

CITY COUNCIL ADDITIONAL AGENDA

Monday, January 24, 2011 – Council Chambers, City Hall

Call to Order:	3:00 PM
Recess:	5:00 PM to 6:00 PM
Public Hearing(s):	6:00 PM

I. REPORTS

- I.1. Approval of 2011 Operating Budget
Division: Corporate Services
Department: Financial Services

(Agenda Pages 1 – 4)

- I.2. Red Deer Regional Airport
Request for Funding
Division: Planning Services

(Agenda Pages 5 – 16)

- I.3. Bill 203, The Alberta Get Outdoors (GO) Weekend Act
Request for Support from Dave Rodney, MLA, Calgary Lougheed
Division: Community Services
Department: Recreation, Parks & Culture

(Agenda Pages 17 – 20)



DATE: January 20, 2011

TO: Craig Curtis, City Manager

FROM: Dean Krejci
Financial Services Manager

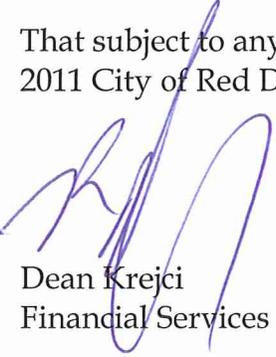
RE: **2011 Operating Budget**

History:

Over the last few weeks, Council has considered Department Service Plan Presentations related to the 2011 Budget. Following the completion of the presentations Council began and concluded the 2011 Budget deliberations on Friday January 14, 2011. A revised 2011 Budget Summary, including all changes made by Council during budget deliberations, is attached.

Recommendations:

That subject to any further changes, Council passes a budget resolution approving the 2011 City of Red Deer Operating Budget.



Dean Krejci
Financial Services Manger

**THE CITY OF RED DEER
OPERATING FUND - 2011 BUDGET SUMMARY - Council Approved on January 14, 2011**

Department Utility / Business Enterprise	Property Tax &	BRZ Tax	Requisitions	Government Transfers (Grants)	Revenue	Expend- itures	Debt Payments	Deprecia- tion on Public Utilities	Internal Charges & Recoveries	Transfers From Reserves or Surplus	Transfers To Reserves or Surplus	Transfers To Capital	Transfers From Capital	Transfers To/From Operating	Total
OPERATING - TAX SUPPORTED															
Taxation	(127,957,312)	(250,000)	33,788,759	-	-	2,488,043	-	-	-	-	-	-	-	-	(91,930,510)
General City Revenues	-	-	-	(1,193,543)	(7,568,716)	-	-	-	-	-	-	-	-	-	(8,762,259)
General City Programs	-	-	-	-	-	3,580,756	2,925,632	-	-	(4,729,654)	1,596,793	4,042,539	-	(21,633,675)	(14,217,609)
Human Resources	-	-	-	(91,399)	(41,400)	2,948,443	-	11,326	-	(151,326)	-	-	-	-	2,675,644
Mayor & City Manager	-	-	-	-	(2,000)	725,502	-	-	916	-	-	-	-	-	724,418
Communications & Strategic Planning	-	-	-	-	-	1,026,135	-	-	11,953	-	-	-	(37,807)	(95,538)	904,743
Legislative & Governance Services	-	-	-	-	(65,875)	2,090,390	-	-	32,817	-	-	-	-	19,924	2,077,256
Corporate Services	-	-	-	-	(7,525)	1,544,234	-	-	2,650	-	-	-	-	-	1,539,359
Revenue & Assessment Services	-	-	-	-	(238,424)	4,606,605	-	-	11,200	-	-	-	-	(1,912,552)	2,466,829
Information Technology Services	-	-	-	-	(108,000)	5,872,721	-	1,572,717	(672,906)	(1,572,717)	-	706,000	(574,706)	(197,762)	5,025,347
Financial Services	-	-	-	-	-	3,843,778	-	-	18,650	-	-	-	-	(66,988)	3,795,440
Development Services	-	-	-	-	-	480,741	-	-	-	-	-	-	-	-	480,741
Engineering Services	-	-	-	-	(277,390)	3,655,157	1,241,294	2,499	(477,127)	(2,499)	3,518,692	-	(4,759,986)	(418,044)	2,482,596
Emergency Services	-	-	-	-	(9,241,599)	24,493,899	-	466,492	970,912	(466,492)	367,728	51,000	-	937,321	17,579,261
EL&P Street & Traffic Lights	-	-	-	-	-	2,086,696	-	-	105,200	-	-	-	-	-	2,191,896
Public Works	-	-	-	(248,000)	(6,869,047)	9,454,545	-	15,995,599	(406,290)	(15,995,599)	6,500,000	1,367,356	-	(8,913)	9,789,651
Environmental Services	-	-	-	-	(162,300)	868,367	-	4,042,230	307,702	(4,042,230)	-	55,000	-	(307,239)	761,530
Planning Directorate	-	-	-	-	-	893,159	-	-	7,000	(163,500)	-	-	-	(37,080)	699,579
Planning Services	-	-	-	-	(256,843)	995,357	-	-	8,000	-	-	-	-	80,050	824,564
Inspections & Licensing	-	-	-	-	(2,509,170)	4,818,561	-	229,594	480,425	(229,594)	-	-	-	(79,164)	2,710,652
Land & Economic Development	-	-	-	-	(59,810)	1,033,245	-	-	2,700	-	-	-	-	-	976,135
Community Services	-	-	-	-	(40,080)	4,397,647	-	-	(39,254)	(65,000)	-	-	-	-	4,253,313
Police	-	-	-	(2,013,603)	(4,300,500)	24,238,715	-	927,141	220,205	(927,141)	-	-	-	-	18,144,817
Recreation Parks & Culture	-	-	-	(141,450)	(7,504,879)	26,441,387	-	4,616,630	1,999,014	(4,731,377)	903,061	149,000	(63,674)	-	21,667,712
Social Planning	-	-	-	(5,790,535)	-	7,107,268	16,719	99,227	10,262	(134,227)	10,206	-	-	-	1,318,920
Transit System	-	-	-	-	(4,778,922)	10,499,582	-	971,622	6,096,441	(971,622)	-	-	-	2,874	11,819,975
Total Tax Supported	(127,957,312)	(250,000)	33,788,759	(9,478,530)	(44,032,480)	150,190,933	4,183,645	28,935,077	8,688,470	(34,182,978)	12,896,480	6,370,895	(5,436,173)	(23,716,786)	-
OPERATING - UTILITIES, ETC.															
Electric Light & Power Utility	-	-	-	-	(37,241,600)	22,177,702	1,015,208	3,563,000	450,661	(6,982,000)	1,933,229	7,032,000	(100,000)	8,151,800	-
Parking Fund	-	-	-	-	(2,582,692)	1,086,599	534,732	371,367	111,940	(371,367)	588,038	-	-	261,383	-
Subdivision Fund	-	-	-	-	(18,736,990)	1,111,346	-	-	32,500	-	200,000	34,463,200	(17,589,947)	519,891	-
Equipment Fund	-	-	-	-	(46,500)	7,339,811	-	3,819,041	(12,390,471)	(317,420)	141,050	1,655,842	(505,522)	304,169	-
Water Utility	(29,100)	-	-	-	(26,980,794)	8,755,761	1,085,624	4,915,720	588,496	(18,296,676)	13,867,010	10,395,000	-	5,698,959	-
Wastewater Utility	(33,800)	-	-	-	(23,989,388)	7,074,164	2,121,088	5,903,592	483,098	(18,609,824)	12,260,920	8,742,000	-	6,048,150	-
Solid Waste Utility	-	-	-	-	(15,204,339)	11,387,424	-	252,696	91,892	(1,878,159)	2,309,052	309,000	-	2,732,434	-
Total Utilities & Business Enterprises	(62,900)	-	-	-	(124,782,303)	58,932,807	4,756,652	18,825,416	(10,631,884)	(46,455,446)	31,299,299	62,597,042	(18,195,469)	23,716,786	-
TOTAL OPERATING BUDGET	(128,020,212)	(250,000)	33,788,759	(9,478,530)	(168,814,783)	209,123,740	8,940,297	47,760,493	(1,943,414)	(80,638,424)	44,195,779	68,967,937	(23,631,642)	-	-

THE BUDGET	\$ (272,774,766)		\$ 265,824,530		\$ 6,950,236
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Comments:

The report submitted by Administration represents the discussion during the 2011 Operating Budget debate.

“Craig Curtis”
City Manager

ORIGINAL



Council Decision – January 24, 2011

DATE: January 25, 2011
TO: Dean Krejci, Financial Services Manager
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Approval of 2011 Operating Budget

Reference Report:

Financial Services Manager, dated January 20, 2011

Resolution:

The following resolution was passed during the Regular Council Meeting held on Monday, January 24, 2011:

“**Resolved** that Council of The City of Red Deer having considered the report from the Financial Services Manager, dated January 20, 2011, re: 2011 Operating Budget, having reviewed the 2011 Operating Budget hereby approves the 2011 Operating Budget details as shown on Attachment 1 titled “Operating Fund – 2011 Budget Summary – Council approved on January 14, 2011.”

Comments/Further Action:

A copy of Attachment 1 titled “Operating Fund – 2011 Operating Budget Summary – Council approved on January 14, 2011” is attached for your information.

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

Elaine Vincent
Legislative & Governance Services Manager
/attach.

- c. Director of Corporate Services
John Fluney, Financial Analyst
Mary Bovair, Financial Analyst

ADDITIONAL
AGENDA - BACKUP
+ ORIGINAL
REPORTS

DATE: January 20, 2011

TO: Craig Curtis, City Manager

FROM: Dean Krejci
Financial Services Manager

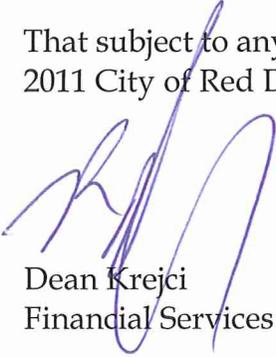
RE: 2011 Operating Budget

History:

Over the last few weeks, Council has considered Department Service Plan Presentations related to the 2011 Budget. Following the completion of the presentations Council began and concluded the 2011 Budget deliberations on Friday January 14, 2011. A revised 2011 Budget Summary, including all changes made by Council during budget deliberations, is attached.

Recommendations:

That subject to any further changes, Council passes a budget resolution approving the 2011 City of Red Deer Operating Budget.


Dean Krejci
Financial Services Manger

THE CITY OF RED DEER

OPERATING FUND - 2011 BUDGET SUMMARY - Council Approved on January 14, 2011 - Attachment 1

Department Utility / Business Enterprise	Property Tax &	BRZ Tax	Requisitions	Government Transfers (Grants)	Revenue	Expend- itures	Debt Payments	Deprecia- tion on Public Utilities	Internal Charges & Recoveries	Transfers From Reserves or Surplus	Transfers To Reserves or Surplus	Transfers To Capital	Transfers From Capital	Transfers To/From Operating	Total
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Parking Fund	-	-	-	-	(2,582,692)	1,086,599	534,732	371,367	111,940	(371,367)	588,038	-	-	261,383	-
Subdivision Fund	-	-	-	-	(18,736,990)	1,111,346	-	-	32,500	-	200,000	34,463,200	(17,589,947)	519,891	-
Equipment Fund	-	-	-	-	(46,500)	7,339,811	-	3,819,041	(12,390,471)	(317,420)	141,050	1,655,842	(505,522)	304,169	-
Water Utility	(29,100)	-	-	-	(26,980,794)	8,755,761	1,085,624	4,915,720	588,496	(18,296,676)	13,867,010	10,395,000	-	5,698,959	-
Wastewater Utility	(33,800)	-	-	-	(23,989,388)	7,074,164	2,121,088	5,903,592	483,098	(18,609,824)	12,260,920	8,742,000	-	6,048,150	-
Solid Waste Utility	-	-	-	-	(15,204,339)	11,387,424	-	252,696	91,892	(1,878,159)	2,309,052	309,000	-	2,732,434	-
Total Utilities & Business Enterprises	(62,900)	-	-	-	(124,782,303)	58,932,807	4,756,652	18,825,416	(10,631,884)	(46,455,446)	31,299,299	62,597,042	(18,195,469)	23,716,786	-
TOTAL OPERATING BUDGET	(128,020,212)	(250,000)	33,788,759	(9,478,530)	(168,814,783)	209,123,740	8,940,297	47,760,493	(1,943,414)	(80,638,424)	44,195,779	68,967,937	(23,631,642)	-	-

THE BUDGET

\$ (272,774,766)

\$ 265,824,530

\$ 6,950,236

**RED DEER REGIONAL AIRPORT**

Box 370, Penhold, AB T0M 1R0

Ph. (403) 886-4388

Fax (403) 886-4398

Email: yqfadmin@reddeerregionalairport.comWeb: reddeerregionalairport.com

Date: January 21, 2011

To: Craig Curtis, City Manager

From: Cyril Cooper, CEO, Red Deer Regional Airport

Re: De-icing Facility Funding for 2011

Background:

The economic impact of the Red Deer Regional airport is currently 40 million dollars to the Red Deer Region and by 2020 will increase to 88 million (according to the Gibbings Consulting report). Airport infrastructure is vital for the City to grow in size and for new and existing businesses to grow. The Red Deer Regional Airport needs scheduled passenger service to qualify for the Airport Capital Assistance Program (ACAP). Through the ACAP program, the Red Deer Regional Airport has applied for 4 million dollars to improve the runways, taxiways and apron. These airport infrastructure improvements, coupled with development of a de-icing facility will attract new airplane carriers to our region and help secure the long term viability of the airport. Please refer to the executive summary from Jacobs Consultancy.

