

A G E N D A
* * * * *

FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL
TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL,
MONDAY, OCTOBER 28, 1991,
COMMENCING AT 7:00 P.M.

* * * * *

(1) Confirmation of the Minutes of the Meeting of October 15, 1991.

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(3) PUBLIC HEARINGS

(4) REPORTS

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Committee of the Whole

- 1) Personal matter.
- 2) Administrative matter.
- 3) Administrative matter.
- 4) Legal matter.

1
REPORTS

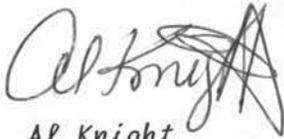
NO. 1

DATE: October 10, 1991
TO: City Council
FROM: City Assessor
RE: MINES & MINERALS TITLE REGISTERED IN THE NAME
OF THE CITY OF RED DEER
N.E. ¼ SECTION 33 - 37 - 27 - W4TH
(WESTERNER SITE)

The July 8, 1991 meeting of City Council approved a resolution accepting an offer to lease the mineral rights to the above noted City lands.

We advise City Council that the offer has been withdrawn.

This is submitted for City Councils information.



Al Knight

AK/WFL/dm

COMMISSIONERS' COMMENTS:

Attached is the report which appeared on the July 8, 1991 agenda which outlined the offer and now is being withdrawn.

"R. J. MCGHEE"
Mayor

"M. C. DAY"
City Commissioner

DATE: 3 July 1991
 TO: City Clerk
 FROM: City Assessor
 RE: MINES & MINERALS TITLE REGISTERED IN THE NAME OF
 THE CITY OF RED DEER FOR NE 1/4 SEC. 33-37-27-W4
 (WESTERNER SITE)

Mines and mineral rights for the Westerner site were previously leased for a three-year term by way of an agreement that expired June 16, 1990.

We respectfully submit for City Council's perusal the attached offer to lease these rights for a three-year term.

The offer is very similar to the previous lease, with the exception that a six-month option period is requested on payment of \$500.00.

This six-month option period is required for the company to determine the availability of surface leases from adjoining lands to enable directional drilling of the Westerner site.

Upon exercising the option, \$5,000 bonus consideration is to be paid to the City.

Annual rent - \$ 160.00

Royalty of 15% to City, if production should occur.

RECOMMENDATION

1. Acceptance of the terms offered, subject to Council approval and agreement satisfactory to the City Solicitor.
2. Should a well be drilled and it produces gas, the well shall be abandoned and sealed.
3. No drilling activity on the Westerner site.


 W. F. Lees,
 Land Supervisor

WFL/ngl

c.c. Director of Finance.

Commissioners' Comments

We would concur with the recommendation of the City Assessor.

"R.J. MCGHEE"
 Mayor

"M.C. DAY"
 City Commissioner

CHARTER LAND SERVICES LTD.

440, 510-5th Street S.W.
 Calgary, Alberta T2P 1V6

Phone: (403) 269-3931
 Fax: (403) 266-4926

May 6, 1991

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

THE CITY of RED DEER
 LAND & TAX DEPARTMENT

RECEIVED	
TIME	10:05
DATE	May 16/91
BY	<i>[Signature]</i>

Attention: Mr. Knight

Dear Sir:

Re: Mines and Minerals: NW $\frac{1}{4}$ -33 -37 -27 -W4M

Further to our recent telephone conversations, I would like to make the following offer on behalf a client to lease and grant the above captioned mineral lands.

1. Option fee payable to the City of Red Deer of \$500.00,
 (Option to be open for acceptance for Six (6) months)
2. Bonus Consideration of \$5,000.00 payable to the City of Red Deer when the Option is exercised.
3. A Lease term of Three (3) years with annual rentals payable to the City of Red Deer of \$160.00.
4. A Royalty being reserved unto the Lessor of Fifteen (15%) percent, payable should production occur.

This offer is open for acceptance until June 14, 1991.

Our client is a very active oil company that has interests in this area and would like to do some drilling, however, some of the surface problems are difficult to overcome.

Should you have any question please feel free to contact this office at anytime, thank you.

Yours very truly,

[Signature]
 Barry Davis

Certificate of Title

Canada



NO.	7	8	2	0	0	6	0	5	6	A
REF.			6	-	X	-	2	1	6	
VALUES								1	0	0

M	RG.	TWP.	SEC.	Q.	PT.
1	4	2	7	3	7
				3	3
				N	W

PLAN	BLK.	LOT	PT.
2			

North Alberta Land Registration District

THIS IS TO CERTIFY that THE CITY OF RED DEER, IN THE PROVINCE OF ALBERTA

IS now the owner of an estate in fee simple
of and in

ALL MINES AND MINERALS EXCEPT GOLD AND SILVER
WHICH MAY BE FOUND TO EXIST WITHIN, UPON OR UNDER:
THE NORTH WEST QUARTER OF SECTION THIRTY THREE (33)
TOWNSHIP THIRTY SEVEN (37)
RANGE TWENTY SEVEN (27)
WEST OF THE FOURTH MERIDIAN, CONTAINING ONE
HUNDRED AND SIXTY (160) ACRES, MORE OR LESS.

NOT A VALID TITLE
PHOTO COPY ONLY
9 AM MAY - 7 1991
NORTHERN ALBERTA LAND
REGISTRATION DISTRICT

SUBJECT TO THE ENCUMBRANCES, LIENS, ESTATES OR INTERESTS NOTIFIED BY MEMORANDUM UNDERWRITTEN OR ENDORSED HEREON, OR WHICH MAY HEREAFTER BE MADE IN THE REGISTER.

IN WITNESS WHEREOF I have hereunto subscribed my name and affixed my official seal

this 11TH day of JANUARY, A.D. 1978

Post Office Address 4914 - 48 AVE.,

RED DEER, ALBERTA



[Signature] AD Registrar

DATE: July 9, 1991
TO: City Assessor
FROM: Assistant City Clerk
RE: MINES AND MINERALS TITLE,
TITLE REGISTERED IN THE NAME OF THE CITY OF RED DEER
FOR N.E. 1/4 SECTION 33-38-27-W4 (WESTERNER SITE)

At the Council meeting of July 8, 1991, consideration was given to your report dated July 3, 1991 concerning the above topic and at which meeting the following motion was passed.

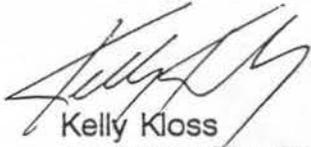
"RESOLVED that Council of The City of Red Deer, having considered report from the City Assessor dated July 3, 1991 re: Mines and Minerals, title registered in the name of The City of Red Deer for North-East 1/4 Section 33-38-27-W4 (Westerner Site), hereby agrees with the recommendations as outlined in the above noted report and as presented to Council July 8, 1991."

The decision of Council in this instance is submitted for your information and appropriate action.

I would also advise that at said Council meeting it was agreed that the administration review the matter of other drilling rigs depleting the mineral reserves by drilling for same without authorization. It was noted that drilling rigs could do such things such as whipstocking or directional drilling into areas owned by the City without the City's knowledge. Some question arose as to are they ways in which the City can be made aware of this or how could same be prevented. If you have any questions in this respect, please do not hesitate to call. I trust that we will receive a report back for Council's review in due course.

I would assume that you will now be contacting Charter Land Services Ltd. relative to the decision of Council.

Trusting you will find this satisfactory.

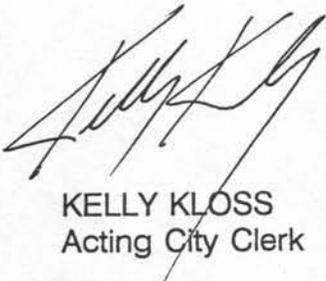


Kelly Kloss
Assistant City Clerk
KK/jt
c.c. Director of Finance

DATE: October 30, 1991
TO: City Assessor
FROM: Acting City Clerk
RE: **MINES AND MINERALS TITLE
REGISTERED IN THE NAME OF THE CITY OF RED DEER
N.E. 1/4 SECTION 33-37-27-4 / WESTERNER SITE**

At the Council meeting of October 28, 1991, your report dated October 10, 1991 concerning the above topic was presented to Council and it was agreed that same be filed.

Thank you for keeping Council advised with regard to this matter.



KELLY KLOSS
Acting City Clerk

KK/jt



NO. 2

October 17, 1991

Mr. C. Sevcik
City Clerk
City Hall
Red Deer, Alberta

Dear Sir:

Re: Proposed Land Use Amendment Bylaw 2672/U-91

We are enclosing herewith proposed land use amendment for phase 4B and 4C of Kentwood Subdivision.

The site is located north of 77th Street and west of Kennedy Drive and Kentwood Alliance Church. The two phases of development are expected to provide 71 single family lots with an average of 15.25 (50 foot) frontage. There is also provision for 2 duplex lots (four units), social care residence and a day care centre. If the last two uses are not developed, the lots can be subdivided to single family or duplex uses.

Phase 4B of the above is expected to be developed in 1992 and phase 4C will follow depending on the demand at the time.

We recommend City Council proceed with first reading of the land use bylaw amendment.

Yours truly

D. ROUHI, ACP, MCIP
SENIOR PLANNER

DR/pim

Enc.

COMMISSIONERS' COMMENTS:

We would recommend Council proceed with First Reading.

"R. J. MCGHEE"
Mayor

"M. C. DAY"
City Commissioner

MUNICIPALITIES WITHIN COMMISSION AREA

DATE: October 30, 1991
TO: Red Deer Regional Planning Commission
FROM: Acting City Clerk
RE: LAND USE BYLAW AMENDMENT 2672/U-91

Council of The City of Red Deer at its meeting held on Monday, October 28, 1991 gave first reading to the above noted Land Use Bylaw Amendment, a copy of which is attached.

Bylaw 2672/U-91 provides for 71 single-family lots with an average of 15.25 metre frontage, with a provision for two duplex lots, a social care residences, and a day care centre.

This office will now proceed with advertising for a public hearing to be held on Monday, November 25, 1991 commencing at 7:00 p.m. or as soon thereafter as Council may determine.

Trusting you will find this satisfactory.



KELLY KLOSS
Acting City Clerk

KK/jt

Att.

c.c. Director of Community Services
Director of Engineering Services
Director of Financial Services
Bylaws & Inspections Manager
City Assessor
E. L. & P. Manager
Fire Chief
Public Works Manager
Council & Committee Secretary, W. Vincent

BYLAW NO. 2672/U-91

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

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

- 1 The "Use District Map" as referred to in Section 1.4 is hereby amended in accordance with the Use District Map No. 15/91 attached hereto and forming part of the Bylaw.

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

READ A FIRST TIME IN OPEN COUNCIL this day of A.D. 1991.

READ A SECOND TIME IN OPEN COUNCIL this day of A.D. 1991.

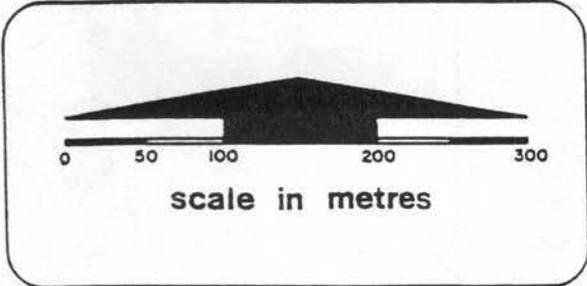
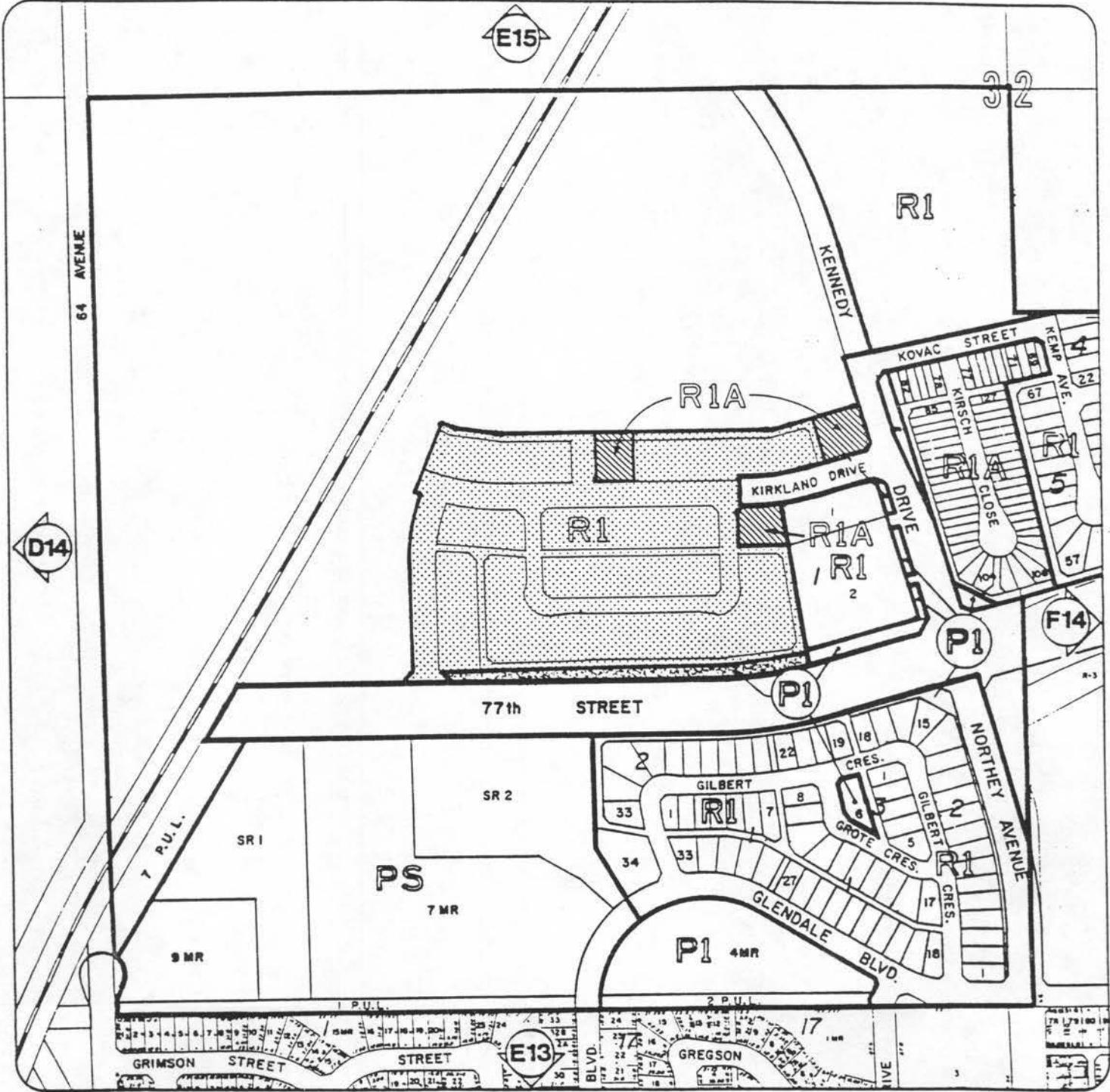
READ A THIRD TIME IN OPEN COUNCIL this day of A.D. 1991.

MAYOR

CITY CLERK

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

E 14



Revisions : MAP NO. 15 / 91
BYLAW NO. 2672 / U-91

Change from **A1** to **R1**  **R1A**  and **P1** 

SP-3.392

DATE: October 18, 1991
TO: CITY COUNCIL
FROM: COLLEEN JENSEN
Social Planning Manager
RE: SPECIAL TRANSPORTATION SERVICES, 1991

The attached memo from Mr. Howard Maki suggests that initial steps toward the integration of the Citizen's Action Bus and the Seniors' Taxi Service begin immediately in 1991. This would entail initiating the interchange of handivans and seniors' taxi while still keeping budgetary concerns, as well as statistical data, separate from each operation. The result should be an anticipated cost saving, as well as a more efficient service.

In discussing this with Craig Curtis, I have given Mr. Maki approval to proceed as he suggests, for the remainder of 1991. I provide this to you for information to keep you aware of how the service is progressing.



COLLEEN JENSEN

CJ/kl

Att.

c. Craig Curtis, Community Services Director

DATE: October 4, 1991
TO: CITY COUNCIL
City of Red Deer
FROM: HOWARD MAKI
Citizens Action Bus
RE: SPECIAL TRANSPORTATION SERVICES

At the September 30, 1991 Council Meeting, approval was granted to fully amalgamate the Seniors Taxi with the Handibus Service, effective January 1, 1992, and submit a combined budget.

It is the opinion of the Transportation Committee that while separate budgets will still be maintained for the balance of 1991, it would make sense to take a further step towards full integration by initiating interchange of vehicles at this time, thus allowing more flexibility.

Revenue generated from each trip would be credited to the respective budgets and separate statistics would be kept.

During the past five months of the six-month trial period of partial integration, we found that, on several occasions, both a Handibus and the Seniors Taxi vehicle were dispatched to the same area at the same time for two separate pick-ups whereas under an integrated system, one unit could have picked up both passengers. Utilizing the vehicles in this manner would effect a cost saving as well as provide for a more overall efficient service.



HOWARD MAKI

cc - Craig Curtis, Director of Community Services
- Colleen Jensen, Social Planning Manager
- Barbara Jeffrey, Social Planning Projects Supervisor

COMMISSIONERS' COMMENTS:

Submitted for Council's information.

"R. J. MCGHEE"
Mayor

"M. C. DAY"
City Commissioner

DATE: October 22, 1991

NO. 4

TO: City Clerk

FROM: Engineering Department Manager

**RE: LANCASTER MEADOWS SUBDIVISION (SW ¼ 11-38-27-W4)
PRELIMINARY ENGINEERING WORK**

Attached is a Lancaster Meadows location plan, as well as a conceptual development plan for the high school/recreation site. As you may be aware, the public high school is now under design and is scheduled to start construction in 1992. In conjunction with this project, the City is responsible to grade and landscape the north 9 ha (22 ac) of the site and extend services and roads to the high school. Furthermore, the Catholic School Board has advised us that they intend to commence construction of their high school in 1994.

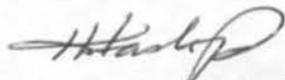
In preparation for these projects, the following engineering functions must be carried out:

1. Prepare a subdivision outline plan/base map.
2. Preliminary survey of the quarter section to determine existing ground surface elevations.
3. Geotechnical study of the quarter section to determine subsurface soil and groundwater conditions.
4. Preliminary site grading design to establish an earth balance for the subdivision, and set perimeter grades for the school/recreation site.
5. Serviceability study to establish routing, sizes, and depths of sanitary, storm, and water mains, and size and elevations of detention ponds.

RECOMMENDATION

We respectfully request Council approval of the following budget, funded by the subdivision, to conduct the above noted work:

a.	Outline Plan	\$ 5,000
b.	Preliminary Survey	\$10,000
c.	Geotechnical Study	\$15,000
d.	Preliminary Site Grading Design	\$15,000
e.	Subdivision Serviceability Study	<u>\$15,000</u>
	Total Budget	\$60,000



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

PAG/emg
Att.

COMMISSIONERS' COMMENTS:

We would concur with the recommendations.

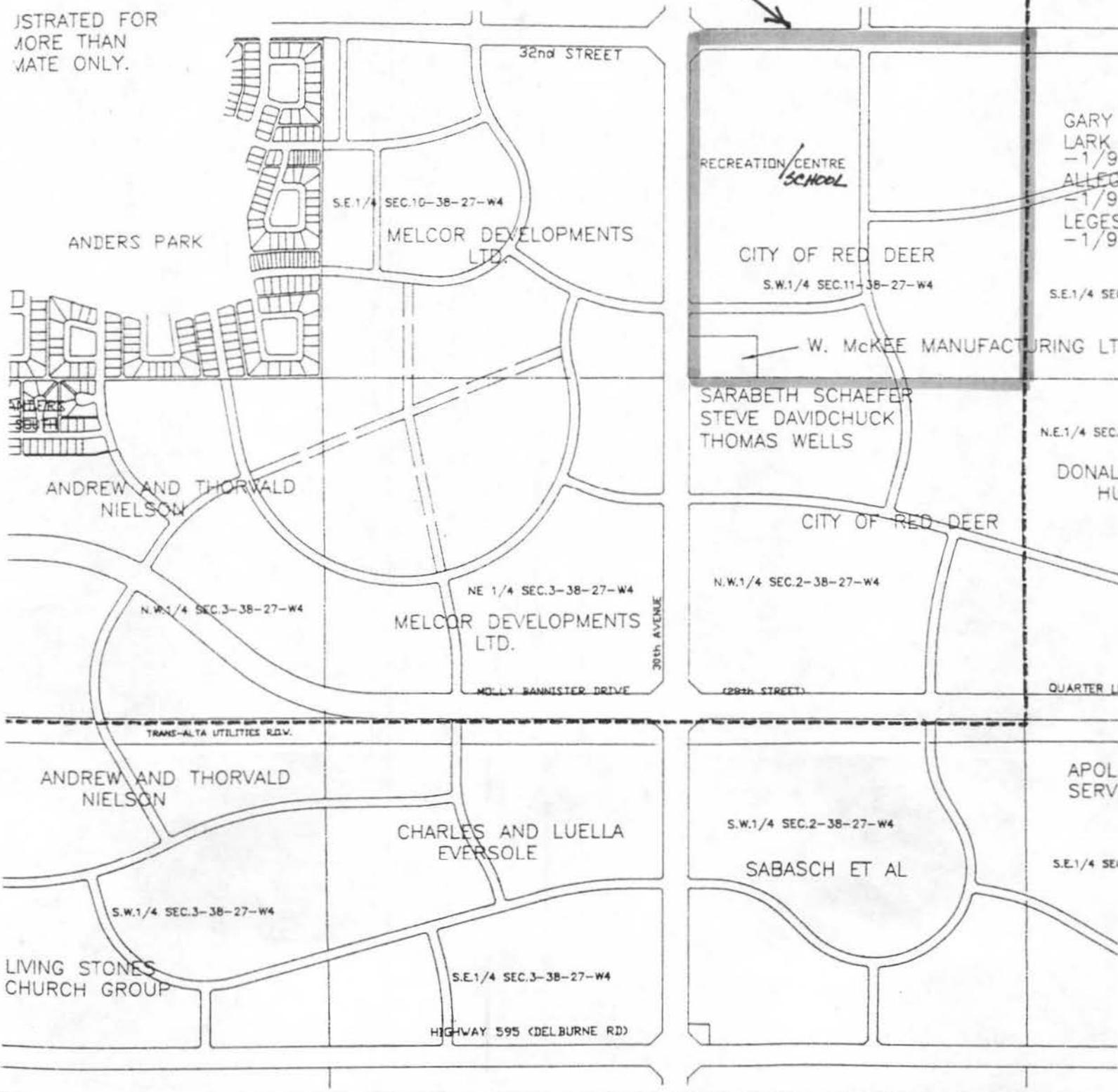
"R. J. MCGHEE"
Mayor

"M. C. DAY"
City Commissioner

LANCASTER MEADOWS



STRATED FOR
MORE THAN
DATE ONLY.



