ad hoc committee of Council be established to make a recommendation to Council on the matter of media communications."

The Committee is to be comprised of Councillors Hughes, Volk and Flewwelling.

If you require any further information please do not hesitate to contact the undersigned.

Sincerely,

Kelly Kloss  
City Clerk

KK/clr

**FILE**

**DATE:** January 28, 1997

**TO:** Councillor Hughes  
Councillor Volk  
Councillor Flewwelling

**FROM:** City Clerk

**RE:** **AD HOC COUNCIL COMMITTEE - MEDIA COMMUNICATION**

At the Council Meeting of January 27, 1997, the following resolution was passed concerning the above topic:

"RESOLVED that Council of The City of Red Deer hereby agrees that an ad hoc committee of Council be established to make a recommendation to Council on the matter of media communications."

Council agreed to appoint each of you as members on this ad hoc committee. It would now be in order for you to convene a meeting of this committee. If you require secretarial assistance, Council and Committee Secretary Cheryl Adams has been assigned as your Committee Secretary.

Please do not hesitate to call me if you have any questions.



Kelly Kloss  
City Clerk

KK/clr

c Mayor's Office  
Director of Community Services  
Director of Development Services  
Director of Corporate Services  
Cheryl Adams, Committee Secretary  
Committee Directory



**Office of the City Clerk**

January 20, 1997

Mr. Michael Lau  
Red Deer Media Association  
c/o Red Deer Advocate  
P.O. Bag 5200  
Red Deer, AB T4N 5G3

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

Dear Mr. Lau:

I am in receipt of correspondence from the Red Deer Media Association dated January 10, 1997. This letter will be placed on the Red Deer City Council Agenda of January 27, 1997 and will be discussed at 7:45 p.m.

If you have any questions or require further assistance, please do not hesitate to contact me.

Sincerely,

Kelly Kloss  
City Clerk

KK/clr

*The City of Red Deer*

**DATE:** June 3, 1993

**TO:** CITY COUNCIL

**FROM:** MAYOR AND CITY COMMISSIONER

**RE:** COMMUNICATIONS STRATEGY FOR THE CITY OF RED DEER

Submitted To City Council  
Date: Jun 27/97

Attached is the final report of the Communications Strategy Committee. Council will recall that on December 21, 1992, the Commissioners were requested to prepare a report that would "lay out a more complete communication strategy for the City", including a specific role for the Mayor and Commissioner's Office. To maximize the use of existing resources, a Communications Strategy Committee was established in early January 1993, consisting of Alderman Tim Guilbault; Director of Community Services, Craig Curtis; Personnel Manager, Grant Howell; Executive Assistant, Pat Shaw; and Mayor Gail Surkan. The Committee established its major goal as "the development of an effective, low-cost, highly focused Communications Strategy which is supported by City Council and the targeted publics" and commenced the review and research which would form the basis of this final report.

It is important to note that while the report targets certain "key publics", this was done with the recognition that manpower and financial constraints precluded the development of a comprehensive communications strategy for all of the City's publics. It is important, as well, to understand that the key publics were selected by consensus based on a combination of the importance of improved communication with those groups and the ability to undertake specific action within the guidelines of the Committee's stated goal. We will continue, however, to work with our other publics to ensure effective communications in those areas not specifically identified in this strategy.

The annual cost of this strategy, exclusive of the human resource costs necessary to undertake the work, is in the order of \$11,000.00. We believe that a number of the initiatives can be absorbed with little disruption in the existing workload; however, some of the major initiatives, including the tabloid for the citizens and staff, the assertive and timely response to emergent issues, and the staff training, collectively, constitute a conservative estimate of 80 staff days per year. Council will understand that in order for staff to undertake these additional commitments, there will be a need for adjustments in work assignments and scheduling in some areas. The staff has expressed some concern that the time factor required to undertake the new initiatives has not been adequately addressed, in the report, as to its significance.



City Council  
Page 2  
June 3, 1993

In the final analysis, we believe that now, more than at any time, as we struggle with the financial realities of our time, it is increasingly important that we communicate effectively with the public and the staff. We see this strategy as an important step forward in meeting this challenge and recommend its adoption and immediate implementation. Further, we would recommend that for 1993, the proportionate amount of the total cost of \$11,000 be charged as an over-expenditure in the budget.

We would like to extend our thanks and appreciation to the members of the Communications Strategy Committee for their dedication and effort in preparing this document. Good work!

GAIL D. SURKAN  
Mayor

H. MICHAEL C. DAY  
City Commissioner

/cjm

Attachment

DATE: May 31, 1993  
TO: CITY COUNCIL  
FROM: COMMUNICATIONS STRATEGY COMMITTEE  
RE: COMMUNICATIONS STRATEGY FOR THE CITY OF RED DEER

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## 1. MANDATE

At the Regular Meeting of Council of The City of Red Deer, Monday, December 21, 1992, and on the initiative of a Notice of Motion submitted by Alderman Tim Guilbault, Council passed the following resolution:

*"RESOLVED that Council of The City of Red Deer hereby agrees that the Commissioners prepare a report that would lay out a more complete communication strategy which would include a specific role for the Mayor and Commissioner's Office, and as recommended to Council December 21, 1992 by the Commissioners."*

In order to facilitate the preparation of this report and to maximize the use of available resources, a Communications Strategy Committee, consisting of the following members, was established in early January, 1993:

Mayor Gail Surkan  
Alderman Tim Guilbault  
Director of Community Services, Craig Curtis  
Personnel Manager, Grant Howell  
Executive Assistant, Pat Shaw

## 2. COMMITTEE GOAL

*To develop an effective, low-cost, highly focused Communications Strategy which is supported by City Council and the targeted publics.*

### **3. PROCESS**

#### **3.1 IDENTIFICATION OF PUBLICS**

The first step in the process was to identify the City's publics, which are listed here in random order. The Committee recognizes that the list is not exhaustive.

■ Staff

■ Media (Electronic and Print)

■ Other Levels of Government

- Provincial
- Federal
- County
- Alberta Cities; Towns and Villages of Central Alberta

■ Community

- Business Organizations
- Social Groups (CARE, Women's Shelter, Boys and Girls Club)
- Sports and Cultural Groups
- Community Associations
- Special Interest Groups (HUDAC, Realtors, Taxi Drivers, Construction Association, Transit Users, Day Care Users, Youth Groups, Seniors)
- Service Users
- Citizens

■ Other Public Institutions

- Hospital
- Michener
- School Boards
- College

#### **3.2 TARGETED PUBLICS**

Recognizing that manpower and financial constraints preclude the development of a comprehensive communications strategy for the City's collective publics, the Committee agreed to target specific groups. The targeted groups were selected by consensus based on a combination of the importance of improved communication with those groups and our ability to undertake specific action within the guidelines of our stated goal. These groups are presented in alphabetical order, with no attempt to rank them in any order of importance.

■ Citizens

■ Government

- Provincial Ministers/Deputies
- MLA's and M.P.
- County of Red Deer
- Other Key Alberta Communities (Central Alberta, Edmonton, Calgary)

■ Media (Electronic and Print)

■ Staff

### **3.3 RESEARCH**

Following consensus on the groups to be targeted, the members of the Committee undertook two intensive brainstorming sessions in which they identified a variety of actions which could be taken to improve communications in these areas. Part of this process included identification and analysis of those actions which are already in place, many as a result of the Public Relations Resource Group report presented to City Council and approved on September 5, 1989. While Council did not implement the Committee's major recommendation to hire a Public Information Officer, an Ad Hoc Committee of senior managers and one member of the Corporate Resource Group reviewed the report and identified those actions to improve communications, which could be undertaken at little or no additional cost. These are included with other existing initiatives, later in the report. It is perhaps significant, as well, to note that some of the actions in place have been implemented in the last two to four months.

In addition to the brainstorming sessions, two members of the Committee spent part of a day with staff of the Public Information Department in The City of Calgary, reviewing the various methods they use in communicating with the target publics we identified. Discussions were also held with a representative of Novacor.

## **4. RECOMMENDED ACTIONS TO ENHANCE COMMUNICATION WITH TARGETED PUBLICS**

The Committee established an objective for The City of Red Deer to facilitate the enhancement of communications with each of its targeted groups. These objectives are presented in this section along with the identified initiatives or "actions" already in place throughout the organization, and the Committee's recommended "new actions" which we believe will help us achieve our objectives.

- 4.1 CITIZENS** - *As a corporation we will ensure that the public is well-informed through the provision of timely information on services and activities, and through the development of pro-active communication tools which foster a mutual understanding between the City and its citizens regarding significant City issues.*

■ **Actions in Place**

- Training in public relations skills (Customer Service Training)
- Mayor's Recognition Awards Program
- Volunteer Appreciation Night - Council and several departments
- City Hall/outside departments Open House in conjunction with Municipal Awareness Week
- Information open houses, displays, and public forums convened by Council and departments
- Newspaper notices/advertisements for legal and information items
- Newspaper columns by some departments
- Press conferences/news releases/information bulletins by Mayor and staff
- Provision of public bulletin boards in City facilities, and use of others in the community
- Major initiatives for public input on some projects through questionnaires, public meetings, focus groups, invitation for briefs and open houses
- Civic Election and related forums
- Appearance of Mayor and staff on scheduled radio or television programs
- Presentations by Mayor and staff to community groups and schools
- Communication of information to the public through personal contact, written notices, user guides, brochures, newsletters, utility bill inserts and enquiry telephone lines

■ **Recommended New Actions**

- Place City "tabloid" insert in newspaper (minimum of 3 per annum) - (eg. Budget Overview, Election, Issues and Initiatives, response to questions most often asked by the public)
- Encourage all departments, as appropriate, to prepare low-cost information brochures for the public, on programs and services which generate numerous inquiries (eg. snow removal, permits, cemeteries, garages, procedures for presentations to Council)
- Schedule regular "Mainstreet Politics" - Mayor/Aldermen to periodically set up at the Mall and at the Farmer's Market, involving Staff, as appropriate
- Ensure more assertive and timely response by Council, through the appropriate groups or the media, to emergent issues requiring clarification of the City's position. Criteria shall be established to determine at what point an emergent issue requires action. As part of the strategy we will deal with two emergent issues this year (eg. re-assessment)

- Ensure more assertive and timely response by the staff, through the appropriate groups, to misinformation/misunderstanding in the community, in order to prevent such misinformation/misunderstanding becoming an emergent issue
- Build public participation into major project planning (ie. those projects which have a substantial impact on the community as a whole)
- Encourage better use of Community Cable Network News by all Departments
- Review design/layout and separation of information on City page in the newspaper into "required by law" and "general information/promotion", to draw greater attention to the latter
- Establish regular scheduled annual meetings between Council and the Chamber of Commerce, College, School Boards, Hospital, County to discuss issues of mutual concern
- Review use of logo/slogan - affirm existing policy, or redefine
- Participate in Radio and Television Phone-in Programs on civic issues
- Members of Council and the Staff to be receptive to regular speaking opportunities to communicate information and to illustrate the City's competence and understanding

**4.2 GOVERNMENT** - *As a Corporation we will develop a mutual understanding of issues and initiatives between the City and other governments and establish a position of influence on those issues which impact the City directly.*

**Provincial Ministers/Deputies**

■ **Actions in Place**

- Informal liaison with Ministers/Deputies on an issues basis
- Regular meetings with Deputy Ministers/Assistant Deputy Ministers of some departments (ie. Municipal Affairs, Social Services, Transportation)

■ **Recommended New Actions**

- Mayor to be in regular contact with the Premier and all appropriate Provincial Ministers (annual visit)
- City delegations to meet Ministers in Edmonton to include Aldermanic representation as appropriate (ie. Aldermen with specific committee responsibilities)

## **M.L.A.'s and M.P.**

### **■ Actions in Place**

- Regular informal liaison on an issues basis, by Council and Staff

### **■ Recommended New Actions**

- Mayor/Commissioner to maintain an ongoing, open relationship through telephone contact, regular scheduled informal meetings, and correspondence
- Schedule issue-based meetings with City Council, as required
- Mayor to establish informal liaison with regional M.L.A.'s, as required

## **County of Red Deer #23**

### **■ Actions in Place**

- Formalized County/City Liaison Committee
- Regional Partnership in FCSS and Recreation

### **■ Recommended New Actions**

- Structure 2 - 4 meetings per year of County/City Liaison Committee. City to take initiative in ensuring dates are set and agenda structured jointly with the County
- Establish special task forces structured through the County/City Liaison Committee for issue-based projects
- Mayor/Commissioner to meet with the Reeve and the County Commissioner on a regular, informal basis (diarized)
- Schedule annual meeting between County and City Councils

## **Other Key Alberta Communities (Central Alberta, Edmonton, Calgary)**

### **■ Actions in Place**

- Support/liason on issues of common interest
- Alberta City Managers' Meeting (twice yearly)
- Central Alberta Mayors' Meetings on issues of common interest (as required)
- Inter-City meetings at Departmental level with other communities, on a regular basis

### **■ Recommended New Actions**

- Mayor, as appropriate, to establish ongoing liaison with other Mayors
- Mayor to identify and meet on issues of common interest
- Participate in co-operative approaches to multi-community issues relevant to the City

- 4.3 MEDIA (ELECTRONIC AND PRINT)** - *As a corporation we will establish an effective working relationship with the electronic and print media, by interacting with them on a regular and scheduled basis, and by placing a high priority on immediate response to specific media requests.*

■ **Actions in Place**

- Standardized format for press releases and information bulletins
- Guidelines for authorization and preparation of news releases and information bulletins
- Availability of Council agenda on Thursday at 4:00 p.m.
- Regular media session with Mayor on Friday prior to Council meeting (8:30 a.m. - 9:30 a.m.)
- Pro-active release of information to Media by Commissioners' Office and Departments

■ **Recommended New Actions**

- Mayor/Commissioner and Department Heads to place a high priority on response to Media enquiries, and identify staff within the Department who will respond to Media enquiries
- Schedule annual meeting with Media and Council/Staff to discuss communication concerns and seek resolution

- 4.4 STAFF** - *As a Corporation we will improve the timeliness and completeness of information exchange among staff to assist them to interact knowledgeably with the public and to generate a greater sense of ownership in the organization.*

■ **Actions in Place**

- "Going Around Files" and Summary of Council decisions circulated to staff
- News Releases and Information Bulletins circulated to relevant departments
- Installation and regular use of bulletin boards
- Departmental newsletters in some departments
- Commissioner's Commendation Program
- Civic Employee Recognition Program
- Regular and issue related staff meetings in most departments
- In-service training in some departments and staff orientation for all employees upon commencement of employment
- "Suggestion boxes" in some departments
- Administrative Procedure Manual for the City maintained and updated
- Departmental Policy and Procedure Manuals in many departments
- Opportunities for staff socialization in a number of departments



## ■ Recommended New Actions

- Develop staff tabloid based on City tabloid insert, expanded to include information pertinent to the staff, and circulated to staff prior to the public
- Require all Departments to hold regular staff meetings
- Provide updates on staff orientation to all staff on a timely basis (orientation is currently only done upon commencement of employment). Where appropriate, staff information tours should be arranged
- Initiate "Bureaucracy Buster" blitzes to remove impediments to good communication
- Organize staff information sessions regarding overall City issues
- Encourage the breaking down of barriers between staff groups through informal social gatherings and other initiatives
- Increase inter-departmental assignments
- Complete Organizational Climate Surveys approximately every 12 - 18 months

## 5. RESOURCES AND ASSIGNMENT OF DUTIES

Once the new initiatives had been identified by the Committee, the Mayor and City Commissioner reviewed them in an effort to assess both the human and financial resources necessary for successful implementation of the strategies, and to assign responsibility for the various tasks. This review is attached as Appendix I.

While our goal is to "develop an effective, low-cost, highly focused Communications Strategy which is supported by City Council and the targeted publics", and while we have worked diligently toward this end, it is important for Council to note that there is a cost associated with this strategy. The annual financial implication for implementation of the total strategy, without reference to the human resource costs necessary to undertake the work, is in the order of \$11,000. This figure does not include the one-time cost of \$300 for the climate survey software to facilitate the conduct of organizational climate surveys on a regular basis.

The staff time involved in a number of the initiatives, can be absorbed with little disruption in the existing workload. Several of the major initiatives, however, including the tabloid for the citizens and the staff, the assertive and timely response to emergent issues, and the staff training, collectively constitute a conservative estimate of 80 staff days per year. This does not include the 4 - 6 days staff may be asked to commit to attending the Farmer's Market or Mall with a member of City Council. While we are not requesting an increase in staff to implement these initiatives, Council must recognize that, given the increased demand on staff to do more with less, undertaking these additional commitments will require significant adjustments in work assignments and scheduling in some areas.

It is important for Council to understand that even if this Strategy is accepted, along with its financial and human resource commitments, there will continue to be some overlaps and gaps in the communication process because we do not have an individual dedicated to the overall co-ordination, facilitation, and monitoring of our strategy. As the organization grows and becomes increasingly complex, this may be an issue Council will have to address.

## **6. IMPLEMENTATION**

The Communications Strategy will be implemented in accordance with Council's direction and based on the responsibilities outlined in the "Priority - Resources - Responsibility" chart attached to and forming part of this report.