The Red Deer Regional Airport (RDRA) requested funding for the construction of a de-icing facility to assist in the attraction of scheduled air service and to improve the services offered at the airport.

On March 3, 2010 The City of Red Deer, Red Deer County and Western Economic Diversification jointly agreed to fund a de-icing facility for the Red Deer Regional Airport, a total sum of \$450,000. This funding partnership was equally funded with each organization agreeing to pay \$150,000 for the facility. Initial job costing for the de-icing facility was completed by Jacobs Consultancy, an international aviation consulting firm.

In July of 2010 Jacobs Consultancy was awarded the design, tendering and engineering of the facility. After the tendering of the project was completed, the de-icing facility tender submissions resulted in an overage of \$800,000. The reason why the project was not within budget is undetermined. Potential factors could be an increase in labor and supply costs, an error in the calculations based on the region or most likely late season tendering and construction, which may have increased the price. There were tight timelines due to the need to lay asphalt before winter set in. The original estimates did not include a de-icing truck and related de-icing equipment which is now contained within the total project budget.

When the project came in over tender, the project was placed on hold, to allow for the airport to acquire sufficient funds from The City and County to complete the de-icing facility and purchase additional equipment for de-icing.

Current Situation:

A de-icing facility is imperative for the future growth and development of the Red Deer Regional airport. Within the 5 year business plan created by Jacobs Consultancy it lists the de-icing facility in the capital plan as being very important to attract scheduled airline service to the Red Deer Regional airport. Please review the Jacobs Consultancy report exhibit 19.

The de-icing facility is an asphalt pad with a holding tank that is placed in the ground. The pad has airport directional lighting to ensure the safety of pilots. Also, additional lighting is installed to increase the visibility for the de-icing workers. This specialized pad captures the fluid that is sprayed onto an airplane by a de-icing truck. The advantage of the de-icing facility is to reduce the impact on the environment by recapturing the de-icing fluid and it also creates a location where heavy aircraft can de-ice their planes without interfering with the airport operations. Please review the attached engineering drawing of the de-icing facility.

Swanberg Air currently offers regularly scheduled service to and from Calgary-Red Deer-Edmonton-Grand Prairie and Fort Nelson. They have indicated that the Red Deer Regional airport is the only airport that does not have a facility and that they would use RDRA's de-icing services.

Financial Implications

Based on the tender submissions, we are now estimating the de-icing facility cost at up to \$1.2 million plus an additional \$300,000 for the equipment, materials and training to start operating the new facility. The \$1.5 million request is proposed to be split equally between the City and County. With County

approval already, if approved by the City then Western Economic Diversification will continue to contribute their pre-approved \$150,000.

The City of Red Deer has an approved budget for \$150,000 in 2010 for the de-icing facility, of which approximately \$30,000 has already been expended for engineering of the project. An additional \$600,000 is required to complete the project less the \$75,000 paid by Western Economic Diversification as the City portion to the project; the total amount now being requested from the City of Red Deer is up to **\$525,000**, which includes the cost of a de-icing truck.

The project has been designed and tendered, hence it will be easy to re-tender the project in the spring of 2011, which will hopefully result in cost savings.

Please review the attached overall budget of the de-icing facility.

Recommendation:

City Council approves funding the construction of a de-icing facility at the Red Deer Regional Airport for \$525,000.

Cyril Cooper
Chief Executive Officer, RDRAA

- a) Schematic of de-icing facility
- b) De-icing facility budget
- c) Copy to Paul Meyette, Director of Planning Services
- d) Copy to Dean Krejci, Financial Services Manager

Executive Summary

Introduction

This document constitutes the Business Plan for the Red Deer Regional Airport (RDRA). It begins with a chronological background to the airport's development and ownership and discusses the economic and geographic setting for the airport.

Red Deer County is located directly between Alberta's two largest centres, Calgary and Edmonton. Population in the Red Deer Region has been increasing steadily over the past ten years and this steady growth has encouraged large national and international businesses to relocate to the Red Deer area. At the heart of the county is the City of Red Deer. Red Deer is a thriving centre and the development of several new manufacturing projects and the announcement of hundreds of new jobs are positive indicators of the continuing economic prosperity in the region.

The RDRA is located 8 km south of the City of Red Deer and immediately adjacent to the Hamlet of Springbrook. In 1970, the federal government leased the airport to the province that then in turn leased it to the City of Red Deer.¹ In 1981, the airport was deeded to the Province of Alberta by an order-in-council. The City operated the airport as the Red Deer Industrial Airport until September 1, 1999 at which time the airport was transferred to the Red Deer Regional Airport Authority (RDRAA). In addition, the land that the airport is on is fully owned by the RDRA and its Board. The RDRAA is comprised of appointees from the City of Red Deer, Red Deer County and the Red Deer Chamber of Commerce. The Authority has been created under the Airport Authority Act. The airport is now referred to as the Red Deer Regional Airport (RDRA).

The RDRAA now faces the daunting task of becoming self-sufficient in an era of government cutbacks and lack of funding for the aviation community, which is heightened due to the current economic recession worldwide and substantial need for capital to maintain the current facility. The survival of the airport is important to the continued economic growth of this region. As such, the Province (Ministry of Transportation), City, County and Chamber have authorized the preparation of a five-year Business Plan.

Study Objectives & Scope

The purpose of the Study was to prepare a Five Year Airport Business Plan which would provide the funders with a framework for the future development of the Airport and to identify business growth opportunities. The overall objective of this assignment was to prepare a comprehensive improvement, development, and business plan for the Red Deer Regional Airport (RDRA). The report will:

- Perform an analysis of achievement towards the RDRA master plan and the impediments to its realization;
- Identify the capital needs to operate the RDRA in order to realize the vision and future role of the airport;
- Develop a business and operational plan;
- Evaluate the six principles from the vision of the Red Deer Regional Airport;
- Establish the economic impact and feasibility of viable scheduled passenger services;
- Prioritize implementation of recommendations and phasing of investments; and
- Identify benefits of investments to stakeholders.

¹ The transfer of the Red Deer Regional Airport was a complex series of transfers from government group to government group unlike many of the airport transfers in the Province.

The scope of the project included:

- Review of existing studies and documentation;
- Collection of field data through various means (interviews, surveys, databases, etc.);
- A SWOT analysis;
- Consultation with key stakeholders;
- A focus session with the Airport Authority Board members and other key stakeholders;
- Assessment of air service demand, potential services, case studies, and preparation of an air service development presentation;
- Calculation of the forecast economic impact of viable scheduled service;
- Preparation of a Capital Development Plan for the Red Deer Regional Airport (RDRA);
- Preparation of a 5-year Business Plan; and
- Preparation and submission of a draft and final report.

The Airport

The airport currently serves a number of charter operators and is the fourth busiest regional airport in Western Canada, based on aircraft movement. Currently, only a single Tier 3 operator (Northwestern Air) provides scheduled passenger service at the airport to Fort McMurray. In addition, there are several weekly charters, including Air Canada that provides air transport to oil and gas project sites in northern Alberta. Approximately, 80% of passenger traffic from the Red Deer region uses Calgary International Airport (YYC) for scheduled and charter services and 20% use Edmonton International Airport (YEG). Currently, ground transportation to YYC/YEG on Highway 2 takes approximately 1.5 hours travel time and is susceptible to poor driving conditions during winter months. Furthermore, through stakeholder interviews, it was revealed that parking charges are excessive and an overnight stay at a hotel is often required when using Calgary based air services.

The Airport currently has 48 tenants and serves the following general aviation sectors:

- Charter operations (e.g. Charter Solutions, Coast to Coast Helicopters Inc., Mustang Helicopters, Northwestern Air);
- Flight training (e.g. Sky Wings Aviation Academy); and
- Aircraft maintenance and overhaul (e.g. Hillman Air).

Based on a study performed by Inside Canadian Airports in November of 2005², the estimated economic impact of the RDRA (including tenants) was forecasted at \$39.4 million. At that time, a projected 55,000 E/D passengers in 2020 saw a projected growth in the total economic impact to approximately, \$88.1 million. Under the scenario of increased scheduled service (to Vancouver and Kelowna), we are projecting 110,837 E/D passengers by 2013, leading to a substantial increase in the economic impact of the current general aviation airport operations.

Stakeholder Consultations

Extensive survey information of the community was recently gathered; therefore, only supplementary information was required that was gathered through targeted interviews with key stakeholders, including airport and airline tenants, as well as the prominent businesses in Red Deer. These discussions were used to assist in identifying opportunities and challenges facing the airport, and to obtain their perspective on what is required to enhance the ongoing viability of the airport and contribution to the community, including the potential for new air services.

² "Red Deer Regional Airport – Business Case Study with Socio-Economic Impact and Benefits." November 2005. Gibbings Consulting Ltd.

Consultations were held with key stakeholders, including but not limited to:

- Red Deer Airport Authority members;
- Provincial and regional tourism officials;
- City of Red Deer and County of Red Deer mayors;
- Red Deer Chamber of Commerce representatives; and,
- Representatives from key industries that use the airport extensively.

Key Study Findings & Recommendations **Business Development Strategies and Implementation**

During the preparation of this business plan, it became evident that the current operation of the RDRA is not sustainable in its current state. The need for an extensive amount of capital over the next five-years requires the airport to aggressively pursue development opportunities to allow the facility to become financially self-sufficient. To this end, there is a need to attract and retain scheduled air service from a major carrier, as well as optimize land that is not required for core airport operating purposes, and to increase the Airport Improvement Fee, tenant lease payments and other sources of revenue to fund day-to-day operations and future capital programs. Furthermore, there is a need to build a closer link with the regional economy and stakeholders, as the Airport Authority cannot grow the business at the airport in isolation.

Scheduled air service is a key priority for the RDRA, as discussed in the "Air Service Development" section. The following are other business opportunities that are suggested to be pursued by the RDRA Airport Authority:

- Increase airport fees and charges, including the land lease rate;
- Seek the development of additional general aviation hangars by private owners/operators or third party developers;
- Seek the development of additional industries at the airport;
- Assist Airspray (the major on-site tenant providing fire suppression services) in expanding their facilities and operations at the airport;
- Encourage general aviation tenants currently based at Edmonton City Centre Airport (ECCA) to relocate their operations to the Red Deer Airport through an incentive program;
- Pursue other flight training opportunities or operators, as well as work with the existing operator to develop links with Red Deer College in foreign flight training programs; and,
- Explore opportunities for creating additional revenues that would become feasible with the growth of scheduled passenger activity within the terminal building, including: the provision of air carrier lease space (counters, offices, etc.); additional food and beverage opportunities; retail concessions, car rental, pay telephones, internet advertising, public parking, etc.

Marketing

The study identified three primary goals that the RDRA marketing plan would need to address:

- The need to creatively enhance the Airport's operations so that it may become financially self sufficient within five-years;
- The need to solidify and further build a close link between the economy of the region and the Airport; and,
- The desire to lever assets and land, not required for core airport operating purposes, as additional revenue sources to help subsidize operations.

The study proposes five implementable actions, identified as those best suited for responding to the identified goals, which will form the nucleus of the RDRA's marketing plan.

1. Market to retain existing users and attract new general aviation users;
2. Retain and promote scheduled, itinerant, and local aviation traffic;
3. Create community awareness;
4. Attract compatible non-aviation development; and,
5. Develop airport support services.

Initially, it is suggested that the CEO and Authority members will assume all marketing functions. Consequently, there are no operating costs associated with the initiatives contained in this study; however, there may be associated capital costs. A review of the marketing function of the RDRA's Authority members should be reviewed in two- to three-years when operating surpluses are forecast. At that time, consideration may be given to retaining a dedicated, full-time Marketing Director.

Air Service Development

For the Airport to achieve long-term financial sustainability, it is critical for new scheduled passenger service to be obtained, as it generates the most significant portion of future Airport revenues. To this end, the implementation of the following strategies/tasks is recommended over the next five-years.

- Pursue ongoing opportunities for scheduled service.
- Take advantage of industry affiliations and remain current with industry trends with respect to air service.
- Work with the air carriers on a regular basis in an effort to improve scheduling and pricing levels.
- Pursue opportunities for new or enhanced passenger air routes, including upgrades to regional jet service, development of new routes to other regional airports, and additional non-stop passenger services.
- Pursue opportunities to add affordable customs clearance capabilities.
- Work closely with the stakeholders, local travel agents and associations, and operators of various tourist attractions and Travel Alberta to develop a tourism marketing strategy, which would promote the use of air transportation as the primary means for inbound travel. This could include joint marketing packages, creation of charter packages and group tours, and discounting opportunities with other vendors and businesses.
- Identify and study, along with local travel agents and associations, opportunities for direct outbound charters to sun spot destinations.