ANDERS PARK

S.E.1/4 SEC.10-38-27-W4

MELCOR DEVELOPMENTS LTD.

32nd STREET

RECREATION CENTRE SCHOOL

CITY OF RED DEER

S.W.1/4 SEC.11-38-27-W4

W. McKEE MANUFACTURING LT.

SARABETH SCHAEFER
STEVE DAVIDCHUCK
THOMAS WELLS

ANDREW AND THORVALD
NIELSON

N.W.1/4 SEC.3-38-27-W4

NE 1/4 SEC.3-38-27-W4

MELCOR DEVELOPMENTS LTD.

30th AVENUE

MOLLY BANNISTER DRIVE

CITY OF RED DEER

N.W.1/4 SEC.2-38-27-W4

(28th STREET)

TRANS-ALTA UTILITIES R.O.V.

ANDREW AND THORVALD
NIELSON

CHARLES AND LUELLA
EVERSOLE

S.W.1/4 SEC.3-38-27-W4

S.W.1/4 SEC.2-38-27-W4

SABASCH ET AL

LIVING STONES
CHURCH GROUP

S.E.1/4 SEC.3-38-27-W4

HIGHWAY 595 (DELBURNE RD)

N.E.1/4 SEC.1

GARY LARK
-1/9
ALLEG
-1/9
LEGES
-1/9

S.E.1/4 SEC.

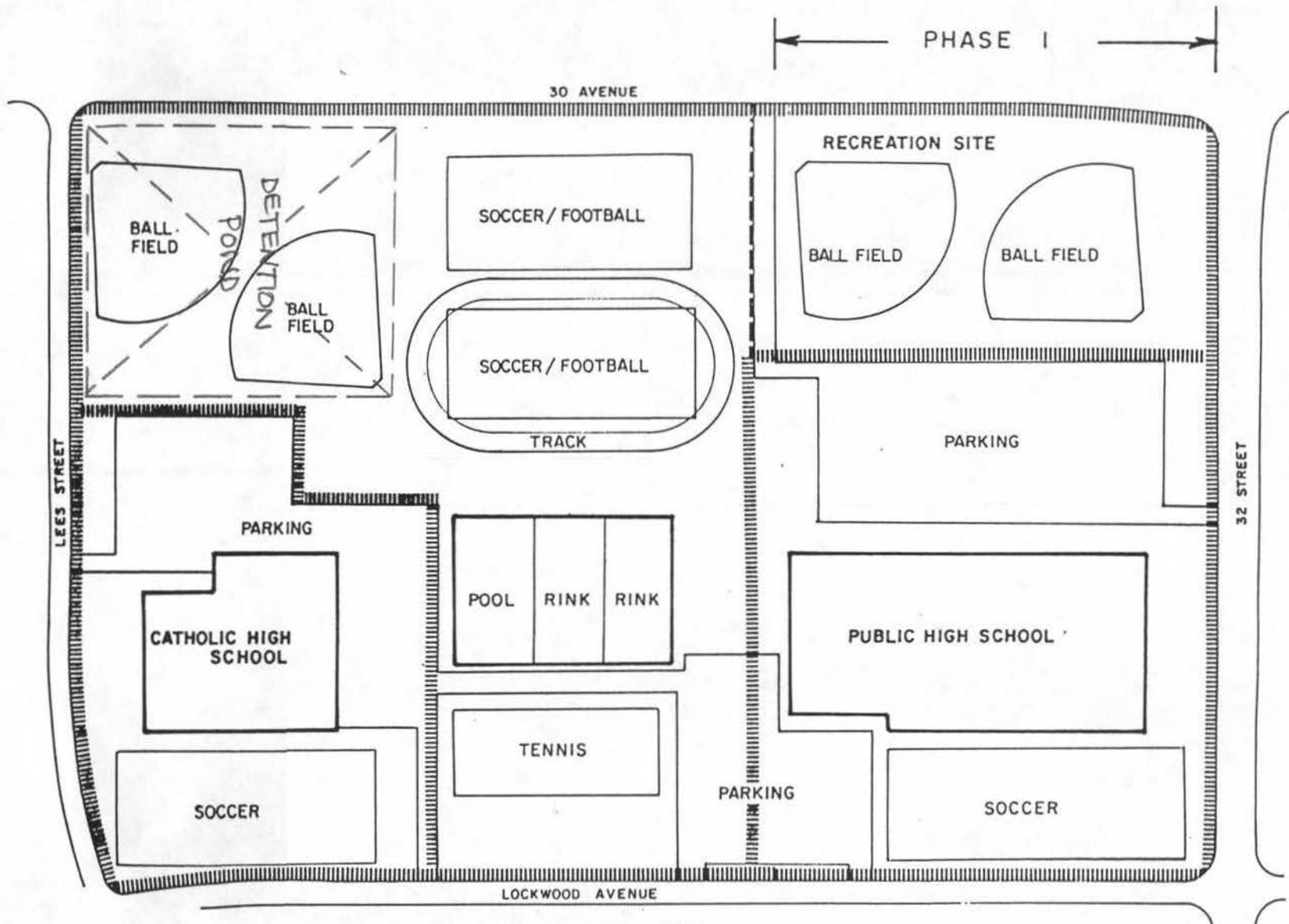
N.E.1/4 SEC.

DONAL HL

QUARTER U

APOL
SERV

S.E.1/4 SEC.



CONCEPTUAL DEVELOPMENT PLAN: PHASE I

FIGURE 3
SITE BOUNDARIES

DATE: October 30, 1991
TO: Engineering Department Manager
FROM: Acting City Clerk
RE: LANCASTER MEADOWS SUBDIVISION -
S.W. 1/4 11-38-27-W4 / PRELIMINARY ENGINEERING WORK

At the Council meeting of October 28, 1991, consideration was given to your report dated October 22, 1991 concerning the above topic and at which meeting the following motion was passed.

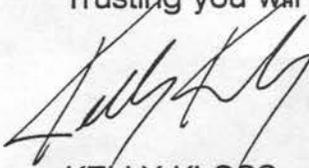
"RESOLVED that Council of The City of Red Deer, having considered report from the Engineering Department Manager dated October 22, 1991 re: Lancaster Meadows Subdivision (S.W. 11-38-27-W4), Preliminary Engineering Work, hereby approve the following work and budget relative to Lancaster Meadows Subdivision, with same to be funded by the subdivision:

a)	Outline Plan	\$ 5,000
b)	Preliminary Survey	10,000
c)	Geotechnical Study	15,000
d)	Preliminary Site Grading Design	15,000
e)	Subdivision Serviceability Study	<u>15,000</u>
	Total Budget	<u>\$60,000</u>

and as presented to Council October 28, 1991."

The decision of Council in this instance is submitted for your information and appropriate action.

Trusting you will find this satisfactory.


KELLY KLOSS
Acting City Clerk
KK/jt

c.c. Director of Financial Services
Director of Community Services

Public Works Manager
E. L. & P. Manager

NO. 5

CS-3.410

DATE: October 22, 1991

TO: CITY COUNCIL
WESTERNER EXPOSITION ASSOCIATION

FROM: MAYOR ROBERT J. MCGHEE, Chairman
Centrium/Parkland Pavilion Policy Committee

RE: ALTAPLEX EXPANSION PROJECT:
REVISED BUDGET

1. The existing budget for the Altaplex expansion project was approved by City Council on March 11, 1991, and by the Westerner Exposition Association.

As a result of increased interest revenue, the project budget has been revised as follows:

<u>PROJECT REVENUES</u>	<u>APPROVED</u>	<u>PROPOSED</u>
▪ Provincial Government Grant	21,000,000	21,000,000
▪ The City of Red Deer	5,000,000	5,000,000
▪ County of Red Deer	400,000	400,000
▪ Interest Revenue (est.)	2,500,000	2,970,000
▪ Fundraising	100,000	35,000
▪ TOTAL	<u>29,000,000</u>	<u>29,405,000</u>

PROJECT BUDGET

▪ Administration	100,000	105,000
▪ Planning and Design	1,700,117	1,717,117
▪ Capital (incl. contingency)	25,308,000	25,632,883
▪ Operating Trust Fund	1,891,883	1,950,000
▪ TOTAL	<u>29,000,000</u>	<u>29,405,000</u>

2. The revised budget of revenues and expenditures was considered by the Centrium/Parkland Pavilion Policy Committee at its meeting on October 17, 1991, when the following resolution was adopted.

"THAT the Centrium/Parkland Pavilion Policy Committee, having considered the revised budget submitted with the financial update dated September 30, 1991, hereby recommend acceptance of same to City Council and the Westerner Board."

City Council
Westerner Exposition Association
Page 2
October 22, 1991

3. **RECOMMENDATION**

It is recommended that City Council and the Westerner Board approve the revised budget as submitted, and authorize the Altaplex Construction Management Committee to approve expenditures as outlined.



ROBERT J. MCGHEE
Mayor

:dmg

DATE: October 30, 1991

TO: Mayor R.J. McGhee, Chairman
Centrium/Parkland Pavilion Policy Committee

FROM: Acting City Clerk

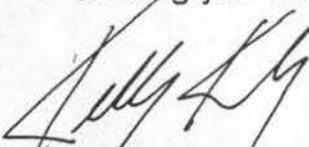
RE: ALTAPLEX EXPANSION PROJECT: REVISED BUDGET

At The City of Red Deer Council meeting held on Monday, October 28, 1991, your report dated October 22, 1991 concerning the above topic was presented to Council and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered report of the Centrium/Parkland Policy Committee dated October 22, 1991 re: Altaplex Expansion Project: Revised Budget, hereby approves the revised budget as outlined in the above-noted report and further authorizes the Altaplex Construction Management Committee to approve expenditures as outlined, as recommended to Council October 28, 1991."

The decision of Council in this instance is submitted for your information and appropriate action. I trust you will now be forwarding this matter to the Altaplex Construction Management Committee for their information.

Trusting you will find this satisfactory.



KELLY KLOSS
Acting City Clerk

KK/jt

c.c. Director of Community Services

DATE: October 15, 1991
TO: City Council
FROM: Acting City Clerk
RE: TOWNE CENTRE ASSOCIATION - 1992 BRZ BUDGET

The proposed 1992 BRZ budget as submitted by the Towne Centre Association is enclosed herewith for Council's information.

Section 171.5 of the Municipal Government Act provides as follows:

"171.5(1) At the time and in the form prescribed by the council, a board shall submit to the council for its approval the estimates of the board for the current year and may request of the council any sums of money required to carry out its powers and duties.

(2) On receipt of the estimates, the council shall provide, in the form and manner it considers adequate, to every person assessed for business purposes in the area, notice of the estimates and the date and place of the council meeting at which the estimates will be considered."

Council has directed in the past that individual notices be mailed to every person assessed for business purposes in the area. The cost of sending out notices individually approximates the cost of an advertisement. Council's direction is requested.

In addition, Council is requested to establish the date for the meeting to be held sometime in January. It is suggested that the Towne Centre Association budget be considered at the regular Council meeting to be held on Monday, January 20, 1992, commencing at 7:00 p.m.

Respectfully submitted,



KELLY KLOSS
Acting City Clerk

KK/jt

Att.



• RED DEER'S • **ORIGINAL** • BUSINESS DISTRICT •

• TOWNE CENTRE ASSOCIATION • B3, 4901 - 48 STREET • RED DEER, ALBERTA • T4N 1S8 • (403) 340-TOWN (8696) •

October 8th, 1991

Mayor McGhee and City Council
City of Red Deer

RE: 1992 BRZ BUDGET

Dear Mayor McGhee and Council,

The Towne Centre Association is pleased to present for your approval, our 1992 budget, as approved by the Association, at the Annual General Meeting, held October 8th, 1991, at the Highland House in downtown Red Deer.

This years budget, contains only one increase, specifically to the annual grant for maintenance, storage and installation of the Christmas decorations, on behalf of the community of Red Deer. As indicated at last years budget deliberations, we are facing increased costs for storage, maintenance, and installation, requiring an increase to the annual grant. Details of our direct cost are outlined on the attached budget sheet.

No increase is requested in the litter contract, in keeping with the effort by City Council to produce a 0% budget in 1992. However, with expansion of the downtown area into rail land, and quickly deteriorating litter containers, we anticipate additional expenses to be incurred in litter control in 1993. The containers in question were donated to the City of Red Deer by the Rotary club approximately 16 years ago. These units underwent major repair in 1984, and have now reached the point where some are held together with gaffers tape. They will likely be functional for 1992, however we expect that they will be unusable by 1993.

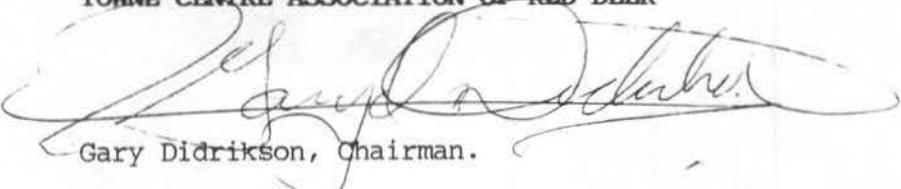
The Association will, in the interim, approach the Rotary club, for consideration of support to replace these units in 1993.

The BRZ tax portion of our budget, contains no increases to the business membership. It is with great pride that we remain amongst the lowest BRZ rates in the country, and our Association has only had one increase in the tax amount to the entire membership in 9 years.

The expansion of the BRZ into the proposed new areas, will generate a moderate amount of additional revenue in '92, and any surplus of revenue will be put into a major project account, for development of specific improvements in the core area.

We appreciate the support of Council over the last 8 years, and we look forward to another year of positive growth and expansion of the Municipal tax base in the core area.

Sincerely yours,
TOWNE CENTRE ASSOCIATION OF RED DEER


Gary Didrikson, Chairman.

OCT-9 1991

CITY OF RED DEER

(2)

1992 BRZ REVENUE

BRZ BUSINESS TAX	\$80,031.00 (no change)
PROVINCIAL GRANT IN LIEU	\$15,494.00 (no change)
CHRISTMAS DECORATION GRANT	\$7,000.00 (\$2,000.00 increase)
LITTER CONTRACT	\$41,750.00 (no change)
KIOSK, SALES, AND MISC. REVENUES	\$6,000.00 (no change)

TOTAL	\$150,275.00
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ADDITIONAL REVENUES FROM 1991 SURPLUS AND ANTICIPATED GRANTS (Lottery Funds)	\$9,600.00
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GRAND TOTAL 1992 REVENUE BUDGET	\$159,875.00
--	---------------------

1992 EXPENSES:

ORGANIZATION COSTS (supplies, rent, utilities, newsletter, office equipment, vehicle expenses, staff, banking, printing, benefits, GST, conferences)	\$42,705.00
---	-------------

DESIGN (drafting supply, projects)	\$22,050.00
---	-------------

PROMOTION & MARKETING (advertising, promotions events, sign costs, kiosks, meetings)	\$49,850.00
---	-------------

ENVIRONMENTAL MAINTENANCE (staff, vehicle, landfill, storage, insurance, fuel, equipment)	\$38,287.00 *SEE NOTE BELOW
---	-----------------------------

ECONOMIC DEVELOPMENT (staff, phone, communication)	\$5,187.00
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GRAND TOTAL EXPENSES	\$158,079.00
-----------------------------	---------------------

ENVIRONMENT NOTE: In addition to the hard costs illustrated, an administration share, which includes, benefits, office, utilities, etc., is charged to litter. This amount is **\$3,463.00** making the total requested on the litter contract **\$41,750.00**.

'92 MAJOR PROJECT: Installation of the GAETZ AV PARKING MALL sign.

ANTICIPATED SURPLUS \$1,208.00



• RED DEER'S •

ORIGINAL

• BUSINESS DISTRICT •

• TOWNE CENTRE ASSOCIATION • B3, 4901 - 48 STREET • RED DEER, ALBERTA • T4N 1S8 • (403) 340-TOWN (8696) •

September 10, 1991

Allan Willcock
 Director of Finance
 City of Red Deer

Re: '92/'93 Fee For Service - Christmas Decorations

Dear sir,

As indicated by Mr. Sisson of our Board, at last years Christmas Fee request, the Association will require an increase in the fee for service for the '92/'93 season. Our hard cost for supply, installation and maintenance of the Christmas decorations is outlined as follows;

- Storage Space Rent	\$3,000.00/yr
- Equipment Rental for Installation	\$2,000.00/yr
- Staff labor costs for installation and maintenance	\$1,000.00/yr
- Materials for repair and maintenance	\$500.00/yr
- Annual budgeting for replacement fixtures	\$500.00/yr
- Administration fees	N/C
- Insurance fees	N/C
TOTAL HARD COSTS PER YEAR	\$7,000.00

As you can see, the present fee for service is inadequate to maintain, replace, or even cover hard costs. It is hoped, that in the near future, budgeting can occur for the improvement of decorations on Gaetz Avenue, as well as a significant expansion into the rail road property.

The Association requires a fee of \$7,000.00 in 92/93 in order to maintain what is presently in inventory. In addition, the City should consider the capitol cost of additional decorations, for expansion into rail road land in '92.

The Association estimates that new decorations for this expansion, can be purchased for Ross and 49 streets for \$8,000.00. The increase in the Fee for service for this new area will include expansion of storage facilities and is estimated to increase the fee for service to \$8,500.00 per year for '93/'94.

Our request at present is for a Fee for maintenance , installation, and storage of the existing inventory, in the '92/'93 season of \$7,000.00.

Sincerely yours,

TOWNE CENTRE ASSOCIATION

JOHN P. FERGUSON, GENERAL MANAGER.

COMMISSIONERS' COMMENTS:

We would recommend that:

1. Individual notices be mailed out as has been the case in the past.
2. That the meeting date be established as outlined in the report from the Acting City Clerk.

"R. J. McGHEE"
Mayor

"M. C. DAY"
City Commissioner

DATE: October 30, 1991
TO: City Assessor
FROM: Acting City Clerk
RE: 1992 TOWNE CENTRE ASSOCIATION BUDGET

At the Council meeting of October 28, 1991, the following motion was passed pertaining to the above topic.

"RESOLVED that Council of The City of Red Deer, having considered report from the Acting City Clerk dated October 15, 1991 re: Towne Centre Association - 1992 BRZ Budget, hereby agrees that the 1992 Towne Centre Budget be considered at the Council meeting of January 20, 1992, commencing at 7:00 p.m. or as soon thereafter as Council may determine, and that individual notices be mailed out to every person assessed for business purposes in the area, advising of the date and place of the Council meeting at which the Budget will be considered."

As in previous years we will require from your department the names of every person assessed for business purposes in the BRZ area, including mailing addresses, in order that notice of the budget estimates and the date and place of the Council meeting at which the estimates will be considered, may be mailed by our office as directed.

Once again, we would appreciate the names and mailing addresses also to be printed directly onto stick-on labels, which certainly minimizes our workload. This information is required by no later than December 31, 1991.

Your assistance in this matter is greatly appreciated.



KELLY KLOSS
Acting City Clerk

KK/jt

c.c. Director of Financial Services
Clerk Stenos II - Sandra and June



THE CITY OF RED DEER

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

FAX: (403) 346-6195

City Clerk's Department 342-8132

October 30, 1991

Towne Centre Association
#B3, 4901 - 48 Street
RED DEER, Alberta
T4N 1S8

Attention: Mr. John Ferguson, General Manager

Dear Sir:

RE: 1992 BRZ BUDGET

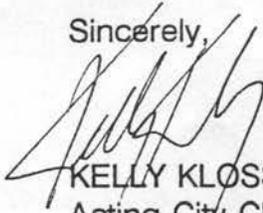
At the Council meeting of October 28, 1991, the following motion was passed by Council pertaining to the above matter.

"RESOLVED that Council of The City of Red Deer, having considered report from the Acting City Clerk dated October 15, 1991 re: Towne Centre Association - 1992 BRZ Budget, hereby agrees that the 1992 Towne Centre Budget be considered at the Council meeting of January 20, 1992, commencing at 7:00 p.m. or as soon thereafter as Council may determine, and that individual notices be mailed out to every person assessed for business purposes in the area, advising of the date and place of the Council meeting at which the Budget will be considered."

The decision of Council in this instance is submitted for your information. This office will be sending out notices to every person assessed for business purposes in the BRZ area in the new year, advising them of the Council meeting in which the estimates will be considered.

Trusting you will find this satisfactory.

Sincerely,



KELLY KLOSS
Acting City Clerk
KK/jt

c.c. Director of Financial Services
Economic Development Manager

City Assessor
Bylaws & Inspections Manager



*a delight
to discover!*



MEMORANDUM

TO: City Council

DATE: October 21, 1991

FROM: Gary Klassen, Associate Planner

RE: City of Red Deer Outline Plan and Subdivision Guidelines

Since the adoption and implementation of the above noted procedures, the Subdivision Committee has found that two areas in the guidelines require further clarification. The first area is in regard to the advertising of public information meetings. The second area is in regard to what would constitute an amendment to an outline plan.

With respect to advertising there is a need to describe the desired format for publicizing the information meetings. We recommend that in Section 3.2(6) the second paragraph be replaced with the following:

The City will place an ad in the Advocate in regard to a public information meeting in the same format as zoning and other planning matters are advertised. The direct costs of holding the meeting, including advertising, are to be covered by the developer.

The second area of clarification is in regard to amendment procedures for an outline plan. We recommend the following be included as a new section in the guidelines:

3.3 *OUTLINE PLAN AMENDMENT PROCESS*

1. *An amendment to an adopted outline plan is required in the following circumstances:*
 - a) *a change in proposed land uses such as from single family to duplex housing;*
 - b) *a change in the classification of roadways such as an upgrading from a local road to a collector road;*
 - c) *a change in other documents affecting planning and land use in the area such as an amendment to an area structure plan.*

2. *The developer submits a proposed change to an outline plan to City Planning Services of the Red Deer Regional Planning Commission.*
3. *City Planning Services will circulate the proposed change to City departments and if necessary, appropriate outside agencies. The departments or agencies will be requested to reply within 14 days.*
4. *If there are no outstanding issues from the circulation process, the amendment can go to a public information meeting as outlined in Section 3.2(6).*
5. *City Planning Services will prepare a report for City Council which provides a summary of circulation comments, the results of the public information meeting and recommendations in regard to the proposed amendment.*
6. *City Council considers the proposed amendment and may approve it with or without conditions.*

These changes to the guidelines have been endorsed by the Subdivision Committee, however, the Urban Development Institute has expressed a concern in regard to 3.3 1a (letter attached).

We recommend that City Council amend the "City of Red Deer Outline Plan and Subdivision Guidelines" as referenced in Policy 823 to include the above revisions.



R. GARY KLASSEN, ACP, MCIP
ASSOCIATE PLANNER

RGK/pim

Enc.