## **7. ACKNOWLEDGEMENTS**

A number of individuals contributed to the successful completion of this project, assisting us in the research phase and the review of our final document. The Committee would like to thank The City of Calgary and, in particular, Brenda King, Bill Brunton and Hartvig Lauridsen of the Public Information Department, who committed part of a day reviewing and discussing their overall program and some of the specific communications initiatives currently in place. As well, our thanks to Linda Redel of Novacor Chemicals Ltd. for her insights relative to the co-ordination and development of a regular newsletter.

In the testing phase we received excellent co-operation and feedback and want to extend a special "thank you" to the County of Red Deer, the Media and the Staff focus groups for reviewing the report and discussing with members of the Committee, their observations and comments. And finally, our appreciation to the Members of Council, the City Commissioner, Directors and Department Heads for their review and input concerning the report.

## **8. RECOMMENDATIONS**

It is the recommendation of the Communications Strategy Committee that City Council adopt the Communications Strategy as presented to Council at its Regular Meeting held Monday, June 7, 1993, for immediate implementation.

**COMMUNICATIONS STRATEGY COMMITTEE  
(1993)  
PRIORITY - RESOURCES - RESPONSIBILITY**

Approved by Council - June 7, 1993  
Appendix I - Page 1 of 5

RECOMMENDED NEW ACTIONS	PRIORITY	RESOURCES		RESPONSIBILITY
		HUMAN	FINANCIAL	
<b>A. CITIZENS</b>				
1) Place City "tabloid" insert in newspaper (minimum of 3 per annum) - (eg. Budget Overview, Election, Issues and Initiatives, response to questions most often asked by the public)	H	24 staff days per year (8 staff days per tabloid x 3 tabloids, minimum, per year)	\$8,000 per year (3 tabloids per year - editorial, printing and circulation costs)	<ul style="list-style-type: none"> <li>• Mayor and Commissioner (lead role)</li> <li>• All Departments (contributors as and when required)</li> <li>• Editorial Board</li> </ul>
2) Encourage all departments, as appropriate, to prepare low-cost information brochures for the public, on programs and services which generate numerous enquiries (eg. snow removal, permits, cemeteries, garages, procedures for presentations to Council)	H	Minimal	Accommodated within existing departmental budgets	All Departments
3) Schedule regular "Mainstreet Politics" - Mayor/Aldermen to periodically set up at the Mall and at the Farmer's Market, involving Staff, as appropriate	H	4 - 6 sessions per year at Farmer's Market and Mall	\$560 per year (advertising, display costs for 4 sessions)	Mayor and Commissioner
4) Ensure more assertive and timely response by Council, through the appropriate groups or the media, to emergent issues requiring clarification of the City's position. Criteria shall be established to determine at what point an emergent issue requires action. As part of the strategy we will deal with two emergent issues this year (eg. re-assessment)	H	8 staff days per year (est. 2 emergent issues)	\$1500 per year (est. 1 full-page ad)	Mayor and Commissioner
5) Ensure more assertive and timely response by the staff, through the appropriate groups or organizations, to misinformation/misunderstanding in the community, in order to prevent such misinformation/misunderstanding becoming an emergent issue	H	5 staff days per year (est. 2 emergent issues)	N/A	City Commissioner/All Departments

**COMMUNICATIONS STRATEGY COMMITTEE  
(1993)  
PRIORITY - RESOURCES - RESPONSIBILITY**

Approved by Council - June 7, 1993  
Appendix I - Page 2 of 5

RECOMMENDED NEW ACTIONS	PRIORITY	RESOURCES		RESPONSIBILITY
		HUMAN	FINANCIAL	
6) Build public participation into major project planning (ie. those projects which have a substantial impact on the community as a whole)	H	Any incremental costs should be built into project budgets	Accommodated in project budget	Department in charge of project
7) Encourage better use of Community Cable Network News by all Departments	M	Initial effort required to educate staff as to available opportunities	Minimal	All Departments
8) Review design/layout and separation of information on City page in the newspaper into "required by law" and "general information/promotion", to draw greater attention to the latter	M	Minimal	\$500 per year (est.)	City Clerks
9) Establish regular scheduled annual meetings between Council and the Chamber of Commerce, College, School Boards, Hospital, County to discuss issues of mutual concern	M	N/A	N/A	Mayor and Commissioner
10) Review use of logo/slogan - affirm existing policy or redefine	M	N/A	N/A	Task Force
11) Participate in Radio and Television Phone-in Programs on civic issues	M	Minimal	N/A	Mayor and Commissioner/All Departments
12) Members of Council and the Staff to be receptive to regular speaking opportunities to communicate information and to illustrate the City's competence and understanding.	M	10 staff days per year	N/A	Council/All Departments

**COMMUNICATIONS STRATEGY COMMITTEE  
(1993)  
PRIORITY - RESOURCES - RESPONSIBILITY**

Approved by Council - June 7, 1993  
Appendix I - Page 3 of 5

RECOMMENDED NEW ACTIONS	PRIORITY	RESOURCES		RESPONSIBILITY
		HUMAN	FINANCIAL	
<b>B. GOVERNMENT</b>				
<b>PROVINCIAL MINISTERS/DEPUTIES</b>				
13) Mayor to be in regular contact with the Premier and all appropriate Provincial Ministers (annual visit)	H	N/A	N/A	Mayor and Commissioner
14) City delegations to meet Ministers in Edmonton to include Aldermanic representation as appropriate (ie. Aldermen with specific committee responsibilities)	M	N/A	N/A	Mayor and Commissioner
<b>M.L.A.'s AND M.P.</b>				
15) Mayor/Commissioner to maintain an ongoing, open relationship through telephone contact, regular scheduled informal meetings, and correspondence	H	N/A	N/A	Mayor and Commissioner
16) Schedule issue-based meetings with City Council, as required	H	N/A	N/A	Mayor and Commissioner/City Clerk
17) Mayor to establish informal liaison with regional M.L.A.'s, as required	M	N/A	N/A	Mayor and Commissioner
<b>COUNTY OF RED DEER #23</b>				
18) Structure 2 - 4 meetings per year of County/City Liaison Committee. City to take initiative in ensuring dates are set and agenda structured jointly with the County	H	N/A	N/A	City Clerks
19) Establish special task forces structured through the County/City Liaison Committee for issue-based projects	H	N/A	N/A	City Clerks
20) Mayor/Commissioner to meet with the Reeve and the County Commissioner on a regular, informal basis (diarized)	M	N/A	N/A	Mayor and Commissioner

**COMMUNICATIONS STRATEGY COMMITTEE  
(1993)  
PRIORITY - RESOURCES - RESPONSIBILITY**

Approved by Council - June 7, 1993  
Appendix I - Page 4 of 5

RECOMMENDED NEW ACTIONS	PRIORITY	RESOURCES		RESPONSIBILITY
		HUMAN	FINANCIAL	
21) Schedule annual meeting between County and City Councils	M	N/A	N/A	Mayor and Commissioner
<b>OTHER KEY ALBERTA COMMUNITIES (CENTRAL ALBERTA, EDMONTON, CALGARY)</b>				
22) Mayor, as appropriate, to establish ongoing liaison with other Mayors	M	N/A	N/A	Mayor and Commissioner
23) Mayor to identify and meet on issues of common interest	M	N/A	N/A	Mayor and Commissioner
24) Participate in co-operative approaches to multi-community issues relevant to the City	M	N/A	N/A	All Departments
<b>C. MEDIA (ELECTRONIC AND PRINT)</b>				
25) Mayor/Commissioner and Department Heads to place a high priority on response to Media enquiries, and identify staff within the Department who will respond to Media enquiries	H	N/A	N/A	Mayor and Commissioner/All Departments
26) Schedule annual meeting with Media and Council/Staff to discuss communication concerns and seek resolution	H	N/A	N/A	Mayor and Commissioner
<b>D. STAFF</b>				
27) Develop staff tabloid based on City tabloid insert, expanded to include information pertinent to the staff, and circulated to staff prior to the public	H	6 staff days per year (2 staff days per tabloid x 3 tabloids, minimum, per year)	Editorial and printing costs included in City tabloid for Citizens	Mayor and Commissioner
28) Require all Departments to hold regular staff meetings	H	N/A	N/A	All Departments
29) Provide updates on staff orientation to all staff on a timely basis (orientation is currently only done upon commencement of employment). Where appropriate, staff information tours should be arranged.	M	15 staff days per year (15 one-half day sessions per year plus one-half day preparation for each)	N/A	Personnel

**COMMUNICATIONS STRATEGY COMMITTEE  
(1993)  
PRIORITY - RESOURCES - RESPONSIBILITY**

Approved by Council - June 7, 1993  
Appendix I - Page 5 of 5

RECOMMENDED NEW ACTIONS	PRIORITY	RESOURCES		RESPONSIBILITY
		HUMAN	FINANCIAL	
30) Initiate "Bureaucracy Buster" blitzes to remove impediments to good communication	M	Minimal	Minimal	All Departments
31) Organize staff information sessions regarding overall City issues	M	6 staff days per year (3 sessions of 1 day each with 1 day preparation for each)	\$400 (materials) per year	Personnel
32) Encourage the breaking down of barriers between staff groups through informal social gatherings and other initiatives	M	N/A	N/A	All Departments
33) Increase inter-departmental assignments	L	N/A	N/A	All Departments
34) Complete Organizational Climate Surveys, approximately every 12 - 18 months	L	Every 12 - 18 months - 2 weeks staff time for each survey	\$300 (one-time cost for software) plus paper	Personnel



Federation of Canadian Municipalities  
Fédération canadienne des municipalités

December 12, 1996

**Memorandum to FCM Municipal, Associate and Affiliate Members**

Councillor **Bryon Wilfert**  
Richmond Hill, Ontario  
President  
Président

Deputy Mayor **Jae Eadie**  
Winnipeg, Manitoba  
First Vice-President  
Premier vice-président

Maire suppléant **Claude Cantin**  
Québec (Québec)  
Deuxième vice-président  
Second Vice-President

Mayor **Léopold Belliveau**  
Moncton, New Brunswick  
Third Vice-President  
Troisième vice-président

Mayor **John Les**  
Chilliwack, British Columbia  
Past President  
Président sortant

James W. Knight  
Executive Director  
Directeur général

**REQUEST FOR RESOLUTIONS FOR CONSIDERATION  
AT FCM'S NATIONAL BOARD OF DIRECTORS MEETING  
IN MARCH 1997 OR  
AT FCM'S ANNUAL CONFERENCE IN JUNE 1997**

The Federation of Canadian Municipalities' Standing Committee on Policies and Resolutions and the National Board of Directors invite the submission of resolutions on subjects of national municipal interest for debate at the March 1997 meeting of FCM's National Board of Directors or at FCM's Annual Conference in June 1997 as directed by the sponsor.

FCM will take a stand only on issues which are clearly of national municipal interest and which fall within the jurisdiction of the federal government, the provincial and territorial governments acting at the interprovincial level, or FCM itself. Indirect municipal issues and local/regional issues will not be supported by major research and lobbying activity, unless otherwise directed by the Annual Conference or by FCM's National Board of Directors.

**Resolutions should meet the enclosed guidelines and should be received by FCM no later than February 10, 1997 in order to be presented to FCM's Standing Committee on Policies and Resolutions at its meeting on March 6, 1997. All submissions should include background information.**

The Standing Committee on Policies and Resolutions and the National Board of Directors appreciates the cooperation of all members in adhering to the submission deadline and the enclosed procedures when preparing their resolutions. **Please note that FCM does not wish to receive resolutions which pit one municipality against another.**

We look forward to hearing from you.

  
**Andrée Pinard**  
Resolutions Policy Analyst

Enclosures







## GUIDELINES FOR PRESENTATION OF RESOLUTIONS TO THE FEDERATION OF CANADIAN MUNICIPALITIES

It is by way of resolutions that Municipal, Affiliate and Associate Members bring their concerns to FCM for consideration at the Annual Conference, held in June of each year, or at meetings of the National Board of Directors, held in September, December and March.

Resolutions may be submitted by any municipality or provincial/territorial municipal association which is a member in good standing of the Federation of Canadian Municipalities.

All resolutions endorsed at the Annual Conference or at the National Board of Directors and which require action from the Government of Canada, shall be submitted to the appropriate minister, department or agency for response.

It is therefore important that resolutions be carefully worded so that FCM is directed to take the appropriate action and that the proper message is conveyed.

FCM does not wish to receive resolutions which pit one municipality against another.

Members submitting resolutions regarding Community Safety and Crime Prevention matters are advised to focus on the "principle" of the issue being addressed and avoid attempts to re-word the criminal code.

A national vocabulary should be used at all times when drafting resolutions. Local references may detract from the national significance of resolutions

### CONSTRUCTION OF RESOLUTIONS

All members are urged to observe the following guidelines when preparing resolutions for submission to FCM:

- a) FCM will take a stand only on issues which are clearly of **national municipal interest** and which fall within the jurisdiction of the federal government, the provincial and territorial governments acting at the interprovincial level, or FCM itself. Indirect municipal issues and local/regional issues will not be supported by major research and lobbying activity, unless otherwise directed by the Annual Conference or by FCM National Board of Directors.

- b) **The descriptive clauses** (WHEREAS...) should clearly and briefly set out the reasons for the resolution. If the sponsor believes that the rationale cannot be explained in a few preliminary clauses, the problem should be more fully stated in supporting documentation.
- c) **The operative clause** (BE IT RESOLVED...) must clearly set out its intent stating a specific proposal for any action which the sponsor wishes FCM to take. (i.e. **BE IT RESOLVED that FCM urge/endorse/petition...**) The wording should be clear and brief. Generalization should be avoided.
- d) **Background information should be submitted with the resolution in most cases.** When a resolution is not self explanatory and when adequate information is not received, FCM staff may return the resolution to the sponsor with a request for additional information or clarification.
- e) **Proof of endorsement** by the sponsoring council must accompany the resolution.

## **CATEGORIZATION OF RESOLUTIONS**

The Standing Committee on Policies and Resolutions will review the resolutions received and categorize them as follows:

- Category A:** National municipal issues
- Category B:** Local/regional municipal issues
- Category C:** Issues not within municipal jurisdiction
- Category D<sup>1</sup>:** Matters dealt with by FCM in the previous three years and that are in accordance with FCM policy
- Category D<sup>2</sup>:** Matters dealt with by FCM in the previous three years and that are NOT in accordance with FCM policy

## **SUPPLEMENTARY INFORMATION**

The Standing Committee on Policies and Resolutions is responsible for receiving and taking action on all resolutions in accordance with the above stated guidelines.

Resolutions which fall within the mandate of an FCM Standing Committee or Task Force will be reviewed by same for the purpose of presenting recommendations to the National Board of Directors or the Annual Conference. Standing Committees and Task Forces are responsible for ensuring that resolutions are compatible with existing policy statements and approved resolutions.

**THE DEADLINE FOR SUBMISSION OF RESOLUTIONS TO FCM'S  
NATIONAL BOARD OF DIRECTORS AT ITS NEXT MEETING IN MARCH 1997  
OR AT THE ANNUAL CONFERENCE IN JUNE 1997  
IS FEBRUARY 10, 1997**

The Standing Committee on Policies and Resolutions stresses that resolutions received after the deadline cannot be processed in time for inclusion in the Board Book and will be held for action by the National Board of Directors at its meeting in September 1997.

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For more information please contact Andrée Pinard, Resolutions Policy Analyst at the FCM Secretariat. Telephone: (613) 241-5221; fax: (613) 241-7440.

***Comments:***

The City Clerk recently forwarded a request to Members of Council and the Administration for possible FCM resolutions. No resolutions have been received to date.

"G. D. SURKAN"  
Mayor

"H. M. C. DAY"  
City Manager

**DATE:** December 30, 1996

**TO:** Mayor  
Councillors  
City Manager  
Directors  
Department Heads  
Principal Planner  
City Solicitor

**FROM:** City Clerk

**RE:** ***REQUEST FOR RESOLUTIONS FOR THE 1997 FCM ANNUAL  
CONFERENCE***

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The Federation of Canadian Municipalities (FCM) is inviting submission of resolutions, on subjects of national municipal interest, for debate at the 1997 FCM Conference to be held in Ottawa June 6 to June 9, 1997.

The deadline for submission of resolutions to the City Clerk is January 20, 1997 so as they may be included on the Council agenda of January 27, 1997.

Information with respect to conference resolution procedures is attached hereto.



Kelly Kloss  
City Clerk

KK/clr  
attchs.

**FILE**

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

# FCM - MEMO TO MEMBERS

January 2, 1996

## RE: INFRASTRUCTURE PROGRAM CAMPAIGN

**The Federation of Canadian Municipalities (FCM)** calls upon municipal governments across Canada to join immediately in a national campaign to persuade federal, provincial and territorial governments to renew the municipal infrastructure program.

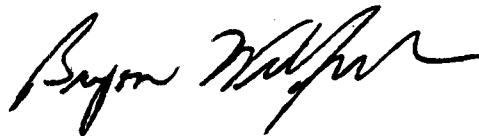
The next month will be **crucial for the success** of municipal efforts to have the program renewed in a form that focuses on municipal infrastructure needs. Municipalities are asked to convey their support for renewal by February 1, 1997 to the targeted federal and provincial officials indicated in the attached communiqué. Please provide FCM secretariat with copies of any correspondence and attachments.