Financial Plan

The study's financial plan provides an analysis of the financial implications of the business plan based on estimates surrounding present and future operations at the RDRA. The analysis provides a realistic overview of possible financial outcomes.

Despite planned capital expenditures of about \$8.845 million over the next five-years, that includes runway, terminal and parking upgrade projects, the RDRA will attempt, through the implementation of this business plan, to initiate efforts that will create a break-even financial position within this period. The capital funds associated with the terminal improvements would be expended only if there was certainty with respect to the sustainability of scheduled air service by a major carrier. The "target" growth scenario represents approximately 62,038 annual aircraft movements by 2013 or an 13.5% increase and passenger growth to 200,381, representing an increase of 264% over the next five-years, which will generate sufficient revenues to allow for a self-sustaining state beginning in the year 2014. The financial performance of the Airport has not improved (and has remained in a deficit situation) since 2003. Clearly, if the airport continues down this path, the revenue generated will be insufficient and federal and provincial grants would be required in the future to meet basic operating costs and maintenance capital, along with other capital requirements associated with turning the airport into a modern aviation facility.

Outlook

The most prudent choice for the RDRA to pursue consists of incremental scheduled services (i.e. to Vancouver and Kelowna). However, if scheduled service is not expanded upon and the airport role remains solely as a general aviation airport, primary stakeholders may potentially be forced into a situation in which they would have to fund any capital and operating shortfalls. Therefore, the airport needs sustained scheduled service by a major carrier to provide incremental revenue and access to federal grant funding for capital projects necessary to sustain the airport. Given the Airport's strategic location, capacity for future development, and assortment of diverse business opportunities, the Airport believes it can capture these new revenues, which will ensure the long-term viability of the airport serving the community and the region. In order to capitalize on these opportunities, the RDRA

will need to establish strategic partnerships with the Province, City, County, Airport tenants, and the local business community, and embark on a proactive marketing and business development program.

Exhibit 19: The RDRA Five-Year Capital Plan¹

Red Deer Regional Airport 5-Year Plan	
Potential ACAP Funding	

YR	Project (Infrastructure Need)	Expenditure
1	Purchase Sweeper/Plowtruck	\$650,000
	Snowblower replacement	\$420,000
	YR 1 Total	\$1,070,000

Red Deer Regional Airport 5-Year Plan	
Funding by Others	

YR	Project (Infrastructure Need)	Expenditure
	Main apron add aircraft de-icing station/collection area	\$500,000
1	Public parking surface repairs	\$100,000
	Public parking "pay & display" equipment	\$15,000
	Terminal building upgrade/minimal expansion - planning cost	\$150,000
	YR 1 Total	\$765,000

May 1/09: Vancouver via DHC-8-100
July 1/09: Kelowna via B1900D

Scheduled Service
Forecast

2	RYW 11-29 rehab/repair intersection with RWY 16/34	\$1,200,000
	Taxiway A, B, D rehab/overlay	\$900,000
	Parking bay addition to present Maintenance Shop	\$175,000
	YR2 Total	\$2,275,000

	SMS - PAL equipment (truck \$40K + PAL \$35K)	\$75,000
2	Taxiway C rehab/overlay	\$300,000
	Storm water management of airside drainage and repair	\$100,000
	Terminal building upgrade/minimal expansion - construction cost	\$1,000,000
	YR2 Total	\$1,475,000

Jan 1-April 30/10: Vancouver via DHC-8-100

Jan 1-Dec 31/10: Kelowna via B1900D

May 1/10: Vancouver via DHC-8-300

¹ Estimates are provided for Business Planning, forecasting, and estimation purposes only; not for construction purposes.

3	Main apron rehabilitation	\$1,000,000	Jan 1-Dec 31/11: Vancouver via DHC-8-300 Jan 1-Dec 31/11: Kelowna via B1900D
	Main parking lot repair/rehab	\$500,000	
	Electric gate and new security fencing by ATB	\$70,000	
	YR3 Total	\$1,570,000	
4	Sand shed replacement	\$120,000	Jan 1-Dec 31/12: Vancouver via DHC-8-300 Jan 1-Dec 31/12: Kelowna via B1900D
	Overlay of RWY 16/34	\$1,500,000	
	YR4 Total	\$1,620,000	
	Rehab ramp connecting hangars to main ramp	\$1,600,000	
5	Perimeter fencing of airport	\$150,000	Jan 1-Dec 31/13: Vancouver via DHC-8-300 Jan 1-Dec 31/13: Kelowna via B1900D
	Replace utility service truck (#85)	\$75,000	
	Repair and pave Echo taxiway	\$450,000	
	YR5 Total	\$150,000	
6	Replace Batwing mower	\$20,000	Jan 1-Dec 31/13: Vancouver via DHC-8-300 Jan 1-Dec 31/13: Kelowna via B1900D
	Pavement repairs - Apron 2 Air Spray apron	\$800,000	
	Replace tractor	\$80,000	
	YR5 Total	\$900,000	
Total for 5 Years		\$6,685,000	
Total for 5 Years		\$6,045,000	

*Note: Airport fire truck (\$500,000) will receive federal funding



JACOBS Consultancy

2000 Argenta Road, Plaza 1, Suite 400,
 Maple Grove, ON L6M 1P7
 Tel: (416) 619-4713
 Fax: (416) 236-4850



- Notes:**
- OWNER DOES NOT WARRANT ACCURACY OF THE BASE INFORMATION ON PLANS REGARDING LOCATION AND EXTENT OF ALL STRUCTURES AND SERVICES, INCLUDING THOSE WHICH MAY NOT BE SHOWN ON PLANS. FIELD CHECK AND VERIFY ALL DIMENSIONS ON THE WORK AND REPORT DISCREPANCIES TO ENGINEER PRIOR TO PROCEEDING WITH CONSTRUCTION.
 - PAD MILLED SURFACE WITH BASE COURSE HMAC AS REQUIRED. SO THAT SURFACE COURSE IS CONSISTENT 50mm THICKNESS. SURVEY SURFACE FOLLOWING MILLING/GRINDING IN ORDER TO DETERMINE EXTENT AND THICKNESS OF PAVING.
 - SALVAGE EXISTING GRANULARS AND SUPPLEMENT WITH NEW GRANULAR TO ACHIEVE PROPOSED GRADES.
 - SLOPE SUBGRADE TOWARD SEWER TRENCH AT MINIMUM 1% SLOPE AND PROVIDE ADDITIONAL GRANULAR SUBBASE AS REQUIRED.

LEGEND

	HEAVY DUTY APRON/TAXIWAY PAVEMENT
	LIGHT DUTY VEHICLE PAVEMENT
	CONCRETE AIRCRAFT APRON PAVEMENT
	HMAC OVERLAY - 50mm PLUS PAVING (NOTE 3)
	SALVAGE EX. GRANULARS (NOTE 3)
	PROPOSED CATCH-BASIN STORM MANHOLE
	PROPOSED CATCH-BASIN
	PROPOSED MANHOLE

NO.	DATE	BY	REASON
1	AM 2010-8-26	J.J.D.	ISSUED FOR TENDER
0	AM 2010-8-16	J.J.D.	ISSUED FOR CLIENT REVIEW
			revisions
			approved
			checked
			drawn

JACOBS Consultancy

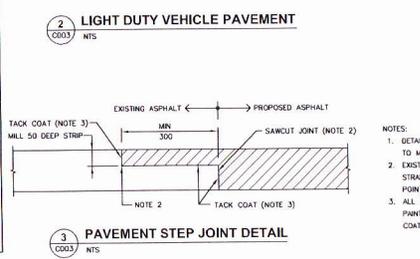
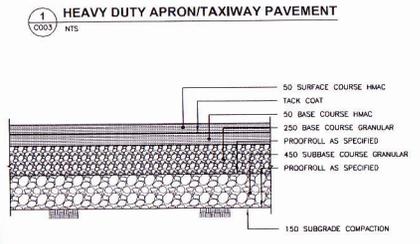
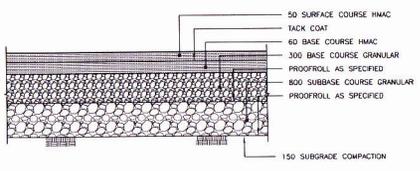
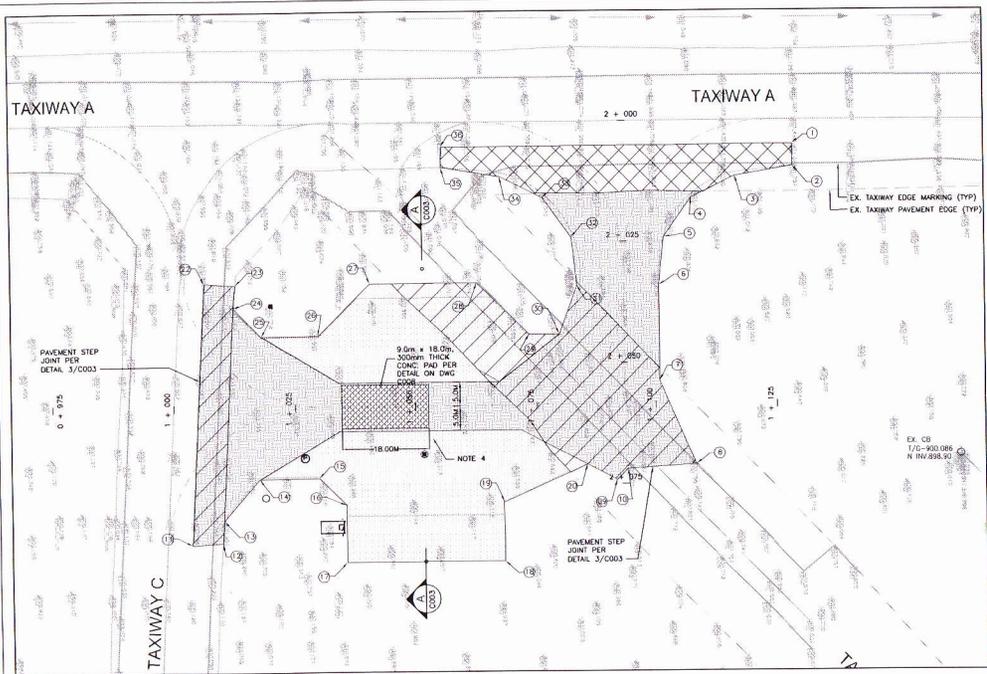
2000 Argenta Road, Plaza 1, Suite 400,
 Maple Grove, ON L6M 1P7
 Tel: (416) 619-4713
 Fax: (416) 236-4850

**AIRCRAFT DE-ICING FACILITY
 RED DEER REGIONAL AIRPORT**

PAVEMENTS PLAN

designed by: AMJJ.J.D.
 drawn by: M.Z.
 approved by: J.J.D.
 scale of: 1:500
 sheet: 04 of 04

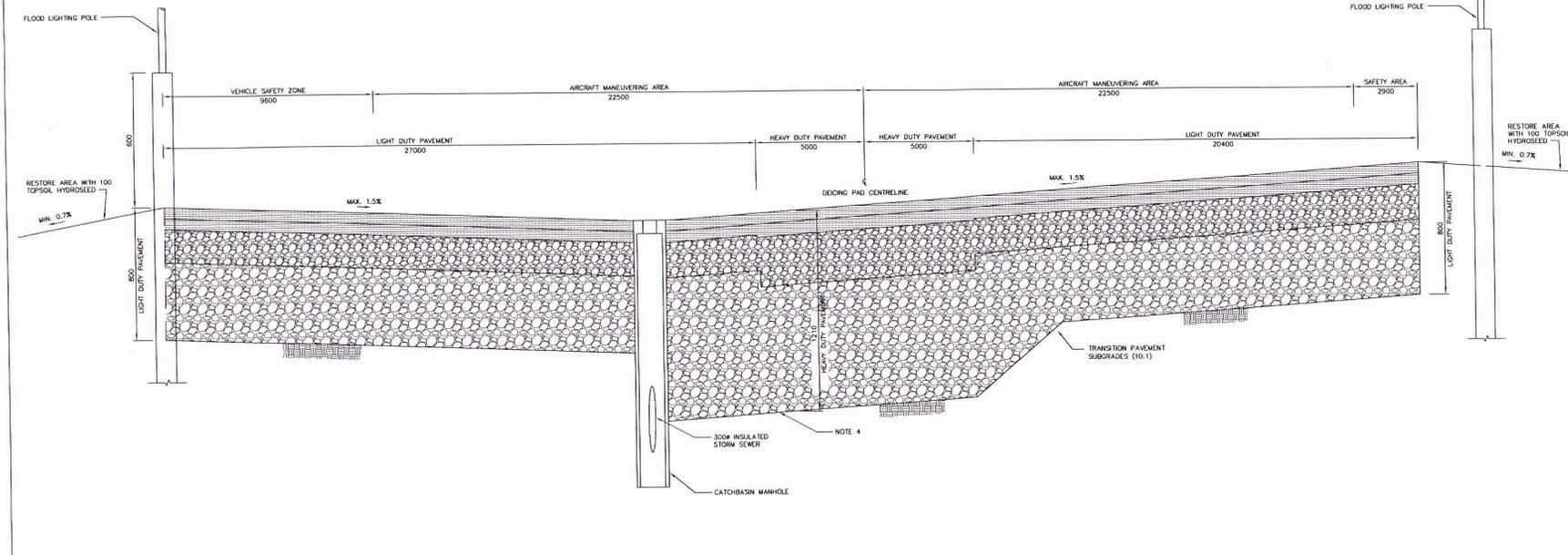
9372-04-C003



CO-ORDINATE INFORMATION

PT. ID.	DESC.	EASTING	NORTHING
01	PI	7587.086	5784022.587
02	PI	7558.411	5784145.161
03	PI	7560.368	5784133.200
04	PI	7564.866	5784124.269
05	PI	7572.977	5784118.420
06	PI	7582.918	5784113.314
07	PI	7602.557	5784117.360
08	PI	7619.938	5784124.863
09	PI	7623.064	5784108.064
10	PI	7620.761	5784110.421
11	PI	7635.996	5784019.990
12	PI	7635.619	5784026.210
13	PI	7639.933	5784028.515
14	PI	7622.455	5784033.950
15	PI	7622.428	5784046.296
16	PI	7627.990	5784051.885
17	PI	7639.752	5784051.913
18	PI	7639.677	5784084.413
19	PI	7627.555	5784084.384
20	PI	7619.843	5784101.853
21	PI	7582.093	5784022.807
22	PI	7582.450	5784029.245
23	PI	7587.153	5784028.777
24	PI	7593.094	5784034.529
25	PI	7593.078	5784046.248
26	PI	7582.334	5784056.943
27	PI	7582.282	5784079.116
28	PI	7593.878	5784089.861
29	PI	7592.863	5784096.169
30	PI	7582.916	5784099.919
31	PI	7572.977	5784098.614
32	PI	7564.866	5784092.965
33	PI	7560.368	5784084.034
34	PI	7558.411	5784072.070
35	PI	7554.125	5784072.107
36	PI		