URBAN DEVELOPMENT INSTITUTE RED DEER CHAPTER

#400, 4808 ROSS STREET
RED DEER, ALBERTA T4N 1X5
PHONE 343-0817

RECEIVED
OCT 21 1991
RED DEER REGIONAL
PLANNING COMMISSION
305. 1305D PLAN

21 October 1991

RED DEER REGIONAL PLANNING COMMISSION
2830 Bremner Avenue
Red Deer, Alberta
T4R 1M9

Attention: Gary Klassen, Associate Planner

Dear Sir:

Re: City of Red Deer Outline Plan
and Subdivision Guidelines

Having reviewed the proposed revisions to the Outline Plan process the Urban Development Institute of Red Deer hereby disagrees with the provision set forth in Item 3.3.1.(a).

We do not feel it is necessary to revise the Outline Plan if proposed re-zoning is from R1 to R1A to allow for duplex development. The general public will be afforded the opportunity to comment on any rezoning at the Public Hearing stage at the Council Meeting. We feel that it is very difficult to pre-determine the detail of specific zoning on the Concept Plan 7-10 years in advance of specific development.

Council should be aware that if this policy is adopted as presented, it may mean many re-submissions and revisions to the Concept Plan during the course of development.

The Urban Development Institute concurs with all other provisions as stated in your letter to Council.

Yours truly,

Fred L. Lebedoff
Red Deer Chairman

CITY OF RED DEER
OUTLINE PLAN AND SUBDIVISION GUIDELINES

Revised October, 1991

Prepared by
City Planning Services
Red Deer Regional Planning Commission

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1.0 INTRODUCTION

The land development process in Alberta is marked by distinct steps that have been established by the Planning Act. The City of Red Deer has implemented the statutes according to its requirements and preferences. The following sections outline in detail two key elements in land development which includes the outline plan and subdivision approval processes.

It should be noted that this document is a guideline in regards to the outline plan and subdivision processes, and where appropriate, specific policies and standards which are applicable to a development should be referenced.

2.0 CONSULTATION: CITY, REGIONAL PLANNING COMMISSION AND OTHER AGENCIES

It is strongly recommended that in the preliminary outline plan or subdivision stage the applicant or appointed agent consult with City Planning Services (RDRPC), the City Engineering Department and other affected agencies such as school boards or utility companies before submitting an outline plan or subdivision application for the following reasons:

- to save the applicant time and money in preparing plans which may prove to be unacceptable.
- to allow City Planning Services to review the proposal, design, concept, its conformity with current planning policy and to then advise the proponent accordingly.
- to allow the City Engineering Department to comment on the location, availability and method of servicing the development area.

3.0 OUTLINE PLAN APPROVAL PROCESS

The developer is responsible for preparing a detailed outline plan for the land area. This type of plan is not required by the Planning Act but is considered by the City of Red Deer as a pre-condition for subdivision of larger land areas (eg. quarter section). The outline plan must implement the development concepts of any applicable area structure plan or concept plan, the general municipal plan, the land use by-law, and be in conformity with the regional plan, where applicable.

3.1 Content

The outline plan must show in detail the type, size and location of all land uses; the transportation network; the location and size of neighbourhood facilities such as schools and parks; the staging of development; and conceptual servicing design.

3.2 Review Procedure

The review process usually takes two to four months and includes the following steps.

1. The developer submits an outline plan to City Planning Services of the Red Deer Regional Planning Commission.
2. City Planning Services prepares a background report which reviews the proposal in terms of conformity with statutory or other planning documents and highlights other planning considerations.
3. The outline plan and the background report is circulated by City Planning Services, to City departments and if necessary, appropriate outside agencies.
4. A summary of circulation comments is prepared by City Planning Services and is circulated to members

of the City Subdivision Committee.

5. The City Subdivision Committee meets to review the circulation comments and makes recommendations in regard to the outline plan. As part of this review, it may be necessary for the Subdivision Committee, City Planning Services and City departments to meet with the developer in order to clarify positions or resolve concerns.
6. City Planning Services and appropriate City departments, in conjunction with the developer, will hold a public information meeting in regard to the proposed outline plan. The purpose of the meeting is to ensure that the general public in the area is aware of future proposed development and has an opportunity to comment on the plan.

The City will place an ad in the Advocate in regard to a public information meeting in the same format as zoning and other planning matters are advertised. The direct costs of holding the meeting, including advertising, are to be covered by the developer.

7. City Planning Services forwards, on behalf of the City Subdivision Committee, the outline plan as revised, if necessary, with recommendations to Council for consideration.
8. City Council considers the outline plan and may approve it by resolution with or without conditions. An approved outline plan is considered the basis from which decisions on future subdivisions for that area are made. If refused, the developer must make changes to the plan in accordance with directions from Council and administration.

3.3 OUTLINE PLAN AMENDMENT PROCESS

1. An amendment to an adopted outline plan is required in the following circumstances:
 - (a) a change in proposed land uses such as from single family to duplex housing;
 - (b) a change in the classification of roadways such as an upgrading from a local road to a collector road;
 - (c) a change in other documents affecting planning and land use in the area such as an amendment to an area structure plan.
2. The developer submits a proposed change to an outline plan to City Planning Services of the Red Deer Regional Planning Commission.
3. City Planning Services will circulate the proposed change to City departments and if necessary, appropriate outside agencies. The departments or agencies will be requested to reply within 14 days.
4. If there are no outstanding issues from the circulation process, the amendment can go to a public information meeting as outlined in Section 3.2(6).
5. City Planning Services will prepare a report for City Council which provides a summary of circulation comments, the results of the public information meeting and recommendations in regard to the proposed amendment.
6. City Council considers the proposed amendment and may approve it with or without conditions.

4.0 SUBDIVISION APPLICATION

The Red Deer Regional Planning Commission is the subdivision approving authority for the City of Red Deer. As such, an application for the subdivision of land within the City must be submitted to the RDRPC to be processed by its City Planning Services section.

The applicant will be expected to submit a plan of subdivision which complies with any applicable statutory plan, concept plan, outline plan or standards in the land use by-law which have been adopted by City Council and be in conformity with the Regional Plan, where applicable. It is recommended that the applicant seek the help of a professional consultant in order to achieve the best subdivision design and best use of the site.

5.0 SUBMISSION OF TENTATIVE PLAN OF SUBDIVISION

The landowner or an agent (with a letter of authorization) acting on behalf of the land owner is required to submit to the RDRPC the following documents when making a formal application for subdivision:

1. Fifteen copies of the plan of subdivision to a scale of not less than 1:2000:
 - (a) showing the location, dimensions and boundaries of the land to be subdivided;
 - (b) clearly outlining the land which the applicant wishes to register in a land titles office;
 - (c) showing the location, dimensions and boundaries of,
 - (i) each new lot to be created,
 - (ii) the reserve land, if any,
 - (iii) the right of way of each public road, and
 - (iv) other rights of way;
 - (d) showing the location and dimensions of buildings on the land that is the subject of the application and specifying those buildings that are proposed to be demolished or moved, if any;
 - (e) showing the location of any existing or proposed railway lines or spur tracks;
 - (f) describing the use or uses proposed for the land that is the subject of the application;
 - (g) showing existing tree lines and topography;
 - (h) such other information as may be required by the RDRPC.
2. A Copy of the Certificate of Title.

The subdivision approving authority is required to make a decision on an application for subdivision within 60 days from the date of receipt or it is deemed refused unless an extension of time is provided by the applicant.

6.0 PROCESSING SUBDIVISION APPLICATIONS

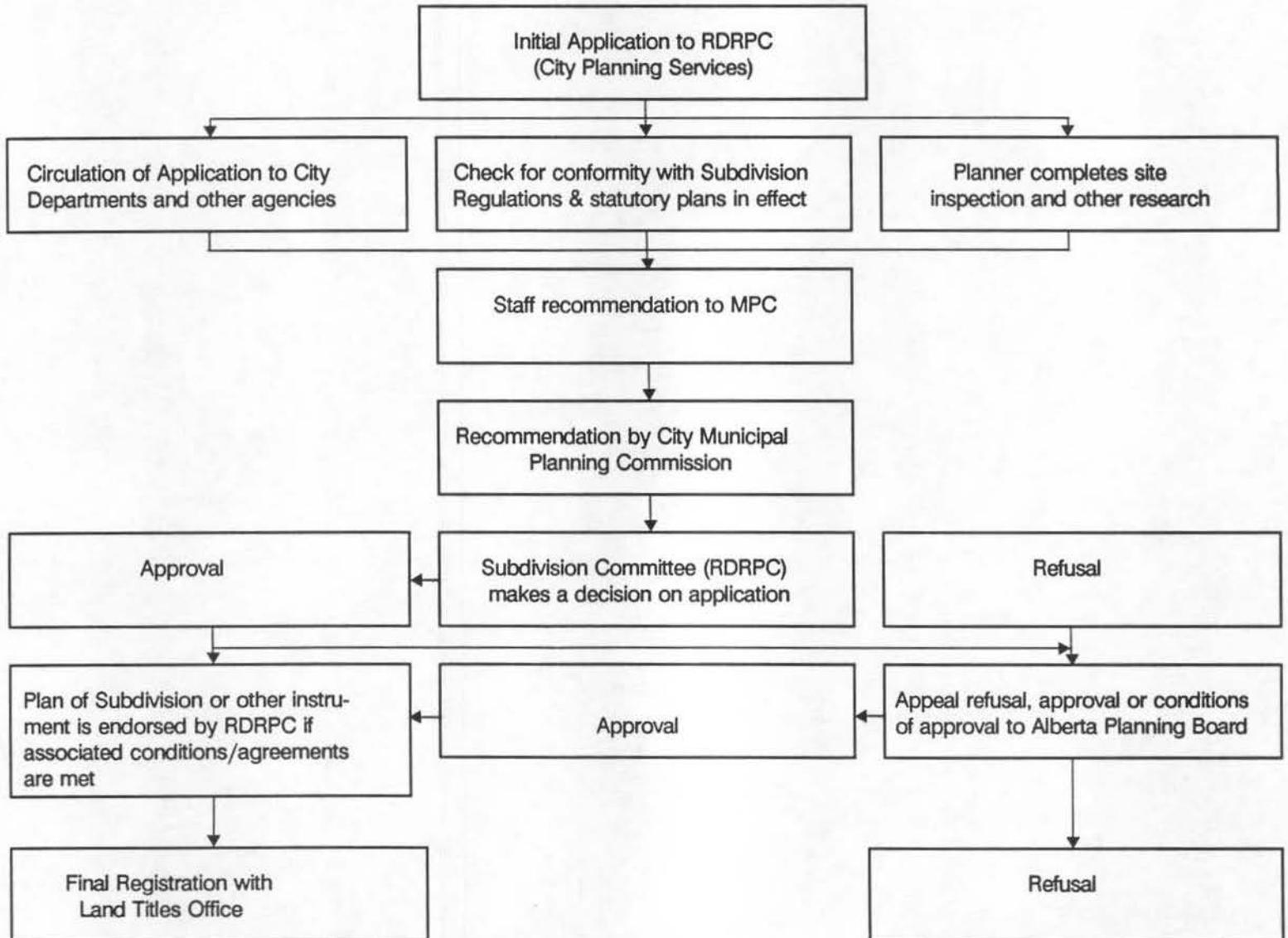
Upon submission of a completed application, City Planning Services forwards copies of the application to City departments and other agencies requesting their comments on the proposed subdivision. If the land is not zoned for the proposed uses, then the applicant must apply to City Council for a redesignation before final approval of the subdivision can be given.

The Subdivision Committee of the RDRPC will decide on the application after the recommendation of the City Municipal Planning Commission is received. The decision of the Subdivision Committee may be appealed to the Alberta Planning Board within 30 days of the receipt of the written decision by the applicant, City Council or a school authority. An adjacent land owner may appeal within 14 days from the date on which the decision was first published in the Red Deer Advocate.

6.1 Subdivision Approval Process

The following is an overview of the subdivision process for the City of Red Deer which is administered by City Planning Services of the Red Deer Regional Planning Commission.

City of Red Deer Subdivision Approval Process



7.0 PLANNING CONSIDERATIONS

Any subdivision plan should be based on sound planning principles and should contribute to the orderly growth of the community. Furthermore, the proposed plan of subdivision shall comply with the Regional Plan, the General Municipal Plan, any statutory plans, concept plan, approved outline plans and the land use bylaw. Any application for subdivision requiring amendments to the above documents shall not be approved until the required amendments are in place.

7.1 Physical Factors Affecting the Design

In a subdivision layout, careful consideration should be given to the following:

- soil conditions;
- topography and drainage;
- natural features such as rivers, creeks, trees, that should be conserved and incorporated in the design.

7.2 Residential Subdivision

7.2.1 Street Layout

The subdivision street layout should be designed with regard to topography, natural features, clarity of movements and street function. A subdivision layout must be integrated with the existing street network so that there are at least two points of access in all phases of development. A temporary access may be used in a phase where a permanent access is designed to occur in a subsequent phase.

7.2.2 Residential Density

In the developing areas of the City, the residential density is based on a maximum of 45 persons per gross hectare of land under subdivision. A quarter section of land containing approximately 65 hectares would have a potential population of about 2,900 persons.

The total number of persons are calculated according to the following persons per unit standard:

<u>Unit Type</u>	<u>Persons Per Unit Standard</u>
Detached dwelling	3.4
Semi-detached dwelling	3.3
Multi-attached dwelling	3.0
Multiple family dwelling	
- Bachelor	1.6
- One bedroom	2.4
- Two or more bedrooms	3.0

7.2.3 Street Classification

For the purpose of these guidelines the streets or roads in and around a subdivision have been classified as follows:

- a) **Arterials:** These roads carry large volumes of all types of traffic with speeds of generally 60 km/h. These roads have limited access and should be found in the periphery of neighbourhoods. The right-of-way for major thoroughfares is 60 metres with 21.8 metres of carriageway.
- b) **Collector streets:** These streets are intended to collect traffic from local streets and feed them

- c) into arterials. The right-of-way recommended is 22 metres with a carriageway of 12 metres.
- Local streets: Streets of this type are intended solely for localized or neighbourhood traffic wherein through traffic is discouraged. The local streets will have a 16 metre right-of-way and 10 metres for the carriageway. A local street along multiple family housing will have an 18 metre right-of-way and a 12 metre carriageway.

7.2.4 Public Reserve

Under the provisions of the Planning Act the applicant will be required to either dedicate 10 percent of the land as municipal or school reserve, or provide 10% of the value of the land to the City in lieu of land. Consideration of allocations are done in consultation with the City and school boards.

The provision of environmental reserves is also required when portions of the site consists of a swamp, a gully, or contains other natural features as outlined in the Planning Act.

7.2.5 Schools, Parks and Recreation

An area structure plan, area redevelopment plan, concept plan or outline plan will normally indicate the location of schools, parks and recreation areas. These are generally known as neighbourhood centres and are conveniently located in a quarter section in such a way that residents have reasonable access to the centre.

Pursuant to the requirement in the Planning Act for a dedication of 10% of the land or value of land for parks and school purposes, the following standard is recommended in a neighbourhood of one quarter section in size (65 ha):

Neighbourhood centre with or without school	5.1 ha
Parkette	1.0 ha
Linkage	<u>0.4 ha</u>
Total	6.5 ha

Each neighbourhood should have a conveniently located neighbourhood centre which has the following facilities:

- 1- school building to accommodate grade levels as determined by their respective school system;
- 1- neighbourhood community shelter approximately 93 to 163 sq. m in size to accommodate rink skate change and summer playground activities;
- 1- elementary play equipment area;
- 1- preschool play equipment area;
- 1- preschool play equipment;
- 2- class "B" fastball/softball diamonds non-overlapping;
- 2- class "B" sportsfields (1 class B sportsfield if there is a school);
- 1- multi-use hard surface area for tennis (2 courts), basketball, volleyball and tetherball (to be converted to hockey in the winter);
- 1- hockey rink, complete with lighting;
- 1- snowslide;

extensive landscaping and tree planting.

In addition to the neighbourhood site, small parkettes as well as pedestrian/bicycle paths and buffer reserves may be required.

The following policies have been adopted by City Council regarding dedication and development of recreation areas:

- no more than 50% of a neighbourhood (\pm 65 ha) should be subdivided without substantial portions of the major neighbourhood recreation site being dedicated as municipal reserve;
- the applicant applying for subdivision of a quarter section be advised that he should provide:
 - an overall plan of the quarter section, including municipal and school reserve;
 - a plan of development of the recreation area;
 - phasing of development for the whole quarter section, including the phasing of the recreation area;
 - a plan indicating where the topsoil will be stockpiled and how it affects the development of a recreation area.

7.2.6 Utility Lots

The areas or portions thereof required for utility lots, including detention pond areas, are subject to the policies and guidelines as established by the respective City departments.

7.2.7 Easements

The easements required should be provided by a plan of survey and at no cost to the City. Existing easements, especially those for gas or TransAlta use, may stay as easements and/or may be marked as municipal reserve or utility lot, but under no circumstances will these be included in the reserve calculation.

7.2.8 Housing Adjacent to Arterials and Expressways

Lots should be designed to back onto these types of roads with no means of direct access thereto. In most cases the right-of-way should permit the construction of a berm, in accordance with City Council Policy 548, between the road and the housing to minimize noise. When an adequate right-of-way does not exist, then the creation of a buffer area between the house and road is recommended.

7.2.9 Housing Adjacent to Railway Track

The location of housing adjacent to a railway track should be avoided if possible. Otherwise, it is recommended the lots be set back a minimum distance of 12 metres from the edge of the railway right of way when backing into the track, with a minimum distance of 28 metres to the nearest wall of the house.

7.2.10 Transit System

The neighbourhood layout should be designed to permit the easy circulation of bus services. The bus route is generally located on collector streets in such a manner that the route is within walking distance and does not exceed 450 metres from each house. The bus route requires the approval of the Transit Superintendent.

7.2.11 Housing Adjacent to Other Land Uses

a) Commercial Sites

If a commercial site, whether a local convenience facility or a district shopping centre, is to form part of the subdivision application, the type and location must be determined according to an area structure plan, or in its absence an outline plan. The size and the uses proposed must be in accordance with the provisions of the land use bylaw. The commercial site in a residential

area requires careful planning in relation to adjacent residential areas. Screening shall be provided to protect the residents from the commercial traffic and to minimize noise and visual nuisance. Generally, in residential areas lanes should not be shared with the commercial site.

b) **Industrial Uses**

A proposed residential use adjacent to an existing industrial use must be planned to separate the two uses completely. Screening shall be provided as in a commercial site, furthermore it is recommended that the housing back onto the industrial area rather than fronting it. The industrial and residential traffic should be separated. A buffer of 12 metres or an increased residential lot depth is also recommended.

c) **Land Adjacent to High Vapour Pressure (HVP) Pipelines or Well Sites.**

It is recommended when subdivision of land is adjacent to (H.V.P.) pipelines or well sites, appropriate legislation be consulted for setbacks.

7.2.12 Community Facilities

A residential subdivision should be well served by community facilities including school, parks, recreation, church, kindergarten and daycare facilities. It is recommended that the location of a kindergarten or daycare facility be chosen with great care, possibly close to a recreation or school site. It is advisable that the plan of subdivision indicates the location of a church, daycare, kindergarten, senior citizen's lodge, nursing home, or social care facility, if any of these uses is planned for the area. Failing to do so may create problems when the above uses are proposed for the established area.

8.0 OTHER REFERENCE DOCUMENTS

The following is a list of reference documents which may be of assistance in the development of outline plans and subdivision applications.

- Planning Act, Revised Statutes of Alberta 1980, Chapter P-9
- Subdivision Regulation (Planning Act), Alberta Regulation 132/78 as amended
- Red Deer Regional Plan, 1986
- Red Deer General Municipal Plan, Adopted, 1980
- Red Deer Land Use By-law, Adopted 1980, as amended
- East Hill Concept Plan, Approved 1989
- Northwest Area Structure Plan, Adopted 1989
- Red Deer Recreation, Parks and Culture Master Plan, updated 1986
- Design Guidelines for Subdivisions, Engineering Department, 1990

COMMISSIONERS' COMMENTS:

These guidelines are being revised to reflect Council's wishes in terms of involving and informing the public with regard to planning in neighbourhoods. In their comments U.D.I. indicate a concern related to the need to discuss with the public any change from R1 to R1A. The inference is that it may be onerous for their membership to discuss these amendments with the public several times over the development of an outline plan. It has been Council's direction, however, that when changes occur in a neighbourhood, the residents should have the opportunity to comment on the changes, and the developer should be prepared to address these changes prior to the formal Public Hearing which deals with the rezoning.

In view of Council's previously adopted position related to informing the neighbourhood about proposed development, the concept of informing the public about any change from R1 to R1A is supported. However, to make the process less onerous for U.D.I. members, it is suggested that Council adopt the process as outlined with a change in item 4 to reflect that Council could give First Reading to the Bylaw prior to a public information meeting, and further, that item 6 be amended to show that Council may approve an outline plan amendment and Second and Third Readings for a land use change at the same Council meeting.

This would meet Council's intent to inform neighbourhoods about any proposed changes in terms of planning, but also allow the process to be shortened by a number of weeks to allow development to proceed expeditiously.

"R. J. McGHEE"

Mayor

"M. C. DAY"

City Commissioner

DATE: October 30, 1991
TO: Gary Klassen
Associate Planner
FROM: Acting City Clerk
RE: CITY OF RED DEER OUTLINE PLAN AND SUBDIVISION GUIDELINES

At The City of Red Deer Council meeting on October 28, 1991, consideration was given to your report dated October 21, 1991 concerning the above topic and at which meeting the following motion was passed.

*RESOLVED that Council of The City of Red Deer, having considered report from the Red Deer Regional Planning Commission dated October 21, 1991 re: The City of Red Deer Outline Plan and Subdivision Guidelines, hereby agrees that The City of Red Deer Outline Plan and Subdivision Guidelines be amended as follows:

1. That in Section 3.2(6), the second paragraph be replaced with the following paragraph:

'The City will place an ad in the Advocate in regard to a public information meeting in the same format as zoning and other planning matters are advertised. The direct costs of holding the meeting, including advertising, are to be covered by the developer.'

2. That the following new Section be added to the guidelines:

3.3 OUTLINE PLAN AMENDMENT PROCESS

1. An amendment to an adopted outline plan is required in the following circumstances:
 - a) a change in proposed land uses such as from single family to duplex housing;
 - b) a change in the classification of roadways such as an upgrading from a local road to a collector road;
 - c) a change in other documents affecting planning and land use in the area such as an amendment to an area structure plan.
2. The developer submits a proposed change to an outline plan to City Planning Services of the Red Deer Regional Planning Commission.
3. City Planning Services will circulate the proposed change to City departments and if necessary, appropriate outside agencies. The departments or agencies will be requested to reply within 14 days.

Gary Klassen
Associate Planner
October 30, 1991
Page 2

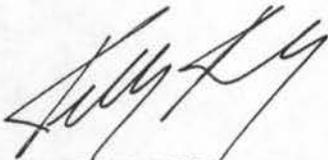
4. If there are no outstanding issues from the circulation process, the amendment can be to a public information meeting as outlined in Section 3.2(6). The public information meeting must occur prior to a public hearing related to rezoning however, the public meeting could occur after first reading of the bylaw.
5. City Planning Services will prepare a report for City Council which provides a summary of circulation comments, the results of the public information meeting and recommendations in regard to the proposed amendment.
6. City Council considers the proposed amendment and may approve it with or without conditions; Council may approve an enabling Land Use Bylaw amendment at the same time."