**In order to facilitate your work**, FCM Staff, in cooperation with the Co-chairs of the Standing Committee on Municipal Infrastructure, have prepared templates to simplify your participation in this important campaign. Attached are the following:

- |              |  |
|--------------|--|
| Document # 1 | Communiqué highlighting the main aspects of the campaign;  |
| Document # 2 | Template resolution supporting a renewed program;  |
| Document # 3 | Template letter to be sent to the officials referred to above;   |
| Document # 4 | Template for a Press release for your local media (Note: this can have a meaningful impact on the local MPs and regional Ministers); |
| Document # 5 | Target list of federal officials.  |

It is hoped that these tools will help facilitate your participation in this very important endeavour.

Yours sincerely,

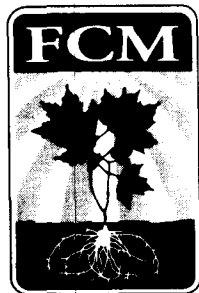


Bryon Wilfert, A.M.C.T. (A)  
President

JAN 14 1997

COPY OF RED DECK

encl.



Federation of  
Canadian  
Municipalities

Fédération  
canadienne des  
municipalités

## **COMMUNiqué**

January 2, 1997

### **INFRASTRUCTURE PROGRAM IN JEOPARDY MUNICIPAL GOVERNMENTS MUST ACT NOW**

**OTTAWA - The Federation of Canadian Municipalities (FCM)** calls upon municipal governments across Canada to join immediately in a national campaign to persuade federal, provincial and territorial governments to renew the national infrastructure program. A substantial backlog of municipal infrastructure awaits renewal. Municipal governments must show that they overwhelmingly support renewal of the program.

A report published earlier this year by the Faculty of Civil Engineering at McGill University found that 91% of municipal respondents said that the current program had been effective in improving the current state of municipal infrastructure. Three way cost sharing has been proven and tested and can be activated quickly through municipal governments. Job creation goals can be satisfied by building on past successes.

The decision to launch a grassroots campaign follows months of efforts by FCM, member municipal governments and provincial/territorial municipal associations. Despite the overwhelming success of the original program continuation is far from certain. Commenting on this situation, FCM President Bryon Wilfert said:

After the last election, the Prime Minister announced the infrastructure program and provinces quickly signed on. I firmly believe that if the federal government launches a second tripartite program, all provinces will opt in again, as long as their share does not exceed one third. With unemployment at 10 percent and the municipal infrastructure deficit rising, Canada needs a second phase of the program.

#### **Proven Value of the Present Infrastructure Program**

FCM's tripartite municipal/provincial/federal model was a determining factor in the success of the present program. The program has created 100,000 jobs and has generated over 12,000 infrastructure projects. The Treasury Board's Evaluation Report: "Taking Stock: A Review of the Canada Infrastructure Works Program," prepared by Professor Richard Soberman of the University of Toronto, confirmed that the program met its two main objectives: job creation and infrastructure renewal. Professor Soberman, also found that the program's success hinged on local project selection:

Local responsiveness, unencumbered by rigid rules and regulations imposed from a distance, was probably one of the key factors that contributed to the success of the Program inasmuch as management of the Program allowed priorities to be established by those closest to the real problems.

The report found that the infrastructure program caused the economy to grow more than if the \$2 billion federal share had been applied to debt reduction. Two-thirds of all funds were invested in "core" municipal infrastructure such as roads, sewers and bridges. Most of the balance was allocated to municipal buildings and educational facilities. Forty (40) percent of the funds were spent on repairs; normally only 20 percent of capital funding is directed to repair.

Imitation is the highest form of flattery. The program has been such a success that other groups are now vying for their own infrastructure programs based on FCM's model. Some groups are requesting federal funding for national highways. Others are working to secure infrastructure funding for university buildings and research facilities. The problem of municipal infrastructure is of such an order of magnitude that municipal governments cannot afford to have federal funding siphoned off by highways and universities. Should such projects be included Phase II, incrementality would be difficult to ensure and municipal involvement could be reduced.

### **Focus on Municipal Infrastructure Renewal**

Municipal governments are duly elected and have their own source of revenues through property taxes. Municipal government participation ensures: a financially viable third partner in any tripartite arrangement; a quick start to the program; and a second phase that builds on past experience.

### **HOW YOU CAN HELP**

The next month will determine the success of FCM's efforts to have the program renewed in a form that concentrates on municipal infrastructure needs. Members are asked to convey their support for renewal by February 1, 1997 to the Prime Minister, the Minister of Finance, local Cabinet Ministers and MPs at the federal level; and to their Premier/Government Leader, Finance Minister, local Cabinet Ministers and legislators at the provincial/territorial level. Please forward copies of any correspondence to the FCM secretariat. Attached is a list of key federal Cabinet Ministers.

For more information, please contact **Stéphane Blais**, Policy Analyst, at the FCM Secretariat in Ottawa: Tel: (613) 241-5221, FAX: (613) 241-7440, email: [sblais@fcm.ca](mailto:sblais@fcm.ca).



(Template Resolution)

JANUARY \*\*, 1997

**Please do not hesitate to adjust this resolution for the purposes of your own municipality.**

### **RENEWAL OF THE NATIONAL INFRASTRUCTURE PROGRAM**

**WHEREAS** municipal involvement in the tripartite municipal/provincial/federal model was a determining factor in the success of the present program;

**WHEREAS** municipal governments are duly elected and have their own source of revenues through property taxes;

**WHEREAS** municipal government participation ensures: a financially viable third partner in any tripartite arrangement; a quick start to the program; and a second phase that builds on past experience;

**WHEREAS** the current program has created 100,000 jobs and has generated over 12,000 infrastructure projects;

**WHEREAS** the program met its two main objectives: job creation and infrastructure renewal;

**WHEREAS** the "municipality of (Name)" has benefitted from the Canada Infrastructure Works (CIW) Program, but needs additional funding for (Specify Projects) ; and,

**WHEREAS** the overwhelming majority of municipal governments in Canada support renewal of the program;

**BE IT RESOLVED** that the "municipality of (Name)" urge the Prime Minister of Canada to launch Phase II of the infrastructure program and that any such program must include municipal governments as full-partners; and,

**BE IT FURTHER RESOLVED** that the "municipality of (Name)" forward copies of this resolution to (the Prime Minister, the Minister of Finance, local Cabinet Ministers, local MPs at the federal level; Premier/Government Leader, Finance Minister, local Cabinet Ministers and legislators at the provincial/territorial level; and to the FCM secretariat).

**(Template Letter to the Prime Minister)** January \*\*, 1997

**Please do not hesitate to adjust this letter for the purposes of your own municipality.**

The Right Honourable Jean Chrétien, PC, MP  
 Prime Minister of Canada  
 Langevin Block  
 80 Wellington Street  
 Ottawa, Ontario  
 K1A 0A2

Dear Prime Minister:

**NEW INFRASTRUCTURE PROGRAM**

I am writing to congratulate you on the success of the Canada Infrastructure Works (CIW) Program and to urge you to renew the program. The program has proven its ability to address infrastructure renewal and job creation, but much remains to be done. A substantial backlog of municipal infrastructure awaits renewal and our country faces 10% unemployment. Without healthy municipal infrastructure, Canada will be at a competitive disadvantage, impeding job creation and economic growth.

This program has been a great benefit to the citizens of **(Municipality's Name)**. During the current infrastructure program, **(Municipality's Name)** undertook **(list examples, value and impact of projects in the community and jobs created)**. We need a second infrastructure program to fix **(list examples, value and impact of projects in the community and jobs to be created)**.

As highlighted in the Evaluation Report commissioned by the Treasury Board of Canada, the tripartite municipal/provincial/federal model was a determining factor in the success of the present program. Municipal governments are duly elected and have their own source of revenues through property taxes. Our participation ensures: a financially viable third partner in any tripartite arrangement; a quick start to the program; and a second phase that builds on past experience. Municipal governments must be full-partners in any new program.

**(If resolution adopted)** You will find attached, a copy of the resolution that our Municipal Council recently adopted in support of renewal.

I thank you for your consideration of this matter.

Yours sincerely,

**(Mayor/Head of Council's Name)**  
**(Municipality's Name)**

c.c. (see communiqué)  
 encl. (attach resolution)

**(Template News Release for Local Media)**

January \*\*, 1997

**Please do not hesitate to adjust this news release for the purposes of your own municipality.**

**(Municipality's Name) URGES NEW  
INFRASTRUCTURE PROGRAM**

**(Location)** - The Mayor of **(Municipality's Name)**, **(Mayor/Head of Council's Name)** calls upon the Prime Minister and the Premier of **(Province)** to renew the infrastructure program. A substantial backlog of municipal infrastructure awaits renewal. Without healthy municipal infrastructure, Canada will be at a competitive disadvantage, impeding job creation and economic growth.

During the current infrastructure program, **(Municipality's Name)** undertook **(list examples, value of projects and jobs created)**. We need a second infrastructure program to fix **(list examples, value of projects and jobs to be created)**.

"This program has been a great benefit to the citizens of **(Municipality's Name)**," said **(Mayor/Head of Council's Name)**. **(Mayor/Head of Council)** added that: "Municipal governments must be full-partners in any new program. This was the strength of the current program and Phase II must build on that strength."

**Focus on Municipal Infrastructure Renewal**

The tripartite municipal/provincial/federal model was a determining factor in the success of the present program. The program has created 100,000 jobs and has generated over 12,000 infrastructure projects across Canada. Municipal governments are duly elected and have their own source of revenues through property taxes. Municipal government participation ensures: a financially viable third partner in any tripartite arrangement; a quick start to the program; and a second phase that builds on past experience.

**List of Key Federal Ministers for Infrastructure Renewal**

<b><u>Name</u></b>	<b><u>Minister of</u></b>	<b><u>Fax Number</u></b>
<b>Jean Chrétien</b>	<b>Prime Minister</b>	<b>(613) 941-6900</b>
<b>Paul Martin</b>	<b>Finance</b>	<b>(613) 995-5176</b>
<b>John Manley</b>	<b>Industry</b>	<b>(613) 992-0302</b>
<b>Marcel Massé</b>	<b>responsible for Infrastructure</b>	<b>(613) 990-2806</b>

<b><u>Regional Ministers</u></b>	<b><u>Province</u></b>		
<b>Fred Mifflin</b>	<b>NF</b>	<b>Fisheries and Oceans</b>	<b>(613) 990-7292</b>
<b>David Dingwall</b>	<b>NS</b>	<b>Health</b>	<b>(613) 952-1154</b>
<b>Lawrence MacAuley</b>	<b>PEI</b>	<b>Atlantic Canada Opportunities Agency</b>	<b>(613) 954-1054</b>
<b>Douglas Young</b>	<b>NB</b>	<b>Defence</b>	<b>(613) 995-8189</b>
<b>Martin Cauchon</b>	<b>QC</b>	<b>Federal Office of Regional Development</b>	<b>(514) 496-5096</b>
<b>Herb Gray</b>	<b>ON</b>	<b>Solicitor General of Canada</b>	<b>(613) 952-2240</b>
<b>Jon Gerrard</b>	<b>MN</b>	<b>Western Economic Diversification</b>	<b>(613) 957-1155</b>
<b>Ralph Goodale</b>	<b>SK</b>	<b>Agriculture and Agri-Food</b>	<b>(613) 759-1081</b>
<b>Anne McLellan</b>	<b>AB</b>	<b>Natural Resources</b>	<b>(613) 996-4516</b>
<b>David Anderson</b>	<b>BC</b>	<b>Transport</b>	<b>(613) 995-0327</b>

**Provincial and Territorial Ministers**

Send a copy of your correspondence to your Premier and your Minister of Finance.

**DATE:** January 16, 1997

**TO:** KELLY KLOSS  
City Clerk

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

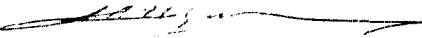
**RE:** FCM: INFRASTRUCTURE PROGRAM

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The Federation of Canadian Municipalities is attempting to launch a lobbying campaign to encourage the federal government to renew the Municipal Infrastructure Program. Municipalities are asked to convey their support for renewal by February 1<sup>st</sup>, 1997 to the targeted federal and provincial officials indicated in their attached communiqué.

City Council has debated this issue before and is on record as opposing this grant program because it is being funded nationally and provincially with borrowed money. I assume that sentiment has not changed.

The City of Red Deer was very responsible with funding received through the first program, and we were able to advance some very necessary preventative maintenance. We should take advantage of this again, if, indeed, a program is offered. However, I would recommend no action be taken on this circular from FCM, as our point has already been made.



LOWELL R. HODGSON

:dmg

- c. Alan Wilcock, Corporate Services Director  
Bryon Jeffers, Development Services Director

**DATE:** January 15, 1997  
**TO:** City Clerk  
**FROM:** Director of Corporate Services  
**RE:** FCM INFRASTRUCTURE PROGRAM

---

The material from FCM requests the City communicate to various politicians and issue a press release supporting the extension of the Federal / Provincial infrastructure program.

In the past City Council has taken the position such a program was not a priority for the use of Federal funds. The priority should be the reduction of Federal debt. If, however, a program was introduced the City would participate.

My understanding is the Federal government has agreed to an extension of the program and is waiting for Provincial approval. There is some talk the funds could be targeted to other than municipal projects.

If Council is still in agreement with its previous stand on this program, I would suggest no action be taken in response to FCM's request.

**Recommendation**

No action.



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

DATE: January 21, 1997  
TO: City Clerk  
FROM: Director of Development Services  
RE: FCM INFRASTRUCTURE PROGRAM

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We have reviewed the material from FCM with respect to the proposed new Infrastructure Program. In the material they reference five documents or attachments; some of these suggest action.

We are aware that Council has some considerable concern with respect to the program, and will want to debate this issue further.

Should Council decide to take advantage of the new program when offered, then Document 2 supporting the program, with whatever conditions Council may wish to append, would seem appropriate. In our opinion, it is critically important that while the past program did a great deal to repair and renovate existing infrastructure, many projects undertaken should not have qualified. The program was intended to refurbish existing infrastructure not build new facilities.

Document 3 would also be an appropriate document to complete. Document 4 relating to a press release is at this time premature.



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

BCJ/emr

***Comments:***

We concur with the comments and recommendations of the Director of Community Services and Director of Corporate Services that Council take no action at this time. If an Infrastructure Program is approved, depending upon the terms and conditions, we are ready and able to participate.

"G. D. SURKAN"  
Mayor

"H. M. C. DAY"  
City Manager



DATE: January 15, 1997

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

BACK UP INFORMATION  
NOT SUBMITTED TO COUNCIL

FROM: CITY CLERK

RE: **FCM INFRASTRUCTURE PROGRAM**

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Please submit comments on the attached to this office by January 20, 1997 for the Council Agenda of January 27, 1997.

"Kelly Kloss"

City Clerk

*Lormit Process Services (Red Deer)*

OPERATED BY 601579 ALBERTA LTD.  
5002 - 43<sup>rd</sup> AVENUE  
RED DEER, ALBERTA T4N 3E1  
PHONE/FAX (403)347-3885

1996 December 17<sup>th</sup>

CITY OF RED DEER  
4914 48<sup>TH</sup> AVENUE,  
RED DEER, ALBERTA  
T4N 3T4

Dear Mr. Knight.

ATTN: GEORGE  
RE: 93-5-0820

As per our conversation December 17<sup>th</sup>, 1996, this correspondence is to confirm the move of our business to 5002 43<sup>rd</sup> AVENUE, RED DEER, ALBERTA T4N 3E1 October 31<sup>st</sup>, 1996.

Again, I wish to state our dismay of the downtown business parking levy instated this year. The wording of this particular levy has been quite unfortunate as there is no room for consideration of each individual business. As you are aware, our complaint with the levy is as follows:

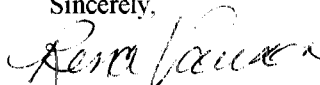
- we have a small business which generated no downtown traffic...no one came into our office for our services.
- we had our own parking behind our business, therefore did not use any of the precious street parking.
- we paid our business tax every year and continue to do so....did not pay the parking levy as we do feel it unjust.
- our business was in a small office - maximum 250 square feet - on the second floor at the extreme back of the building.

We are asking that our business parking levy be voided as we feel that our business is exempt for the above reasons. We found that the rising costs of having a small business downtown out weighed our desire to be in the downtown business area. Our business taxes five years ago were \$139.50 and this year were \$328.00 - \$163.00 taxes (paid in April of '96) AND \$165.00 Business Parking Levy. Ten years ago, we were paying \$43.00. This increase is not acceptable. As stated above, we moved.

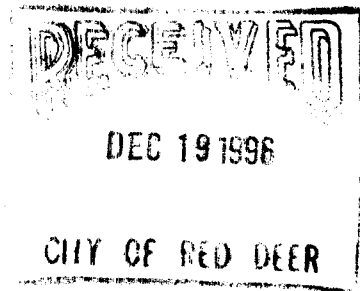
If the business parking tax continues into the new year, some revisions should be considered:

An evaluation of the businesses using downtown parking. Some of the business, such as ours, do not use any parking at all - or have already cared for their client parking needs with their own parking lots. If this is the case, then the parking levy should be pro-rated taking into consideration the needs of your clients, the taxed businesses.

We would appreciate, hearing from you in both matter directly.