- NOTES:**
- DETAIL SHALL APPLY WHEREVER PROPOSED PAVEMENTS ARE TO MATCH INTO EXISTING.
 - EXISTING PAVEMENT EDGES SHALL BE SAWCUT TO FORM A STRAIGHT, CLEAN VERTICAL FACE, AVOID CREATING TRANSITION POINT IN AREAS OF CRACKED OR DISTRESSED ASPHALT.
 - ALL SAWCUT FACES AT WHICH JOINTS ARE MADE SHALL BE PAINTED WITH UNIFORM AND CONTINUOUS COATING OF TACK COAT, THICKNESS AS PER SPECIFICATION.



Comments:

I recommend that we proceed with funding assuming the County provides matching funds and this commitment of funding will secure the federal funding available from Western Economic Diversification.

“Craig Curtis”
City Manager

DATE: January 25, 2011
TO: Cyril Cooper, Acting Red Deer Regional Airport Manager
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Red Deer Regional Airport – Request for Funding

Reference Report:

Acting Red Deer Regional Airport Manager, dated January 21, 2011.

Resolution:

The following resolution was passed during the Regular Council Meeting held on Monday, January 24, 2011:

“Whereas the Red Deer Regional Airport makes a significant contribution to the commercial, tourism and economic viability of the Central Alberta region; and

Whereas The City of Red Deer as an appointer to the Red Deer Regional Airport Authority Board, has been and continues to be a significant provider of financial support to the Red Deer Airport Authority to ensure its ongoing operational viability and benefits to Central Alberta; and

Whereas the Red Deer Regional Airport has applied for funding for the construction of a de-icing facility from the federal department of Western Economic Diversification; and

Whereas The City of Red Deer supports and affirms the Red Deer Regional Airport Authority’s request for funding from the Western Economic Diversification Fund and directs that a letter of support be sent to Member of Parliament Earl Dreeshen to express The City’s support; Whereas The City of Red Deer supports and affirms the Red Deer Regional Airport Authority’s request for funding from the Western Economic Diversification Fund and directs that a letter of support be sent to Member of Parliament Earl Dreeshen to express The City’s support;

Now therefore be it resolved that Council of The City of Red Deer having considered the report from the Red Deer Regional Airport Chief Executive Officer, dated January 21, 2011 Re: De-icing Facility Funding for 2011, hereby approves the funding of up to \$525,000 for the de-icing facility at the Red Deer Regional Airport, with the funding to come from the Tax Stabilization Reserve subject to confirmation that this support will secure the federal funding.”

Report Back to Council: No

Comments/Further Action:

This office will prepare a letter of support for the Mayor’s signature to be sent to Member of Parliament Earl Dreeshen.



Elaine Vincent
Legislative & Governance Services Manager

- c Lorraine Poth, Corporate Services Director
- Paul Meyeette, Director of Planning Services
- Howard Thompson, Land & Economic Development Manager
- Dean Krejci, Financial Services Manager

ORIGINAL



OFFICE OF THE MAYOR

February 7, 2011

Ms. Shirley Heidecker
Western Economic Diversification
Suite 1500, Canada Place
9700 Jasper Avenue
Edmonton, AB T5J 4H7

Dear Ms Heidecker:

**Re: Red Deer Regional Airport Request for Funding
Western Economic Diversification**

At the Monday, January 24, 2011 Red Deer City Council Meeting, Council approved the funding of up to \$525,000 for the de-icing facility at the Red Deer Regional Airport. The following resolution was passed:

“Whereas the Red Deer Regional Airport makes a significant contribution to the commercial, tourism and economic viability of the Central Alberta region; and

Whereas The City of Red Deer as an appointer to the Red Deer Regional Airport Authority Board, has been and continues to be a significant provider of financial support to the Red Deer Airport Authority to ensure its ongoing operational viability and benefits to Central Alberta; and

Whereas the Red Deer Regional Airport has applied for funding for the construction of a de-icing facility from the federal department of Western Economic Diversification; and

Whereas The City of Red Deer supports and affirms the Red Deer Regional Airport Authority’s request for funding from the Western Economic Diversification Fund and directs that a letter of support be sent to Member of Parliament Earl Dreeshen to express The City’s support;

Now therefore be it resolved that Council of The City of Red Deer having considered the report from the Red Deer Regional Airport Chief Executive Officer, dated January 21, 2011 Re: De-icing Facility Funding for 2011, hereby approves the funding of up to \$525,000 for the de-icing facility at the Red Deer Regional Airport, with the funding to come from the Tax Stabilization Reserve subject to confirmation that this support will secure the federal funding.”

February 7, 2011
Page 2

This letter is to confirm The City of Red Deer's support for the Red Deer Regional Airport 's request for funding for the construction of a de-icing facility from the Western Economic Diversification Fund.

I would ask for confirmation of the funding being given to the Red Deer Regional Airport from the Western Economic Diversification Fund at your earliest convenience.

Sincerely,

A handwritten signature in black ink that reads "Morris Flewwelling". The signature is written in a cursive, flowing style.

Morris Flewwelling
Mayor

c Councillors
 Director of Corporate Services
 Financial Services Manager



ORIGINAL

OFFICE OF THE MAYOR

January 26, 2011

Mr. E. Dreeshen, MP
4921 – 47 Street
Red Deer, AB T4N 1R4

Dear Mr. Dreeshen:

A handwritten signature in cursive that reads 'Earl'.

**Re: Red Deer Regional Airport Request for Funding
Western Economic Diversification**

At the Monday, January 24, 2011 Red Deer City Council Meeting, Council approved the funding of up to \$525,000 for the de-icing facility at the Red Deer Regional Airport. The following resolution was passed:

“Whereas the Red Deer Regional Airport makes a significant contribution to the commercial, tourism and economic viability of the Central Alberta region; and

Whereas The City of Red Deer as an appointer to the Red Deer Regional Airport Authority Board, has been and continues to be a significant provider of financial support to the Red Deer Airport Authority to ensure its ongoing operational viability and benefits to Central Alberta; and

Whereas the Red Deer Regional Airport has applied for funding for the construction of a de-icing facility from the federal department of Western Economic Diversification; and

Whereas The City of Red Deer supports and affirms the Red Deer Regional Airport Authority’s request for funding from the Western Economic Diversification Fund and directs that a letter of support be sent to Member of Parliament Earl Dreeshen to express The City’s support;

Now therefore be it resolved that Council of The City of Red Deer having considered the report from the Red Deer Regional Airport Chief Executive Officer, dated January 21, 2011 Re: De-icing Facility Funding for 2011, hereby approves the funding of up to \$525,000 for the de-icing facility at the Red Deer Regional Airport, with the funding to come from the Tax Stabilization Reserve subject to confirmation that this support will secure the federal funding.”

January 26, 2011
Page 2

This letter is to confirm The City of Red Deer's support for the Red Deer Regional Airport's request for funding for the construction of a de-icing facility from the Western Economic Diversification Fund.

I would ask for confirmation of the funding being given to the Red Deer Regional Airport from the Western Economic Diversification Fund at your earliest convenience.

Sincerely,

A handwritten signature in cursive script that reads "Morris".

Morris Flewwelling
Mayor

c Councillors
Director of Corporate Services
Financial Services Manager

ORIGINAL



RED DEER REGIONAL AIRPORT

Box 370, Penhold, AB T0M 1R0

Ph. (403) 886-4388

Fax (403) 886-4398

Email: yqfadmin@reddeerregionalairport.com

Web: reddeerregionalairport.com

Date: January 21, 2011

To: Craig Curtis, City Manager

From: Cyril Cooper, CEO, Red Deer Regional Airport

Re: De-icing Facility Funding for 2011

Background:

The economic impact of the Red Deer Regional airport is currently 40 million dollars to the Red Deer Region and by 2020 will increase to 88 million (according to the Gibbings Consulting report). Airport infrastructure is vital for the City to grow in size and for new and existing businesses to grow. The Red Deer Regional Airport needs scheduled passenger service to qualify for the Airport Capital Assistance Program (ACAP). Through the ACAP program, the Red Deer Regional Airport has applied for 4 million dollars to improve the runways, taxiways and apron. These airport infrastructure improvements, coupled with development of a de-icing facility will attract new airplane carriers to our region and help secure the long term viability of the airport. Please refer to the executive summary from Jacobs Consultancy.

The Red Deer Regional Airport (RDRA) requested funding for the construction of a de-icing facility to assist in the attraction of scheduled air service and to improve the services offered at the airport.

On March 3, 2010 The City of Red Deer, Red Deer County and Western Economic Diversification jointly agreed to fund a de-icing facility for the Red Deer Regional Airport, a total sum of \$450,000. This funding partnership was equally funded with each organization agreeing to pay \$150,000 for the facility. Initial job costing for the de-icing facility was completed by Jacobs Consultancy, an international aviation consulting firm.

In July of 2010 Jacobs Consultancy was awarded the design, tendering and engineering of the facility. After the tendering of the project was completed, the de-icing facility tender submissions resulted in an average of \$800,000. The reason why the project was not within budget is undetermined. Potential factors could be an increase in labor and supply costs, an error in the calculations based on the region or most likely late season tendering and construction, which may have increased the price. There were tight timelines due to the need to lay asphalt before winter set in. The original estimates did not include a de-icing truck and related de-icing equipment which is now contained within the total project budget.

When the project came in over tender, the project was placed on hold, to allow for the airport to acquire sufficient funds from The City and County to complete the de-icing facility and purchase additional equipment for de-icing.

Current Situation:

A de-icing facility is imperative for the future growth and development of the Red Deer Regional airport. Within the 5 year business plan created by Jacobs Consultancy it lists the de-icing facility in the capital plan as being very important to attract scheduled airline service to the Red Deer Regional airport. Please review the Jacobs Consultancy report exhibit 19.

The de-icing facility is an asphalt pad with a holding tank that is placed in the ground. The pad has airport directional lighting to ensure the safety of pilots. Also, additional lighting is installed to increase the visibility for the de-icing workers. This specialized pad captures the fluid that is sprayed onto an airplane by a de-icing truck. The advantage of the de-icing facility is to reduce the impact on the environment by recapturing the de-icing fluid and it also creates a location where heavy aircraft can de-ice their planes without interfering with the airport operations. Please review the attached engineering drawing of the de-icing facility.

Swanberg Air currently offers regularly scheduled service to and from Calgary-Red Deer-Edmonton-Grand Prairie and Fort Nelson. They have indicated that the Red Deer Regional airport is the only airport that does not have a facility and that they would use RDRA's de-icing services.

Financial Implications

Based on the tender submissions, we are now estimating the de-icing facility cost at up to \$1.2 million plus an additional \$300,000 for the equipment, materials and training to start operating the new facility. The \$1.5 million request is proposed to be split equally between the City and County. With County

approval already, if approved by the City then Western Economic Diversification will continue to contribute their pre-approved \$150,000.

The City of Red Deer has an approved budget for \$150,000 in 2010 for the de-icing facility, of which approximately \$30,000 has already been expended for engineering of the project. An additional \$600,000 is required to complete the project less the \$75,000 paid by Western Economic Diversification as the City portion to the project; the total amount now being requested from the City of Red Deer is up to \$525,000, which includes the cost of a de-icing truck.

The project has been designed and tendered, hence it will be easy to re-tender the project in the spring of 2011, which will hopefully result in cost savings.

Please review the attached overall budget of the de-icing facility.