The decision of Council in this instance is submitted for your information and appropriate action. I would ask that you now update the Outline Plan and Subdivision Guidelines and forward a new copy to the members of Council, this office and the applicable City departments.

In addition, at the above noted Council meeting, Alderman Surkan raised the issue as to whether #1 under Outline Plan Amendment Process, covers the aspect as to whether a site configuration is changed - does this require an amendment. I believe this was the gist of the direction, however, you may wish to contact Alderman Surkan for further clarification. The City Commissioner indicated that he would be further reviewing this matter to determine if an additional amendment would be required.

I would also ask that you advise the Urban Development Institute, Red Deer Chapter, of Council's decision in this regard, and also send them a copy of the Red Deer Outline Plan and Subdivision Guidelines.

Trusting you will find this satisfactory.



KELLY KLOSS
Acting City Clerk

KK/jt

c.c. City Commissioner
Bylaws & Inspections Manager
City Assessor
Director of Community Services
Director of Engineering Services

NO. 8

DATE: October 23, 1991
TO: City Clerk
FROM: Public Works Manager
RE: **HOUSEHOLD TOXIC WASTE ROUND-UP**

The City of Red Deer conducted its fourth annual Household Toxic Waste Round-Up during the week of October 14 to 19, 1991. Household hazardous waste was accepted at Firehall #3 from Monday to Friday, from 8:00 a.m. to 8:00 p.m., and at the Public Works Yard on Saturday, from 10:00 a.m. to 4:00 p.m. This year's Round-Up was the most successful ever, in terms of both participation and the amount of waste collected.

During the week 1,162 vehicles were documented as having dropped off toxic waste, 788 vehicles at Firehall #3 and 384 vehicles at the Public Works Yard. Assuming each vehicle represented one household in the City of Red Deer, approximately 5% of the total households in the City of Red Deer participated in the Toxic Waste Round-Up.

The week-long drive and Saturday blitz collected a total of 106 barrels (205 litre/45 gallon drums) of toxic waste and 26 barrels of used motor oil. In addition, the equivalent of six barrels (1200 litres) of paint were taken from the exchange. Last year, 104 barrels of residential toxic waste were collected, including used oil.

The residential toxic waste has been sent to the Alberta Special Waste Treatment Centre near Swan Hills. All of the used oil will be recycled by Canadian Oil Reclamations Ltd.

The Citizen's Action Group on the Environment (C.A.G.E.) ran a Paint Exchange in conjunction with this year's Round-Up. Residents dropped off unwanted paint and/or picked up free paint. All the paint was checked by General Paint employees, who volunteered their time and equipment. The response from the public for free paint was overwhelming, with no useable paint remaining at the end of the day.

In 1990, 31 barrels of toxic waste collected originated from commercial sources. To prevent that from occurring this year, the number of pre-Round-Up drop off locations was reduced to one firehall. As well, a commissionaire was hired to monitor all material dropped off at Firehall #3. The advertising campaign also stressed that no commercial or industrial waste would be accepted. No commercial waste was collected this year.

Sandy Sutton of Alberta Special Waste Management Services Association visited the Public Works Yard on Saturday and indicated that the City of Red Deer's Round-Up was one of the most successful and best organized in the province. Similar comments were made by Jolie Whetzel of Alberta Waste Management Association and Jeff Wearmouth of Wearmouth Waste-Tech Ltd.

October 23, 1991
City Clerk
Page 2

Much of the success of the Round-Up can be attributed to the volunteers. Over twenty people volunteered their time on Saturday. These volunteers included staff and students from Red Deer College; C.A.G.E. representatives; General Paint Ltd.; and employees from Haliburton Services Ltd., NovaCor Chemicals Ltd., and Red Deer Co-Op Ltd.

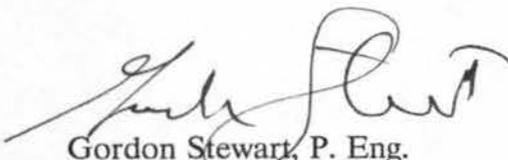
Brian Watson, Solid Waste Superintendent, and Mary Stewart, Solid Waste Inspector, along with the other staff involved deserve a great deal of credit for a well-organized, well-run Round-Up.

The costs to The City of Red Deer for the 1991 Household Toxic Round-Up have not been finalized; however, we expect it to be close to the amount budgeted, with the possibility of a slight over run because of additional handling of material due to inclement weather and the large daily volumes received at Firehall #3. The cost of the program will be the subject of a further report.

In summary, this year's Household Toxic Round-Up was a great success, with an overwhelming response from the residents of The City of Red Deer.

RECOMMENDATION

Submitted for the information of Council.



Gordon Stewart, P. Eng.
Public Works Manager

MKS/blm

cc Director of Engineering Services

COMMISSIONERS' COMMENTS:

The attached report from the Public Works Manager is for Council's information, and reports on a very successful toxic waste roundup. As can be seen, this was our most successful roundup to date and there were two essential differences to previous roundups:

First, we advertised that we would not accept any commercial wastes and the private sector cooperated fully as none were presented;

Secondly, for the first time, spearheaded by C.A.G.E. and General Paint Ltd. (who volunteered their time and equipment), we operated a paint exchange and as outlined, the response was overwhelming, with a substantial amount of paint being recycled and only 6 barrels being disposed of. We would like to thank the residents, volunteers and staff for a very successful toxic roundup campaign.

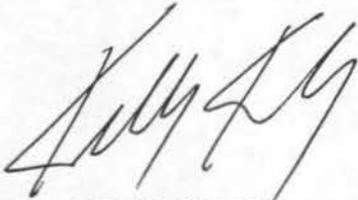
"R. J. McGHEE"
Mayor

"M. C. DAY"
City Commissioner

DATE: October 30, 1991
TO: Public Works Manager
FROM: Acting City Clerk
RE: HOUSEHOLD TOXIC WASTE ROUNDUP

At the Council meeting of October 28, 1991, your report dated October 23, 1991 concerning the above topic was presented to Council and at which meeting Council received same as information.

I would like to extend a special thanks to your department on behalf of Council for coordinating such a successful toxic waste roundup.



KELLY KLOSS
Acting City Clerk

KK/jt

NO. 9

DATE: October 16, 1991
TO: City Clerk
FROM: Bylaws and Inspections Manager
RE: **AIR CONDITIONING UNIT**

FILE NO. 91-1729

Could you arrange to place the following item before City Council for their consideration?

The above unit has two components, a chiller and compressor. In its present configuration, the compressor component has two units, one of which is designated as a backup and assists the other unit on very hot days. Since the unit was installed in 1981, three of the compressors have failed and had to be replaced. Two of the failures were covered by insurance; however, the most recent one will be our responsibility. This particular compressor is only four years old. As each compressor costs about \$50,000, and because of the time spent to manufacture and install these units, we contacted the manufacturer with our concerns. The result was unsatisfactory as their position is that these units have a life of about ten years.

The history of these compressors and the anticipated life of them is not satisfactory, in my opinion. Therefore, we looked at completely converting the unit by installing compressors with a better life expectancy and maintenance record. The cost of the retrofit would be in excess of \$90,000.

We have identified \$30,000 in the 1991 Budget that could be allocated to this project. The remainder would be charged to the 1992 Budget. The alternative would be to operate the air conditioner with only one compressor which, if it fails, does not provide adequate ventilation for the building.

Recommendation - That the project be started this year with additional funding to come from 1992 Ample Funds.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

c. Treasury Department

COMMISSIONERS' COMMENTS:

As outlined by the Bylaws & Inspections Manager, our experience with this manufacturer has been less than satisfactory, and we would concur with Mr. Strader that to again replace this compressor is putting good money after bad. We would therefore regrettably concur with his recommendations that Council approve the alternate, with the balance of the funding to be budgeted in 1992, at which time it will most likely be our recommendation that this project would qualify for AMPLE funding.

"R. J. McGHEE"
Mayor

"M. C. DAY"
City Commissioner

DATE: October 30, 1991
TO: Bylaws and Inspections Manager
FROM: Acting City Clerk
RE: AIR CONDITIONING UNIT

At the Council meeting of October 28, 1991, consideration was given to your report dated October 16, 1991 concerning the above topic and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered report from the Bylaws & Inspections Manager dated October 16, 1991 re: Air Conditioning Unit, hereby approves the installation of new compressors as outlined in the above-noted report, with \$30,000.00 of the cost to be allocated to the 1991 budget, with the remainder to be charged to the 1992 budget, and as recommended to Council October 28, 1991."

The decision of Council in this instance is submitted for your information and appropriate action.

Trusting you will find this satisfactory.



KELLY KLOSS
Acting City Clerk

KK/jt

c.c. Director of Financial Services

NO. 10

DATE: October 23, 1991
TO: City Clerk
FROM: Engineering Department Manager
RE: **CANADIAN TIRE STORE**
2510 - 50 AVENUE
LOT 8, BLOCK A, PLAN 782-0258

This development proposal began in late 1989, with a request submitted by Canadian Tire for the rezoning of Lot 8, to permit their business. Rezoning was approved on November 6, 1989. Early in 1991 development plans were submitted by Canadian Tire for MPC approval. The MPC issued approval in principle, subject to certain conditions:

1. Payment of off-site levies (\$18,665.85) and servicing fees (\$28,420.00) to the City.
2. Agreements between Canadian Tire and adjacent property owners for joint access between sites (includes MacDonald's, Revelstoke, Peavey Mart, and Canadian Tire).
3. Traffic study to be done by qualified traffic consultant to ensure that proper access is provided without unduly impacting the adjacent City roadway system.
4. Satisfactory access to be provided to the development from the Gaetz Avenue Service Road.

In September, Canadian Tire requested, and were granted, a permit to begin site work and proceed "to grade" at their risk, prior to all conditions being met. Canadian Tire did at that time pay the required off-site levies and servicing fees.

The traffic study report was completed by their consultant, and it was determined that in order to manage the anticipated traffic, the following was recommended:

1. Closure of a portion of the West Gaetz Avenue Service Road, between 28 Street and Bennett Street, and the provision of a deceleration lane on Gaetz Avenue, with a right-in/right-out access to the site from Gaetz Avenue (see attached plan).

October 23, 1991
Page Two

2. The commercial developments between 28 Street and Bennett Street to be allowed a right-in/right-out to the Major Continuous Corridor with a joint access agreement (see attached plan).

The report was reviewed by the Engineering Department and Alberta Transportation and Utilities, and accepted as recommended. Canadian Tire is required to pay all costs and obtain agreements for joint use by MacDonald's, Peavey Mart, Revelstoke, and Canadian Tire. The agreement is being handled by the City Solicitor.

To facilitate the access work on Gaetz Avenue, a construction agreement was prepared by the City Solicitor. This agreement allows Canadian Tire to carry out the modifications to Gaetz Avenue and the service road, through their consultants and contractors. Construction on this part of the project was allowed to begin the week of October 7, 1991 prior to formal service road closure, due to the lateness of the season and the fact that letters of agreement regarding the service road closure have been received from Revelstoke, MacDonald's, Peavey Mart, and Canadian Tire. It is anticipated that the Gaetz Avenue work will be completed early in 1992 to coincide with the store opening. The MCC is expected to be completed in late 1992.

RECOMMENDATION:

In conjunction with the roadway modifications, it will be necessary to physically close a portion of the service road. Most of the land should remain as road right of way for future traffic demands, however, there is a small triangular piece of land recently acquired from the Revelstoke site which is now surplus to the City's needs. Subject to Council's approval, we intend to initiate discussions with Revelstoke regarding this surplus area. It would appear that no by-law amendment is required, however, Council's resolution is requested for the closure of that portion of the West Gaetz Avenue Service Road which lies between 28 Street and Bennett Street.


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

NPA/cy

COMMISSIONERS' COMMENTS:

We would concur with the recommendations of the Engineering Department Manager.

"R. J. McGhee"
Mayor

"M. C. Day"
City Commissioner

39

MOLLY BANNISTER DRIVE

28 STREET

SURPLUS LAND

CLOSURE OF EXISTING SERVICE ROAD

MCC

ADVELOK BUILDING (EXISTING)

CANADIAN TIRE

JOINT ACCESS ROAD

PEACEY HALL (EXISTING)

CENTRAL ANIMAL CLINIC

GAETZ AVE SERVICE ROAD

GAETZ AVENUE

BENN STRI

CANADIAN TIRE CORP.
RED DEER STORE
PROPOSED ROAD IMPROVEMENTS

IBI GROUP



1:2000

SEPT 12/91
REVISION #7

(ROAD LOCATIONS ARE APPROXIMATE)

DATE: October 30, 1991
TO: Engineering Department Manager
FROM: Acting City Clerk
RE: CANADIAN TIRE STORE - 2510 - 50 AVENUE
LOT 8, BLOCK 8, PLAN 782-0258 / ROADWAY MODIFICATIONS -
CLOSURE OF PORTION OF SERVICE ROAD

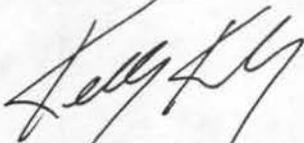
At the Council meeting of October 28, 1991, consideration was given to your report dated October 23, 1991 concerning the above topic and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered report from the Engineering Department Manager dated October 23, 1991 re: Canadian Tire Store, 2510 - 50 Avenue, Lot 8, Block A, Plan 782-0258, hereby approves the closure of that portion of the West Gaetz Avenue service road which lies between 28 Street and Bennett Street as outlined in the above-noted report from the Engineering Department Manager, and as presented to Council October 28, 1991."

The decision of Council in this instance is submitted for your information and appropriate action.

As indicated in your recommendation, this is not an actual legal closure in which a bylaw amendment is required, as although the road would be physically closed, it will be still considered roadway.

Trusting you will find this satisfactory.



KELLY KLOSS
Acting City Clerk

KK/jt

c.c. Public Works Manager



December 18/90

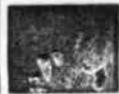
City of Red Deer

Attention: Pat E. Grainger R.E.T.

Confirming receipt of your letter December 7, 1990 to Mr. J. P. Ingoldsby General Manager on the subject of Access to Gaetz Ave. @ 28th Street, the following direction is requested by the interested parties as shown by copy.

1) Due to the fundamental needs of the property owners, the overall traffic to be generated and your draft report on the matter we have engaged a consulting firm to perform an independant traffic survey.

2) The recommendations from the study will be available in mid January 1991 and at that time presented to the Engineering department for review and consideration.



CANADIAN TIRE ASSOCIATE STORE

K.T. MACLEAN LTD.

3) We request therefore that written confirmation be directed to the parties involved that the situation will be put on hold till then at which time an appropriate date can be selected for presentation to council following our meetings with your department officials.

Sincerely

K.T. MacLean
Owner - Canadian Tire
Red Deer

- c/c Ken Haslop - Manager
Red Deer City Engineering
- c/c Charles Sevcik - City Clerk - Red Deer
- c/c Peavy Industries
Attention: Norm Nillson - President
- c/c Revelstoke
Attention: Garth Olson - Manager
- c/c Central Animal Clinic
Attention: Dr. Weber
- c/c McDonalds Restaurants
Attention: Rob Leask - Manager
- c/c I.B.I. Group - Edmonton
Attention: A. McNally - Director

*Canadian Tire
Re-zoning.*

JATE: October 17, 1990
TO: Engineering Department Manager
FROM: City Clerk
RE: PEAVEY INDUSTRIES LIMITED CHANGES TO
GAETZ AVENUE AND MOLLY BANISTER DRIVE INTERSECTION

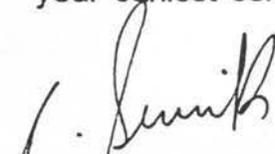
Correspondence from Peavey Industries Limited expressing concerns over changes to the above noted intersection received consideration at the Council meeting of October 15, 1990 and at which meeting the following motions were passed:

"RESOLVED that Council of The City of Red Deer having considered correspondence from Peavey Industries Limited re: Changes to Intersection at Gaetz Avenue and 28 Street (Molly Banister Drive) hereby concurs with the comments of the Engineering Department Manager as outlined in his report presented to Council October 15, 1990."

"RESOLVED that traffic lights be installed at the Gaetz Avenue and Bennett Street intersection as soon as possible to be charged to the 1991 Budget."

In addition to passing the above noted resolutions, it was agreed by Council that you notify all affected businesses in the area to attend a meeting for the purpose of explaining the reconstruction taking place, future changes when the Major Continuous Corridor is constructed, and to discuss other alternatives and temporary solutions to their problems.

The decision of Council in this instance is submitted for your information and appropriate action. I trust that you will be in contact with the businesses affected at your earliest convenience.


C. Sevcik
City Clerk

*K. Harlop advises this matter
resolved when Canadian Tire
store site rezoned. 9/2/05/14
ks.*

CS/blm

cc City Commissioner
Director of Financial Services
E.L. & P. Manager

RCMP City Detachment
Principal Planner



CENTRAL ANIMAL CLINIC LTD.

2404 GAETZ AVE. RED DEER, ALBERTA Phone: 343-0606

DR. R.W. WEBER D.V.M.

DR. D.W. GUENTHER

April 7, 1991

The City of Red Deer
Engineering Department
Box 5008
RED DEER Alta.
T4N 3T4

COPY TO CITY COUNCIL

Attn: Mr. P. Grainger and Mr. K. Heslop

Dear Sir;

RE: Road redesign of Gaetz Ave. South

As you are aware, I am part of the group of businesses that engaged the IBI Group as consultants with regards to access of the block between Molly Bannister Drive and 24 Street on the west side of Gaetz Avenue. This group consists of the Revelstoke Company, Canadian Tire, Mc Donalds, Peavey Mart and ourselves, Central Animal Clinic Ltd. .

A report with accompanying recommendations had been presented to yourself and your department in January of this year. I fully support that report and its recommendations. However, due to the potentially severe impact on my business and my property I find it necessary to state my position vis a vis your proposals and conceptual drawings you presented to myself on Jan. 7, 1991. Your proposal to install a "bulb" design in front of my business is both impractical and disastrous. It will have a drastic and severely negative impact on my business and property while at the same time not give a satisfactory solution to the problem. I find that your proposed rearrangement of the frontage of Central Animal Clinic caused by the loss of some 58% of our front area is awkward, impractical and is not workable and I must thus reject it as totally unacceptable. I also believe that the cost/benefit relationship of such a bulb design is not very favorable and the monies that your department proposes to spend at the 24th Street intersection can be put to much better use in providing access to this area west of Gaetz Avenue.



--- 2

My response to your letter and drawings had been delayed because I was awaiting a response from your department to the report by the IBI Group. At a recent meeting at City Hall during which the Alberta Department of Highways explained the redesigning of the intersection of Hwy 2 and Gaetz Ave I learned however, that there seems to be some confusion on who's court the ball is in at this time.

In conclusion, I am in support of the IBI report and would like to draw specific attention to the comments on bulb design on top of page 3 and the comments in point 3 under the heading: Traffic Analysis - Proposed Roadsystem.

I am categorically opposed to your bulb design and redesigning of my property.

I trust that this clarifies my position and should you require further clarification please do not hesitate to contact me.

A copy of this letter is also being sent to City Council for information purposes.

Your truly


Rene Weber

Copied to: City Council

9/104/18 ss.

December 21, 1990

Penreal Advisors Ltd.
700-1090 West Georgia Street
VANCOUVER, British Columbia
V6E 3V7
Attention: Mr. Gordon Koppang
Acquisitions Manager, Western Canada

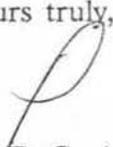
Dear Sir:

RE: **TRAFFIC STUDY**
AREA SOUTH OF 28 STREET AND WEST OF GAETZ AVENUE
RED DEER

Further to my letter of December 7, 1990 regarding the above mentioned Draft report, please be advised that the City Engineering Department has been requested to delay the report going to City Council until after a traffic study is received by the property owners from an independent traffic consultant. Therefore, the report to City Council will not take place until after meetings between the property owners and the Engineering Department have taken place, to discuss the independent traffic study - probably sometime in February 1991.

Thank you for your cooperation in this matter.

Yours truly,


Pat E. Grainger, R.E.T.
Project Coordinator

PEG/sl

c.c. Engineering Department
c.c. City Clerk

December 21, 1990

I.B.I. Group
Suite 600, 10310 Jasper Avenue
EDMONTON, Alberta
T5J 2W4

Attention: Mr. Andy McNally
Director

Dear Sir:

RE: TRAFFIC STUDY
AREA SOUTH OF 28 STREET AND WEST OF GAETZ AVENUE
RED DEER

Further to my letter of December 7, 1990 regarding the above mentioned Draft report, please be advised that the City Engineering Department has been requested to delay the report going to City Council until after a traffic study is received by the property owners from an independent traffic consultant. Therefore, the report to City Council will not take place until after meetings between the property owners and the Engineering Department have taken place, to discuss the independent traffic study - probably sometime in February 1991.

Thank you for your cooperation in this matter.

Yours truly,


Pat E. Grainger, R.E.T.
Project Coordinator

PEG/sl

c.c. ~~Engineering Department Manager~~

c.c. City Clerk

December 21, 1990

Revelstoke Companies Ltd.
2610-50 Avenue
RED DEER, Alberta
T4R 1M3
Attention: Mr. G. Olson

Dear Sir:

RE: TRAFFIC STUDY
 AREA SOUTH OF 28 STREET AND WEST OF GAETZ AVENUE
 RED DEER

Further to my letter of December 7, 1990 regarding the above mentioned Draft report, please be advised that the City Engineering Department has been requested to delay the report going to City Council until after a traffic study is received by the property owners from an independent traffic consultant. Therefore, the report to City Council will not take place until after meetings between the property owners and the Engineering Department have taken place, to discuss the independent traffic study - probably sometime in February 1991.

Thank you for your cooperation in this matter.

Yours truly,


Pat E. Grainger, R.E.T.
Project Coordinator

PEG/sl

c.c. Engineering Department Manager
c.c. City Clerk

December 21, 1990

McDonalds
South Hill Restaurant
RED DEER, Alberta
Attention: Manager

Dear Sir:

RE: TRAFFIC STUDY
 AREA SOUTH OF 28 STREET AND WEST OF GAETZ AVENUE
 RED DEER

Further to my letter of December 7, 1990 regarding the above mentioned Draft report, please be advised that the City Engineering Department has been requested to delay the report going to City Council until after a traffic study is received by the property owners from an independent traffic consultant. Therefore, the report to City Council will not take place until after meetings between the property owners and the Engineering Department have taken place, to discuss the independent traffic study - probably sometime in February 1991.

Thank you for your cooperation in this matter.