Sincerely,  
  
RENA VANSTON

cc - Towne Centre Association  
- City Council



## *Permit Process Services (Red Deer)*

OPERATED BY ACTION MAIN ENTERPRISES  
204, 4909 - 50 AVENUE  
RED DEER, ALBERTA T4N 4A6  
TELEPHONE (403) 347-3885

1995 October 30th

THE CITY OF RED DEER  
P. O. BOX 5008  
Red Deer, Alberta  
T4N 3T4

Dear Mr. Knight,

RE: EXPANSION & EXTENSION ONE-HOUR FREE PARKING  
DOWNTOWN SATURDAY ENFORCEMENT  
TAX ROLL: 93-50820

I am writing with my concern as to the proposal made to the City Council to expand and extend the one hour free parking downtown and to implement Saturday enforcement of parking meters in the Business Revitalization Zone. Although we agree that this proposal is a good idea for the Downtown Revitalization, we do not feel that the broad allocation of the \$180.00 levy to all businesses in the BRZ is a just decision.

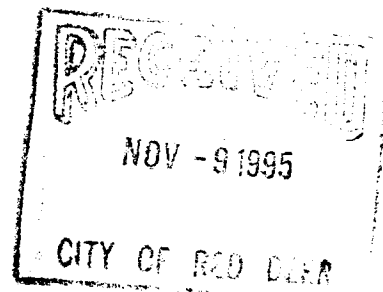
Our business, for instance, is not a retail or public business in any way. As such, we have virtually no traffic in and out of our office ever. We do not now, or foresee, any use by our business of this service and therefore, feel that we should not be liable for the \$180.00 parking levy assessed to downtown businesses. Our office is situated in an out-of-the-way suite on the second floor rear of the building. The parking proposal in no way will benefit our business.

This office may be the exception to the general downtown businesses. We feel strongly that the situation should be considered thus and deemed exempt from the parking levy.

Sincerely,

  
RENA VANSON

RMV/CC  
CC. DOWNTOWN PLANNING



November 9, 1995

Lormit Process Services (Red Deer)  
204, 4909 - 50 Av  
RED DEER, AB  
T4N 4A6

Attention: Rena Vanson

Dear Ms. Vanson:

RE: ROLL NO. 93-50820 - ONE HOUR FREE PARKING EXTENSION

Your correspondence dated October 30, 1995, arrived on my desk on November 9, 1995, so therefore was not included in the reported responses to the issue that went to Council on November 6, 1995.

As you are no doubt aware, the proposal received third reading by City Council, and therefore the \$180.00 levy will be collected from all businesses within the designated area, in which your business is included.

The levy will be included with and form part of the Business Tax Notice that will be mailed in February, 1996, and due by the end of March, 1996, without penalty.

Sincerely,



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

AK/ngl

c.c. Tax Coordinator

# Lormit Process Services (Red Deer)

OPERATED BY ACTION MAIN ENTERPRISES  
204, 4909 - 50 AVENUE  
RED DEER, ALBERTA T4N 4A6  
TELEPHONE (403) 347-3885

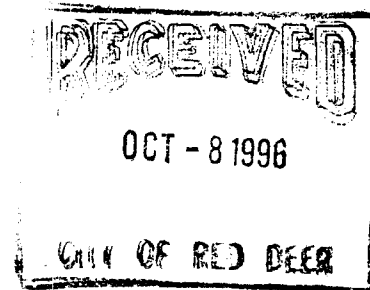
1996, September 25th

THE CITY OF RED DEER  
P.O. BOX 5008  
RedDeer, Alberta  
T4N 3T4

Dear Mr. Ford,

ATTN: Candy

RE: ROLL NO: 93-50820  
Business Tax 1996



Please be advised that we have decided to move our office from the downtown business district as of OCTOBER 31st, 1996.

Our decision was based specifically on the 1996 BRZ Parking Tax. We feel strongly that this tax is unfairly distributed and without consideration to specific businesses - ours, to point.

Our business is without.....

- \* Street frontage
- \* Are not retail, therefore generate NO traffic
- \* Have our own parking - not on street or parking lot
- \* Are on the SECOND FLOOR, REAR of building.

Foremost, we generate no downtown traffic. We fail to see how this Parking Tax is beneficial to our business or how it can be, in all fairness, be assigned to this business.

Once again, we would appreciate your consideration reviewing the assessment.

Sincerely,

*Rena M. Vanson*  
RENA M. VANSON

*Handwritten notes:*  
Parking BRZ Tax 63.00  
\* 328.88 + total 1746.00  
188.86  
Paid  
Total 1746.00  
165.00

RMV  
CC

October 9, 1996

Rena M. Vanson  
Lormit Process Services (Red Deer)  
204 4909 50 Av  
RED DEER AB T4N 4A6

Dear Ms. Vanson:

RE: ROLL #93-50820  
BUSINESS TAX 1996

This business area will be reviewed in early November and, subject to confirmation of the move, a credit will be issued to this account that will reduce the balance from \$188.86. Advise of this will be forwarded when we process the adjustment. The balance outstanding is due and payable. If the account is not paid in full, due process for collection will be instigated.

I have sent copies of this correspondence and your letter to the Towne Centre Association and to senior administration so they are aware of your decision.

Sincerely,



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

AK/ngl

c.c. Towne Centre Association  
City Manager  
Director of Corporate Services

**DATE:** January 8, 1997  
**TO:** City Clerk  
**FROM:** City Assessor  
**RE:** **PARKING LEVY**

---

In late 1995, the Town Centre Association proposed a parking fee in specified areas of downtown Red Deer. This proposal was debated by Council, and a bylaw was implemented resulting in a \$180.00 annual tax levied against all businesses, regardless of size, located within the area.

A business known as "Lormit Process Services" was one of the businesses affected. Initiation of this program commenced in February of 1996; therefore, the annual fee of \$165.00 was charged. In the instance of this business, the \$165.00 was left outstanding. As stated in the correspondence, this business moved from this location, which resulted in a credit of unused time for November and December. The current outstanding balance, as at January 8, 1997, is \$111.72.

Section 347(1) of the Municipal Government Act reads:

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

- a) cancel or reduce tax arrears;
- b) cancel or refund all or part of a tax;
- c) defer the collection of a tax."

Council has the ability to exercise its right and cancel any or all of the tax.

I cannot recommend Council approve a reduction or refund, as I am sure that other businesses are in the same situation as this one.

Attached are copies of correspondence that has gone back and forth over the past 15 months.

**RECOMMENDATION:**

Respectfully recommend that Council **not** approve a refund or reduction to this business tax account.



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

AK/ngl

Enc.

c.c. Director of Corporate Services  
Towne Centre Manager

**Comments:**

We concur with the recommendations of the City Assessor. As Council is aware, the method by which costs of the Downtown Free Parking Program are allocated has been carefully debated by the Towne Centre Association and by Council. Unfortunately, there is no absolutely equitable way of allocating these costs. Council has agreed with current formulas. Accordingly, each member of the Downtown should be responsible for the financial obligation that results in much the same way that anyone who operates within a mall environment must pay the common fees for the mall.

"G. D. SURKAN"

Mayor

"H. M. C. DAY"

City Manager



**FILE**

**Office of the City Clerk**

January 27, 1997

Lormit Process Services (Red Deer)  
5002 - 43 Avenue  
Red Deer, AB T4N 3E1

Att: Rena Vanson

Dear Ms. Vanson:

**RE: REQUEST FOR 1996 BUSINESS TAX REFUND/REDUCTION -  
DOWNTOWN BUSINESS PARKING TAX**

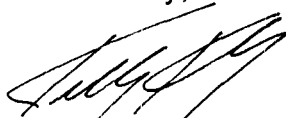
At The City of Red Deer's Council meeting held January 27, 1997, consideration was given to your correspondence dated December 17, 1996. At that meeting, the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Lormit Process Services (Red Deer) dated December 17, 1996, re: 1996 Business Tax, Roll No. 93-50820, hereby denies any refund or reduction to said business tax account, and as presented to Council January 27, 1997."

Thank you for attending the Council Meeting to express your concerns. As outlined at the meeting, a review of parking taxes will be undertaken to determine if this pilot project was successful and what, if any, changes may be required.

Please do not hesitate to contact me should you require further information or clarification.

Sincerely,



Kelly Kloss  
City Clerk  
/clr

c Director of Corporate Services  
City Assessor



Box 5008  
Red Deer, Alberta  
T4N 3T4

*The City of Red Deer*

DATE: December 24, 1996  
TO: DIRECTOR OF COMMUNITY SERVICES  
X DIRECTOR OF CORPORATE SERVICES  
DIRECTOR OF DEVELOPMENT SERVICES  
X CITY ASSESSOR  
E. L. & P. MANAGER  
ENGINEERING DEPARTMENT MANAGER  
FIRE CHIEF (EMERGENCY SERVICES)  
INFORMATION TECHNOLOGY SERVICES MANAGER  
INSPECTIONS AND LICENSING MANAGER  
LAND AND ECONOMIC DEVELOPMENT MANAGER  
PERSONNEL MANAGER  
PUBLIC WORKS MANAGER  
R.C.M.P. INSPECTOR  
RECREATION, PARKS & CULTURE MANAGER  
SOCIAL PLANNING MANAGER  
TRANSIT MANAGER  
TREASURY SERVICES MANAGER  
PRINCIPAL PLANNER  
CITY SOLICITOR  
X TOWNE CENTRE ASSOC. MANAGER, JOHN FERGUSON

FROM: CITY CLERK  
RE: DOWNTOWN PARKING LEVY

---

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

Please submit comments on the attached to this office by January 17, 1997, for the Council Agenda of January 27, 1997.

"Kelly Kloss"  
City Clerk

**FILE**

FILE No.

**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

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

December 24, 1996

Lormit Process Services (Red Deer)  
Operated by 601579 Alberta Ltd.  
ATTN: Rena Vanson  
5002 - 43 Avenue  
Red Deer, AB T4N 3E1

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

Dear Ms. Vanson:

I am in receipt of your letter dated December 17, 1996, re: Downtown Parking Levy. Your letter will be placed on the Red Deer City Council Agenda of Monday, January 27, 1997.

Your request has been circulated to City Administration for comments. A copy of the administrative comments will be available to you prior to the Council Meeting and can be picked up at our office on the second floor of City Hall on Friday, January 24, 1997.

If you wish to be present and/or speak at the Council Meeting, please telephone our office on Friday, January 24, 1997, and we will advise you of the approximate time that Council will be discussing this item. Upon arrival at City Hall, please enter the park side entrance and proceed to the Council Chambers on the second floor.

Council Meetings are open to the general public and are televised live on Shaw Cable, Channel 3. Council Meetings commence at 4:30 p.m., adjourn for the supper hour at 6:00 p.m., and reconvene at 7:00 p.m. Council agendas are available to the public and media from the City Clerk's Department.

If you have any questions or require further assistance, please do not hesitate to contact me.

Sincerely,

Kelly Kloss  
City Clerk



*a delight  
to discover!*

December 5, 1996

Mayor & Councillors  
City of Red Deer  
P.O. Box 5008  
Red Deer, AB  
T4N 3T4

Dear Mayor and Council Members:

**RE: ACTIVE TRANSPORTATION PLANNING**

My name is Bob Johnstone. I am a city resident who bicycles all over Red Deer. I am a member of the Central Alberta Bicycle Club, a board member with Alberta Trail Net, a provincial organization dedicated to promoting the development of a network of linked recreational trails and greenways throughout Alberta and the TransCanada Trail. I have had contact with Better Biking Red Deer and the U-Bike Program. A group of us would like to see the City of Red Deer establish an "Active Transportation Team" comprised of City and community representatives which would update our Red Deer Bicycle Master Plan (1987) and make other recommendations to promote non-motorized transportation and a "bicycle friendly" Red Deer.

Active transportation is simply getting from one place to another on one's own power through walking, bicycling and now, inline skating and skateboarding. Most European countries have had active transportation plans as a part of their transportation and urban planning for years, so many of their citizens are bicycling and walking. This alternative and complementary form of transportation planning came as a result of the side effects from the growing importance and use of the automobile which has affected our psyche, our way of living, and the design of our communities. Larger metropolitan areas have had to deal with serious loss and change of inner-city life, air pollution and loss of physical activity for its citizens.

Active transportation planning has two mutually reinforcing objectives. To promote physical activity as a part of a healthy lifestyle, and to conserve and protect our environment. We are fortunate in our city to be in the position to plan now to avoid what others have suffered and endured and, in the process, contribute to the quality of life of our community. We have done some planning with signing some streets for bicycles, our new U-Bike Program, and bicycle racks attached to four city transit buses. The major plan would be to address bicycle safety on streets that provide direct access to major places of work, shopping, education and entertainment throughout the city. This would entail a review of all existing major roads to determine the requirements and costs of providing pathways within transportation right of ways.

.../2

Mayor & Councillors  
Page 2  
December 5, 1996

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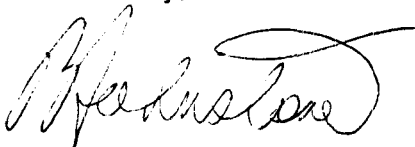
We already have many of our citizens doing recreational bicycling, walking and inline skating on the trails of our marvelous Waskasoo Park. Many of these recreational users would become commuters if they had safe and direct ways to reach their destination. Environico Research states that three-quarters of Canadian (73%) indicated that they would be definitely (49%) or somewhat (24%) willing to walk or ride a bike instead of driving for two additional trips a week. Experience has shown that once people start bicycling, many of them will want to do more and would commute three to five times a week. These cyclists will also, over time, bicycle further. Effective commuting by bicycle is not limited to short trips within a few blocks. Even at a relatively modest pace of 12 km per hour, a trip of one-quarter hour or more yields a convenient commuting range of at least 3 km. According to Stats Canada, 88% of people commute to work by auto. Daily commuting to and from work and travel related to workplace accounts for the major share of overall trip generations which active transportation could reduce.

Active transportation will reduce costs. The average annual price tag for owning and operating a car is \$7,000 (1995 figures); however, the actual cost is much higher. A recent transportation study (Transport Concepts Inc.) shows we spend roughly \$3,000 per year more per car owner through tax money for building roads, maintaining those roads, for the dollars for traffic control and emergency services, the cost of accidents and related health care and then the tax money lost to land paved over for roads, company parking spots and even free lots at your nearby mall. It adds up to \$10,000 per year. It costs \$150 per year to own and operate a bicycle. Bicycle racks and lockers cost much less to provide than parking. Auto parking requires at least twenty times as much space as bicycle parking.

Our trails presently provide direct access to some places of work, shopping, education and entertainment. Active transportation plans, in concert with the Engineering Department's short term and master transportation plans, will, over the years, provide connected bicycle-friendly routes for residents from all parts of our city. It will accommodate our citizen's changing lifestyle to keep Red Deer on the leading edge of offering quality of life for its citizens.

I request that Council table this matter until January 27, 1997, the same as the Transportation Master Plan.

Yours sincerely,



Bob Johnstone  
4512 Waskasoo Crescent  
Red Deer, AB T4N 2M2  
Phone: 346-8775

The City of Red Deer  
4914 48Av  
Red Deer, Alberta

December 02, 1996

TO: Mayor Gail Surkan and Council members

As president of Central Alberta Bicycling Club I would like to express my concern and interest in future transportation plans for the City of Red Deer.

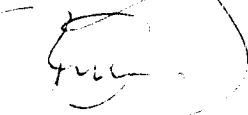
The Central Alberta Bicycling Club has been in existence for over 15 years. Since then we have seen an increase in members, which now includes more families as well as the single riders. Our club has over 150 members and is continuing to grow. We are responsible and respectful riders of the road. However, some drivers are unaware that we are considered a motor vehicle and do not always give us due care and consideration. If there was area on the road set aside for cyclists there would be no question for drivers and riders as to where we are allowed. This would allow for safer riding on city roads.

I am aware of the extensive bike paths in Red Deer. However, the paths are not always practical for people commuting. Because they are not practical it forces riders onto the main roads. Due to this concern, myself as well as others do not feel safe commuting due to traffic.

Therefore because of the increasing numbers of cyclists on the road, commuters and recreational riders, we need a safe place on the road. If the Central Alberta Bicycling Club could be of any assistance in future transportation plans we would gladly dedicate our time and energies.

Thank you for your time and consideration

Yours in cycling



Darlene Brunner  
President of Central Alberta Bicycling Club.

RA

#201 7031 Gray Ave.  
Red Deer, AB  
T4N 2B5

Home Ph. 343 2664

Work Ph 342 6060

## TRANSPORTATION

# Cyclists to get leg up

RON COLLINS  
Calgary Herald

Cars move over: cyclists rejoice.

In a bid to promote non-motorized transportation, a "cycle planning team" today will deliver a series of recommendations to the city's transportation, transit and parking committee.

One of the team's 45 recommendations is for a study to investigate the feasibility of re-introducing bike licensing in Calgary.

Another suggestion is to review all existing major roads and expressways to determine the requirements and costs of providing pathways within transportation right-of-ways.

"When developers build roads like Beddington Trail or Country Hills Boulevard or even a bridge, we can make provisions for bicycle traffic in a safe environment," said Ald. Joanne Kerr, who chairs the transportation,

transit and parking committee.

The cycle planning team includes representatives from the city's transportation department, parks and recreation, planning and engineering departments, police, Calgary bicycle advisory council, pathway advisory council and the Elbow Valley Cycle Club.

The team also wants the city look at accommodating bike use at LRT stations and on trains and buses, Kerr said Monday.

"If people want to ride from home to the station, get on the train, go downtown and maybe ride all the way back home on their bike they would be able to," Kerr said.

Licensing all bikes would "promote responsibility of cyclists to ensure they have the proper equipment, and if someone is being careless if you see that licence number go by you could report it," she added.