Recommendation:

City Council approves funding the construction of a de-icing facility at the Red Deer Regional Airport for \$525,000.

Cyril Cooper
Chief Executive Officer, RDRAA

- a) Schematic of de-icing facility
- b) De-icing facility budget
- c) Copy to Paul Meyette, Director of Planning Services
- d) Copy to Dean Krejci, Financial Services Manager

Executive Summary

Introduction

This document constitutes the Business Plan for the Red Deer Regional Airport (RDRA). It begins with a chronological background to the airport's development and ownership and discusses the economic and geographic setting for the airport.

Red Deer County is located directly between Alberta's two largest centres, Calgary and Edmonton. Population in the Red Deer Region has been increasing steadily over the past ten years and this steady growth has encouraged large national and international businesses to relocate to the Red Deer area. At the heart of the county is the City of Red Deer. Red Deer is a thriving centre and the development of several new manufacturing projects and the announcement of hundreds of new jobs are positive indicators of the continuing economic prosperity in the region.

The RDRA is located 8 km south of the City of Red Deer and immediately adjacent to the Hamlet of Springbrook. In 1970, the federal government leased the airport to the province that then in turn leased it to the City of Red Deer.¹ In 1981, the airport was deeded to the Province of Alberta by an order-in-council. The City operated the airport as the Red Deer Industrial Airport until September 1, 1999 at which time the airport was transferred to the Red Deer Regional Airport Authority (RDRAA). In addition, the land that the airport is on is fully owned by the RDRA and its Board. The RDRAA is comprised of appointees from the City of Red Deer, Red Deer County and the Red Deer Chamber of Commerce. The Authority has been created under the Airport Authority Act. The airport is now referred to as the Red Deer Regional Airport (RDRA).

The RDRAA now faces the daunting task of becoming self-sufficient in an era of government cutbacks and lack of funding for the aviation community, which is heightened due to the current economic recession worldwide and substantial need for capital to maintain the current facility. The survival of the airport is important to the continued economic growth of this region. As such, the Province (Ministry of Transportation), City, County and Chamber have authorized the preparation of a five-year Business Plan.

Study Objectives & Scope

The purpose of the Study was to prepare a Five Year Airport Business Plan which would provide the funders with a framework for the future development of the Airport and to identify business growth opportunities. The overall objective of this assignment was to prepare a comprehensive improvement, development, and business plan for the Red Deer Regional Airport (RDRA). The report will:

- Perform an analysis of achievement towards the RDRA master plan and the impediments to its realization;
- Identify the capital needs to operate the RDRA in order to realize the vision and future role of the airport;
- Develop a business and operational plan;
- Evaluate the six principles from the vision of the Red Deer Regional Airport;
- Establish the economic impact and feasibility of viable scheduled passenger services;
- Prioritize implementation of recommendations and phasing of investments; and
- Identify benefits of investments to stakeholders.

¹ The transfer of the Red Deer Regional Airport was a complex series of transfers from government group to government group unlike many of the airport transfers in the Province.

The scope of the project included:

- Review of existing studies and documentation;
- Collection of field data through various means (interviews, surveys, databases, etc.);
- A SWOT analysis;
- Consultation with key stakeholders;
- A focus session with the Airport Authority Board members and other key stakeholders;
- Assessment of air service demand, potential services, case studies, and preparation of an air service development presentation;
- Calculation of the forecast economic impact of viable scheduled service;
- Preparation of a Capital Development Plan for the Red Deer Regional Airport (RDRA);
- Preparation of a 5-year Business Plan; and
- Preparation and submission of a draft and final report.

The Airport

The airport currently serves a number of charter operators and is the fourth busiest regional airport in Western Canada, based on aircraft movement. Currently, only a single Tier 3 operator (Northwestern Air) provides scheduled passenger service at the airport to Fort McMurray. In addition, there are several weekly charters, including Air Canada that provides air transport to oil and gas project sites in northern Alberta. Approximately, 80% of passenger traffic from the Red Deer region uses Calgary International Airport (YYC) for scheduled and charter services and 20% use Edmonton International Airport (YEG). Currently, ground transportation to YYC/YEG on Highway 2 takes approximately 1.5 hours travel time and is susceptible to poor driving conditions during winter months. Furthermore, through stakeholder interviews, it was revealed that parking charges are excessive and an overnight stay at a hotel is often required when using Calgary based air services.

The Airport currently has 48 tenants and serves the following general aviation sectors:

- Charter operations (e.g. Charter Solutions, Coast to Coast Helicopters Inc., Mustang Helicopters, Northwestern Air);
- Flight training (e.g. Sky Wings Aviation Academy); and
- Aircraft maintenance and overhaul (e.g. Hillman Air).

Based on a study performed by Inside Canadian Airports in November of 2005², the estimated economic impact of the RDRA (including tenants) was forecasted at \$39.4 million. At that time, a projected 55,000 E/D passengers in 2020 saw a projected growth in the total economic impact to approximately, \$88.1 million. Under the scenario of increased scheduled service (to Vancouver and Kelowna), we are projecting 110,837 E/D passengers by 2013, leading to a substantial increase in the economic impact of the current general aviation airport operations.

Stakeholder Consultations

Extensive survey information of the community was recently gathered; therefore, only supplementary information was required that was gathered through targeted interviews with key stakeholders, including airport and airline tenants, as well as the prominent businesses in Red Deer. These discussions were used to assist in identifying opportunities and challenges facing the airport, and to obtain their perspective on what is required to enhance the ongoing viability of the airport and contribution to the community, including the potential for new air services.

² "Red Deer Regional Airport – Business Case Study with Socio-Economic Impact and Benefits." November 2005. Gibbings Consulting Ltd.

Consultations were held with key stakeholders, including but not limited to:

- Red Deer Airport Authority members;
- Provincial and regional tourism officials;
- City of Red Deer and County of Red Deer mayors;
- Red Deer Chamber of Commerce representatives; and,
- Representatives from key industries that use the airport extensively.

Key Study Findings & Recommendations

Business Development Strategies and Implementation

During the preparation of this business plan, it became evident that the current operation of the RDRA is not sustainable in its current state. The need for an extensive amount of capital over the next five-years requires the airport to aggressively pursue development opportunities to allow the facility to become financially self-sufficient. To this end, there is a need to attract and retain scheduled air service from a major carrier, as well as optimize land that is not required for core airport operating purposes, and to increase the Airport Improvement Fee, tenant lease payments and other sources of revenue to fund day-to-day operations and future capital programs. Furthermore, there is a need to build a closer link with the regional economy and stakeholders, as the Airport Authority cannot grow the business at the airport in isolation.

Scheduled air service is a key priority for the RDRA, as discussed in the "Air Service Development" section. The following are other business opportunities that are suggested to be pursued by the RDRA Airport Authority:

- Increase airport fees and charges, including the land lease rate;
- Seek the development of additional general aviation hangars by private owners/operators or third party developers;
- Seek the development of additional industries at the airport;
- Assist Airspray (the major on-site tenant providing fire suppression services) in expanding their facilities and operations at the airport;
- Encourage general aviation tenants currently based at Edmonton City Centre Airport (ECCA) to relocate their operations to the Red Deer Airport through an incentive program;
- Pursue other flight training opportunities or operators, as well as work with the existing operator to develop links with Red Deer College in foreign flight training programs; and,
- Explore opportunities for creating additional revenues that would become feasible with the growth of scheduled passenger activity within the terminal building, including: the provision of air carrier lease space (counters, offices, etc.); additional food and beverage opportunities; retail concessions, car rental, pay telephones, internet advertising, public parking, etc.

Marketing

The study identified three primary goals that the RDRA marketing plan would need to address:

- The need to creatively enhance the Airport's operations so that it may become financially self sufficient within five-years;
- The need to solidify and further build a close link between the economy of the region and the Airport; and,
- The desire to lever assets and land, not required for core airport operating purposes, as additional revenue sources to help subsidize operations.

The study proposes five implementable actions, identified as those best suited for responding to the identified goals, which will form the nucleus of the RDRA's marketing plan.

1. Market to retain existing users and attract new general aviation users;
2. Retain and promote scheduled, itinerant, and local aviation traffic;
3. Create community awareness;
4. Attract compatible non-aviation development; and,
5. Develop airport support services.

Initially, it is suggested that the CEO and Authority members will assume all marketing functions. Consequently, there are no operating costs associated with the initiatives contained in this study; however, there may be associated capital costs. A review of the marketing function of the RDRA's Authority members should be reviewed in two- to three-years when operating surpluses are forecast. At that time, consideration may be given to retaining a dedicated, full-time Marketing Director.

Air Service Development

For the Airport to achieve long-term financial sustainability, it is critical for new scheduled passenger service to be obtained, as it generates the most significant portion of future Airport revenues. To this end, the implementation of the following strategies/tasks is recommended over the next five-years.

- Pursue ongoing opportunities for scheduled service.
- Take advantage of industry affiliations and remain current with industry trends with respect to air service.
- Work with the air carriers on a regular basis in an effort to improve scheduling and pricing levels.
- Pursue opportunities for new or enhanced passenger air routes, including upgrades to regional jet service, development of new routes to other regional airports, and additional non-stop passenger services.
- Pursue opportunities to add affordable customs clearance capabilities.
- Work closely with the stakeholders, local travel agents and associations, and operators of various tourist attractions and Travel Alberta to develop a tourism marketing strategy, which would promote the use of air transportation as the primary means for inbound travel. This could include joint marketing packages, creation of charter packages and group tours, and discounting opportunities with other vendors and businesses.
- Identify and study, along with local travel agents and associations, opportunities for direct outbound charters to sun spot destinations.

Financial Plan

The study's financial plan provides an analysis of the financial implications of the business plan based on estimates surrounding present and future operations at the RDRA. The analysis provides a realistic overview of possible financial outcomes.

Despite planned capital expenditures of about \$8.845 million over the next five-years, that includes runway, terminal and parking upgrade projects, the RDRA will attempt, through the implementation of this business plan, to initiate efforts that will create a break-even financial position within this period. The capital funds associated with the terminal improvements would be expended only if there was certainty with respect to the sustainability of scheduled air service by a major carrier. The "target" growth scenario represents approximately 62,038 annual aircraft movements by 2013 or an 13.5% increase and passenger growth to 200,381, representing an increase of 264% over the next five-years, which will generate sufficient revenues to allow for a self-sustaining state beginning in the year 2014. The financial performance of the Airport has not improved (and has remained in a deficit situation) since 2003. Clearly, if the airport continues down this path, the revenue generated will be insufficient and federal and provincial grants would be required in the future to meet basic operating costs and maintenance capital, along with other capital requirements associated with turning the airport into a modern aviation facility.

Outlook

The most prudent choice for the RDRA to pursue consists of incremental scheduled services (i.e. to Vancouver and Kelowna). However, if scheduled service is not expanded upon and the airport role remains solely as a general aviation airport, primary stakeholders may potentially be forced into a situation in which they would have to fund any capital and operating shortfalls. Therefore, the airport needs sustained scheduled service by a major carrier to provide incremental revenue and access to federal grant funding for capital projects necessary to sustain the airport. Given the Airport's strategic location, capacity for future development, and assortment of diverse business opportunities, the Airport believes it can capture these new revenues, which will ensure the long-term viability of the airport serving the community and the region. In order to capitalize on these opportunities, the RDRA

will need to establish strategic partnerships with the Province, City, County, Airport tenants, and the local business community, and embark on a proactive marketing and business development program.

Exhibit 19: The RDRA Five-Year Capital Plan¹

Red Deer Regional Airport 5-Year Plan	
Potential ACAP Funding	

YR	Project (Infrastructure Need)	Expenditure
1	Purchase Sweeper/Plowtruck	\$650,000
	Snowblower replacement	\$420,000
	YR 1 Total	\$1,070,000

2	RYW 11-29 rehab/repair intersection with RWY 16/34	\$1,200,000
	Taxiway A, B, D rehab/overlay	\$900,000
	Parking bay addition to present Maintenance Shop	\$175,000
	YR2 Total	\$2,275,000

Red Deer Regional Airport 5-Year Plan	
Funding by Others	

YR	Project (Infrastructure Need)	Expenditure
	Main apron add aircraft de-icing station/collection area	\$500,000
1	Public parking surface repairs	\$100,000
	Public parking "pay & display" equipment	\$15,000
	Terminal building upgrade/minimal expansion - planning cost	\$150,000
	YR 1 Total	\$765,000

May 1/09: Vancouver via DHC-8-100
July 1/09: Kelowna via B1900D

	SMS - PAL equipment (truck \$40K + PAL \$35K)	\$75,000
2	Taxiway C rehab/overlay	\$300,000
	Storm water management of airside drainage and repair	\$100,000
	Terminal building upgrade/minimal expansion - construction cost	\$1,000,000
	YR2 Total	\$1,475,000

Jan 1-April 30/10: Vancouver via DHC-8-100
Jan 1-Dec 31/10: Kelowna via B1900D
May 1/10: Vancouver via DHC-8-300

¹ Estimates are provided for Business Planning, forecasting, and estimation purposes only; not for construction purposes.