Yours truly,



Pat E. Grainger, R.E.T.
Project Coordinator

PEG/sl

c.c. Engineering Department Manager
c.c. City Clerk

December 21, 1990

Mr. John Baehr
Construction and Maintenance Manager
Peavey Industries Limited
2420-50 Avenue
RED DEER, Alberta
T4R 1M3

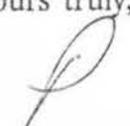
Dear Sir:

RE: TRAFFIC STUDY
 AREA SOUTH OF 28 STREET AND WEST OF GAETZ AVENUE
 RED DEER

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Thank you for your cooperation in this matter.

Yours truly,


Pat E. Grainger, R.E.T.
Project Coordinator

PEG/si

c.c. Engineering Department Manager
c.c. City Clerk

December 21, 1990

Dr. Webber
Central Animal Clinic Ltd.
2404-50 Avenue
RED DEER, Alberta
T4R 1M3

Dear Sir:

RE: TRAFFIC STUDY
 AREA SOUTH OF 28 STREET AND WEST OF GAETZ AVENUE
 RED DEER

Further to my letter of December 7, 1990 regarding the above mentioned Draft report, please be advised that the City Engineering Department has been requested to delay the report going to City Council until after a traffic study is received by the property owners from an independent traffic consultant. Therefore, the report to City Council will not take place until after meetings between the property owners and the Engineering Department have taken place, to discuss the independent traffic study - probably sometime in February 1991.

Thank you for your cooperation in this matter.

Yours truly,


Pat E. Grainger, R.E.T.
Project Coordinator

PEG/sl

c.c. Engineering Department Manager
c.c. City Clerk

December 21, 1990

Canadian Tire Associate Store
2235-50th Avenue
RED DEER, Alberta
T4R 1L2
Attention: Mr. K.T. MacLean
Owner - Canadian Tire, Red Deer

Dear Sir:

RE: TRAFFIC STUDY
AREA SOUTH OF 28 STREET AND WEST OF GAETZ AVENUE
RED DEER

Further to my letter of December 7, 1990 regarding the above mentioned Draft report, please be advised that the City Engineering Department has been requested to delay the report going to City Council until after a traffic study is received by the property owners from an independent traffic consultant. Therefore, the report to City Council will not take place until after meetings between the property owners and the Engineering Department have taken place, to discuss the independent traffic study - probably sometime in February 1991.

Thank you for your cooperation in this matter.

Yours truly,


Pat E. Grainger, R.E.T.
Project Coordinator

PEG/sl

c.c. Engineering Department
c.c. City Clerk

NO. 11

DATE: October 22, 1991
TO: City Clerk
FROM: Director of Engineering Services
RE: **LIDLAW WASTE SYSTEMS LTD. - RECYCLING**

Council has a report from the Public Works Manager which outlines, in considerable detail, the various elements of the proposal from Laidlaw Waste Systems Ltd. Laidlaw's letter is also included in the agenda.

The proposal from Laidlaw is complex in that it offers five options with six variables of each option. In order to simplify the analysis it would be our recommendation to initially eliminate two variables which reduced the number of options to be analyzed from 30 to 10. The two issues we recommend be eliminated from consideration are:

- A. It is our considered opinion that extension to 1998 is not advisable. This would involve a long-term commitment by the City. It is impossible to predict varying conditions for that period of time.
- B. We would suggest that the proposals changing the collection frequency be not considered. The price reductions involved are not substantial enough to warrant it. More importantly, we are seriously considering the addition of plastic products to the Blue Box Program early in 1992. Addition of plastic would, in our opinion, result in the box filling much quicker.

A condition precedent that Laidlaw has also included in their submission, is that the City undertake to include recyclables within the present exclusive franchise Laidlaw enjoys for garbage. There is some doubt as to whether this is legally possible. Even if it was, it would be our recommendation that recyclables have value, I do not believe we should compel customers to deal with Laidlaw.

The Public Works Manager has attempted to outline the incremented costs of the various programs in his presentation. These costs are not true costs of the various programs. For example, a multifamily recycling program costs much more than the \$9,000, \$18,000, or \$27,000 indicated in the analysis. If the City were to tender for a multifamily recycling program, the costs would be many, many times higher.

City Clerk
Page 2
October 22, 1991

It is our strong recommendation that any approval be conditional upon a documented price reduction for the collection contract being agreed to that recognizes the landfill avoidance charges that Laidlaw will realize. Simplistically, the material that is recycled does not get hauled to the landfill and Laidlaw does not have to pay tipping fees.

It is our contention that any commercial recycling program should be driven by private enterprise and market forces. If Laidlaw or any firm wishes to recycle, they may contract with commercial ventures without City involvement. The City will undoubtedly stimulate such activity through rising landfill and utility fees.

Option E also offers some interesting consideration. If Council was to extend the collection contract to 1998, Laidlaw is offering a \$0.47 reduction per household per month. Laidlaw has offered \$0.15 per household per month if we confirm now, the two optional years to 1994. Even this offer translates in an \$27,000 per year savings. This, however, includes the landfill avoidance reduction so the actual credit is less than stated.

The Public Works Manager has also provided a summary of 1991 City costs and projected 1992 costs. As Council can see, we are able to reduce staff time somewhat as the program matures. One substantial portion of the City's costs is the franchise fee that the program is charged. In effect, the Blue Box Program is charged a fee equivalent to 10% of the revenue. This charge forms part of the recycling bill and equates to approximately \$0.47 per household per month. The revenue derived is used to support the general tax base.

Both the Public Works Manager and the writer question imposing this fee on the Blue Box Program. There is also a franchise fee on the regular garbage collection contract, and the landfill management contract.

The Public Works Manager has recommended acceptance of Option C with a contract extension to 1996, with certain conditions. The writer would support this position, but would emphasize conditional approval. In the event Option C is not acceptable to Council, Option E should be considered.

RECOMMENDATION

It is respectfully recommended that Council consider Option C as outlined in the Public Works Manager's report and in Laidlaw's correspondence. We would further recommend that the following conditions apply:

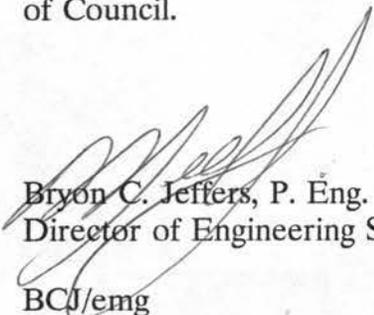
1. If Council approves Option C:
 - a. Laidlaw must identify and credit the Blue Box Program with the savings realized from landfill avoidance.

City Clerk
Page 3
October 22, 1991

- b. The multifamily program must be parallel to the Blue Box Program, in terms of materials collected, etc. with the possible exceptions of glass.
 - c. The multifamily program must be organized to meet City approval with respect to routes, frequency of collection, etc.
 - d. The multifamily program should be compulsory from a payment aspect as is the Blue Box Program.
 - e. Commercial recycling programs be left to private sector development.
 - f. There will be no exclusive franchise on recyclables given to Laidlaw. Rising landfill rates will provide an incentive to recycle.
2. If Council considers Option E:
- a. The Blue Box credit should still be identified and separately accounted for.
 - b. There will be no exclusive franchise on recyclables given to Laidlaw. Rising landfill rates will provide an incentive to recycle.

In the event either option is accepted, Council should consider eliminating the franchise fee on the Blue Box Program.

The Public Works Manager will be at Council and will be pleased to respond to any queries of Council.



Bryon C. Jeffers, P. Eng.
Director of Engineering Services

BCJ/emg

DATE: October 23, 1991
 TO: City Clerk
 FROM: Public Works Manager
 RE: **RECYCLING**

As per Council's request, Laidlaw Waste Systems Ltd. has addressed the questions raised at the September 30, 1991 Council Meeting. They have provided five different options with three different contract extensions for each. Their proposal is attached to this report.

In addressing each of the variables, we would offer the following comments:

Year of Extension: Laidlaw has proposed three options to extend their garbage collection contract. These extensions are to December 31 of 1994, 1996 and 1998. For any of the options A to E, it is my opinion that an extension to 1998 is too far into the future to predict conditions, and therefore we would be unable to clearly assess whether this is a good deal or not. For options A to D, 1996 seems to be a reasonable time since this would essentially be a five-year program. For option E, 1994 or 1996 are reasonable.

Collection Frequency: In reviewing the weekly or bi-weekly collection options, Laidlaw has indicated a very small saving in going to bi-weekly. This, combined with the fact we are considering adding the collection of plastic to the program some time in the new year, indicates weekly pick-up is the better option. We would be bringing a further report to Council at a later date regarding the picking up of plastic.

Recycling Options: Options A to D show various alternatives to expanding the recycling program and the associated savings to the Blue Box program. Option E is a proposed extension to the garbage contract and a reduction in Blue Box rates, with no expansion of the recycling program.

In reviewing the information and the associated costs, we now have some idea of what the incremental costs of each are, based on 15,000 Blue Box households.

Type of Program	Extension Year		
	1994	1996	1998
1. Multi-family	\$9,000	\$18,000	\$27,000
2. Commercial cardboard & office paper	\$10,800	\$19,800	\$30,600
3. Multi-family & office paper	\$12,600	\$23,400	\$36,000
4. Blue Box only (reduction) per year	<\$27,000>	<\$84,600>	<\$120,600>

City Clerk
October 23, 1991
Page 2

Line 1 was calculated using the difference between options A & B.

Line 2 was calculated using the difference between options A & C.

Line 3 was calculated using the difference between option A & D.

Line 4 was calculated using option E.

In reviewing the costing of the various options and extensions above, it is not possible to reconcile the numbers to total program costs or to determine a consistency in costing. The cost figures must therefore be accepted at face value.

Assuming a contract extension to 1996, it would "cost" the City of Red Deer \$39,600 per year more for a complete program of multi-family, commercial and office paper recycling than for the Blue Box program alone. The "cost" to the City is not money paid out, but is rebate not received, which in essence is the same thing.

If business wants to participate in recycling, then we believe that we should allow them to do so, but that it can be done on their own initiative and cost, without involvement from the City. This would eliminate the need for a City administrative involvement and additional cost for this involvement.

We view the multi-family residential as a different situation. We have the opportunity here to expand the residential recycling at a reasonable cost. We also have the opportunity to disperse the costs for recycling over a greater number of users, thus reducing the cost to the existing Blue Box customers. This would involve some revamping of our Solid Waste Utility and the Utility Billing System.

If Council does not want to expand the present Blue Box Recycling Program, then Option E is available.

Other Issues:

In their proposal, Laidlaw has stated they will require a change in the bylaw to give them exclusive rights to recyclables. This was an issue we discussed with them in our previous negotiations. Our position then was that we are unsure as to whether we could even legislate this and, secondly, that it would be our recommendation to Council not to do so.

Under Option E, Laidlaw stated they would require disincentives to landfilling of recyclables. This was not expanded upon so we are unsure of the implications. Our discussions have indicated they would be requesting significant increases in landfill fees and surcharges for things such as cardboard. This is an item Council should consider separately.

City Clerk
October 23, 1991
Page 3

In Options A to D, Laidlaw has stated there is a "partial" credit for landfill diversion from the Blue Box Program. We do not accept this, and believe any extension to Laidlaw's collection contract for one of these options should require a full diversion credit. The diversion credit is the landfill charges on the tonnage of recyclables collected in the Blue Box Program. The disposal charges for this material are presently included in the Garbage Collection Contract and we believe that, since the material is not landfilled, this amount should be credited to the Blue Box Program to reduce the rates.

In option E, Laidlaw has stated the full diversion credit has been included. This is a new offer from Laidlaw and we are prepared to accept that the credit has been included. Alternatively, Council may wish Laidlaw to separately identify this and we would take the actual credit based on diverted tonnage. In our review, it appears that the \$0.15 credit to the Blue Box Program for an extension to 1994 is the diversion credit only.

City Costs

Council also asked that we review City Blue Box costs to see if we could recommend ways to reduce them. A summary of 1991 and preliminary 1992 figures are attached to the report. As in any program, the initial start is more time-consuming for City staff than once a program is up and running. Now that the Blue Box Program is operating the Solid Waste Inspector's time has been reduced from 100% to 60% for 1992. We will continue to monitor staff requirements in the view of further reducing them and diverting the time to much needed other activities in the solid waste area.

The other major area for Council to consider is removing the Franchise Fee. The Franchise Fee is \$0.47 of the \$4.56 charged to customers. This was additional revenue from the Solid Waste Utility to the City as part of this program. If this fee were eliminated, the revenue would have to be replaced from other sources such as property taxes.

Attached to this report are different alternatives for financing; a combined Blue Box Multi-family Recycling Program, based on accepting Laidlaw's proposed Option C for weekly pick-up; and a contract extension to 1996.

We feel we must warn Council that if we are to expand the Blue Box Program to include multi-family units, we will get reaction both negative and positive from those affected. This will include landlords and/or tenants, depending on how we implement charges and responsibilities.

When the Blue Box Program was implemented the initiation went very well from a technical point of view. Most reaction was due to rates or philosophy. The only exception to this being the inclusion of some apartments, which we had not anticipated.

City Clerk
October 23, 1991
Page 4

Instituting a multi-family pick-up will be a much more complicated exercise which will require more time and will involve changes to the organization of the Utility.

RECOMMENDATIONS

Having reviewed the submission, dated October 9, 1991, from Laidlaw Waste Systems, we would respectfully recommend to Council that:

1. Laidlaw Option C be accepted, for weekly collection, and for an extension to the garbage collection contract to December 31, 1996. This option would expand the existing Blue Box program to include multi family dwellings subject to:

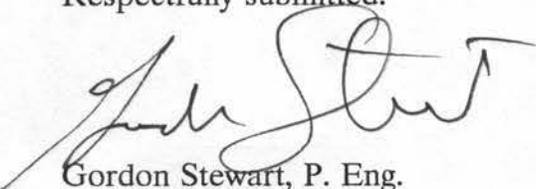
The utility bylaw not being amended to provide Laidlaw the exclusive right to recycling.

In addition to the offer made of a \$0.36 per month reduction in Blue Box charges, there be a full credit for Blue Box recyclables being diverted from the Landfill.

An agreement be signed acceptable to the City Solicitor.

2. Council agree, in principle, that all recycling customers be charged equally the costs of the recycling program and that a further report be brought back to Council detailing this for incorporation in the 1992 budget. The program would be non-voluntary, similar to the existing Blue Box Program.
3. Council agree to not charge a franchise fee on the recycling program.

Respectfully submitted.



Gordon Stewart, P. Eng.
Public Works Manager

GAS/blm

Att.

cc Director of Engineering Services

Director of Financial Services

CITY BLUE BOX EXPENDITURES

	1991 Budget per Month	1992 Proposed Budget per Month	1992 per Household per Month
Salaries and Vehicles	8,862	6,343	0.415
Supplies and Miscellaneous, including Blue Box replacement Fund	3,176	2,418	0.158
Laidlaw Contract	48,513	51,191	3.346
Advertising (operating budget)	1,111	2,672	0.175
Capital	923	0	
Franchise Fee	5,814	7,143	0.467
		TOTAL	4.56
In addition, the grant from Alberta Environment provided for Capital Funding	11,111		
Advertising (grant)	1,666		

NO PROPOSED INCREASE IN RATE FOR 1992

Potential Recycling Cost Allocation for 1992

Assumptions:

1. An additional 5000 residential apartment units are added for a total of 20,000 households.
2. Each household is charged equally.
3. The Garbage Utility system could be restructured to accommodate a multi-family commercial category.
4. Laidlaw's Option C for weekly pick-up and contract extension to 1996.

Alternative #1

Present cost of Blue Box system per month

15,000 x \$4.56 =	\$68,400
15,000 x \$0.36 credit from Laidlaw =	<u><5,400></u>
Subtotal	\$63,000
+ 20,000 units =	\$3.15 per unit
Remove franchise fee cost =	\$2.80 per unit

Alternative #2

Assume each multi-family unit is charged \$2.50 or an equivalent credit from multi-family recycling.

	\$63,000
\$2.50 x 5000 =	<u><12,500></u>
Subtotal	\$50,500
+ 15,000 single family =	\$3.37 per household
	\$2.50 per multi-family unit
Remove franchise fee =	\$2.90 per household
	\$2.50 per multi-family unit

LAIDLAW WASTE SYSTEMS LTD.
 RED DEER RECYCLING PROGRAM
 OFFER OF RECYCLING SERVICES
 OCTOBER, 1991

PREAMBLE

Laidlaw would, under options A, B, C, & D, reduce the base fee charged under the Blue Box Agreement from \$3.14/household/month to the rate shown in the table for the period starting with the commencement date of this Agreement and ending on the anniversary date of the Blue Box Agreement (December 31, 1991). At that time, the base fee will be adjusted annually as specified in the Blue Box Agreement.

Laidlaw would require a change in the Waste Management By-law Section 108 paragraph (1) to include recyclables under the description of Laidlaw's exclusive franchise rights.

OPTION A

- BLUE BOX
- COMMERCIAL CARDBOARD COLLECTION
- OFFICE PAPER COLLECTION
- MULTI-FAMILY RESIDENTIAL COLLECTION

Extension of current Waste Collection Contract until December 31,		1994	1996	1998
Weekly Collection	Rebate/household/month	\$0.05	\$0.25	\$0.40
	Total rebate contract life	\$28,190	\$232,380	\$518,092
Collection every two weeks	Rebate/household/month	\$0.10	\$0.40	\$0.55
	Total rebate contract life	\$56,381	\$371,807	\$712,377

OPTION B

- BLUE BOX
- COMMERCIAL CARDBOARD COLLECTION
- OFFICE PAPER COLLECTION

Extension of current Waste Collection Contract until December 31,		1994	1996	1998
Weekly Collection	Rebate/household/month	\$0.10	\$0.35	\$0.55
	Total rebate contract life	\$56,381	\$325,331	\$712,377
Collection every two weeks	Rebate/household/month	\$0.15	\$0.50	\$0.70
	Total rebate contract life	\$84,571	\$464,759	\$906,661

LAIDLAW WASTE SYSTEMS LTD.
 RED DEER RECYCLING PROGRAM
 OFFER OF RECYCLING SERVICES
 OCTOBER, 1991

OPTION C

- BLUE BOX
- MULTI-FAMILY RESIDENTIAL COLLECTION

Extension of current Waste Collection Contract until December 31,		1994	1996	1998
Weekly Collection	Rebate/household/month	\$0.11	\$0.36	\$0.57
	Total rebate contract life	\$62,019	\$334,626	\$738,281
Collection every two weeks	Rebate/household/month	\$0.16	\$0.51	\$0.72
	Total rebate contract life	\$90,209	\$474,054	\$932,566

OPTION D

- BLUE BOX
- COMMERCIAL CARDBOARD COLLECTION

Extension of current Waste Collection Contract until December 31,		1994	1996	1998
Weekly Collection	Rebate/household/month	\$0.12	\$0.38	\$0.60
	Total rebate contract life	\$67,657	\$353,217	\$777,138
Collection every two weeks	Rebate/household/month	\$0.17	\$0.53	\$0.75
	Total rebate contract life	\$95,847	\$492,645	\$971,423

LAIDLAW WASTE SYSTEMS LTD.
 RED DEER RECYCLING PROGRAM
 OFFER OF RECYCLING SERVICES
 OCTOBER, 1991

OPTION E

- BLUE BOX*

Extension of current Waste Collection Contract until December 31,		1994	1996	1998
Weekly Collection	Rebate/household/month	\$0.15	\$0.47	\$0.67
	Total rebate contract life	\$84,571	\$436,873	\$867,804
Collection every two weeks	Rebate/household/month	\$0.20	\$0.62	\$0.82
	Total rebate contract life	\$112,761	\$576,301	1,062,089

*Note:

- Comprehensive commercial multi-family recycling program on a user-pay basis.
- Let's Recycle and Cosmos would continue to be involved.
- Full landfill avoidance credit included.

COMMISSIONERS' COMMENTS:

Attached are reports from the Public Works Manager and Director of Engineering Services with regard to the proposals for extended recycling. As can be seen from these two reports, Laidlaw's submission is quite complex and difficult to analyze, but we believe the reports do a credible job of simplifying the complexities into an understandable summary form.

First, we would fully concur with the Director of Engineering Services that for the reasons he has given, Council eliminate the two variables outlined in order to better assess the remaining options.

Second, we would stress to Council, as mentioned by the Director of Engineering Services, that the costs outlined in Laidlaw's proposal are marginal, or incremental costs and not fully absorbed costs predicated on the services offered, being extensions of existing contracts and not stand-alone contracts.

With this background we believe Council will be better able to understand the nature of the various options proposed by Laidlaw.

After considerable discussion with the Director of Engineering Services and the Public Works Manager, we would recommend Council endorse the recommendations of the Director of Engineering Services that the City approve Option C, but with two changes:

1. We cannot support the recommendation that there be no franchise fees with regard to recycling. All utilities are assessed a franchise fee, whether they be public or private, and to exclude recycling as a part of the garbage utility would be both inconsistent and could pose an additional administrative burden.
2. If Council accepts Option C, the proposal from Laidlaw would have the term of the multi-family recycling the same as the term of the garbage collection contract, which is different than the term of the Blue Box contract. As we regard the multi-family recycling as just the next logical extension of our total recycling effort, we believe that the term of its contract should be consistent with the term of the Blue Box contract. This will allow for the contracts for all recycling to land at the same time, which may or may not be the same time as the end of the garbage collection contract, depending upon whether or not the City chooses to exercise its options for two one year renewals. This condition will have to be agreed to by Laidlaw, and in the event that they find this unacceptable, we would recommend that Council not proceed any further with Laidlaw's proposals for various recycling options and extensions to the garbage collection contracts.

Should Council accept Option C and Laidlaw agree to change in term, we anticipate that by equalizing the total recycling costs across all residential units, would result in a recycling charge per dwelling unit of approximately \$3.15 for 1992. This figure can only be accurately determined once we have assessed the total number of dwelling units.

We would bring to Council's attention that the complexities of the current alternatives of type of service and billing the various forms of multi-family units will have to be rationalized if we implement the recycling program, and we believe that this may receive some criticism, particularly if the rationalization results in landlords being billed where currently the tenant is paying the garbage collection charge. However, for the recycling system to be workable for multiple-family units, rationalized billing is essential.

"R. J. McGHEE"

Mayor

"M. C. DAY"

City Commissioner

**WASTE SYSTEMS LTD.**

7940 - 25 Street
P.O. Box 12006
Edmonton, Alberta
T5J 3L2
Tel (403) 440-1700
Fax (403) 440-4776

Submitted to City Council
Date: Oct 28/91

October 9, 1991

City of Red Deer
Public Works Department
5443 - 49 Street
Red Deer, Alberta
T4N 3T4

Attention: Mr. Gordon Stewart, P. Eng.
Public Works Manager

Dear Sir:

SUBJECT: AGREEMENT FOR THE PROVISION OF COMMERCIAL RECYCLING
FURTHER QUESTIONS FROM CITY COUNCIL
RED DEER, ALBERTA

This letter provides Laidlaw's answer to the questions posed by City Council. We have considered these questions carefully, and have conducted several analyses of our costs for the programs described. In addition, we have conducted a time/motion study of our Blue Box program in order to analyze the question of moving to a collection every two weeks.