## Recommendations

- By July 1998 examine re-introducing licensing of all bicycles in the city.
- Require developers to provide 2.5-metre pathways along all major roads.
- All future bridge construction provide for bike and pedestrian access and crossing.
- By July 1997 Calgary Transit evaluate methods to accommodate cyclists on the transit system where viable.
- By July 1998, the transportation department develop a network of bike routes facilitating access and movement within the downtown core.
- By January 1998 all designated street bikeways be equipped with traffic-actuated signals that detect bikes.

## FUND-RAISE

## Potential

JEFF ADAMS  
Calgary Herald

A Calgary's potential for national Park.

"Parks Canada has some of the best ships," said J. Adams, director of the partnership. "If we can ensure how we serve."

Daw's partnership years ago as several non-profit helping a national area example.

In recent years finance Parks with taxpayer the role of D grown.

It now supports fund-raising firms — such as Cards, Kodak sponsors.

The firms provide fund that the go to applications for parks and nance projects cal work in Al tion in B.C.

Although this is expected to rate funds in ger plans for 1 ating a potential ship with a si proached more to gauge their Initial react has been favor Parks Canada cruiting corpo than letting the partnership.

## EDUCATION

# New RC board boss had lesson in restructuring

LISA DEMPSTER  
Calgary Herald

The new boss of Calgary's Catholic school district is no stranger to the fall-out of educational restructuring, says a former colleague.

Jeremy Simms, named Monday as chief superintendent of the 38,000-student separate board, was assistant chief executive officer for a Halifax-area school board.

But Nova Scotia, like Alberta, has been amalgamating school boards. And so when Simms' district merged recently with the Halifax and Dartmouth boards, his job became redundant, says Halifax County-Bedford District board member Steve Boyce.

"The deck was stacked against him here, in terms of aspiring to a level that he was capable of doing. I think he would have been viewed as a threat to some of the other administrators because he's very qualified."

Simms, a 27-year veteran educator, is

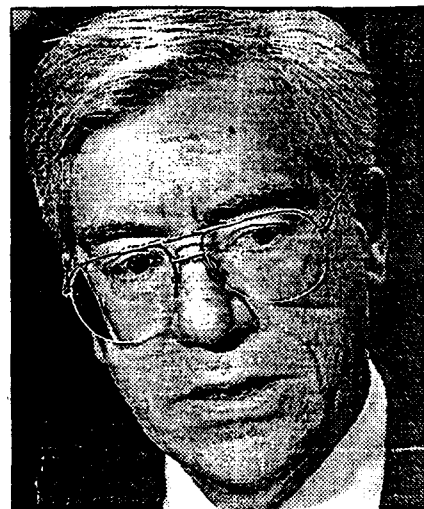
very skillful in managing limited education resources, Boyce said Monday.

"A lot of people in the education system would duck and hide and try not to meet the parents. He would go right out in the community, listen to the parents' concerns and explain the school board's perspective. He tackled the issues head on... and wasn't afraid to be the person to deliver the bad news."

True to Boyce's description, Simms told reporters Monday he plans to become familiar with the system, then go into schools to learn local issues.

"I can assure you that the changes and the restraint that you've experienced in Alberta exists right across the country," he said. "I come from Nova Scotia, and we've had our share of restraint there. I'm keenly aware of that, and I've worked in that environment before."

Simms, 51, is married with three grown children, one of whom will attend the University of Calgary this



JEREMY SIMMS: Superintendent

fall. He's replacing Bill Dever, who will retire Aug. 31.

Board chairwoman Shirley Valentine is pleased the search for a new superintendent ended with Simms: "We are going to have an outstanding relationship (with the province) again. Bill (Dever) was a scrapper, but he also taught this board how to be vigilant and very defensive — and I know he (Simms) will continue to do that."

## DEATH IN MEXICO

## Film student's



NOTE: DASHED LINES INDICATE FACILITIES WHICH REQUIRE FURTHER STUDY



**DATE:** January 20, 1996

**TO:** KELLY KLOSS  
City Clerk

**FROM:** ROGER CLARKE, A/Chair  
Recreation, Parks & Culture Board

**RE:** TRANSPORTATION PLAN UPDATE  
BICYCLE ROUTES

---

The Recreation, Parks & Culture Board reviewed a draft letter from the administration recommending that the Bicycle Master Plan be updated. The Board passed the following resolution in support of this update:

"That the Recreation, Parks & Culture Board, having considered the draft memo from the Administration dated January 6, 1997 re: Transportation Master Plan Update - Bicycle Routes, hereby support and recommend to Council of The City of Red Deer that the 1987 Bicycle Master Plan be updated, and further request Council consider allocating funds for this to be undertaken in 1997."



ROGER CLARKE

DB\ad

- c. Lowell Hodgson, Director of Community Services  
Bryon Jeffers, Director of Development Services  
Paul Meyette, Principal Planner, P.C.P.S.

**DATE:** January 7, 1997

**TO:** RECREATION, PARKS & CULTURE BOARD

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

**RE:** TRANSPORTATION MASTER PLAN UPDATE  
BICYCLE ROUTES

---

Attached is a draft letter from the City Administration to City Council recommending that Council support the updating of the 1987 Bicycle Master Plan.

The purpose of the update is to incorporate into one document the following for the City of Red Deer:

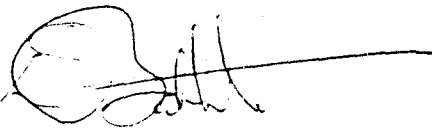
1. Bicycle and trail planning and development standards.
2. Strategies and plans to include the north/south Alberta segment of the TransCanada Trail through Red Deer.
3. Recommendation concerning trail/bicycle routes contained in the Community Services Master Plan.

With the current updating of the Transportation Master Plan to be considered by Council in late January 1997, an update of the Bicycle Master Plan is a logical next step in the planning process.

With limited financial and staff resources presently available, it is proposed that through a collaborative effort between Parkland Community Planning Services, the Development Services Division and the Community Services Division, that this update can be completed as resources become available.

RECOMMENDATION:

That the Recreation, Parks & Culture Board support and recommend to City Council that the 1987 Bicycle Master Plan be updated dependent on existing work priorities.



DON BATCHELOR

:ad  
Att.

- c. Lowell R. Hodgson, Director of Community Services  
Bryon Jeffers, Director of Development Services  
Paul Meyette, Principal Planner, P.C.P.S.  
Greg Scott, Community Development & Planning Coordinator

**DATE:** January 20, 1997

**TO:** KELLY KLOSS  
City Clerk

**FROM:** LOWELL R. HODGSON, Director of Community Services  
BRYON JEFFERS, Director of Development Services  
DON BATCHELOR, Recreation, Parks & Culture Manager  
PAUL MEYETTE, Principal Planner, P.C.P.S.

**RE:** BOB JOHNSTONE,  
TRANSPORTATION MASTER PLAN UPDATE - BICYCLE ROUTES

---

A comprehensive Bicycle Master Plan was developed by the Community Services Division in 1987, and it has served us well as we have actively worked towards its implementation since then. Limited financial resources may have made progress somewhat slower than what we might have wished for; however, we have had a cooperative spirit between the Development and Community Services Divisions and in undertaking new development or re-development we have tried to appropriately implement the Master Plan objectives. The major limitation has been in the downtown area, yet even here some progress has been made with Town Centre Association and corporate support.

Mr. Johnstone, in his letter to Council, suggests the need for updating the 1987 Bicycle Master Plan, addressing bicycle safety issues, determining cyclists requirements, addressing parking or storage of bikes, designing standards and determining the costs and schedule for implementing a bicycle route system within the city. As administrative staff, we respect and appreciate Mr. Johnstone's input; however, we would point out that this level of detail planning is beyond the terms of reference for the Transportation Plan recently completed. However, we also believe that a thorough evaluation of the current Bicycle Master Plan and an update of it would be useful. Since completing the 1987 Bicycle Master Plan, the TransCanada TrailNet has evolved, along with an update of the Community Services Master Plan, wherein numerous recommendations are made with respect to bicycle trails.

This matter of bicycle routes goes beyond the Community Services Division to include the Development Services Division as it relates to streets, roadways and sidewalks. Thus, we believe this matter should be referred to the Recreation, Parks & Culture Board firstly as a recreation issue, but also to the Development Services Division as a streets and sidewalks issue. We believe that there would be value in having an agency such as Parkland Community Planning Services spearheading a committee consisting of the local bicycle clubs, the Recreation, Parks & Culture Department, the Engineering Department, the Towne Centre Association, Better Biking Red Deer, TrailNet and the R.C.M.P. for the purpose of updating the 1987 Bicycle Master Plan.

.../2

City Clerk  
Page 2  
January 20, 1997

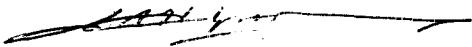
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The TransCanada Trail initiatives are quite exciting, with some provinces well ahead of Alberta in designating and developing this network of trails. While it is known that the east/west link of this trail will be south of Red Deer, there is, at the same time, a plan for a spur line through Alberta to the north and we in Red Deer and Central Alberta should be doing all that we can to be certain that this link comes through our city and thus, a further benefit of the update of this Bicycle Master Plan.

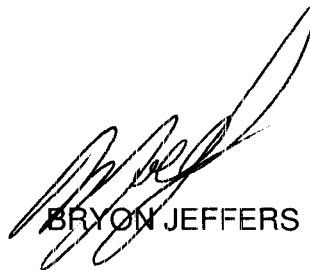
There is, however, a very real issue of staff resources to dedicate to this task, and so, while we do not want to ignore the issues raised by Mr. Johnstone, we must also add that we cannot give this a higher priority than current workloads and thus we would respectfully ask for sufficient time in undertaking this update. This must be a collaborative undertaking within both the Community Services and Development Services Divisions working with the earlier mentioned groups.

#### RECOMMENDATION

That Council of the City of Red Deer having received a letter from Bob Johnstone regarding "active transportation planning", endorse the undertaking of an update of the 1987 Bicycle Master Plan understanding that progress with this update will be dependent on existing work priorities.



LOWELL R. HODGSON



BRYON JEFFERS



DON BATCHELOR



PAUL MEYETTE

LRH/ad

**Comments:**

We fully support the intent of Mr. Johnstone and the recommendations of the Staff that an update of the Bicycle Master Plan be undertaken. However, as indicated, with the current workloads this would end up as a very low priority item. Alternatively, if a source of grant funding can be identified this work could be undertaken by contract. We recommend that the Environmental Advisory Board and the Recreation, Parks and Culture Board explore possible sources of funding through grant programs, positioning the study as an investigation of environmentally friendly forms of transportation in an urban environment.

"G. D. SURKAN"  
Mayor

"H. M. C. DAY"  
City Manager

**FILE**

## **Council Decision - January 27, 1997 Meeting**

**DATE:** January 28, 1997

**TO:** Environmental Advisory Board  
Recreation, Parks and Culture Board

**FROM:** City Clerk

**RE:** ***RED DEER BICYCLE MASTER PLAN***

---

**Reference Report:** Correspondence from Bob Johnstone,  
dated December 5, 1996 -  
Re: Active Transportation Planning

**Resolution Passed:**

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Bob Johnstone dated December 5, 1996, re: Active Transportation Planning / Red Deer Bicycle Master Plan, hereby agrees as follows:

1. That an update of the Bicycle Master Plan be undertaken based on the understanding that progress with this update will be dependent on existing work priorities;
2. That the Environmental Advisory Board and the Recreation, Parks and Culture Board explore possible sources of funding through grant programs for an update of the Bicycle Master Plan, positioning the study as an investigation of environmentally friendly forms of transportation in an urban environment, in which case the update would be completed as soon as possible;

and as presented to Council January 27, 1997."

**Report Back to Council Required:** Yes, upon completion of the Bicycle Master Plan

Environmental Advisory Board  
Recreation, Parks and Culture Board  
January 28, 1997  
Page 2

**Comments/Further Action:**



Kelly Kloss  
City Clerk

Please proceed to explore possible funding alternatives for the Bicycle Master Plan as outlined in the above resolution.

KK/clr

- c Director of Community Services
- Director of Corporate Services
- Director of Development Services
- Recreation, Parks and Culture Manager



Box 5008  
Red Deer, Alberta  
T4N 3T4

*The City of Red Deer*

**FILE**

**Office of the City Clerk**

January 27, 1997

Mr. Bob Johnstone  
4512 Waskasoo Crescent  
Red Deer, AB T4N 2M2

Dear Mr. Johnstone:

**RE: ACTIVE TRANSPORTATION PLANNING / RED DEER BICYCLE MASTER  
PLAN**

---

At the City of Red Deer's Council Meeting held January 27, 1997, consideration was given to your correspondence dated December 5, 1996. At that meeting, the following resolution was passed:

"RESOLVED that Council of The City of Red Deer having considered correspondence from Bob Johnstone dated December 5, 1996, re: Active Transportation Planning / Red Deer Bicycle Master Plan, hereby agrees as follows:

1. That an update of the Bicycle Master Plan be undertaken based on the understanding that progress with this update will be dependent on existing work priorities;
2. That the Environmental Advisory Board and the Recreation, Parks and Culture Board explore possible sources of funding through grant programs for an update of the Bicycle Master Plan, positioning the study as an investigation of environmentally friendly forms of transportation in an urban environment, in which case the update would be completed as soon as possible;

and as presented to Council January 27, 1997."



Mr. Bob Johnstone  
January 28, 1997  
Page 2

On behalf of Council, thank you for your informative presentation and for taking the time to attend the Council Meeting.

Sincerely,

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

Kelly Kloss  
City Clerk

/clr

c     Director of Community Services  
       Director of Development Services  
       Recreation, Parks and Culture Manager  
       Principal Planner

Ms. Darlene Brunner, President  
Central Alberta Bicycling Club  
301, 7031 Gray Drive  
Red Deer, AB T4P 2B1

DATE: December 5, 1996

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

**FILE**

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

FROM: CITY CLERK

RE: BOB JOHNSTONE,  
TRANSPORTATION MASTER PLAN UPDATE  
BICYCLE ROUTES

---

Please submit comments on the attached to this office by January 20, 1997 for the Council Agenda of January 27, 1997.

"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 FAX (403) 346-6195

**FILE**  
BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

December 5, 1996

Mr. Bob Johnstone  
4512 Waskasoo Crescent  
Red Deer, AB T4N 2M2

Dear Mr. Johnstone:

I am in receipt of your letter dated December 5, 1996, regarding Active Transportation Planning. Your letter will be placed on the Red Deer City Council Agenda of January 27, 1997. In addition, we will be immediately providing a copy of your letter to the Council Members for their information.

Your request has been circulated to City Administration for comments. A copy of the administrative comments will be available to you prior to the Council Meeting and can be picked up at our office on the second floor of City Hall on Friday, January 24, 1997.

If you wish to be present and/or speak at the Council Meeting, please telephone our office on Friday, January 24, 1997. Council will be discussing this item at 7:00 p.m. Upon arrival at City Hall, please enter the park side entrance and proceed to the Council Chambers on the second floor.

Council Meetings are open to the general public and are televised live on Shaw Cable, Channel 3. Council Meetings commence at 4:30 p.m., adjourn for the supper hour at 6:00 p.m., and reconvene at 7:00 p.m. Council agendas are available to the public and media from the City Clerk's Department.

If you have any questions or require further assistance, please do not hesitate to contact me.

Sincerely,



Kelly Kloss  
City Clerk

KK/clr

c Council Members



*a delight  
to discover!*

**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

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

December 18, 1996

Christine & John Traynor  
104 Grant Street  
Red Deer, AB T4P 2L4

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

Submitted To City Council  
Date: \_\_\_\_\_

Dear Mr. &amp; Mrs. Traynor:

Further to my letter of July 30, 1996 concerning your request to remove the stop sign adjacent to your property at 104 Grant Street, I would advise as follows.

At the City of Red Deer Council meeting held on December 16, 1996, Council agreed that the Transportation Master Plan Update be considered at the Council meeting of Monday, January 27, 1997, at 7:00 p.m. in the Council Chambers, second floor, City Hall.

For your information, I have attached those pages from the document that pertain to Grant Street. Once Council has reviewed and agreed on a course of action for this area, we will then be in a position to recommend whether the stop sign can be removed or not.

Following direction from Council relative to the Transportation Master Plan Update Report, we will then be reviewing your request and presenting a recommendation back to Council at a subsequent meeting. You are, however, invited to attend the January 27, 1997 Council meeting.

If you have any questions or require further clarification, please do not hesitate to call me.

Sincerely,

KELLY KLOSS  
City Clerk

KK/lb  
Attach.

c. Engineering Department Manager  
Principal Planner



*a delight  
to discover!*

Bex 1004  
Red Deer, AB T4N 6S5  
January 16 1997

Mr. Ray Congdon, Chairperson  
The Transportation Advisory Board  
The City of Red Deer.


Dear Sir:

It is with regret that I inform you that I cannot continue to serve as a citizen-at-large board member on the Transportation Advisory Board.

Over the last 3 plus years it has been rewarding for me to have been able to provide my experience to the City of Red Deer on a variety of transportation issues.

I wish you and the Board continued success.

C.S. Barb Jeffrey

yours Sincerely,  
  
E.V. (Don) Miller, P.Eng.