3	Main apron rehabilitation	\$1,000,000
	Main parking lot repair/rehab	\$500,000
	Electric gate and new security fencing by ATB	\$70,000
	YR3 Total	\$1,570,000

	Rehab ramp connecting hangars to main ramp	\$1,600,000
3	Replace RWY sander unit with a prewet unit	\$80,000
	Approach lighting 16 & 34	\$300,000
	Replace 1/2 pickup (staff 20)	\$40,000
	YR3 Total	\$2,020,000

Jan 1-Dec 31/11:
Vancouver via DHC-8-300
Jan 1-Dec 31/11:
Kelowna via B1900D

4	Sand shed replacement	\$120,000
	Overlay of RWY 16/34	\$1,500,000
	YR4 Total	\$1,620,000

	Replace utility service truck (#85)	\$75,000
4	Repair and pave Echo taxiway	\$450,000
	Replace tar pot unit	\$60,000
	Widening of 16/34 (98' to 100' wide)	\$300,000
	YR4 Total	\$885,000

Jan 1-Dec 31/12:
Vancouver via DHC-8-300
Jan 1-Dec 31/12:
Kelowna via B1900D

5	Perimeter fencing of airport	\$150,000
	YR5 Total	\$150,000

	Replace Batwing mower	\$20,000
5	Pavement repairs - Apron 2 Air Spray apron	\$800,000
	Replace tractor	\$80,000
	YR5 Total	\$900,000

Jan 1-Dec 31/13:
Vancouver via DHC-8-300
Jan 1-Dec 31/13:
Kelowna via B1900D

	Total for 5 Years	\$6,685,000
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	Total for 5 Years	\$6,045,000
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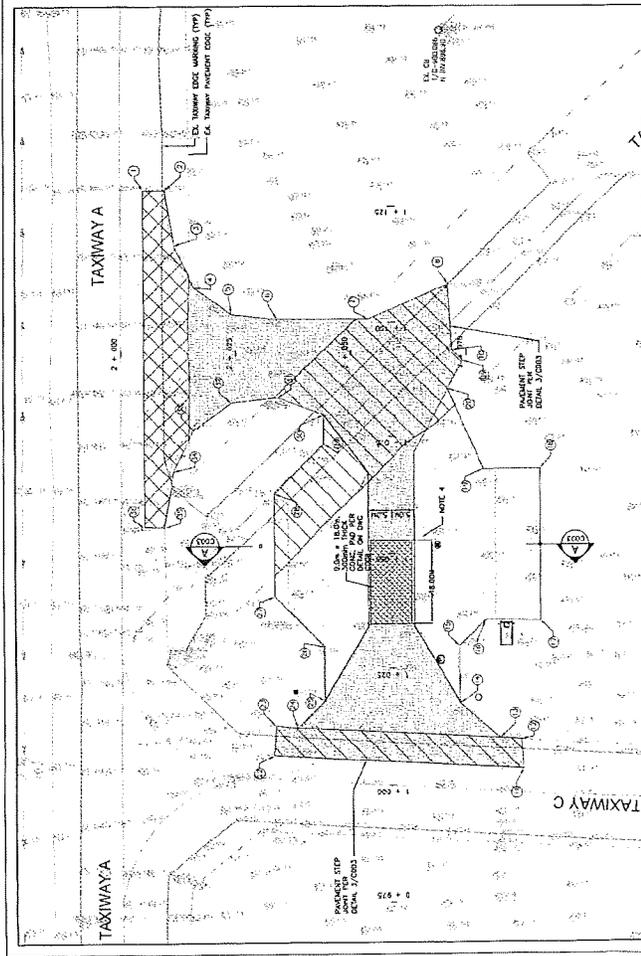
*Note: Airport fire truck (\$500,000) will receive federal funding

Aircraft De-icing Facility Budget

January 14, 2011

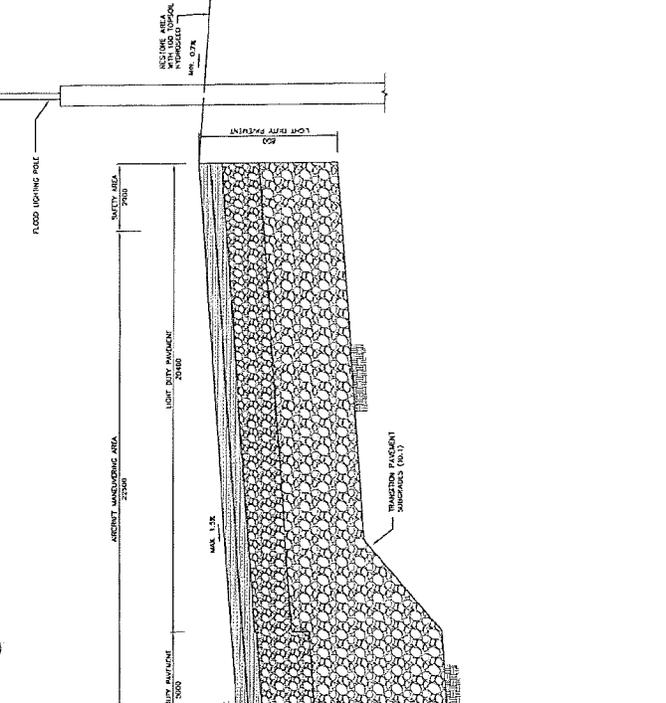
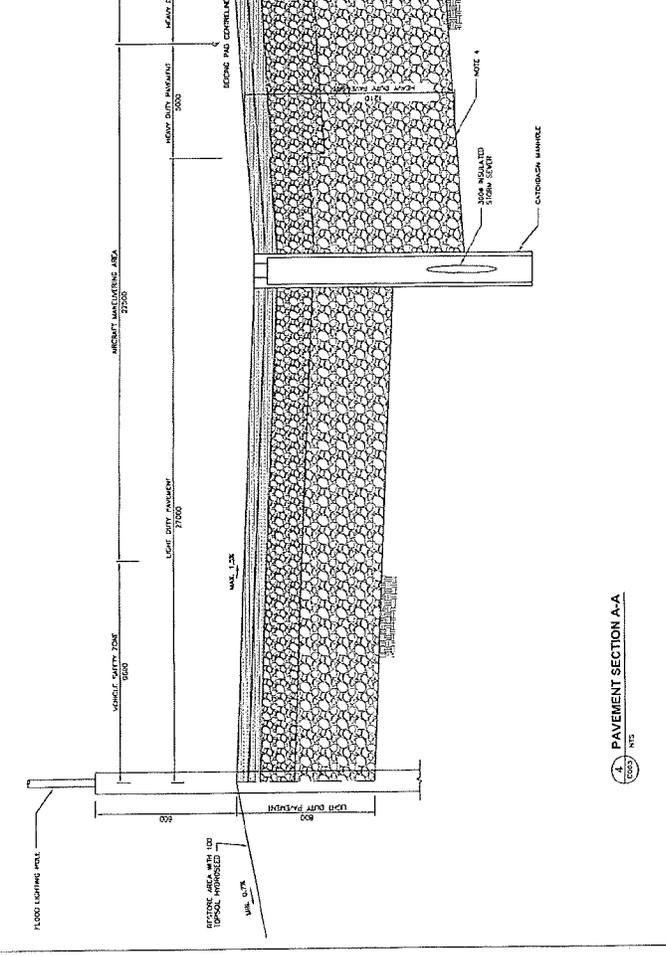
	Item	Total Amount
1	Temporary airfield construction and traffic control signs, barriers, demeators, markers and lights	\$ 10,422.00
2	Straw bale sediment trap	\$ 3,715.00
3	Silt fence	\$ 2,720.00
4	All other general requirements per NMS Division 1 (excl. work included in items 1 through 3 above)	\$ 151,891.00
5	Partial depth removal of existing asphalt concrete pavement and reuse as granular base (max thickness 50mm)	\$ 10,449.00
6	Partial depth removal of existing asphalt concrete pavement for lap joint and reuse as granular base (maximum thickness 50 mm)	\$ 4,392.00
7	Full depth removal of existing asphalt concrete pavement and disposal off-Airport property	\$ 11,086.00
8	Obliteration of existing pavement markings	\$ 1,991.00
9	Common excavation, filling and compaction of material in paved and graded areas	\$ 2,800.00
10	Common excavation and disposal at on-airport stockpile (Stockpile A)	\$ 25,750.00
11	Salvage of existing granulars and reuse as granular sub-base including compaction	\$ 14,562.00
12	Stripping of topsoil, including on-site placement of excess material in temporary or permanent stockpile	\$ 4,400.00
13	Pavement subgrade compaction	\$ 3,813.00
14	Storm sewer piping including bedding, surround and backfilling:	
	a) 250 mm Dia. PVC SDR-35, insulated with concrete bedding	\$ 19,440.00
	b) 250 mm Dia. PVC SDR-35, Insulated	\$ 5,508.00
	c) 300 mm Dia. PVC SDR-35, Insulated	\$ 17,340.00
	d) 375 mm Dia. PVC SDR-35, Insulated	\$ 20,706.00
15	600 x 600 mm precast catchbasin on new storm, sewer line including frame and grate	\$ 3,040.00
16	1200 mm Dia. precast manhole on new storm sewer line including frame and grate	\$ 10,152.00
17	1500 mm Dia.precast diversion chamber with sluice gate	\$ 8,208.00
18	Concrete holding tank	\$ 41,964.00
19	Installation of 21,000 L holding tank including granular bedding and backfill, and ultrasonic level transducer and connection	\$ 16,164.00
20	Concrete filled steel post bollards	\$ 4,889.00
21	Supply and installation of flexible reflector marker	\$ 1,568.00
22	Granular base for airfield pavements	\$ 103,500.00
23	Granular sub-base for airfield pavements	\$ 163,223.00
24	Hot mix asphalt concrete airfield paving - base course	\$ 89,752.00
25	Hot mix asphalt concrete airfield paving - surface course	\$ 93,204.00
26	Supply and application of tack coat	\$ 4,142.00
27	Portland cement concrete paving including tie-bars and dowels	\$ 67,009.00
28	Place 100 mm depth of topsoil from emporary stockpile including fine grading to restore or match into existing	\$ 7,128.00
29	Hydraulic seeding of areas to restore	\$ 8,424.00
30	Electrical removals, relocations and reconnections	\$ 4,050.00
31	Flooding pole bases and installation of floodlights and luminaires	\$ 113,138.00
32	Electrical works including conduit, cabing, ductbanks, connections, edge lights and connection to holding tank	\$ 128,673.00
33	Project management	\$ 40,000.00
34	Engineering	\$ 60,000.00
35	Training	\$ 20,000.00
36	De-icing equipment	\$ 178,036.00

37	Specific de-icing supplies (de-icing fluids, uniform, etc.)	\$ 22,751.00
Tendered Amount Total		\$ 1,500,000.00



COORDINATE INFORMATION

PT. ID.	DESC.	EASTING	NORTHINGS
01	PI	7987269	539627597
02	PI	7981131	539615518
03	PI	7981131	539615518
04	PI	7981131	539615518
05	PI	7981131	539615518
06	PI	7981131	539615518
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36	PI	7981131	539615518



JACOBS Consultancy
 2000 Airport Blvd, Suite 1, Deer, DE
 Phone: (410) 671-7177
 Fax: (410) 231-6626

**AIRCRAFT DESIGN FACILITY
 RED DEER REGIONAL AIRPORT**

PAVEMENTS PLAN

Scale: 1" = 20'

Project No: JT8372-04

Date: 11/15/05

Sheet No: 04 of 07

9372 - 04 - C003

BACKUP
NOT SUBMITTED TO
COUNCIL

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

Christine Kenzie

From: Dean Krejci
Sent: January 20, 2011 4:11 PM
To: Elaine Vincent
Cc: Christine Kenzie; Lorianne Marshall; Lorraine Poth; Karen Yetter; Paul Meyette; Howard Thompson; Mary Bovair; John Fluney
Subject: RE: Agenda

Hi Elaine,

Karen Yetter had given me a heads up on this. Previously we had suggested that this funding come out of the Capital Projects Reserve (CPR). With the estimate of the Tax Stabilization Reserve (TSR) now being above \$4m throughout the next 10 years and the CPR being depleted by 2013 Financial Services would recommend that the funding for \$525,000 come from the TSR.

Dean
8204

From: Elaine Vincent
Sent: January 20, 2011 9:55 AM
To: Dean Krejci
Cc: Christine Kenzie
Subject: FW: Agenda
Importance: High

Hi Dean...

Late breaking as you can see below... A new item regarding the airport will appear on Monday's agenda... It will be for the City to contribute up to \$525,000 (on top of the 150 it gave last year) to allow for the deicing facility to be built. I am not sure if finance has been consulted on this yet... wanted to give you a heads up and get your direction on where to include the potential funding from...

As soon as the report arrives, I will share it with you...

Elaine

Elaine Vincent
Manager, Legislative and Governance Services
The City of Red Deer
Phone: 403-342-8134
Fax: 403-346-6195
elaine.vincent@reddeer.ca

From: Elaine Vincent
Sent: Thursday, January 20, 2011 9:51 AM
To: Craig Curtis
Cc: Paul Meyette
Subject: Agenda
Importance: High

We've got the additional agenda item on regarding the airport.