Several of the questions concerned the rebate that could accrue to the Blue Box program, given changes in our proposed commercial/multi family program. These are covered in the accompanying offer, which provides several options for your consideration. In all of these options, we have varied the length of extension of the contract which is currently permitted in the existing agreements. In this way, Laidlaw is able to extend the depreciation period on the equipment to be used, lower the overall cost of the program, and thus increase the rebate on the Blue Box program.



October 9, 1991
City of Red Deer
Public Works Department
Page 2

In answer to your questions:

1. CAN LAIDLAW INCREASE THE OFFER IN ANY WAY?

After exploring many possibilities, Laidlaw believes that the accompanying offer significantly increases the savings to the City by taking advantage of the contract extension as well as extended depreciation periods.

2. COST FOR MULTI-FAMILY RECYCLING PROGRAM

We have excluded the multi-family recycling program from options B, D and E of our offer.

3. WHAT IS SAVINGS FOR REDUCTION IN BLUE BOX COLLECTION FREQUENCY TO ONCE EVERY TWO WEEKS?

An option providing savings for collection once every two weeks is presented.

4. LAIDLAW'S POSITION CONCERNING THE COLLECTION OF PLASTIC

Laidlaw continues to take the view that no material should be collected in the Blue Box program without a stable market being available for this material. We do not believe that plastic has a stable market at the current time in Alberta. However, we are continuing to explore options for long-term marketing of these products through possible joint ventures with Superwood and others.

5. ARE THERE ANY FURTHER BLUE BOX COST-CUTTING MEASURES?

Laidlaw believes that all cost-cutting measures available at this time have been considered in the offer.

6. LANDFILL AVOIDANCE CREDIT

It is Laidlaw's position that a portion of this credit was reflected in our previous offer, and part of this credit was used to offset the cost of carrying out the commercial recycling program. With the deletion of the commercial recycling in option E, full landfill avoidance has been credited.



October 9, 1991
City of Red Deer
Public Works Department
Page 3

Clearly, option E to 1998 (including the option of Blue Box collection every two weeks) is the most beneficial proposed to the City. This option allows us to maximize the credit from both the deletion of the commercial and multi-family recycling programs, the addition of the savings accrued from collection on a two-week cycle and complete landfill avoidance credit.

Under this option, Laidlaw would seek to establish a comprehensive commercial office and multi-family recycling program dealing directly with our customers. We would include Let's Recycle and Cosmos in this program in a similar way to the other options proposed.

In order to establish this program, we would require that the City amend the Waste Management By-law to extend our exclusive franchise to include recyclable materials, under Section 108 Paragraph (1). In addition, we would request the full cooperation of the City to make these recycling initiatives viable through the introduction of disincentives to the landfilling of recyclables.

In our meeting of September 30, it was clear that City Council felt that it was their mandate to reduce the costs of the Blue Box program. We have thoroughly investigated our ability to reduce these costs and have provided significant savings in the various options proposed. The largest savings (over \$1,062,089) are available by extending our waste contract to 1998 and selecting Blue Box pick-up every two weeks.

We anticipate that City Council will select option E thus taking advantage of the greatest possible rebate while still allowing the potential of the comprehensive recycling programs.

Your truly,

A handwritten signature in dark ink, appearing to read "Lynn M. Bishop". The signature is fluid and cursive, written over a horizontal line.

Lynn M. Bishop, P. Eng.
Vice President, Western Region
North America

LMB/ljr
Enclosures

cc: Paul Ruffell

LAIDLAW WASTE SYSTEMS LTD.
RED DEER RECYCLING PROGRAM
OFFER OF RECYCLING SERVICES
OCTOBER, 1991

PREAMBLE

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Laidlaw would require a change in the Waste Management By-law Section 108 paragraph (1) to include recyclables under the the description of Laidlaw's exclusive franchise rights.

OPTION A

- BLUE BOX
- COMMERCIAL CARDBOARD COLLECTION
- OFFICE PAPER COLLECTION
- MULTI-FAMILY RESIDENTIAL COLLECTION

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	Total rebate contract life	\$56,381	\$371,807	\$712,377

OPTION B

- BLUE BOX
- COMMERCIAL CARDBOARD COLLECTION
- OFFICE PAPER COLLECTION

Extension of current Waste Collection Contract until December 31,		1994	1996	1998
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LAIDLAW WASTE SYSTEMS LTD.
 RED DEER RECYCLING PROGRAM
 OFFER OF RECYCLING SERVICES
 OCTOBER, 1991

OPTION C

- BLUE BOX
- MULTI-FAMILY RESIDENTIAL COLLECTION

Extension of current Waste Collection Contract until December 31,		1994	1996	1998
Weekly Collection	Rebate/household/month	\$0.11	\$0.36	\$0.57
	Total rebate contract life	\$62,019	\$334,626	\$738,281
Collection every two weeks	Rebate/household/month	\$0.16	\$0.51	\$0.72
	Total rebate contract life	\$90,209	\$474,054	\$932,566

OPTION D

- BLUE BOX
- COMMERCIAL CARDBOARD COLLECTION

Extension of current Waste Collection Contract until December 31,		1994	1996	1998
Weekly Collection	Rebate/household/month	\$0.12	\$0.38	\$0.60
	Total rebate contract life	\$67,657	\$353,217	\$777,138
Collection every two weeks	Rebate/household/month	\$0.17	\$0.53	\$0.75
	Total rebate contract life	\$95,847	\$492,645	\$971,423

LAIDLAW WASTE SYSTEMS LTD.
 RED DEER RECYCLING PROGRAM
 OFFER OF RECYCLING SERVICES
 OCTOBER, 1991

OPTION E

* BLUE BOX *

Extension of current Waste Collection Contract until December 31,		1994	1996	1998
Weekly Collection	Rebate/household/month	\$0.15	\$0.47	\$0.67
	Total rebate contract life	\$84,571	\$436,873	\$367,304
Collection every two weeks	Rebate/household/month	\$0.20	\$0.62	\$0.82
	Total rebate contract life	\$112,761	\$576,301	\$1,062,089

Note:

- Comprehensive commercial/multi-family recycling program on a user-pay basis.
- Let's Recycle and Cosmos would continue to be involved
- Full landfill avoidance credit included



THE CITY OF RED DEER

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

FAX: (403) 346-6195

City Clerk's Department 342-8132

October 30, 1991

Let's Recycle
4313 - 52 Avenue
RED DEER, Alberta
T4N 6S4

Attention: Terry Green,
President

Dear Sir:

At The City of Red Deer Council meeting held on Monday, October 28, 1991, consideration was given to a proposal from Laidlaw Waste Systems Ltd. concerning commercial and multi-family recycling and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered report from the Director of Engineering Services dated October 22, 1991 re: Laidlaw Waste Systems Ltd. - Recycling, hereby approves the recommendations of the Director of Engineering Services that the City approve Option C in principle with weekly collection and a contract extension to 1996, subject to the following conditions:

- a) Laidlaw must identify and credit the Blue Box Program with the savings realized from landfill avoidance.
- b) The multifamily program must be parallel to the Blue Box Program, in terms of materials collected, etc. with the possible exceptions of glass.
- c) The multifamily program must be organized to meet City approval with respect to routes, frequency of collection, etc.
- d) The multifamily program should be compulsory from a payment aspect as is the Blue Box Program.

....2



*a delight
to discover!*

Mr. Terry Green
Let's Recycle
October 30, 1991
Page 2

- e) Commercial recycling programs be left to private sector development.
- f) There will be no exclusive franchise on recyclables given to Laidlaw. Rising landfill rates will provide an incentive to recycle.
- g) That a franchise fee continue to be charged on the Blue Box Program.
- h) That the term of the multi-family recycling program be consistent with the term of the Blue Box contract.

and as presented to Council October 28, 1991."

The decision of Council in this instance is submitted for your information.

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

Sincerely,



KELLY KLOSS
Acting City Clerk

KK/jt

c.c. Director of Engineering Services
Public Works Manager

**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

City Clerk's Department 342-8132

October 30, 1991

Laidlaw Waste Systems Ltd.
7940 - 25 Street
P.O. Box 12006
EDMONTON, Alberta
T5J 3L2

Attention: Lynn Bishop, Vice-President
Western Region

Dear Sir:

RE: COMMERCIAL/MULTI-FAMILY RECYCLING PROGRAM

At The City of Red Deer Council meeting held on Monday, October 28, 1991, consideration was given to your offer of recycling services dated October 1991 and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered report from the Director of Engineering Services dated October 22, 1991 re: Laidlaw Waste Systems Ltd. - Recycling, hereby approves the recommendations of the Director of Engineering Services that the City approve Option C in principle with weekly collection and a contract extension to 1996, subject to the following conditions:

- a) Laidlaw must identify and credit the Blue Box Program with the savings realized from landfill avoidance.
- b) The multifamily program must be parallel to the Blue Box Program, in terms of materials collected, etc. with the possible exceptions of glass.
- c) The multifamily program must be organized to meet City approval with respect to routes, frequency of collection, etc.
- d) The multifamily program should be compulsory from a payment aspect as is the Blue Box Program.

....2

*a delight
to discover!*

Mr. Lynn Bishop
Laidlaw Waste Systems Ltd.
October 30, 1991
Page 2

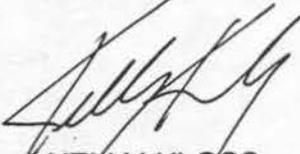
- e) Commercial recycling programs be left to private sector development.
- f) There will be no exclusive franchise on recyclables given to Laidlaw. Rising landfill rates will provide an incentive to recycle.
- g) That a franchise fee continue to be charged on the Blue Box Program.
- h) That the term of the multi-family recycling program be consistent with the term of the Blue Box contract.

and as presented to Council October 28, 1991."

The decision of Council in this instance is submitted for your information and appropriate action. I trust you will now contact Mr. Gordon Stewart to finalize all details relative to this program.

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

Sincerely,



KELLY KLOSS
Acting City Clerk

KK/jt

c.c. Director of Engineering Services
Public Works Manager

DATE: October 30, 1991
TO: Director of Engineering Services
FROM: Acting City Clerk
RE: LAIDLAW WASTE SYSTEMS LTD. - RECYCLING

At the Council meeting of Monday, October 28, 1991, consideration was given to your report dated October 22, 1991 concerning the above topic and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered report from the Director of Engineering Services dated October 22, 1991 re: Laidlaw Waste Systems Ltd. - Recycling, hereby approves the recommendations of the Director of Engineering Services that the City approve Option C in principle with weekly collection and a contract extension to 1996, subject to the following conditions:

- a) Laidlaw must identify and credit the Blue Box Program with the savings realized from landfill avoidance.
- b) The multifamily program must be parallel to the Blue Box Program, in terms of materials collected, etc. with the possible exceptions of glass.
- c) The multifamily program must be organized to meet City approval with respect to routes, frequency of collection, etc.
- d) The multifamily program should be compulsory from a payment aspect as is the Blue Box Program.
- e) Commercial recycling programs be left to private sector development.
- f) There will be no exclusive franchise on recyclables given to Laidlaw. Rising landfill rates will provide an incentive to recycle.
- g) That a franchise fee continue to be charged on the Blue Box Program.

Director of Engineering Services
October 30, 1991
Page 2

- h) That the term of the multi-family recycling program be consistent with the term of the Blue Box contract.

and as presented to Council October 28, 1991."

The decision of Council in this instance is submitted for your information and appropriate action. Please note that the above motion was approved in principle only and I trust you will submit a report to Council once all details have been finalized.

If you have any questions please do not hesitate to call. Trusting you will find this satisfactory.



KELLY KLOSS
Acting City Clerk

KK/jt

c.c. Director of Financial Services
Public Works Manager



THE CITY OF RED DEER

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

FAX: (403) 346-6195

City Clerk's Department 342-8132

October 30, 1991

Cosmos Enterprises
 #1, 7428 - 49 Avenue
 RED DEER, Alberta
 T4P 1M2

Attention: Diane Lehr

Dear Madam:

At The City of Red Deer Council meeting held on Monday, October 28, 1991, consideration was given to an offer submitted by Laidlaw relative to commercial and multi-family recycling and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered report from the Director of Engineering Services dated October 22, 1991 re: Laidlaw Waste Systems Ltd. - Recycling, hereby approves the recommendations of the Director of Engineering Services that the City approve Option C with weekly collection and a contract extension to 1996, subject to the following conditions:

- a) Laidlaw must identify and credit the Blue Box Program with the savings realized from landfill avoidance.
- b) The multifamily program must be parallel to the Blue Box Program, in terms of materials collected, etc. with the possible exceptions of glass.
- c) The multifamily program must be organized to meet City approval with respect to routes, frequency of collection, etc.
- d) The multifamily program should be compulsory from a payment aspect as is the Blue Box Program.
- e) Commercial recycling programs be left to private sector development.

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....2



*a delight
 to discover!*

Diane Lehr
Cosmos Enterprises
October 30, 1991
Page 2

- f) There will be no exclusive franchise on recyclables given to Laidlaw. Rising landfill rates will provide an incentive to recycle.
- g) That a franchise fee continue to be charged on the Blue Box Program.
- h) That the term of the multi-family recycling program be consistent with the term of the Blue Box contract.

and as presented to Council October 28, 1991."

The decision of Council in this instance is submitted for your information.

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

Sincerely,



KELLY KLOSS
Acting City Clerk

KK/jt

c.c. Director of Engineering Services
Public Works Manager

DATE: October 30, 1991
TO: Public Works Manager
FROM: Acting City Clerk
RE: BLUE BOX PROGRAM - RECYCLING OF BOXBOARD

At the Council meeting of October 28, 1991, during discussion of the commercial/multi-family recycling, Alderman Surkan requested that your department and Laidlaw review the possibility of recycling boxboard.

Council agreed that a report be brought back to Council in due course relative to this matter.



KELLY KLOSS
Acting City Clerk

KK/jt

c.c. Director of Engineering Services



DIRECTOR: W. G. A. Shaw, ACP, MCIP

TO: City Council

DATE: October 23, 1991

FROM: Gary Klassen, Associate Planner

RE: Amendments to the General Municipal Plan

City Council at its meeting of August 6, 1991 adopted the City of Red Deer Growth Study together with all of the policies set forth therein. In order to ensure that the Local Authorities Board fully recognizes this policy position of Council during the annexation process, we recommend that the General Municipal Plan (GMP) be amended to reflect the Growth Study.

The proposed amendments are not meant to preclude a comprehensive review of the General Municipal Plan which has been scheduled for 1992. Such a review would include incorporating policy documents such as Vision 2020 as well as reviewing other existing policies in the Plan. These amendments represent a housekeeping step to include the City's adopted growth policy in a statutory planning document.

The proposed changes in the GMP are outlined in bold and italicised. The appropriate amending by-law and maps will be forwarded to you by the City Solicitor.

R. GARY KLASSEN, ACP, MCIP
ASSOCIATE PLANNER

RGK/pim

CITY OF RED DEER
GENERAL MUNICIPAL PLAN

Proposed Amendments based on the
City of Red Deer Growth Study (adopted August 6, 1991)

October, 1991

SCHEDULE "A"

SCHEDULE A

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PART ONE

INTRODUCTION

1.1 INTRODUCTION

A general municipal plan is a legal requirement of the Planning Act.

DELETE:

1977. Sections 59 to 61 establishes this fact and generally describes the content of the plan.

It is hoped that this general municipal plan will exceed the mere fulfilment of a legal requirement. With burgeoning growth pressures on the City of Red Deer this plan will address the most pressing issues; recognize the emerging issues; and give the policy direction that will resolve the issues in a responsible municipal manner.

As a major policy document it will provide the framework for further planning studies and future development. The requirements of growth will be identified at an early stage.

This Plan attempts to overcome the major growth problems by:

- (a) providing a firm policy base to guide the rate and directions of growth;
- (b) examining the impact of the growth direction;
- (c) selecting those options that can be managed physically within the capability of the City to provide municipal services; and
- (d) recognizing (and hopefully minimizing) any adverse affects that certain growth pressures may have on the total city.

The Plan is not a rigid guide for development for the next twenty year period. Changing technology, the economic situation, and public attitudes must be taken into account. While giving direction for the immediate future the Plan must be capable of review and amendment if it is to remain a valid and usable aid to the future growth of the City.

1.2 ASSUMPTIONS

Several major assumptions regarding the General Municipal Plan are:

1. A General Municipal Plan should provide for the community an overall direction and reflect a general approach to managing and accommodating growth issues from physical, social and economic perspectives.
2. A General Municipal Plan should be more than Regulatory in nature: it should move into public policy.
3. Everything cannot be done at once. An effective plan must concentrate on issues with these issues being put in order of priority so that the most crucial issue may be effectively resolved first.

4. The objectives for managing growth and the policies eventually selected will be implemented by practical programs. In the City of Red Deer this means Area Structure Plans, Area Redevelopment Plans, Land Use By-law, capital works programs and utilization of current programs sponsored by the provincial and federal levels of government. Efforts will be made to explore ways of coordinating departmental plans so that the plans and guidelines adopted in the General Municipal Plan will receive consideration in the preparation of the City's annual budget.
5. Policy determination and the setting of priorities is not an easy process and requires public dialogue. More must be done to increase communication between the public, City Council, civic administration and other levels of government.

1.3 THEME OF THE GENERAL MUNICIPAL PLAN*

The method employed in the preparation of the Red Deer General Municipal Plan is one analyzing the relationships that exist between problem areas or those areas where decisions are made. In a city the size of Red Deer there are many decisions to make. Because of the complexity of relationships, it is always difficult to comprehend or visualize the effect of selecting one particular growth option over another. This fact, coupled with uncertainties about social and economic values, about policies, and about technical factors, necessitates a thorough examination of the available choices, not only at a broad strategic emphasis level, but also at a detailed operational level.

For the sake of being practical twenty of the more pressing issues were examined in general terms.

From this study of interrelationships six major areas of concern are identified. These major issues concern: growth; urban encroachment, provision of commercial facilities; provision of housing, the living environment and transportation.

Further analysis and consultation with the ad hoc committee of Council appointed to review and advise on the plan process resulted in the selection of a broad growth direction. The adoption of this broad growth direction effectively gives the General Municipal Plan a theme or an emphasis on which to evaluate the consistency and compatibility of selected courses of action. This broad policy statement addresses the six major areas of concern that are discussed earlier and gives general direction and guidance for the more detailed operational policies and action proposals.

More specifically, the theme reflected for the Red Deer General Municipal Plan is entitled, Planned Urban Growth, and it is described by the policy direction it gives to the six major areas.

ADD:

The revisions (1991) to growth policies in the General Municipal Plan are based on the City of Red Deer Growth Study which was adopted by City Council on August 6, 1991.

DELETE:

- * For detailed information regarding the formulation of the theme and plan emphasis refer to the Background Papers No. 1, 2 and 3 as listed in the Appendix.

1.4 PLANNED URBAN GROWTH

(1) GROWTH

Aggressive promotion of industrial and commercial activity, and creation of employment opportunities, coupled with the provision of the necessary infrastructure to support policy in advance of demand.

(2) URBAN ENCROACHMENT

In co-operation with the County of Red Deer

ADD:

development in the urban fringe should be

DELETE:

urban functions including commercial, industrial, and residential uses are allowed within a certain area surrounding the City

in accordance with a joint general municipal plan.

DELETE:

joint land use bylaw and joint servicing agreement.

(3) PROVISION OF COMMERCIAL FACILITIES

Many of the uses found in the downtown are spread throughout the city in planned groups of uses, such as shopping centres, without regard to the effect of the downtown.

(4) PROVISION OF HOUSING

Medium density residential development with consideration given to compact design within the suburbs and region: high degree of mix, clustering with increased open space.

(5) LIVING ENVIRONMENT

Much care and planning is given to ensure that the human scale and living environment is preserved and enhanced. Noise, dust and visual pollution is controlled. Accessibility to community services is promoted by improving the transit service, and centralizing the location of such services on neighbourhood and regional basis. Steps are taken to control energy consumption together with the conservation of resources and land.

(6) TRANSPORTATION

Increase service and accessibility of public transportation.

PART TWO

**POLICY FORMULATION
AND SPECIFIC PROPOSAL**

2.1 GROWTH

2.1.1 POLICIES

- 2.1.1.1 The City of Red Deer will actively encourage industrial and commercial enterprises to locate in the City.
- 2.1.1.2 In order to accommodate new and expanding industrial and commercial firms the City of Red Deer will have in place the necessary municipal services.
- 2.1.1.3 The City of Red Deer will encourage industrial development to locate in such a manner so as to improve the proximity of place of work and shopping to places of living and to improve the location industrial land uses.

ADD:

- 2.1.1.4 *The City will provide through front end servicing a pre-planned inventory of easily serviceable industrial lands, in order to ensure an appropriate industrial land supply.*
- 2.1.1.5 *The City, being a major industrial land developer, will ensure an appropriate inventory of serviced lots in order to encourage the establishment of industries which would contribute to the economic diversification of the City and the expansion of the existing industrial base.*
- 2.1.1.6 *The City, in cooperation with industrial landowners and developers, will endeavour to improve existing industrial areas in order to provide attractive working environments.*
- 2.1.1.7 *The City shall endeavour to have within its jurisdiction a minimum 20 year supply of developable lands in order to:*
- (a) allow for comprehensive planning in new areas;*
 - (b) protect investments in front end servicing decisions for new servicing basin areas;*
 - (c) encourage choice and competition in the marketing of land.*
- 2.1.1.8 *The City shall ensure that in growth areas prime agricultural land is not prematurely taken out of production or that leap frog development would compromise the land's use for agricultural production.*
- 2.1.1.9 *Figure A represents a long term servicing plan for the City.*

2.1.2 SPECIFIC PROPOSALS

- 2.1.2.1 Future development of industrial, commercial and residential

DELETE:

and exhibition grounds

will be in accordance with the schematic land use map Figure B.

2.1.2.2

DELETE:

A servicing priority plan be adopted.

ADD:

Future annexation of land should be in accordance with Figure C if a joint general municipal plan is adopted in the urban fringe.

2.1.2.3 Area Structure Plans be adopted for

DELETE:

the Northwest Sector and the southerly portion of the City. Approximate boundary of the Area Structure Plans are

ADD:

those areas

indicated on Figure D.

2.1.2.4 The City should adopt a financial plan for the staging of the municipal services necessary for implementing these policies in accordance with the area structure plans mentioned in 2.1.2.3.

2.2 URBAN ENCROACHMENT

2.2.1 POLICIES

2.2.1.1

DELETE:

The City of Red Deer will promote and seek the co-operation of the County of Red Deer to bring about a joint general municipal plan for the urban fringe within the urban and rural municipality, Figure E.

ADD:

The City will endeavour to ensure through a joint general municipal plan with the County of Red Deer that appropriate planning policies are in place to manage land use changes in the urban fringe.

2.2.1.2 The City of Red Deer will continue to favour the development of agriculturally oriented industry in the urban fringe including the development of natural resources in accordance with a joint general municipal plan.