**Comments:**

Don Miller has submitted his resignation as a citizen-at-large on the Transportation Advisory Board. Council appoints members to this committee and as such, it is recommended that a citizen-at-large be appointed to fill the unexpired term of Don Miller, with said term to expire October 1997. As in the past, names of nominees are submitted to Council in confidence.

"G. D. SURKAN"  
Mayor

"H. M. C. DAY"  
City Manager

TO: City Council

FROM: City Clerk

RE: **NOTICE OF MOTION: COUNCILLOR DAWSON - TRANSIT SERVICES**

Following is a Notice of Motion received on January 20, 1997 from Councillor Dawson:

"WHEREAS The City of Red Deer Transit system requires over \$5 million during the next five years to maintain and expand the transit system to meet current service requirements; and

WHEREAS past transit studies have raised concerns about the way the Red Deer Transit system is operated; and

WHEREAS follow up studies have not re-evaluated our operations to determine if changes have resolved concerns previously reported: and

WHEREAS a comprehensive study of transit operations, independent from The City, has not been conducted since 1981;

THEREFORE BE IT RESOLVED that Council of The City of Red Deer hereby agrees to:

1. Temporarily suspend any capital expenditures for the Transit Department (including vehicles and terminals) until a comprehensive report is completed and approved by Council. Such report will include:
  - a. evaluation of revenue sources;
  - b. evaluation of expenditures;
  - c. short, medium and long term service requirements based on city growth and different operating mandates (i.e. different operating parameters or service times);
  - d. recommendations on adequate, great and premium levels of service;
  - e. alternatives, if any, to eliminating downtown parking for usage of a transit terminal;
  - f. the necessity of a terminal or possible alternatives to a terminal; and
  - g. provide recommendations on how Red Deer Transit can provide a transit system which will attract the working public.

City Council  
January 22, 1997  
Page 2

2. Concurrent to independent review, the Council of The City of Red Deer, with guidance from the Senior Management Team and Red Deer Transit management, evaluate the need for transit, its mandate, its goals and objectives, its operating principles, levels of service and the resources The City is willing to invest."

Submitted for Council's information.



Kelly Kloss  
City Clerk

KK/clr



**FILE**

## **Council Decision - January 27, 1997 Meeting**

**DATE:** January 28, 1997  
**TO:** Director of Community Services  
**FROM:** City Clerk  
**RE:** ***NOTICE OF MOTION: COUNCILLOR DAWSON -  
TRANSIT SERVICES***

---

**Reference Report:** City Clerk, dated January 22, 1997

**Resolution Passed:**

"WHEREAS The City of Red Deer Transit system requires over \$5 million during the next five years to maintain and expand the transit system to meet current service requirements; and

WHEREAS past transit studies have raised concerns about the way the Red Deer Transit system is operated; and

WHEREAS follow up studies have not re-evaluated our operations to determine if changes have resolved concerns previously reported; and

WHEREAS a comprehensive study of transit operations, independent from The City, has not been conducted since 1981;

THEREFORE BE IT RESOLVED that Council of The City of Red Deer hereby agrees:

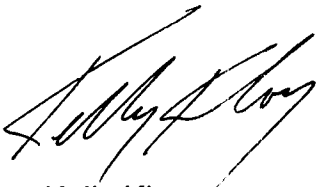
1. That a Transit Master Plan be undertaken, incorporating within it such items as an evaluation of the need for transit, its mandate, its goals and objectives, its operating principles, levels of service and the resources The City is willing to invest;
2. That funding for said Master Plan be considered in conjunction with the items being considered as additions to the 1997 Budget."

***Report Back to Council Required:***

Yes, provided funding is allocated by Council

***Comments/Further Action:***

Once funding has been received, a formal proposal is to be presented back to Council, outlining the terms of reference of the Transit Master Plan and the membership of the committee, if any, who will be steering the Plan.



Kelly Kloss  
City Clerk

KK/clr

c     Director of Development Services  
       Director of Corporate Services  
       Transit Manager  
       Executive Assistant, P. Shaw

Soren S Paulsen  
4024 39th Street  
Red Deer AB T4N0Y9

R. KLOSS

Jan 27, 1997

- To: Mayor Gail Durban & City Council

Re: Proposed Bus Terminal

My wife and I are both seniors and make frequent use of our bus service and we are quite happy with the current bus service.

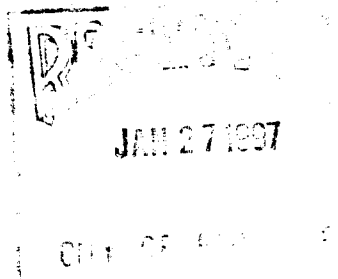
When travelling by bus, we more often than not, have to transfer at the main downtown stop. We find the current arrangement both convenient and safe. We don't have to cross any street to transfer.

When the busses arrive at the transfer point they pull in behind the one in front and they usually leave in the same order. We fail to see any hazard to passengers or other vehicle traffic or "an accident waiting to happen".

We feel the expense of providing an off-street terminal is not warranted at this time.

Respectfully submitted

Soren Paulsen



Submitted To City Council

Date: Jan 27/97

Copied to: Members of Council  
L. HODGSON  
R. FOLK  
M. DAY

**DATE:** January 22, 1997

**TO:** City Council


**FROM:** City Clerk

**RE:** **WRITTEN INQUIRY - COUNCILLOR HUGHES: CANADIAN FLAGS**

The following Written Inquiry was submitted by Councillor Hughes at the Council Meeting of January 13, 1997.

"Please provide the following information relative to placing Canadian flags on all City owned buildings:

1. Identify City owned buildings that currently have Canadian flags;
2. Identify major City owned buildings that Canadian flags could be installed at;
3. The cost of installing flag poles and flags (similar to those located in City Hall Park adjacent to the west City Hall entrance) at the major City owned buildings identified in #2 above;
4. Outline a plan to phase the installation of these flags over a 2 year period commencing in 1997."



Kelly Kloss  
City Clerk

KK/clr

MEMO

---

**DATE:** January 22, 1997

**TO:** KELLY KLOSS  
City Clerk

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

**RE:** NOTICE OF MOTION - COUNCILOR HUGHES (FLAGS)

---

In response to your memo regarding the above referenced, we have the following comments broken down by Departments:

PARKS - Two buildings; neither have flags.

- Main Shop 54<sup>th</sup> Avenue
- Parks Facility Building 4725 - 43 Street

CITY CLERK - Two cemeteries; both have flags.

PUBLIC WORKS - Eight buildings; none have flags.

- Administration Building (5420 - 47 Street)
- City Garage (5436 - 47 Street)
- Wastewater Treatment Plant (7890 - 40 Avenue)
- Water Treatment Plant (5504 - 54 Avenue)
- Water Tower (3514 - 46 Avenue)
- Booster Station (3010 - 55 Avenue)
- Glendale Reservoir (7613 - 59 Avenue)
- Bellevue Reservoir (5504 - 54 Avenue)

ELECTRIC LIGHT & POWER - Four buildings; none have flags.

- Main Office 5581 - 45 Street
- 3 Substations

FIRE DEPARTMENT - Three locations; none have flags.

TRANSIT - One building; no flag.

PURCHASING - One building; no flag.

## CITY CLERK - NOTICE OF MOTION

January 21, 1997

Page 2

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## RECREATION - 16 buildings

- Recreation Building
- Arena
- Museum
- Golden Circle
- Lions Campground
- Community Services Center
- Kerry Wood Nature Center
- Golf Course
- Bower Ponds
- Heritage Ranch
- Kinex Arena
- Curling Rink
- Old Court House
- Memorial Center
- Fort Normandeau
- Dawe Center

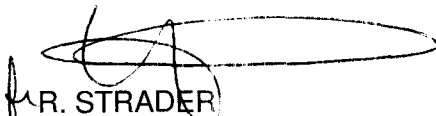
Six have flagpoles - Kinsman Arena  
Museum  
Golden Circle  
Old Court House  
Dawe Center  
Fort Normandeau

## CITY HALL - Two Flagpoles

## R.C.M.P. BUILDING - One Flagpole

Each flagpole would have an estimated installation cost of \$1,500.00, and the average flag cost is \$45.00. As to which buildings would be appropriate to have flagpoles, should probably be a matter for Council to determine.

Sincerely,



R. STRADER

Inspections and Licensing Department

RS:yd

**Comments:**

Should Council decide to proceed, we recommend the following locations for flags. They have been chosen on the basis of those buildings which are highly visible to the public and in some cases which are central to a grouping of public facilities:

- Main Parks Shop (4934-54 Avenue)
- Public Works Administration Building
- Water Treatment Plant
- E. L. & P. Main Office
- Emergency Services Stations x 3
- Main Transit Building
- Arena
- Lions Campground
- Bower Ponds
- Heritage Ranch
- Memorial Centre
- Kerry Wood Nature Centre

The cost associated with the program, if you follow these recommendations, is approximately \$21,630.00.

"G. D. SURKAN"  
Mayor

"H. M. C. DAY"  
City Manager

DATE: January 15, 1997  
TO: DIRECTOR OF COMMUNITY SERVICES  
DIRECTOR OF CORPORATE SERVICES  
DIRECTOR OF DEVELOPMENT SERVICES  
CITY ASSESSOR  
E. L. & P. MANAGER  
ENGINEERING DEPARTMENT MANAGER  
FIRE CHIEF (EMERGENCY SERVICES)  
INFORMATION TECHNOLOGY SERVICES MANAGER  
X INSPECTIONS AND LICENSING MANAGER  
LAND AND ECONOMIC DEVELOPMENT MANAGER  
PERSONNEL MANAGER  
PUBLIC WORKS MANAGER  
R.C.M.P. INSPECTOR  
RECREATION, PARKS & CULTURE MANAGER  
SOCIAL PLANNING MANAGER  
TRANSIT MANAGER  
TREASURY SERVICES MANAGER  
PRINCIPAL PLANNER  
CITY SOLICITOR

NOT SUBMITTED TO COUNCIL  
BACKUP INFORMATION

FROM: CITY CLERK  
RE: **WRITTEN INQUIRY - COUNCILLOR HUGHES  
CANADIAN FLAGS**

---

Please submit comments on the attached to this office by January 20, 1997 for the Council Agenda of January 27, 1997.

"Kelly Kloss"  
City Clerk



***A D D I T I O N A L   A G E N D A***

FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL

TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL

***MONDAY, JANUARY 27, 1997***

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

\*\*\*\*\*

1. Councillor Schnell - Re: Notice of Motion - Departmental  
Requests for Additional Funding, 1997 Budget

. . 1

**DATE:** January 23, 1997  
**TO:** City Council  
**FROM:** Assistant City Clerk  
**RE:** **COUNCILLOR SCHNELL - NOTICE OF MOTION: 1997 BUDGET**

Following is a Notice of Motion received from Councillor Schnell on January 23, 1997:

"WHEREAS Council of The City of Red Deer has requested the Administration to provide for no increase in the municipal portion of the property tax rate or the business tax rate for 1997, 1998 and 1999; and

WHEREAS various City departments have identified requests for funding of additional add on items in 1997 which could increase municipal taxes if funded by way of property taxes;

THEREFORE BE IT RESOLVED that those requests from City departments for additional funding for add on items not be considered by Council with respect to the 1997 Budget specifically but not limited to the following items:

1. the request for an additional \$26,000.00 for new landscape maintenance costs by the Recreation, Parks and Culture Department;
2. a request to increase the level of service for the Citizens Action Bus; and
3. a request for a nine month pilot project to provide Sunday transit service.

Council further agrees that these items be placed on the agenda for Council's Spring Retreat to be held in May 1997 with the intent to consider the merit of these items for inclusion in future budgets."

Submitted for your information.

  
Jeff Graves  
Assistant City Clerk

JG/clr

## Council Decision - January 27, 1997 Meeting

**DATE:** January 28, 1997  
**TO:** Director of Corporate Services  
**FROM:** City Clerk  
**RE:** NOTICE OF MOTION: COUNCILLOR SCHNELL - 1997 BUDGET

**Reference Report:**

Assistant City Clerk,  
dated January 23, 1997

**Resolution Passed:**

"WHEREAS Council of The City of Red Deer has requested the Administration to provide for no increase in the municipal portion of the property tax rate or the business tax rate for 1997, 1998 and 1999; and

WHEREAS various City departments have identified requests for funding of additional add on items in 1997 which could increase municipal taxes if funded by way of property taxes;

THEREFORE BE IT RESOLVED that those requests from City departments for additional funding for add on items not be considered by Council with respect to the 1997 Budget specifically but not limited to the following items:

1. The request for an additional \$26,000.00 for new landscape maintenance costs by the Recreation, Parks and Culture Department; and
2. A request to increase the level of service for the Citizens Action Bus; and
3. A request for a nine month pilot project to provide Sunday transit service; and
4. Transit Master Plan.

Council further agrees that these items be placed on the agenda for Council's Spring Retreat to be held in May 1997 with the intent to consider the merit of these items for inclusion in future budgets."

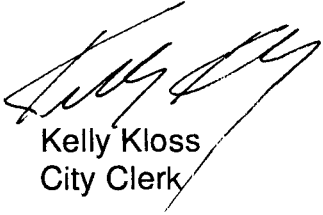
Director of Corporate Services  
January 28, 1997  
Page 2

**Report Back to Council Required:**

Yes

**Comments/Further Action:**

By way of a copy of this memo I am asking Pat Shaw to place this matter on the agenda for Council's Spring Retreat, to be held in May 1997



Kelly Kloss  
City Clerk

KK/clr

- c Director of Community Services
- Director of Development Services
- Recreation, Parks and Culture Manager
- Social Planning Manager
- Transit Manager
- Pat Shaw, Executive Assistant

**FILE**

**DATE:** January 29, 1997

**TO:** Pat Shaw,  
Executive Assistant

**FROM:** City Clerk

**RE:** ***COUNCIL'S SPRING RETREAT - MAY 1997***

---

At the Council Meeting of January 27, 1997, additions to the agenda for Council's Spring Retreat to be held in May, were discussed.

Firstly, the following resolution was passed, agreeing that the items contained therein be included on said agenda:

"WHEREAS Council of The City of Red Deer has requested the Administration to provide for no increase in the municipal portion of the property tax rate or the business tax rate for 1997, 1998 and 1999; and

WHEREAS various City departments have identified requests for funding of additional add on items in 1997 which could increase municipal taxes if funded by way of property taxes;

THEREFORE BE IT RESOLVED that those requests from City departments for additional funding for add on items not be considered by Council with respect to the 1997 Budget specifically but not limited to the following items:

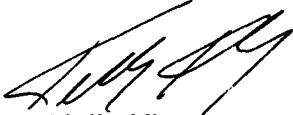
1. The request for an additional \$26,000.00 for new landscape maintenance costs by the Recreation, Parks and Culture Department; and
2. A request to increase the level of service for the Citizens Action Bus; and
3. A request for a nine month pilot project to provide Sunday transit service; and
4. Transit Master Plan.

Council further agrees that these items be placed on the agenda for Council's Spring Retreat to be held in May 1997 with the intent to consider the merit of these items for inclusion in future budgets."

Pat Shaw, Executive Assistant  
January 29, 1997  
Page 2

Secondly, although not approved by Council, Councillor Volk requested that there be discussion at the Retreat concerning handicap access to City sidewalks.

This is submitted for your information.

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

Kelly Kloss  
City Clerk

KK/clr

***ADDITIONAL AGENDA***

FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL

TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL

***MONDAY, JANUARY 27, 1997***

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

\*\*\*\*\*

- |  |      |
|--|------|
| 1. Senior Management Team - Strategic Plan Status Report | .. 1 |
|--|------|

**DATE:** January 23, 1997

**TO:** CITY COUNCIL

**FROM:** SENIOR MANAGEMENT TEAM

**RE:** STRATEGIC PLAN STATUS REPORT

---

The Status Report is a "report card" to tell us how well we are doing in achieving the objectives we set for ourselves relative to the long range strategies set out in The City of Red Deer's Strategic Plan. The Corporate Plan - 3 Year Planning Cycle indicates that the Administration will submit a Status Report to City Council on an annual basis. In compliance with this direction, The Senior Management Team is pleased to submit the 1996 Status Report.

1996 saw some significant accomplishments in the four focus areas of our Strategic Plan—Community Development, Economic Development, Organization Development and Financial Development. We are pleased to highlight, hereunder, a few of those successes:

## **1. COMMUNITY DEVELOPMENT**

**1.1 Transportation Study:** (ref. Quality of Life, Strategy 1.1.1) A transportation study, involving extensive public input, was completed in 1996. The study which projects the improvements in the major arterial network for the City under three population scenarios—68,000, 85,000 and 115,000 population horizons—will be submitted to City Council in January, 1997.

**1.2 Community Services Master Plan:** (ref. Quality of Life, Strategy 1.1.1) This Plan, a 302-page document consisting of 328 recommendations, gives direction for the delivery of community services in support of the Community Services Division mission "to support and strengthen the quality of life in Red Deer". The Plan was completed with extensive public participation and the unanimous endorsement of all Community Services boards and City Council. The implementation of this Plan is an ongoing process.

**1.3 Review of Transit Fleet:** (ref. Quality of Life, Strategy 1.1.2) In 1996, we undertook a thorough review of our transit fleet to determine whether or not we could extend the life expectancy of our buses beyond the 18-year industry norm. This would have allowed us to delay new purchases and, in turn, provide funding for the Off-Street Transfer Site. The review indicated, however, that it was not possible to extend the life expectancy of our fleet and, therefore, we have budgeted for bus replacement based on the replacement schedule established prior to the review.