The report isn't here yet but it will basically say it says that WED has conditionally agreed to give additional funding to the airport as long as they can commit to spend the funds by March 31, 2011. If I understand correctly, the City already agreed to give 150,000 last year. WED has pledged an additional amount and the maximum additional contribution that would be expected by the City is \$525,000. For this to happen Council must pass a resolution similar to the following (we are working with the MP's office and finance on this and it will be finalized by Monday's meeting):

“Whereas the Red Deer Regional Airport makes a significant contribution to the commercial, tourism and economic viability of the Central Alberta region; and

Whereas The City of Red Deer as an appointer to the Red Deer Regional Airport Authority Board, has been and continues to be a significant provider of financial support to the Red Deer Airport Authority to ensure its ongoing operational viability and benefits to Central Alberta; and

Whereas the Red Deer Regional Airport has applied for funding for airport improvements (whatever it is) from the Westerner Diversification Fund;

Now therefore be it resolved that Council of The City of Red Deer having considered the report from the Land & Economic Development Manager, dated January 20, 2011 Re: Request for Funding for the Red Deer Regional Airport, hereby supports and affirms the Red Deer Regional Airport Authority’s request for funding from the Western Diversification Fund and directs that a letter of support be sent to Member of Parliament Earl Dreesham to express The City’s support.”

Can you let me know what your comments are to include in the agenda.

Elaine Vincent
Manager, Legislative and Governance Services
The City of Red Deer
Phone: 403-342-8134
Fax: 403-346-6195
elaine.vincent@reddeer.ca

BACKUP
NOT SUBMITTED
TO COUNCIL

Christine Kenzie

From: Frieda McDougall
Sent: January 19, 2011 5:16 PM
To: Christine Kenzie
Cc: Elaine Vincent
Subject: RE: Airport Resolution

Follow Up Flag: Follow up
Flag Status: Red

Here's a massaged version...however, without seeing the report it's hard to know if we're on track.

"Whereas the Red Deer Regional Airport makes a significant contribution to the commercial, tourism and economic viability of the Central Alberta region; and

Whereas The City of Red Deer as an appointer to the Red Deer Regional Airport Authority Board, has been and continues to be a significant provider of financial support to the Red Deer Airport Authority to ensure its ongoing operational viability and benefits to Central Alberta; and

Whereas the Red Deer Regional Airport has applied for funding for airport improvements (whatever it is) from the Westerner Diversification Fund;

Now therefore be it resolved that Council of The City of Red Deer having considered the report from the Land & Economic Development Manager, dated January 20, 2011 Re: Request for Funding for the Red Deer Regional Airport, hereby supports and affirms the Red Deer Regional Airport Authority's request for funding from the Western Diversification Fund and directs that a letter of support be sent to Member of Parliament Earl Dreesham to express The City's support."

Frieda McDougall
Deputy City Clerk
Legislative & Governance Services
Phone: 403-342-8136 Fax: 403-346-6195
Email: frieda.mcdougall@reddeer.ca

From: Christine Kenzie
Sent: January 19, 2011 4:23 PM
To: Frieda McDougall
Cc: Elaine Vincent
Subject: RE: Airport Resolution

Here's a draft.....it can be "massaged" more.

"Resolved that Council of The City of Red Deer having considered the report from the Land & Economic

Development Dept???, dated January 20, 2011 Re: Request for Funding for the Red Deer Regional Airport, hereby supports the Red Deer Regional Airport Authority's request for funding from the Western Diversification Fund. The Red Deer Regional Airport has an important impact to the Red Deer Region and we support the need to access funding for the successful operation of the airport."

Christine Kenzie | Corporate Meeting Coordinator

Legislative & Governance Services | The City of Red Deer

D 403.356.8978 | F 403.346.6195

christine.kenzie@reddeer.ca

From: Frieda McDougall
Sent: January 19, 2011 3:05 PM
To: Christine Kenzie; Elaine Vincent
Subject: Airport Resolution

Bobbi (Earl Dreesham's office) looked into this for us and suggests that our resolution speaks to the importance of the Red Deer Regional Airport to The City; its impact to the region; the general need for the airport; and the City's support to the Airport's request for funding from the Western Diversification Fund. She noted that the County on December 14th agreed to add \$700,000 toward de-icing which also demonstrated their commitment support to the airport (she acknowledges that The City is not currently at this place). Anyway, I'm back into OLT but can formally draft something for tomorrow if you like.

Frieda McDougall
Deputy City Clerk
Legislative & Governance Services
Phone: 403-342-8136 Fax: 403-346-6195
Email: frieda.mcdougall@reddeer.ca

Christine Kenzie

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

From: Christine Kenzie
Sent: February 07, 2011 9:45 AM
To: Mary McGarry; Donna Hamel
Cc: Michelle Zeggil
Subject: February 7 2011 Letter of Support to Western Economic Diversification re Red Deer Regional Airport - From January 24, 2011 Council Meeting
Attachments: 1068420 - February 7 2011 Letter of Support to Western Economic Diversification re Red Deer Regional Airport - From January 24, 2011 Council Meeting - 1.DOC

Please have Morris review and sign the attached letter. You can provide me with the signed copy and I will forward it to Land & Economic Development who have requested the letter.

Thanks.

Christine Kenzie | Corporate Meeting Coordinator
Legislative & Governance Services | The City of Red Deer
D 403.356.8978 | F 403.346.6195
christine.kenzie@reddeer.ca

*Need by the
end of this week.
Sent Feb 9/2011
in the mail*

DM 1068420

Christine Kenzie

From: Michelle Zeggil
Sent: February 07, 2011 8:55 AM
To: Christine Kenzie
Subject: Council Resolution - Jan 25 re: Red Deer Regional Airport

BACK UP INFORMATION
NOT SUBMITTED TO COUNCIL

Hi Christine,

I need a letter from your department regarding council resolution from January 24, 2011 - Red Deer Regional Airport Request for Funding. This letter is going to Western Economic Diversification as confirmation of the City's support.

The letter can be addressed to:
Shelley Heidecker
Suite 1500, Canada Place
9700 Jasper Avenue
Edmonton, Alberta
T5J 4H7

Thanks

Michelle Zeggil
Economic Development Officer
The City of Red Deer
356-8892, Fax 342-8260
michelle.zeggil@reddeer.ca

February 7, 2011

Shirley Heidecker
Western Economic Diversification
Suite 1500, Canada Place
9700 Jasper Avenue
Edmonton, AB T5J 4H7

Dear Ms Heidecker:

**Re: *Red Deer Regional Airport Request for Funding
Western Economic Diversification***

At the Monday, January 24, 2011 Red Deer City Council Meeting, Council approved the funding of up to \$525,000 for the de-icing facility at the Red Deer Regional Airport. The following resolution was passed:

“Whereas the Red Deer Regional Airport makes a significant contribution to the commercial, tourism and economic viability of the Central Alberta region; and

Whereas The City of Red Deer as an appointer to the Red Deer Regional Airport Authority Board, has been and continues to be a significant provider of financial support to the Red Deer Airport Authority to ensure its ongoing operational viability and benefits to Central Alberta; and

Whereas the Red Deer Regional Airport has applied for funding for the construction of a de-icing facility from the federal department of Western Economic Diversification; and

Whereas The City of Red Deer supports and affirms the Red Deer Regional Airport Authority’s request for funding from the Western Economic Diversification Fund and directs that a letter of support be sent to Member of Parliament Earl Dreeshen to express The City’s support;

Now therefore be it resolved that Council of The City of Red Deer having considered the report from the Red Deer Regional Airport Chief Executive Officer, dated January 21, 2011 Re: De-icing Facility Funding for 2011, hereby approves the funding of up to \$525,000 for the de-icing facility at the Red Deer Regional Airport, with the funding to come from the Tax Stabilization Reserve subject to confirmation that this support will secure the federal funding.”

This letter is to confirm The City of Red Deer's support for the Red Deer Regional Airport 's request for funding for the construction of a de-icing facility from the Western Economic Diversification Fund.

I would ask for confirmation of the funding being given to the Red Deer Regional Airport from the Western Economic Diversification Fund at your earliest convenience.

Sincerely,

Morris Flewwelling
Mayor

c Councillors
Director of Corporate Services
Financial Services Manager



Recreation, Parks & Culture

DATE: January 19, 2011
TO: Craig Curtis, City Manager
FROM: Greg Scott, Recreation, Parks & Culture Manager
SUBJECT: Alberta Get Outdoors (GO) Weekend

The City of Red Deer has received a request from Dave Rodney, MLA Calgary – Lougheed, with respect to The City's formal support of Bill 203, The Alberta Get Outdoors (GO) Weekend Act.

BACKGROUND

During the upcoming legislative session, Mr. Rodney is spearheading the abovementioned Bill. The Act is aimed at promoting the benefits associated with active living and outdoor activity. Furthermore, Mr. Rodney sees the Act as a tool to further educate Albertans on parks and outdoor spaces.

In support of the Act, Mr. Rodney is asking that our organization support the intent of Alberta Get Outdoors (Go) Weekend Act.

POSITION

Recreation, Parks and Culture has reviewed the request from Mr. Rodney and strongly endorses any initiative that promotes healthy outdoor activity. The department encourages active, healthy lifestyles and outdoor participation through regular promotion of our programs and parks and trails system. Activities such as Green Deer, community gardening and the Red Deer River clean up, encourage our citizens to get outside, and be active while interacting with nature and the community.

RECOMENDATIONS

It is recommended that Red Deer City Council consider the following:

- Support the philosophy behind Bill 203, The Alberta Get Outdoors (GO) Weekend.

Greg Scott
Recreation, Parks & Culture Manager

Cc: Colleen Jensen, Director of Community Services
Trevor Poth, Parks Superintendent
Kay Kenny, Recreation Superintendent

From: Nick Harsulla [mailto:Nick.Harsulla@assembly.ab.ca]
Sent: January 04, 2011 10:04 AM
Cc: Dave Rodney; Calgary Lougheed
Subject: Time sensitive request from MLA Dave Rodney

Happy New Year, Fellow Albertans!

For those of you who have yet to e-reply to this message, please do so with a short e-mail of support. If you agree with the following by the end of **this month**.

To those of you who have already responded to this request, thanks so much!

During the upcoming legislative session, I will be spearheading Bill 203, "*The Alberta Get Outdoors ('GO') Weekend Act*", which will set aside the second weekend of every April as a special time for Albertans to participate in outdoor activities. *(Please note: we chose this time to give people some incentive to leave the indoors after the long winter months. We did not suggest the winter months because many people cannot/will not go outside unnecessarily at that time. Additionally, later spring/summer/fall is too late to provide incentive for people to get outside.)*

I am writing about this to you because **YOUR ORGANIZATION IS AN IMPORTANT LEADER** in promoting the benefits associated with active living/outdoor activity; and your support would help ensure that "*GO Weekend*" will become a reality!

Numerous studies have shown that the benefits of this kind of participation are deep and far-reaching, while improving physical and mental well-being. Active living can lead to a longer life, reduce stress, and improve our overall quality of life. The Act would also further educate Albertans on our parks & outdoor spaces--both urban & rural--while providing countless other benefits...at no cost to the taxpayer!

If you are agree with the above concept--at least in principle -- **PLEASE E-REPLY WITH A SHORT MESSAGE OF SUPPORT.**

Thank you in advance for your feedback and congratulations on your commitment in promoting active living and outdoor activity!

With great respect,

Dave Rodney, MLA
calgary.lougheed@assembly.ab.ca

[This message has been scanned for security content threats and viruses.]

[The City of Red Deer I.T. Services asks that you please consider the environment before printing this e-mail.]

2011/01/19

Comments:

I support the recommendation of Administration that Council support the philosophy behind Bill 203, The Alberta Get Outdoors (GO) Weekend.

“Craig Curtis”
City Manager

ORIGINAL



Council Decision – January 24, 2011

DATE: January 25, 2011
TO: Greg Scott, Recreation, Parks & Culture Manager
FROM: Elaine Vincent, Legislative & Governance Services Manager
SUBJECT: Alberta Get Outdoors (GO) Weekend Act – Bill 203 – Request for Support from Dave Rodney, MLA, Calgary - Lougheed

Reference Report:

Recreation, Parks & Culture Services Manager, dated January 19, 2011.

Resolution:

The following resolution was passed during the Regular Council Meeting held on Monday, January 10, 2011:

“Resolved that Council of The City of Red Deer having considered the report from the Recreation, Parks & Culture Manager, dated January 19, 2011 re: Alberta Get Outdoors (GO) Weekend agrees to support in principle the philosophy behind Bill 203, The Alberta Get Outdoors (GO) Weekend Act and directs administration to send a formal response to Dave Rodney, MLA, Calgary-Lougheed prior to the end of January, 2011.”

Report Back to Council: No

Comments/Further Action:

This office will send a formal response, prior to the end of January 2011, to Dave Rodney, MLA, Calgary-Lougheed as noted in the resolution above.

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

Elaine Vincent
Legislative & Governance Services Manager

- c Colleen Jensen, Director of Community Services
- Trevor Poth, Parks Superintendent
- Kay Kenny, Recreation Superintendent



Recreation, Parks & Culture

ORIGINAL

DATE: January 19, 2011
TO: Craig Curtis, City Manager
FROM: Greg Scott, Recreation, Parks & Culture Manager
SUBJECT: Alberta Get Outdoors (GO) Weekend

The City of Red Deer has received a request from Dave Rodney, MLA Calgary – Lougheed, with respect to The City's formal support of Bill 203, The Alberta Get Outdoors (GO) Weekend Act.