2.2.2 SPECIFIC PROPOSALS

2.2.2.1 The City of Red Deer

DELETE:

host a joint council meeting

ADD:

will endeavour to work

with the County of Red Deer to discuss the advantages and disadvantages of joint planning.

DELETE:

If acceptable, establish a joint planning process.

2.3 PROVISION OF COMMERCIAL FACILITIES

2.3.1 POLICIES

2.3.1.1 Shopping Facilities (Convenience, Neighbour, District, Regional):

Shopping facilities will be permitted at predetermined locations based on land use plans and projected and annual population demands.

2.3.1.2 Downtown

- (a) Increased efforts will be made to strengthen the Downtown as the business and administration centre of the City.
- (b) The City in accordance with the Parking Study of

DELETE:

May, 1978

ADD:

1989

has accepted the responsibility of parking in the Downtown area.

- (c) *The development of business, administrative and professional offices will be encouraged to remain and locate in the city centre within limited dispersion to planned shopping areas.*

ADD:

- (d) *The Downtown is recognized to be a vital component of the City's image and as a focal point for office and retail facilities.*
- (e) *The City will endeavour through the planning process to establish policies or programs which will maintain or enhance the role of the Downtown area.*

2.3.1.3 Strip Commercial Development

The City will recognize the pressures from private enterprise to locate along major traffic arteries and they will provide land use control which will achieve the best possible development and mixture of compatible uses on chosen arteries.

ADD:

2.3.1.4 Regional and District Shopping

In view of the city wide implications of the development of regional and district shopping

areas, such developments will be evaluated on the basis of the following information:

- (a) compatibility with proposed or adopted policy positions of City Council, area structure plans, area redevelopment plans and outline plans.*
- (b) the physical impact of the centre in regard to: integration with surrounding existing or proposed development; the ability of the street system to handle changes in traffic patterns; integration with public transit; the extension of utility systems; and other public expenditures.*
- (c) documentation to demonstrate the ability of the developer of the centre to bring together financing, tenants and construction capability.*
- (d) the quality of the development, including the adequacy of landscaping, parking, access, and pedestrian and vehicle circulation.*

2.3.2 SPECIFIC PROPOSALS

2.3.2.1 The City of Red Deer, in conjunction with the Red Deer Regional Planning Commission, should undertake a study on all aspects of commercial development within and near the city limits to determine the degree of inter-relationship between the downtown, suburban shopping centres and strip commercial development.

2.3.2.2 (a) The new Land Use Bylaw shall incorporate methods and guidelines to control and regulate present and future strip commercial areas.

(b) More specifically the use allowed in a strip commercial will be expanded to include more commercial uses provided that such expansion is not detrimental to the downtown core.

2.3.2.3 The City of Red Deer examine with the help of the Red Deer Regional Planning Commission alternative forms and locations of future strip commercial development.

2.3.2.4 The Parking Commission prepare a detailed report outlining progress and future action for implementing the approved recommendations of the Parking Study adopted in

DELETE:

1978. this report will include financial phasing and land acquisition information.

ADD:

1989

2.4 PROVISION OF HOUSING

2.4.1 POLICIES

2.4.1.1 The City of Red Deer will strive for moderate increase in densities by adopting programs to encourage innovative housing techniques and subdivision design which utilizes such concepts as zero-lot line, cluster housing, planned unit development, etc.

DELETE:

Location of Residential Development, Figure D

2.4.1.2 In the short term residential development will be directed to those areas that have been traditionally set aside - east hill, northwest sector.

2.4.1.3

DELETE:

In the long term, subject to feasibility studies and annexation, future residential development will be considered in areas within and near the city limits such as the area north and east of Gaetz Lakes, the area west of the West Park subdivision.

2.4.1.4

DELETE:

2.4.1.4 Programs will be adopted to encourage and promote redevelopment of areas of older housing stock in the form of single family dwellings or multi-family depending on local circumstances.

Subdivision Layout

2.4.1.5 All future subdivision will be designed to adequately accommodate moderate increases in densities.

DELETE:

Housing Types

2.4.1.6 The City will continue to encourage the provision of a full range of housing choices and needs such as detached dwellings, semi-detached dwelling, rowhouses, apartments, group homes, senior citizen housing, etc., in relation to social, economic planning goals of the City.

ADD:

2.4.1.7 Existing Residential Areas

The City will endeavour to maintain or strengthen established residential areas in quality, image and social environments.

2.4.1.8 The City will endeavour to optimize the use of existing servicing systems in order to accommodate additional infill or redevelopment proposals where appropriate in established residential areas.

2.4.1.9 The appropriate mix of land uses in regard to infill development or redevelopment in established residential areas is to be determined through the neighbourhood planning process.

New Residential Areas

2.4.1.10 Residential development should be contiguous to existing development to allow for the cost-effective provision of municipal services and facilities.

2.4.1.11 Variations in housing type and density are to be established through appropriate area structure plans and outline plans.

2.4.1.12 The City will ensure through front end servicing a planned inventory of easily serviceable residential lands, ready for development, to support a competitive land market.

2.4.1.13 The City will ensure through its land bank operations an inventory of serviced residential lots for new residential housing.

2.4.2 SPECIFIC PROPOSALS

2.4.2.1 Residential development will continue to proceed

DELETE:

in the East Hill sector as approved.

ADD:

as outlined on Figure B.

2.4.2.2 Residential development in the Northwest sector will proceed according to the

DELETE:

concept approved by Council on July 10, 1979. Area structure plans will be brought down in the near future for the Northwest sector.

ADD:

Northwest Area Structure Plan adopted in 1989.

2.4.2.3

DELETE:

Area redevelopment plans will be brought down for those areas affected by Policy 2.4.1.4 and as indicated in Figure B.

2.4.2.4 Subdivisions in the new residential growth areas should be designed to accommodate 6.0 units per gross acre.

2.4.2.5 In order to encourage moderate increases in density and at the same time encourage innovation in residential design the City shall adopt a program for applying the principles of an Innovative Residential Development Area in accordance with the Planning Act.

DELETE:

1977 and amendments thereto.

2.4.2.6 The Land Use Bylaw will protect those single family areas where high density redevelopment is not desirable.

2.4.2.7 The City should continue its land banking program and expand it to include redevelopment areas if possible.

2.4.2.8

DELETE:

Further study will be undertaken to determine the direction of further residential annexation (figure E).

2.5 LIVING ENVIRONMENT

2.5.1 POLICIES

Transit

2.5.1.1 The City will take steps to increase the level of transit service based on commuter demand.

Community Services

2.5.1.2 The City will take steps to ensure that the development of recreation facilities and programs, schools, social services, etc. is done in such a manner as to promote a high degree of accessibility on a community level.

Energy Consumption

2.5.1.3 The City will determine methods and criteria which will encourage the efficient use of energy resources.

Aesthetics

2.5.1.4 The City will adopt standards to control the ill effects of noise, dust and traffic pollution.

2.5.1.5 The City will encourage positive visual and social effects of all development.

Conservation

2.5.1.6 Development of environmentally sensitive land will be restricted to minimal and clearly compatible use based on impact studies.

2.5.1.7 The utilization of natural drainage courses, sloughs, contours, trees in future subdivision design will be encouraged.

2.5.1.8 Buildings or areas of the City that are considered to be historically significant will be preserved where feasible.

ADD:

2.5.1.9 The City should continue to ensure that sufficient public land is reserved to protect natural amenity areas and to provide space for parks and outdoor recreation activities.

2.5.1.10 The City should continue the policy of acquiring escarpments, ravine, creek or riverbank lands and other unique natural amenities to preserve these open spaces in their natural state.

2.5.1.11 The City should continue to work cooperatively with other agencies and adjacent Municipalities to promote the preservation and recreational use of the Red Deer River

Valley as a regional open space corridor.

2.5.2 SPECIFIC PROPOSALS

DELETE:

2.5.2.1 Implement the proposed transit program as submitted to Council October, 1979.

Community Services

2.5.2.2

DELETE:

Upon the completion of Recreation Master Plan and the analysis of Preventive Social Services survey the feasibility of implementing policy 2.5.1.2 should be studied in further detail. These two studies will provide valuable insight to the community services element.

ADD:

Adopt a Community Services Master Plan as the policy framework for the coordination and delivery of recreation, culture, parks and social services in the City of Red Deer.

Energy Consumption

- 2.5.2.3 Initiate a research project to determine and evaluate alternative forms of subdivision design, roadway standards, traffic patterns and other elements of urban design that affect the amount of energy consumption.

Aesthetics

- 2.5.2.4 Initiate a study to determine those areas affected by noise, dust traffic and visual blight and to determine methods of improving and controlling this aspect of urban life.

Conservation

- 2.5.2.5 (a) Incorporate in the Land Use Bylaw a method which will protect the escarpment area.
- (b) Incorporate in the Land Use Bylaw a method that will protect the Red Deer River Corridor concept.

2.5.2.6

DELETE:***Establish*****ADD:*****Maintain***

a committee to recommend to Council:

- (a) *those buildings and areas that could be considered historically significant, and*
- (b) *ways that these buildings could develop and still maintain historical characteristics.*

- 2.5.2.7 *Provide in the Land Use Bylaw means for controlling development of historically significant buildings and areas.*

2.6 TRANSPORTATION

2.6.1 POLICIES

2.6.1.1 Within the ensuing years the City of Red Deer will put more emphasis on the role of public transit as major and predominant mode of transportation.

2.6.1.2

DELETE:

The City will review the presently adopted policies regarding railway relocation and the proposed roadway network, Figure F. In reviewing these policies, if it is necessary to reformulate the policies then these changes will be incorporated in the General Municipal Plan.

ADD:

Figure F outlines the proposed long term roadway network for the City.

2.6.1.3

DELETE:

The City will consider possible bicycle paths or routes.

ADD:

The City will consider new bicycle paths or routes in accordance with the Community Services Master Plan.

2.6.1.4 The City will recognize the need to integrate the various modes of transportation at certain terminal points as the demand occurs.

2.6.2 SPECIFIC PROPOSALS

2.6.2.1 (a)

DELETE:

Implement the proposed transit routes and service program.

(b) Establish an on going system of transit review so that innovative changes can be implemented at opportune times.

DELETE:

including the possibility of bus lanes.

2.6.2.2 Examine those policies related to railway relocation and highway interchanges with the aim of reducing the uncertainty related to timing and location.

2.6.2.3

DELETE:

Establish a program to re-examine the concept of a bicycle path system as recommended in the Transportation Study, and to bring forth a strategy for implementing a bicycle path system.

PART THREE
PLAN IMPLEMENTATION

3.1 PRIORITY AND SCHEDULING

- 3.1.1 Council shall from time to time by way of resolution adopt a priority and scheduling chart for the purposes of implementing the policies and specific proposals.

APPENDIX**BACKGROUND STUDIES**

1. Red Deer General Municipal Plan
Planned Urban Growth
Background Paper
November, 1979
2. Red Deer General Municipal Plan
Strategic Choice: An Examination of Selected Growth Direction
September, 1979
3. Strategic Choice
Red Deer General Municipal Plan
May, 1979
4. Report on Utility Study
City of Red Deer
Reid, Crowther & Partners Limited
October, 1975
5. North Red Deer Feasibility Study
Prepared for the Red Deer Regional Planning Commission
Strong, Lamb and Nelson Ltd.
January, 1974
6. City of Red Deer Parking Study
May, 1978
7. Railway Relocation
City of Red Deer
(a) Transportation Plan (b) Urban Plan
(c) Summary
Prepared by The Grimble Consulting Group and the Red Deer Regional Planning Commission
1977
8. Red Deer Transportation Study
Summary Report
L. G. Grimble and Associates Ltd.
November, 1976
9. Density: A Study of Redevelopment in Older Residential Neighbourhoods
The City of Red Deer
Prepared by the Red Deer Regional Planning Commission
July, 1979

10. Proposed Development Pattern for the Northwest Sector
The City of Red Deer
Prepared by the Red Deer Regional Planning Commission
July, 1979
11. Easthill Outline Concept
Prepared by the Red Deer Regional Planning Commission
1979
12. Red Deer River Corridor Park. An Integral Part of a Regional Recreation Plan
Prepared by the Red Deer Regional Planning Commission
1974
13. The Analysis of Policy Options in Structure Plan Preparation:
The Strategic Choice Approach
Institute for Operational Research
Tavistock Institute of Human Relations, 1977
14. Aids to Strategic Choice
Allen Hickling
Centre for Continuing Education
The University of British Columbia
15. City of Red Deer Growth Study
Prepared by the Red Deer Regional Planning Commission
Adopted August 6, 1991

COMMISSIONERS' COMMENTS:

Attached are some recommended updates to the General Municipal Plan, and we recommend that Council approve same.

We apologize for the lack of maps, which we anticipate will be delivered to Council prior to the weekend, but certainly no later than the Council meeting. As this updated General Municipal Plan is required for submission to the Local Authorities Board in connection with our proposed annexation, we would request Council's indulgence.

"R. J. McGHEE"
Mayor

"M. C. DAY"
City Commissioner

CHAPMAN RIEBEEK SIMPSON CHAPMAN WANLESS
Barristers & Solicitors

THOMAS H. CHAPMAN, Q.C.*
NICK P. W. RIEBEEK*
DONALD J. SIMPSON
T. KENT CHAPMAN*
GARY W. WANLESS*
LORNE E. GODDARD
GERI M. CHRISTMAN
ROBERT M. BLAIN

208 Professional Building
4808 Ross Street
Red Deer, Alberta T4N 1X5
TELEPHONE (403) 346-6603
TELECOPIER (403) 340-1280

* Denotes Professional Corporation

Your file:
Our file: GEN 10/91 THC

October 25, 1991

****CONFIDENTIAL****

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

**ATTENTION: The Mayor and
Members of Council**

Dear Sir(s)/Madam(s):

RE: City of Red Deer General Municipal Plan

In order to give some statutory authority to the provisions of the Growth Study which was approved and adopted by Council at its meeting of August 6, 1991, I attach hereto amending Bylaw which has been prepared in accordance with the recommendations of the City Planning Section of the Red Deer Regional Planning Commission.

I would request that Council proceed to pass the amending Bylaw in accordance with the provisions of the *Planning Act*.

Yours truly,



THOMAS H. CHAPMAN, Q.C.
THC/vjh
Enclosure

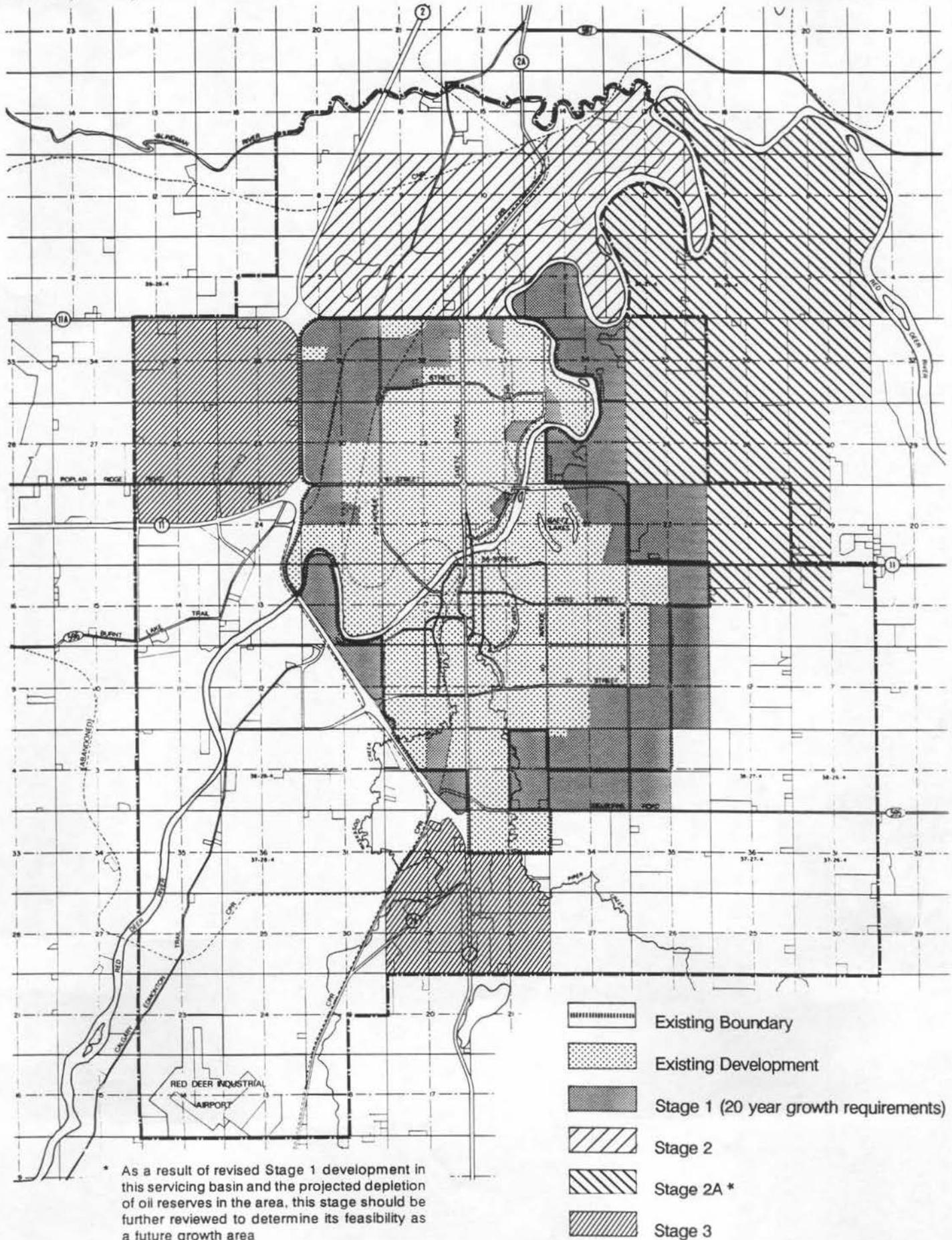
SCHEDULE A

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2.1.2 Specific Proposals	
2.2 Urban Encroachment	
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GENERAL MUNICIPAL PLAN

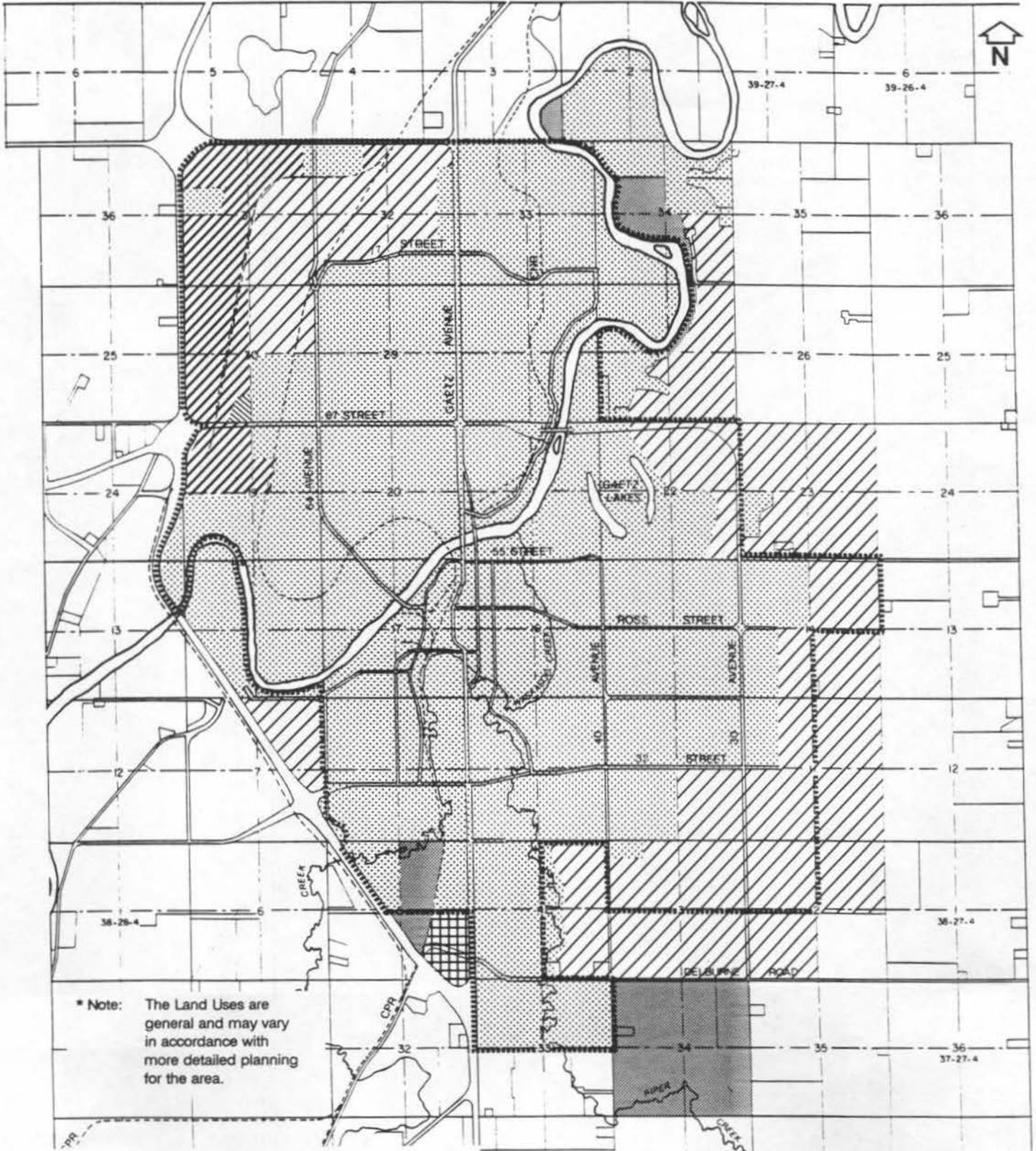
FIGURE A

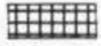


* As a result of revised Stage 1 development in this servicing basin and the projected depletion of oil reserves in the area, this stage should be further reviewed to determine its feasibility as a future growth area