**1.4 Off-Street Transit Transfer Station:** (ref. Quality of Life, Strategy 1.1.2) With the support of City Council, more detailed plans were developed for an Off-Street Transit Transfer Station, permitting more accurate budgeting for the consideration of City Council in January, 1997.



**1.5 Service Delivery in the Community Services Division:** (ref. Quality of Life, Strategy 1.1.4) There has been a significant shift toward that of coordination and facilitation, particularly in the Recreation, Parks & Culture Department. An increased emphasis is being placed on helping groups help themselves. Examples of this include all the community associations, Central Alberta Theatre, Red Deer Cultural Heritage Society, Allied Arts Council, sports groups' development of Edgar Athletic Park, and so on.

**1.6 Solid Waste and Blue Box Collection Contract:** (ref. Environment, Strategy 1.2.3) The tender and award of the Solid Waste and Blue Box collection contract was a major undertaking involving some significant tendering options. The result of the tender exercise was the award of the two contracts to two new firms.

**1.7 Regional E911 Service:** (ref. Protective and Emergency Services, Strategy 1.5.3) We have very successfully marketed the E9-1-1 service in the region. Approximately 20 communities and counties have signed contracts, which has more than doubled the number of lines we currently service in Red Deer.

## **2. ECONOMIC DEVELOPMENT**

**2.1 Central Alberta Business Information Network:** (ref. Promotion and Marketing, Strategy 2.1.2. and Quality of Life, Strategy 1.1.5) Land and Economic Development has been involved in the development of a regional data base which will provide an inventory of regionally available goods and services produced in the region as well as those currently "imported". This will assist regional businesses in meeting their needs locally and will also be an excellent cooperative marketing tool for attracting new business. The data base will be mounted on the Internet to facilitate local access, joint marketing and the promotion of Central Alberta communities. A proposal is currently under consideration by the 27 partner communities to use this project as the foundation for a permanent regional organization to deliver economic development services in Central Alberta. The data base will be launched in April of 1997.

**2.2 Land Sales:** (ref. Land Development, Strategy 2.3.4) Following a successful year of commercial and industrial land sales of almost \$1.7 million in 1995, we had a similar year in 1996, again reaching almost \$1.7 million in sales. 1997 is off to a very strong start with pending land sales, initiated in the latter part of 1996 and the early part of 1997, totalling over \$1.5 million. These figures relate to Land Bank properties only and do not include several miscellaneous sales. Residential land sales have rebounded, increasing from just under \$1 million for 20 lots in 1995 to over \$2.9 million for 59 lots in 1996.

**2.3 Improved Maintenance/Preventative Maintenance:** (ref. Municipal Infrastructure, Strategy 2.4.1) Improved maintenance and, in particular, preventative maintenance, has been achieved in many of our City-owned facilities, most notably, the Red Deer Arena. This facility, built in 1952, was outdated in every respect and needing major renovations. This project, now completed, should extend the life expectancy of the Arena for a further 40 years.

### **3. ORGANIZATION DEVELOPMENT**

#### **3.1 Work Planning & Review: (ref. Operating Principles "Human Resource Management")**

The Strategic Plan describes our vision, mission, operating principles and strategic priorities. Department Business Plans and Budget are prepared to implement the strategic plan through specific actions. Work Planning & Review is the way that we plan and review the work that we want to get done at the individual level. The process was developed in 1996 with orientation sessions held for all City employees in November/December. The program will be implemented throughout the organization commencing in January 1997.

**3.2 Major Review of Strategic Plan: (ref. Organization Structure, Strategy 3.2.1)** 1996 saw the completion of our first major review of the Strategic Plan which was initially adopted by City Council in December, 1994. The review included significant input from members of Council, employees (through a stakeholders group and a number of focus groups) and the public (through individual citizen response, interest group review and response, and a public meeting). The review culminated in the development of Strategic Plan '96, adopted by City Council in June, 1996, and used by Departments as the foundation for the development of the 1997-98-99 Business Plans and Budget.

**3.3 City WEB Site on the Internet: (ref. Operating Principles "Customer Service", Organization Structure, Strategy 3.2.2. and Service Delivery, Strategy 3.4.6)** In May, 1996, The City of Red Deer set up a City WEB site on the Internet. This gives The City a presence on the Internet and the ability to communicate world-wide.

**3.4 Interactive Voice Response System (Automated Telephone System): (ref. Operating Principles "Customer Service", Organization Structure, Strategy 3.2.2. and Service Delivery, Strategy 3.4.6)** This system, which went live in January, 1997, allows our customers to obtain tax and assessment information 24 hours a day.

**3.5 Replacement of existing City Telephone System: (ref. Operating Principles "Customer Service", Organization Structure, Strategy 3.2.2. and Service Delivery, Strategy 3.4.6)** Work is in progress to replace our existing, antiquated telephone system and equipment. Implementation will occur in May, 1997. The system will include voice mail capabilities and significantly enhanced telephone sets for improved employee efficiency and more direct public access.

**3.6 Third Floor Development Services Center (One Stop Shopping): (ref. Organization Structure, Strategy 3.2.3)** The third floor renovations were completed in 1996. The resulting efficiency improvements among the three Development Services departments on the floor has resulted in noticeable improvements in customer service.

**3.7 Computerized Development and Building Permit System:** (ref. Operating Principles "Customer Service" and Service Delivery, Strategy 3.4.6) This system, which was developed in house by Licensing and Inspection and Information Technology Services staff, is up and running. It is an excellent system and have significantly improved our service delivery to our customers.

#### 4) FINANCIAL DEVELOPMENT

**4.1 J. D. Edwards Financial Software:** (ref. Budget and Accounting, Strategy 4.3.1; Cost Effective Service Delivery, Strategy 4.4.2; and Organization Structure, Strategy 3.2.2.) In January 1996, The City replaced most of its financial system with J.D. Edward Software. This allowed us to redesign our financial systems to reduce processing time, increase employee efficiency and place authority and accountability in the hands of the users.

**4.2 Major Capital Projects - Sewage Treatement Plant Upgrade:** (ref. Budget and Accounting, Strategy 4.3.2) In 1996, the Development Services Division undertook a study which projected the rate increases necessary over a ten year period to finance a \$10 M upgrade of the sewage treatment plant.

Attached to this report is the "1996 Senior Management Team Planning Guide" which details the "steps forward" we have made, as an organization, in meeting the challenges established by City Council in the Strategic Plan.

Included within the "Planning Guide" are the long-term objectives (strategies taken directly from the Strategic Plan); the objectives set for 1996; the measures of success and the completion targets; and status comments, as appropriate, for each objective.

The Senior Management Team will begin work, in the near future, to review the Planning Guide and redefine existing objectives or establish new ones, in order to "set the stage" for the work to be done by the Administration in 1997.

While we have accomplished a lot in 1996, we still have much to do in terms of meeting all of the long-term objectives established in Strategic Plan '96. We anticipate another challenging year!



 H. MICHAEL C. DAY, Chairman  
Senior Management Team

PMS  
Att.

# THE CITY OF RED DEER - 1996 SENIOR MANAGEMENT TEAM PLANNING GUIDE

<b>Division: SMT</b>  <b>Department: ALL DIVISIONS</b>		<b>VISION:</b> The City of Red Deer....people committed to service, opportunity and a quality life for all....with the spirit to make it happen! <b>MISSION:</b> To provide an effective and accessible municipal government which responds to the needs of the community through collaboration, innovation and communication			<b>Year: 1996</b> <b>Approved by SMT Jul 11/96</b> <b>Quarter: Q4</b> <b>Review by SMT Jan 23/97</b> <b>File Folder: "F" SMT Planning Guide</b>
Focus Area and Long-Term Objective	Objectives (Results to be Achieved this Year)	Completion Target/Measure	Action Plan No.	Lead Resource	Performance Review Comments
<b>1.1 QUALITY OF LIFE</b>					
1.1.1 Set program priorities, standards, and service levels taking into account the impact of quality of life as well as financial considerations.	Complete Community Services Master Plan.	Acceptance by City Council May 21, 1996.		Lowell Hodgson	Completed on time with unanimous support from City Council and strong endorsement from boards and agencies of the Division.
	Complete General Transportation Study update.	December 1996		Bryon Jeffers	Will be submitted to Council in January, 1997.
1.1.2 Maintain an effective public transportation system to respond to the needs of the community.	Undertake an analysis of the Bus Replenishment.	Review fleet and report to Council on options for developing off-street transit site by July 31, 1996.		Lowell Hodgson	Completed fleet evaluation.
	Undertake a cost-benefit analysis of the Transit Terminal.			Lowell Hodgson	Presentation plans will be presented to City Council in January for new off-street site. Budget will then be considered during budget deliberations.
1.1.3 Maintain a commitment to offering basic recreational and cultural programs and opportunities.	Identify what are "basic" Parks programs and incorporate into the Community Services Master Plan and 3 Year Business Plan.	Rec., Parks & Culture Three-Year Business Plan to incorporate Parks programs. By October 30, 1996		Lowell Hodgson	Ongoing - incorporated in the draft of the Rec., Parks & Culture Department Business Plan as maintenance, public participation, safety and operations programs.
1.1.4 Support and facilitate community groups and agencies in the development and delivery of cultural, recreational, and parks programming.	Include Parks programming in the Strategic Plan language.	By July 1, 1996		Lowell Hodgson	Completed in Strategic Plan 1996.  Facilitating an increasing number of community groups is a top departmental priority, including strengthening and increasing the viability of some community groups. This is ongoing through the Community Development Coordinator.

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1.1.5 Support initiatives in the community and surrounding area which are consistent with our vision, values, and goals.	(Cross-referenced with Long-Term Objective 1.5.3)				
	Develop and maintain a current inventory of goods and services on the Central Alberta Business Information Network.	Data being input. To be completed March 1997.		Bryon Jeffers	Moving very well. Display at Agri Trade. March 1997 completion.
	Establish a long-term collaborative strategy on ambulance service with the Health Authority and clearly define the City's role.	Some discussion with David Thompson Health Authority. Ongoing		Gail Surkan/Bryon Jeffers	Pending announcement from Province regarding future involvement in ambulance.
	Reach an agreement with the County on an amendment to the Joint General Municipal Plan to facilitate conflict resolution.	Agreement on revised Joint General Municipal Plan. Q1 1997		Gail Surkan	Work in progress.
1.1.6 Support and maintain the City's Municipal Integration Strategy regarding access for persons with disabilities.	Incorporate provision for persons with physical disabilities in all City facilities.	Encourage contracted agencies to adopt City commitment. All facility renovations to improve access issues. Ongoing		Lowell Hodgson	Ongoing commitment. Some agencies using CFEP III grants to accomplish appropriate renovations.
		Done in Development Services/ City Hall Renovations. Ongoing.		Bryon Jeffers	Second and Third Floor Renovations . Planning renovations to First and Fourth floors
	Improve access to City information systems for persons with disabilities.	<ul style="list-style-type: none"> <li>Implementation of an Assessment/Tax IVR System by end Q4, 1996.</li> <li>Telephone access to City Internet site by end of Q2, 1997.</li> <li>Internet site by end of Q2, 1996.</li> </ul>		Alan Wilcock	Implemented January 6, 1997  In process  Implemented in May, 1996

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<b>1.2 ENVIRONMENT</b>					
1.2.1 Fulfill the City's statutory obligations with respect to the Province's Environmental Protection and Enhancement Act.	Environmental Audit Manual developed.	See 1.2.2			
1.2.2 Establish and maintain environmental standards with respect to all municipal infrastructure and services such as waste management, weed and pest control, and park management.	A Committee struck and a Code of Practice established.	Process in place and published by end Q4 1996. Manual completed by Q4 1997.  December 1997		Lowell Hodgson  Bryon Jeffers	Initial consultant lined up but backed out. Project has stalled due to lack of staff resources.  Will be attempting to commence work in 1997.  Very little work done.
1.2.3 Ensure the provision of environmentally sound utility systems and their safe, efficient, and reliable operation.	Environmental objectives achieved through retendering of Waste Collection processes for the City.	Tenders close August 1996. New contract January 1997.		Bryon Jeffers	Solid Waste Tenders awarded. New products added to recycling.
1.2.4 Preserve escarpments and natural areas and maximize the provision of green space throughout the community.	Develop a strategy for implementation of the Ecospace Inventory.	<ul style="list-style-type: none"> <li>Prepare a procedure to contact property owners in high-priority development areas. Aug. 31/96</li> <li>Preservation of natural areas through development. Ongoing</li> </ul>		Lowell Hodgson	A priority list of development areas has been prepared by Parkland Community Planning Services and it is now going to be used as a schedule for the preparation of ecospace inventory profiles to be shared with developers in advance of their submitting a proposal to the City.
1.2.5 Support parks programs and other initiatives that increase awareness and public involvement in environmental management.		Environmental education programs and public participation initiatives to exceed five per annum. Ongoing		Lowell Hodgson	Ongoing through Environmental Advisory Board. Achieved in 1996.
<b>1.3 SOCIAL RESPONSIBILITY</b>					
1.3.1 Maintain a commitment to preventive social programs.	Design process developed to review City role in social programming and develop a municipal social policy.	<ul style="list-style-type: none"> <li>Design completed by May 31, 1997.</li> <li>Policy developed by June 30, 1997.</li> </ul>		Lowell Hodgson	Staff person (½ time) budgeted for in 1997 to lead this review process.



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1.3.2 Continue to provide social services through community agencies rather than a direct service delivery role.	See 1.3.1			Lowell Hodgson	Committed to in Strategic Plan, as well as Community Services Master Plan and departmental business plans.
1.3.3 Facilitate/encourage inter-agency and community awareness and cooperation in the delivery of social programs.	See 1.3.1			Lowell Hodgson	Ongoing. Various initiatives currently underway; e.g., discussions with Downtown House and Golden Circle.
1.3.4 Identify social needs, in partnership with the community, and establish priorities accordingly.	Work with community to determine priorities within the context of the Social Policy.	Priorities determined by September 30, 1997.		Lowell Hodgson	Social Planning review will be undertaken in 1997.  Discussions are underway with Children's Services and will be with Regional Health Authority.
<b>1.4 COMMUNITY AND LAND USE PLANNING</b>					
1.4.1 Ensure that land use planning provides for an appropriate mix of natural areas, and residential, commercial, and industrial land use.	Incorporate Ecospace Implementation Strategy into land use.	Update City's General Municipal Plan by Q4 1997.		Lowell Hodgson	1997 Community Services General budget reflects one additional person for Parkland Community Planning Services to lead this plan review and update.
1.4.2 Support the development of the downtown as a vibrant and attractive focal point of the community.	Complete Development Plan for the C.P. Rail yards.  Complete a proposal for prioritization and funding of significant components of the Downtown Concept Plan.	Proposal approved by Council. Being advertised. Closes November 1996.  Council consideration of funding issue June 1996.  Council acceptance of priorities and funding strategy Q4 1996.		Bryon Jeffers  Bryon Jeffers	Proposals closed, no response. Issue going back to Council January, 1997  Request Downtown Planning Committee to set priorities on work to be achieved.
1.4.3 Ensure that environmentally significant areas, historic resources, and other significant features are preserved and maintained for future generations.	See 1.2.4	Preservation strategy included in revised City's General Municipal Plan by Q4 1997.		Lowell Hodgson	Ongoing. Will be incorporated in the negotiations and redraft of the City General Plan and the Joint General Municipal Plan, including the requirement and consideration of ecospace inventories and profiles.

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1.4.4 Work at an elected and administrative level with The County of Red Deer to ensure a coordinated and cooperative approach to land use planning in the area surrounding the city of Red Deer.	Joint City/County Strategy for revision of Joint General Municipal Plan.	Strategy agreed to by Q4 1996.		Gail Surkan/Mike Day	Currently under active discussion through the Joint General Municipal Plan process. Pending development of new Intermunicipal Development Plan
<b>1.5 PROTECTIVE &amp; EMERGENCY SERVICES</b>					
1.5.1 Continue with an effective Community Policing Program to address higher priority law enforcement and crime prevention needs of the community (e.g. de-institutionalization impacts, child prostitution, neighborhood safety, park safety, etc.).	Develop a Community Policing Strategy and Implementation Plan for the Police Department, in co-operation with the Policing Commission.	A written strategy with public input completed by Q2 1997.		Lowell Hodgson	An agency/partner workshop was held in October '96. More work to be done in early '97.
1.5.2 Deliver protective inspections (building, gas, plumbing, etc.) on a cost recovery basis and evaluate the feasibility of marketing the service outside the municipality.		Discussions/contact with communities ongoing.		Bryon Jeffers	Little interest shown by outside municipalities. Continuing contact.
1.5.3 Ensure the delivery of fire suppression, rescue, control of hazardous materials, Emergency 911 call answering and dispatch, and Basic Life Support and Advanced Life Support ambulance as part of our core mandate (those services, as defined by Council, for which the City has primary responsibility).	(Cross-reference with Long-Term Objective 1.1.5)  Determine method of delivery of E911 service. E911 Centrex approved by Council. Regional service offered.  To develop Emergency Services Master Plan.	Marketing program to be completed by October 1996.  Terms of Reference by Q4 1996. Master Plan to Council by Q3 1997.		Bryon Jeffers  Bryon Jeffers	.  E911 marketing very successful. Signed with Centrex. On line with Centrex and with communities starting March, 1997.  Emergency Services Master Plan underway. Completion July, 1997



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1.5.4 Review our current Emergency Services response goals and identify comprehensive objectives and actions to achieve these goals, ensuring extensive public input is used.	See 1.5.3				
1.5.5 Develop and implement public education and prevention programs in all areas of protective and emergency services.		Ongoing		Bryon Jeffers/Lowell Hodgson	Will be implementing increased inspection for fire code, etc.  Licensing and Inspection meeting with real estate managers and realtors.
1.5.6 Work at an elected and administrative level with surrounding municipalities, communities, and agencies to ensure the coordinated delivery of protective and emergency services.	See 1.1.5 and 1.5.3  Address the issue in Emergency Services Master Plan.	Ongoing		Bryon Jeffers/Gail Surkan	Mutual Aid Agreement between County and City signed. Arrangement is working well.
1.5.7 Update the Disaster Services Plan on a regular basis beginning in 1997 and assign appropriate resources to support disaster response readiness.	Complete the update of Disaster Services Plan and assignment of resources.	By end Q4 1996.		Bryon Jeffers	Plan updated. Significant work in area required in 1997. Funds will be placed in Budget for Council review.
1.5.8 Explore opportunities for all areas of the City's protective and emergency services to cooperate in service design and delivery.	Explore alternate delivery options for some emergency services ( <i>Bryon/Lowell to refine</i> ).	Emergency Services Master Plan to be completed March 1997.		Bryon Jeffers/Lowell Hodgson	Emergency Services Master Plan underway. See above.
<b>2.1 PROMOTION &amp; MARKETING</b>					
2.1.1 Continue efforts to develop partnerships with the business community to pursue new economic development initiatives.	Develop marketing strategy.			Bryon Jeffers	Central Alberta Business inventory program proceeding well.