BACKGROUND

During the upcoming legislative session, Mr. Rodney is spearheading the abovementioned Bill. The Act is aimed at promoting the benefits associated with active living and outdoor activity. Furthermore, Mr. Rodney sees the Act as a tool to further educate Albertans on parks and outdoor spaces.

In support of the Act, Mr. Rodney is asking that our organization support the intent of Alberta Get Outdoors (Go) Weekend Act.

POSITION

Recreation, Parks and Culture has reviewed the request from Mr. Rodney and strongly endorses any initiative that promotes healthy outdoor activity. The department encourages active, healthy lifestyles and outdoor participation through regular promotion of our programs and parks and trails system. Activities such as Green Deer, community gardening and the Red Deer River clean up, encourage our citizens to get outside, and be active while interacting with nature and the community.

RECOMENDATIONS

It is recommended that Red Deer City Council consider the following:

- Support the philosophy behind Bill 203, The Alberta Get Outdoors (GO) Weekend.

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

Greg Scott
Recreation, Parks & Culture Manager

Cc: Colleen Jensen, Director of Community Services
Trevor Poth, Parks Superintendent
Kay Kenny, Recreation Superintendent

Subject: FW: Time sensitive request from MLA Dave Rodney

From: Nick Harsulla [mailto:Nick.Harsulla@assembly.ab.ca]

Sent: January 04, 2011 10:04 AM

Cc: Dave Rodney; Calgary Lougheed

Subject: Time sensitive request from MLA Dave Rodney

BACK UP INFORMATION
NOT SUBMITTED TO COUNCIL

Happy New Year, Fellow Albertans!

For those of you who have yet to e-reply to this message, please do so with a short e-mail of support. If you agree with the following by the end of **this month**.

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Numerous studies have shown that the benefits of this kind of participation are deep and far-reaching, while improving physical and mental well-being. Active living can lead to a longer life, reduce stress, and improve our overall quality of life. The Act would also further educate Albertans on our parks & outdoor spaces--both urban & rural--while providing countless other benefits...at no cost to the taxpayer!

If you are agree with the above concept--at least in principle -- **PLEASE E-REPLY WITH A SHORT MESSAGE OF SUPPORT.**

Thank you in advance for your feedback and congratulations on your commitment in promoting active living and outdoor activity!

With great respect,

Dave Rodney, MLA
calgary.lougheed@assembly.ab.ca

[This message has been scanned for security content threats and viruses.]

[The City of Red Deer I.T. Services asks that you please consider the environment before printing this e-mail.]

2011/01/19

Christine Kenzie

From: Frieda McDougall
Sent: January 04, 2011 10:56 AM
To: Bev Greter; Christine Kenzie
Cc: Elaine Vincent; Amber Mack
Subject: RE: Time sensitive request from MLA Dave Rodney

For discussion with the Mayor/City Manager at your agenda meeting tomorrow to see if they want to do anything with this.

Frieda McDougall
Deputy City Clerk
Legislative & Governance Services
Phone: 403-342-8136 Fax: 403-346-6195
Email: frieda.mcdougall@reddeer.ca

From: Nick Harsulla [mailto:Nick.Harsulla@assembly.ab.ca]
Sent: January 04, 2011 10:04 AM
Cc: Dave Rodney; Calgary Lougheed
Subject: Time sensitive request from MLA Dave Rodney

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If you are agree with the above concept--at least in principle -- **PLEASE E-REPLY WITH A SHORT MESSAGE OF SUPPORT.**

Thank you in advance for your feedback and congratulations on your commitment in promoting active living and outdoor activity!

With great respect,

Dave Rodney, MLA
calgary.lougheed@assembly.ab.ca

[This message has been scanned for security content threats and viruses.]

[The City of Red Deer I.T. Services asks that you please consider the environment before printing this e-mail.]

Christine Kenzie

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

To: Greg Scott

Cc: Elaine Vincent

Subject: FW: Time sensitive request from MLA Dave Rodney

Here is the email I spoke to you about. They are looking for a reply by the end of January, 2011. Let me know if you would be able to speak to this at a City Manager's Briefing meeting on January 24th.

Christine Kenzie | Corporate Meeting Coordinator

Legislative & Governance Services | The City of Red Deer

D 403.356.8978 | F 403.346.6195

christine.kenzie@reddeer.ca

From: Frieda McDougall

Sent: January 04, 2011 10:56 AM

To: Bev Greter; Christine Kenzie

Cc: Elaine Vincent; Amber Mack

Subject: RE: Time sensitive request from MLA Dave Rodney

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Frieda McDougall

Deputy City Clerk

Legislative & Governance Services

Phone: 403-342-8136 Fax: 403-346-6195

Email: frieda.mcdougall@reddeer.ca

From: Nick Harsulla [<mailto:Nick.Harsulla@assembly.ab.ca>]

Sent: January 04, 2011 10:04 AM

Cc: Dave Rodney; Calgary Lougheed

Subject: Time sensitive request from MLA Dave Rodney

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2011/01/04

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Thank you in advance for your feedback and congratulations on your commitment in promoting active living and outdoor activity!

With great respect,

Dave Rodney, MLA
calgary.lougheed@assembly.ab.ca

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*BACKUP
- NOT SUBMITTED
TO COLLEEN*

Christine Kenzie

From: Greg Scott
Sent: January 05, 2011 4:33 PM
To: Christine Kenzie
Cc: Kay Kenny; Trevor Poth; Colleen Jensen
Subject: Alberta Get Outdoors (GO) Weekend

RPC has reviewed this request to endorse the Alberta Get Outdoors (GO) Weekend Bill development from Dave Rodney, MLA Calgary Lougheed, and provides the following.

Our department strongly endorses any initiative that promotes healthy outdoor activity as would be the case with the adoption of this Bill. Although not in a position from a financial and staff capacity perspective to organize a special weekend event that directly promotes and is aligned to this Bill we do offer the community many activities and events at this time of the year that encourages outdoor participation. In April use of our Parks system commences, the Green Deer program kicks off plus all of the outdoor spring/summer registration and activities commence. Also Kerrywood Nature Centre and Fort Normandeau (May) begins to kick-off their program schedules.

I hope this helps Christine ... let me know if I can be of any more help.

Greg Scott, Manager
Recreation, Parks and Culture
City of Red Deer
Box 5008, 4814-48 Ave.
Red Deer, AB T4N 3T4
403.342.8165
greg.scott@reddeer.ca
www.reddeer.ca

BACKUP
- NOT SUBMITTED
TO COUNCIL.

Christine Kenzie

BACKUP INFORMATION
NOT SUBMITTED TO COUNCIL

From: Mary McGarry on behalf of Craig Curtis
Sent: January 20, 2011 4:14 PM
To: Christine Kenzie
Subject: FW: Time sensitive request from MLA Dave Rodney

From: Lisa Perkins
Sent: January 20, 2011 11:47 AM
To: Craig Curtis
Subject: FW: Time sensitive request from MLA Dave Rodney

FYI. For Monday.

My recommendation: based on the response from our MLA it is not an issue for them what we do and not on their radar screen. It will be introduced in February which also means it is not a time sensitive response. I can contact MLAs office for more info but that could make it appear more interested in this than we are.

It appears there is little harm in us supporting this bill – it seems like a nice feel good activity. Having said that we should not focus our advocacy efforts in areas that are not strategic priorities for us and this is not one of them. Supporting this is not going to hurt us but I don't think its going to elevate us either because it is not leveraged to anything we are doing. I don't anticipate it being profile grabber. Other caution is we can get a lot of these requests – we don't want to support everything nor do we want to appear arbitrary in our decline/acceptance. This is another reason why it should be attached to our strategy.

My recommendation: If Council wishes us to send a letter to indicate that the bill is a good idea in principle as it supports healthy living etc.. we can go ahead and do that. I would not make it a big deal. To that end I would suggest that the letter come from Administration and not from Council and not via Council resolution.

Lisa

By way of background

Mr. Rodney represents Calgary Lougheed (SW Calgary) and is a PC and was first elected in 2008. He is a member on the Standing Committee for Community Services – this is the standing committee that deals with Municipal Affairs. Only Canadian to reach the summit of Mt. Everest twice (just thought this was interesting)

From: RedDeer North [mailto:RedDeer.North@assembly.ab.ca]
Sent: January 20, 2011 11:25 AM
To: Lisa Perkins; RedDeer South
Subject: RE: Time sensitive request from MLA Dave Rodney

Hi Lisa,

Thank you for your email. Bill 203 - The Alberta Get Outdoors Weekend Act is a Private Members Bill and will be introduced in the new session that will start in February. We do not have any information regarding this piece of proposed Legislation. My suggestion is to contact MLA Dave Rodney, who is the sponsor of this bill, for further information on how he sees this piece of legislation moving forward. He can be reached by email at calgary.lougheed@assembly.ab.ca

2011/01/20

I hope this information is helpful.

Have a great day!

Darin and Brenda

From: Lisa Perkins [mailto:Lisa.Perkins@reddeer.ca]
Sent: January 18, 2011 1:28 PM
To: RedDeer North; RedDeer South
Subject: FW: Time sensitive request from MLA Dave Rodney

Hi Brenda and Daren

We received the following message from MLA Rodney – regarding Bill 203 – The Alberta Get Outdoors Weekend Act. We were asked to indicate our support of this legislation.

Before we do such a think I was hoping you would be able to provide us some context for this piece of legislation and where you think it will be going. If you can get back to me this week that would be great as it will come up at Council this coming Monday.

Thanks
Lisa

From: Nick Harsulla [mailto:Nick.Harsulla@assembly.ab.ca]
Sent: January 04, 2011 10:04 AM
Cc: Dave Rodney; Calgary Lougheed
Subject: Time sensitive request from MLA Dave Rodney

Happy New Year, Fellow Albertans!

For those of you who have yet to e-reply to this message, please do so with a short e-mail of support. If you agree with the following by the end of **this month**.

To those of you who have already responded to this request, thanks so much!

During the upcoming legislative session, I will be spearheading Bill 203, "*The Alberta Get Outdoors ('GO') Weekend Act*", which will set aside the second weekend of every April as a special time for Albertans to participate in outdoor activities. *(Please note: we chose this time to give people some incentive to leave the indoors after the long winter months. We did not suggest the winter months because many people cannot/will not go outside unnecessarily at that time. Additionally, later spring/summer/fall is too late to provide incentive for people to get outside.)*

I am writing about this to you because **YOUR ORGANIZATION IS AN IMPORTANT LEADER** in promoting the benefits associated with active living/outdoor activity; and your support would help ensure that "**GO Weekend**" will become a reality!

2011/01/20

Numerous studies have shown that the benefits of this kind of participation are deep and far-reaching, while improving physical and mental well-being. Active living can lead to a longer life, reduce stress, and improve our overall quality of life. The Act would also further educate Albertans on our parks & outdoor spaces--both urban & rural--while providing countless other benefits...at no cost to the taxpayer!

If you are agree with the above concept--at least in principle -- **PLEASE E-REPLY WITH A SHORT MESSAGE OF SUPPORT.**

Thank you in advance for your feedback and congratulations on your commitment in promoting active living and outdoor activity!

With great respect,

Dave Rodney, MLA
calgary.lougheed@assembly.ab.ca

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[This message has been scanned for security content threats and viruses.]

[The City of Red Deer I.T. Services asks that you please consider the environment before printing this e-mail.]

Christine Kenzie

From: Christine Kenzie
Sent: January 27, 2011 8:25 AM
To: 'nick.harsulla@assembly.ab.ca'
Subject: Support for Bill 203, - "The Alberta Get Outdoors (GO) Weekend Act"
Attachments: January 26 2001 Signed Letter From Mayor re Bill 203.pdf

In response to your email dated January 4, 2011, attached is a letter of support from The City of Red Deer for Bill 203, "The Alberta Get Outdoors (GO) Weekend Act.



January 26 2001
Signed Letter ...

Christine Kenzie | Corporate Meeting Coordinator
Legislative & Governance Services | The City of Red Deer
D 403.356.8978 | F 403.346.6195
christine.kenzie@reddeer.ca



OFFICE OF THE MAYOR

January 26, 2011

Sent via Email to Nick.Harsulla@assembly.ab.ca

Dave Rodney, MLA
Calgary-Lougheed

Dear Mr. Rodney:

Re: Request for Support of Bill 203, "The Alberta Get Outdoors ('GO') Weekend Act

In response to your email dated January 4, 2011, requesting support of Bill 203, "The Alberta Get Outdoors ('GO') Weekend Act, Red Deer City Council at its January 24, 2011 Council Meeting, passed a resolution to support in principle the philosophy behind Bill 203, The Alberta Get Outdoors (GO) Weekend.

The City of Red Deer supports initiatives that encourage citizens to get outside and be active while interacting with nature and the community.

Sincerely,

A handwritten signature in blue ink that reads "Morris Flewwelling".

Morris Flewwelling
Mayor

c Councillors
Recreation, Parks & Culture Manager
Parks Superintendent
Recreation Superintendent