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2.1.2 Continue to develop partnerships across the region to pursue new cooperative economic development initiatives.	Implement the Central Alberta Business Information Network and identify import replacement opportunities.  See 1.1.5	System in place. Data input.		Bryon Jeffers	See above.
2.1.3 Identify businesses and industries with high potential to locate in this area (e.g. petrochemical, agricultural) and aggressively pursue their location in the Red Deer region.	Design a small targeted recruitment program.	January 1997		Bryon Jeffers	Little work done.  Discussed issue with Mayor and Manager Q4, 1996. Will be discussion in 1997 Budget talks.
2.1.4 Assess current development regulations, protocols, and practices to identify any existing barriers to development and reduce these to the extent possible and practical.				Bryon Jeffers	Ongoing discussions with builders, developers, etc.  Contact and communication with builders and developers is improved. Processes streamlined.  Computerized permit system. System operational January, 1997.
2.1.5 Maintain a strong focus on downtown development by updating and adhering to the Downtown Concept Plan.	Mayor's Task Force  See 1.4.2 - CPR land and Downtown Development Plan.			Gail Surkan/Bryon Jeffers	Council approval given to "trust fund" built from revenues accruing when major redevelopment occurs resulting in increased assessment  Proposals closed, no response issues back to Council.
2.1.6 Promote the amenities, recreation facilities, parks, and attractions in Red Deer as assets to a lifestyle and quality of life that stimulates economic development.		Ongoing			Luke's and K&K Transport; Calgary Airport Mural, Development Centre Mural.

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<b>2.2 TOURISM</b>					
2.2.1 Continue to support the Visitor and Convention Bureau in fulfilling its role in coordination and promotion of tourism.		Ongoing		Lowell Hodgson	Ongoing support given. Bureau now coordinating all Waskasoo Park brochures on a contract basis.
2.2.2 Encourage other relevant community stakeholders to actively support tourism and tourism promotion.		Ongoing		Lowell Hodgson	
2.2.3 Encourage and support effective public-private partnerships (e.g. Convention Marketing Consortium) to market Red Deer's wide range of facilities, amenities, and opportunities to key tourist markets, particularly the visitor markets of Edmonton and Calgary.		Ongoing		Lowell Hodgson	
2.2.4 Develop specific strategies regarding the City's participation in the hosting of major events.				Lowell Hodgson	A guideline for hosting major events to be presented for the consideration of the Mayor by year end. This will become a line item in the Mayor's budget.
<b>2.3 LAND DEVELOPMENT</b>					
2.3.1 Maintain a City presence in land development to ensure long-range, balanced development of the community, and the availability of lots for individuals and small builders.	Report to Council on a Long-Term Strategy for City presence in land development.	Prepare report for Council by Q4 1996.		Bryon Jeffers	Report is being prepared. Deadline moved to Q1 1997.

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2.3.2 Maintain the City's market share of residential lot sales at 25% and actively encourage private sector participation in the development, marketing, and sale of commercial/industrial land.		Ongoing		Bryon Jeffers	Ongoing. See above.
2.3.3 Sell City land at market value and, where appropriate, make land available to developers in accordance with approved land use plans.		Ongoing		Bryon Jeffers	Ongoing.  Land sales very high this year (last quarter).
2.3.4 Continue to reduce the City's land inventory, particularly industrial land.		Ongoing		Bryon Jeffers	Industrial land sales good. See above.
2.3.5 Work with appropriate stakeholders to encourage the development of housing within the downtown core.		Consideration in CP Lands proposal.		Bryon Jeffers	Proposals in November 1996. See above.
2.3.6 Work cooperatively with surrounding municipalities to ensure short and longer-term infrastructure compatibility.	Include as strategy in Joint General Municipal Plan.	Ongoing		Bryon Jeffers/Gail Surkan	Currently in discussion with the County within the context of the new Intermunicipal Development Plan (Joint General Municipal Plan).  Working with County to address possibility of common standards.
<b>2.4 MUNICIPAL INFRASTRUCTURE</b>					
2.4.1 Develop and implement a comprehensive long-term infrastructure development, maintenance, and replacement plan.	See 1.1.1 - Identify specific initiatives resulting from Transportation Study update and include in Infrastructure Plan.	Ten-Year Infrastructure Plan and a Five year Major Capital Plan included with the 1997-99 Budget.		Alan Wilcock	Included in the 1997-99 budget documents presented to Council.



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2.4.2 Establish budget priorities based upon the premise that investment in infrastructure maintenance is a necessary annual investment rather than a discretionary cost.		Maintain annual review and update of the Community Services Ten-Year Capital Planning & Infrastructure Maintenance Plan, prior to budget development.		All Divisions	
2.4.3 Recognize the Red Deer Industrial Airport as an integral part of our infrastructure and strive for its continued economic viability.		Formation of Airport Authority - January 1997.		Bryon Jeffers	Airport Authority group set up (not legally constituted).  Assisting them wherever possible.  City Council acceptance of Business Plan and Financial partnership. Q4 1996
<b>3.1 ACCOUNTABILITY TO THE PUBLIC</b>					
3.1.1 Develop and use a variety of appropriate public input processes to determine public preferences on facilities/program/service priorities and levels of service, and to supply information on performance.	Develop a mechanism for gathering broad public feedback with respect to service levels and performance measures.			Mike Day/Grant Howell	Council approved a survey on Emergency Services, with potential for a few other questions on transportation. Contract has been signed and meetings between College and Administration have begun.
3.1.2 Develop and implement data/information collection processes required to measure ongoing organizational performance.	Incorporate outcome performance measures in 1997-99 Business Plans.	At least one performance measure per department in 1997-99 Budget.		All Divisions Mayor & City Manager	Selected - will be included in Business Plan.

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3.1.3 Use performance measurement results as well as the results from the public consultation activities as key inputs when establishing the City's service mandate and strategic plan priorities.				Mike Day/Gail Surkan	Performance Measures still under development.  Public consultation (public meeting, request for comment, public tabloid) and key inputs (i.e. stakeholder group, staff focus groups) used in Strategic Plan review process.
<b>3.2 ORGANIZATION STRUCTURE</b>					
3.2.1 Make an ongoing organizational commitment to establishing and reviewing strategic goals, communicating the results the City wishes to achieve (both internally and externally), monitoring the implementation of strategic initiatives, and measuring objectively the progress made in achieving the strategic goals.	Complete Strategic Plan Review	Plan reviewed by end Q2 and new Plan circulated to Department Managers.  Revised Plan placed on City's WebPage on Internet.		Mike Day/Pat Shaw	Plan to Kelly July 11, 1996 to place on City's Web Page.  Finalized Strategic Plan '96 circulated to Council, staff, City affiliated organizations (i.e., RCMP, Library, Parkland Community Planning, et al), City Boards, Committees, Commissions, M.L.A.'s, M.P. ,major organizations in the community and the media in Oct/Nov. 1996.
3.2.2 Provide staff with the responsibility, authority, resources, and accountability necessary to do an effective job.	System work for Third Floor Service Centre  New Telephone System  J.D. Edwards Phase 1A  Assessment/Tax IVR  Email/Schedule Plus  Internet Web Page  Implementation of J.D. Edwards Release 7.3	Preliminary system by end Q4, 1996  Complete by end Q1 1997  Complete by end Q4 1996  Complete by end Q4 1996  Complete by end Q3 1996  On Web by end Q2 1996  Complete by end Q4 1997		Alan Wilcock	Implemented end of Q 4, 1996  Scheduled for Q2, 1997  Completed Q4, 1996  Completed Q4, 1996  Implementation is being phased in. Expected to be completed in Q2 1997 Completed Q2 1996  Scheduled for 1997

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<b>Focus Area and Long-Term Objective</b>		<b>Objectives (Results to be Achieved this Year)</b>	<b>Completion Target/Measure</b>	<b>Action Plan No.</b>	<b>Lead Resource</b>	<b>Performance Review Comments</b>
3.2.3	Review/enhance the City's organizational structure and processes to ensure that they are matched appropriately to the City's Strategic Plan and evolving service mandate.	Review the Development Services Division by end Q4 1996.  Commence review of Corporate Services Division by Q1 1997.			Mike Day	Mayor and City Manager Business Plan for 1997-99 objective to achieve effective and efficient service delivery responsive to community need. Actions include completion of review of Development Services Division and commencement of review of Corporate Services Division in 1997.
<b>3.3 EFFECTIVE COMMUNICATION</b>						
3.3.1	Ensure the City's Communications Strategy facilitates effective communication with our employees, the media, and the community-at-large.	Review and update Communications Strategy and prepare a report to Council, including an Implementation Plan .	Completion of report and presentation to City Council by end Q1, 1997		Mike Day/Pat Shaw	Tentative funding allocation for communications/customer service staff person in Mayor & City Manager's 1997 Budget.  Report to Council concerning the position to include the customer service aspects.
<b>3.4 SERVICE DELIVERY</b>						
3.4.1	Choose the most effective delivery of service considering in order of priority the following options: <ul style="list-style-type: none"><li>• facilitate others providing a service directly</li><li>• enter into partnerships</li><li>• provide the service directly, with the exception of Social Services</li></ul>				All Divisions	Working with Nova regarding sewage treatment options.  All Social Planning services delivered through contracted, non-profit agencies. New agreements being developed with various sport organizations for development and operation of Edgar Athletic Park.

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Focus Area and Long-Term Objective	Objectives (Results to be Achieved this Year)	Completion Target/Measure	Action Plan No.	Lead Resource	Performance Review Comments
3.4.2 Review the range of services offered by the City every three years and refine/revise the City's service mandate to reflect emerging needs and changing conditions.	Incorporate Service Priority Review in the Corporate Planning Process.			Mike Day	Pat preparing a report updating the Corporate Plan---3 Year Planning Cycle to be discussed at Senior Management Team Nov. 7/96.
3.4.3 Establish and maintain adequate service standards for services provided directly by the City. Work to influence the service standards of organizations with which the City has a contract or funding agreement, with consideration to the level of City funding.				All Divisions	Three-Year Business Plans and Budgets now being prepared by all Community Services Division agencies that we contract services with, including performance measures.
3.4.4 Regardless of the way the service is delivered, the City will monitor, through public input, services that affect the quality of life in Red Deer and where necessary, ensure support for groups facilitated by or partnered with the City.				All Divisions	<i>Comment Cards</i> report from Community Services Division for 1996 to be presented to City Council in December 1996.
3.4.5 Develop and implement a customer service policy.				Grant Howell	Policy is complete and distributed to Manual holders.
3.4.6 Invest in the technology required to achieve optimal productivity and effectiveness.	See 3.2.2			All Divisions	Program and facility booking system for Recreation, Parks & Culture Department being considered for installation in January 1997.  Computer Permit System in January 1997 for Development Services Division.



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<b>Focus Area and Long-Term Objective</b>	<b>Objectives (Results to be Achieved this Year)</b>	<b>Completion Target/Measure</b>	<b>Action Plan No.</b>	<b>Lead Resource</b>	<b>Performance Review Comments</b>
<b>3.5 TRAINING AND DEVELOPMENT</b>					
3.5.1 Develop and implement a staff training and development plan for each City Department that reflects the City's strategic plan priorities, departmental priorities, and individual employee needs and aspirations.				All Divisions	Linked to Succession and Development Planning (may be influenced by decisions in 3.5.2).  New "Work Planning & Review" program includes provision for employees to identify their needs.
3.5.2 Develop and implement a corporate management development and succession plan that ensures the longer-term leader-ship needs of the City will be met.	Coordinate a Management Development and Succession Plan.	First review to be completed in Q1 1997.		Personnel Manager	Process has been developed and implementation time frame adopted June 6, 1996 by SMT.
<b>4.1 FINANCIAL RESPONSIBILITY</b>					
4.1.1 Work with the Provincial and Federal Governments to define programs/services that are truly a federal or provincial responsibility and refuse to fund any of these programs/services, other than those incorporated in the City's Business Plan.	See 1.3.1			All Divisions	Active participation by the Social Planning Manager with provincial FCSS in the redesign of that service.

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<b>Focus Area and Long-Term Objective</b>	<b>Objectives (Results to be Achieved this Year)</b>	<b>Completion Target/Measure</b>	<b>Action Plan No.</b>	<b>Lead Resource</b>	<b>Performance Review Comments</b>
4.1.2 Take a pro-active and persistent approach to senior levels of government to encourage and maintain partnerships, particularly relating to financial arrangements.				All Divisions	Al Roth working with the Province on Electric Energy Process Charges.
4.1.3 Encourage agencies with whom the City partners to look at ways to increase their ability to recover costs and become more self-sufficient.				All Divisions	An ongoing commitment. Our Archives service to those beyond the City may have a fee-for-service applied.
4.1.4 Explore innovative cost reduction and revenue generation options.		E9-1-1, Inspections		Bryon Jeffers  All Divisions	Discussed above.
<b>4.2 DEBT MANAGEMENT</b>					
4.2.1 Pay down long-term debt as quickly as possible where it is cost-effective to do so.	Develop a policy for Council's approval regarding a permanent commitment to no additional long-term debt, with a permanent goal of zero long-term debt.	Policy in 1997-99 Budget for Council approval.  No borrowing required for 1997-2001 Five-Year Capital Budget.		Alan Wilcock	Included in the 1997-99 Budget documents  1997-99 Budget documents presented to Council were prepared accordingly
<b>4.3 BUDGET AND ACCOUNTING</b>					
4.3.1 Use program review data, incl. assessment of results achieved, to help establish priorities and budgets.	See 3.1.2			All Divisions	
4.3.2 Identify annual operating costs for major capital projects when significant additional operating costs are expected, including the impact on other projects.				All Divisions	

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Focus Area and Long-Term Objective	Objectives (Results to be Achieved this Year)	Completion Target/Measure	Action Plan No.	Lead Resource	Performance Review Comments
4.3.3 Focus Council's review of the budget on high level policy decisions including results to be achieved, programs/services to be funded, and service levels to be maintained.		New budget format for 1997		Alan Wilcock	The 1997-99 Budget presented to Council is in the new format.
4.3.4 Prepare the City's Three-Year Operating Budget based upon no increase in the residential and non-residential tax rates.		Three-Year Operating Budget for 1997-99 prepared based on a 0% increase in property and business taxes.		Alan Wilcock	The 1997-99 Budget presented to Council was prepared based on a 0% increase.
<b>4.4 COST EFFECTIVE SERVICE DELIVERY</b>					
4.4.1 Partner with surrounding municipalities to develop and deliver selected services using a regional service delivery model, where this is mutually beneficial and cost effective.	See 1.1.5 and 1.5.3			Bryon Jeffers/Lowell Hodgson	Dealing with mutual aid, assistance issues, regional 911.  Possible Engineering resource share with County..
4.4.2 Review and streamline internal operating procedures to increase efficiency and reduce costs. Employees throughout the organization will be encouraged to identify opportunities for cost efficiencies and improved service.	See 1.1.2			All Divisions	

**FILE**

**Council Decision - January 27, 1997 Meeting**

**DATE:** January 28, 1997  
**TO:** Senior Management Team  
**FROM:** City Clerk  
**RE:** **STRATEGIC PLAN STATUS REPORT**

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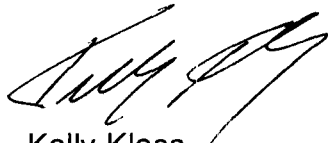
**Reference Report:** Senior Management Team, dated  
January 23, 1997

**Resolution Passed:**

Report received as information with compliments from Council as to the thoroughness and usefulness of this document for Council Members.

**Report Back to Council Required:** No

**Comments/Further Action:** N/A



Kelly Kloss  
City Clerk

KK/clr