GENERAL MUNICIPAL PLAN

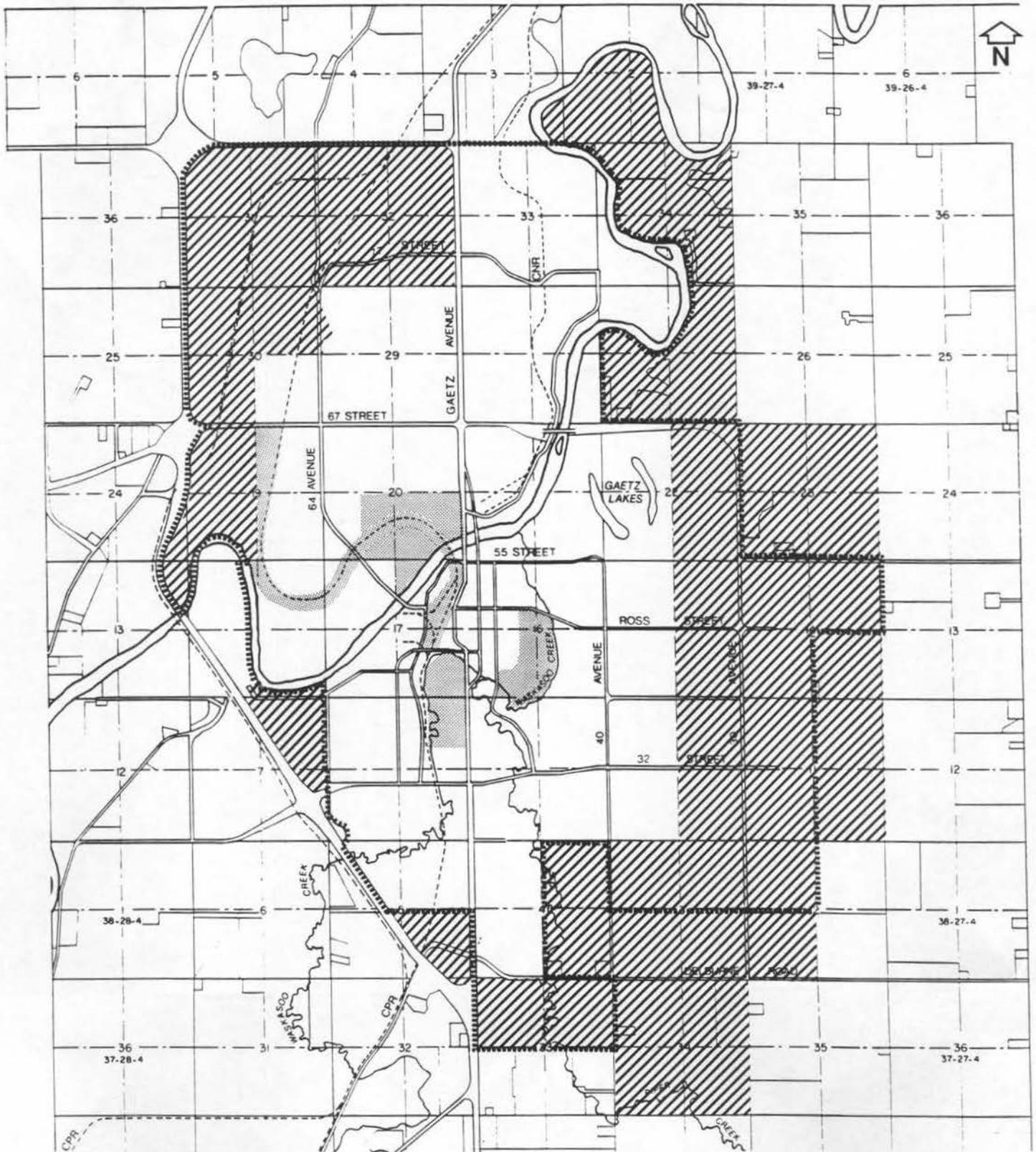
FIGURE B



-  City Boundary
 -  Existing Development
 -  Future Residential
 -  Future Commercial
-  Future Industrial/Commercial
 -  Future Industrial
 -  Subject to Area Study

GENERAL MUNICIPAL PLAN

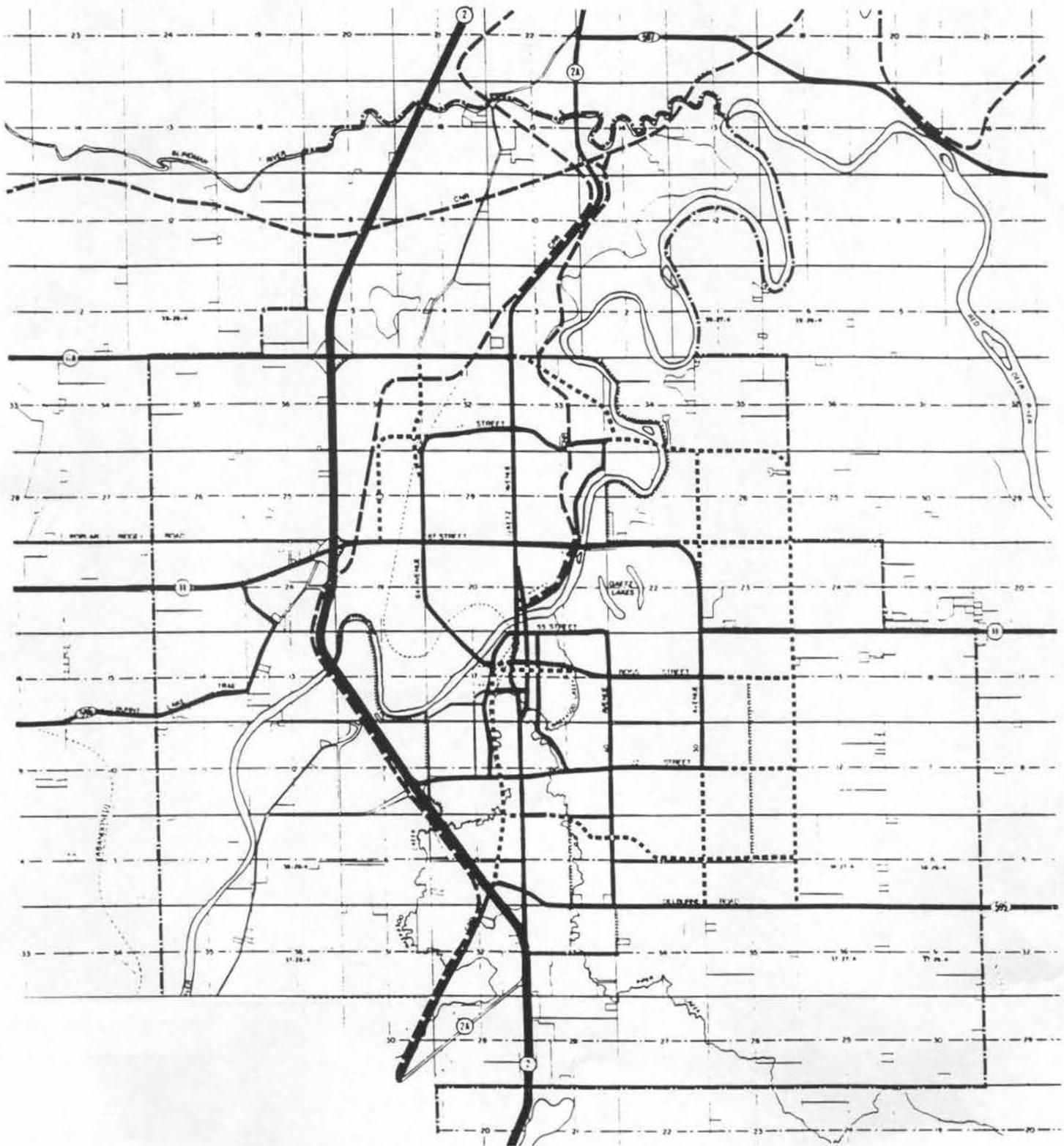
FIGURE D

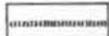
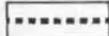


-  City Boundary
-  Area Structure Plans
-  Area Redevelopment Plans

GENERAL MUNICIPAL PLAN

FIGURE E



-  City Boundary
-  Intermediate Term Road Alignment
-  Long Term Road Alignment
-  Rail Line

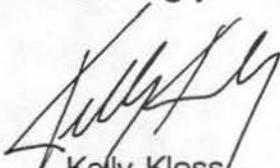
DATE: October 31, 1991
TO: Gary Klassen, Associate Planner
FROM: Acting City Clerk
RE: AMENDMENTS TO THE GENERAL MUNICIPAL PLAN

At the City of Red Deer Council Meeting held on October 28, 1991, consideration was given to your letter dated October 23, 1991, concerning the above topic and at which meeting first reading was given to Bylaw 2663/A-91, a copy of which is enclosed.

The main purpose of Bylaw 2663/A-91 is to amend the General Municipal Plan to include adopted City growth policies.

This office will now proceed with the necessary advertising as per Section 139 of the Planning Act for a Public Hearing for this Bylaw which will be held on Monday, November 25, 1991, at 7:00 p.m. or as soon thereafter as Council may determine.

Trusting you will find this satisfactory.



Kelly Kloss
Acting City Clerk

KK/ds

Encl.

c.c. Tom Chapman, City Solicitor
Council & Committee Secy., W. Vincent



18th Floor, CityCentre, 10155 - 102 Street, Edmonton, Alberta, Canada T5J 4L4 403/427-4278 Fax 403/427-0986

File: RED/C-12

October 16, 1991

Mr. C. Sevcik
City Clerk
City of Red Deer
P.O. Box 5008
RED DEER, Alberta
T4N 3T4

Dear Mr. Sevcik:

**RE: PROPOSED ANNEXATION
CITY OF RED DEER**

In response to the Resolution of Council adopted September 3, 1991, I have noted a number of omissions which should be rectified prior to the scheduling of a hearing date. The required changes are as follows:

- a) immediately following Paragraph No. 1 add the following paragraph:
"ALL THAT PORTION OF THE NORTH EAST QUARTER OF SECTION THIRTY-THREE (33), TOWNSHIP THIRTY-SEVEN (37), RANGE TWENTY-SEVEN (27), WEST OF THE FOURTH MERIDIAN, NOT WITHIN THE CITY OF RED DEER"
This is required as the municipal boundary moved to the west limit of the road widening of the north south government road allowance adjoining the east boundary pursuant to Section 4 of the Municipal Government Act. The above land description would ensure that all portions of the road widening within the quarter are included in the proposal,
- b) Insert the word "SOUTH" immediately following "ALL OF THE" within Paragraph No. 3, and
- c) Immediately following Paragraph No. 5, add the following paragraph:
"ALL THAT PORTION OF THE SOUTH WEST QUARTER OF SECTION FOUR (4), TOWNSHIP THIRTY-EIGHT (38), RANGE TWENTY-SEVEN (27), WEST OF THE FOURTH MERIDIAN, NOT WITHIN THE CITY OF RED DEER"
This area is composed of the lands taken for the widening of Highway No. 2 which were not included when the balance of the quarter section was annexed by Board Order No. 7091,

Mr. C. Sevcik
Page 2

- d) Insert the words "OF THE NORTHEASTERLY LIMIT AND ITS PRODUCTION NORTHWESTERLY AND SOUTHEASTERLY THROUGHOUT OF THE MAIN HIGHWAY" immediately following the word "NORTHEASTERLY" within Paragraph No. 6.

When you have had the opportunity to update the resolution, please forward a certified true copy of same.

Also attached are our Official Receipts No. 566595D dated August 19th, 1991, in the amount of \$1,350.00 and No. 566614D dated September 5th, 1991, representing the balance of fee of \$125.00.

Should you require any further information in this regard, please contact me.

Yours truly



RAY MYRONIUK
BOARD SECRETARY

RM/im
encs.

"WHEREAS a Municipality may petition the Local Authorities Board requesting that territory adjacent to the City be annexed into the City;

NOW THEREFORE BE IT RESOLVED THAT the Council of The City of Red Deer hereby approves the annexation of lands adjacent to the boundaries of the City of Red Deer and situate within the County of Red Deer No. 23 as set forth hereafter, and hereby directs the City administration to prepare and file a Petition for Annexation of the lands and to present such petition to the Local Authorities Board requesting that the said lands be annexed to The City of Red Deer from the County of Red Deer No. 23:

ALL THAT PORTION OF THE NORTH EAST QUARTER OF SECTION THIRTY-TWO (32), TOWNSHIP THIRTY-SEVEN (37), RANGE TWENTY SEVEN (27), WEST OF THE FOURTH MERIDIAN, WHICH LIES GENERALLY NORTH OF THE NORTHEASTERLY, NORTHERLY AND NORTHWESTERLY LIMITS OF ROAD PLAN 2082 L.Z. (HIGHWAY NO. 2)

ALL OF THE SECTION THIRTY-FOUR (34), TOWNSHIP THIRTY-SEVEN (37), RANGE TWENTY-SEVEN (27), WEST OF THE FOURTH MERIDIAN.

ALL OF THE WEST QUARTER OF SECTION TWO (2), TOWNSHIP THIRTY-EIGHT (38), RANGE TWENTY-SEVEN (27), WEST OF THE FOURTH MERIDIAN

ALL OF THE SOUTH HALF OF SECTION THREE (3), TOWNSHIP THIRTY-EIGHT (38), RANGE TWENTY SEVEN (27), WEST OF THE FOURTH MERIDIAN

ALL OF THE EAST HALF OF SECTION FOUR (4), TOWNSHIP THIRTY-EIGHT (38), RANGE TWENTY-SEVEN (27), WEST OF THE FOURTH MERIDIAN

ALL THAT PORTION OF THE SOUTH HALF OF SECTION FIVE (5), TOWNSHIP THIRTY-EIGHT (38), RANGE TWENTY-SEVEN (27) WEST OF THE FOURTH MERIDIAN, WHICH LIES NORTHEASTERLY AS SHOWN ON ROAD PLAN 2082 L.Z. (HIGHWAY NO. 2)

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ALL THAT PORTION OF SECTION SEVEN (7), TOWNSHIP THIRTY-EIGHT (38), RANGE TWENTY-SEVEN (27), WEST OF THE FOURTH MERIDIAN, WHICH LIES NORTHEAST AND NORTH OF THE NORTHEASTERLY AND NORTHERLY LIMITS OF ROAD PLANS 842-0587 AND 842-1444 (HIGHWAY NO. 2)

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ALL THAT PORTION OF SECTION EIGHTEEN (18), TOWNSHIP THIRTY-EIGHT (38), RANGE TWENTY-SEVEN (27), WEST OF THE FOURTH MERIDIAN, WHICH LIES NORTHEAST AND EAST OF THE NORTHEASTERLY LIMIT OF ROAD PLAN 852-2017 (HIGHWAY NO. 2) AND EAST AND NOT WITHIN THE CITY OF RED DEER

ALL THAT PORTION OF THE SOUTH WEST QUARTER OF SECTION NINETEEN (19), TOWNSHIP THIRTY-EIGHT (38), RANGE TWENTY-SEVEN (27), WEST OF THE FOURTH MERIDIAN, WHICH LIES GENERALLY SOUTH OF THE RIGHT BANK OF THE RED DEER RIVER

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ALL THAT PORTION OF THE SOUTH EAST QUARTER OF SECTION THREE (3), TOWNSHIP THIRTY-NINE (39), RANGE TWENTY-SEVEN (27), WEST OF THE FOURTH MERIDIAN, WHICH LIES EAST OF THE RIGHT BANK OF THE RED DEER RIVER

ALL GOVERNMENT ROAD ALLOWANCES ADJOINING THE SOUTH AND WEST BOUNDARIES OF THE ABOVE DESCRIBED LANDS."

This is certified to be a true and correct copy of the Council resolution passed by Council of The City of Red Deer September 3, 1991.



C. SEVCIK, City Clerk

COMMISSIONERS' COMMENTS:

We would concur with the request of the Local Authorities Board.

"R. J. McGHEE"
Mayor

"M. C. DAY"
City Commissioner

PROVINCE OF ALBERTA

Form 906-159A

N^o 566614D

September 5, 1991

RECEIVED from City of Red Deer
 the sum of One hundred & twenty five $\frac{00}{100}$ Dollars
 on account of Balance of Fee re: Annexation Application
 \$ 125.⁰⁰ (chg) Queen Mary

PROVINCE OF ALBERTA

Form 906-159A

N^o 566595 D

AUG 19, 1991

RECEIVED from CITY OF RED DEER
 the sum of ONE THOUSAND THREE HUNDRED & FIFTY $\frac{00}{100}$ Dollars
 on account of ANNEXATION APPLICATION FEES
 \$ 1,350.00 (chg) N Adams by



THE CITY OF RED DEER

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

FAX: (403) 346-6195

City Clerk's Department 342-8132

September 4, 1991

Local Authorities Board
18th Floor, City Centre
10155 - 102 Street
EDMONTON, Alberta
T5J 4L4

Attention: Mr. Ray Myroniuk
Board Secretary

Dear Sir:

RE: PROPOSED ANNEXATION - CITY OF RED DEER

Your File RED/C-12

Your letter of August 26, 1991 pertaining to the above topic is hereby acknowledged with thanks.

As requested, I am enclosing herewith a certified copy of the Council resolution passed September 3, 1991, which contains an accurate description of the territory included in the annexation request. Also enclosed herewith is a further cheque in the amount of \$125.00, which combined with the cheque sent to you under cover of letter dated August 16, 1991 in the amount of \$1,350.00, equals a total of \$1,475.00, being the correct fee for annexation of this nature.

Trusting you will find this satisfactory.

Sincerely,

C. SEVCIK

City Clerk

CS/jt

Att.

c.c. City Commissioner
Principal Planner
City Assessor

Received Sept 4/91

JT



RED DEER

*a delight
to discover!*



THE CITY OF RED DEER

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

City Clerk's Department 342-8132

DATE: October 22, 1991

OUR FAX NO: (403) 346-6195

NUMBER OF PAGES INCLUDING THIS PAGE: 6

FAX TO: GARY KLASSEN

ATTENTION: RDRPC

THEIR FAX NO: 346-1570

FROM: KELLY KLOSS

DEPARTMENT: CITY CLERKS

MESSAGE AREA (if required):

Attached is a report from the Local Authorities Board with regard to our annexation. They are recommending certain changes to our resolution of September 3, 1991 (attached).

Please call me with your comments as soon as possible as I wish this to go to the October 28, 1991 Council meeting.

Thanks. KELLY



*a delight
to discover!*

File: RED/C-12

October 16, 1991

Mr. C. Sevcik
City Clerk
City of Red Deer
P.O. Box 5008
RED DEER, Alberta
T4N 3T4

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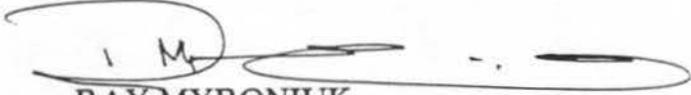
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Should you require any further information in this regard, please contact me.

Yours truly



RAY MYRONIUK
BOARD SECRETARY

RM/im
encs.



THE CITY OF RED DEER

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

FAX: (403) 346-6195

City Clerk's Department 342-8132

September 4, 1991

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18th Floor, City Centre
10155 - 102 Street
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T5J 4L4

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Sincerely,

C. SEVCIK

City Clerk

CS/jt

Att.

c.c. City Commissioner
Principal Planner
City Assessor

Couiered Sept 4/91

JT



*a delight
to discover!*

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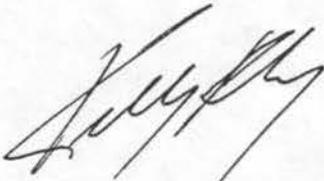
This is certified to be a true and correct copy of the Council resolution passed by Council of The City of Red Deer September 3, 1991.



C. SEVCIK, City Clerk

DATE: November 1, 1991
TO: City Solicitor
FROM: Acting City Clerk
RE: PROPOSED ANNEXATION - CITY OF RED DEER

Please find attached a certified copy of the resolution pertaining to the above that was passed at the Council meeting of October 28, 1991, as per your request of today.



KELLY KLOSS
Acting City Clerk

KK/jt

P.S.

Tom

Can you send me a copy of your
letter notifying the County of this.

Thanks



"WHEREAS a Municipality may petition the Local Authorities Board requesting that territory adjacent to the City be annexed into the City;

NOW THEREFORE BE IT RESOLVED THAT the Council of The City of Red Deer hereby approves the annexation of lands adjacent to the boundaries of the City of Red Deer and situate within the County of Red Deer No. 23 as set forth hereafter, and hereby directs the City administration to prepare and file a Petition for Annexation of the lands and to present such petition to the Local Authorities Board requesting that the said lands be annexed to The City of Red Deer from the County of Red Deer No. 23:

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Resolution re: Annexation - page 3

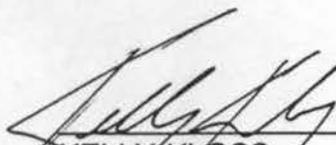
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ALL GOVERNMENT ROAD ALLOWANCES ADJOINING THE SOUTH AND WEST BOUNDARIES OF THE ABOVE DESCRIBED LANDS."

This is certified to be a true and correct copy of Council Resolution passed by Council of The City of Red Deer October 28, 1991.


KELLY KLOSS
Acting City Clerk





THE CITY OF RED DEER

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

FAX: (403) 346-6195

City Clerk's Department 342-8132

VIA COURIER

October 30, 1991

Alberta Local Authorities Board
18th Floor, City Centre
10155 - 102 Street
EDMONTON, Alberta
T5J 4L4

Attention: Ray Myroniuk,
Board Secretary

Dear Mr. Myroniuk:

RE: PROPOSED ANNEXATION - CITY OF RED DEER

At The City of Red Deer Council meeting of October 28, 1991, consideration was given to your letter dated October 16, 1991 concerning the above topic.

At the above noted meeting, Council passed a new resolution (a certified copy of which is attached) incorporating your recommended changes. I would also advise that the resolution passed at the Council meeting of September 3, 1991 concerning this matter was rescinded at the October 28, 1991 meeting.

I trust you will find the preceding satisfactory, however, if you require any additional information, please do not hesitate to contact me.

Sincerely,

KELLY KLOSS
Acting City Clerk
KK/jt
Att.

c.c. Associate Planner
City Clerk



*a delight
to discover!*

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NOW THEREFORE BE IT RESOLVED THAT the Council of The City of Red Deer hereby approves the annexation of lands adjacent to the boundaries of the City of Red Deer and situate within the County of Red Deer No. 23 as set forth hereafter, and hereby directs the City administration to prepare and file a Petition for Annexation of the lands and to present such petition to the Local Authorities Board requesting that the said lands be annexed to The City of Red Deer from the County of Red Deer No. 23:

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Resolution re: Annexation - page 3

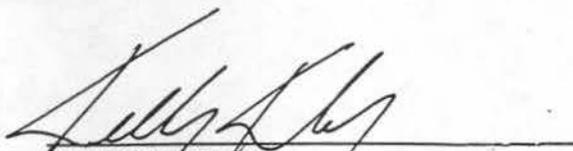
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This is certified to be a true and correct copy of Council Resolution passed by Council of The City of Red Deer October 28, 1991.



KELLY KLOSS
Acting City Clerk

RECEIVED AT 2:30 PM.
OCT. 8/91 CSM

NO. 2

88

G.H. LENNARD CORPORATION LTD.

October 7, 1991

The Mayor & City Council
City of Red Deer
Box 5008
Red Deer, Alberta
T4N 3T4

Dear

**Re: City of Red Deer Utilities
Account Number 1019287-00
Provincial Building - Red Deer**

Our July payment on the above Utility account was received one working day late (Monday, August 19th vs Friday, August 16th) and we have been assessed a penalty of \$2,157.33.

The payment was mailed on August 13th in Calgary. Canada Post policy is that mail between Calgary and Red Deer is delivered within three working days. As this is a Provincial Government building, we do not spend the taxpayers' money using couriers, but have always relied on Canada Post to deliver within this 3-day period. This policy has always worked well in the past as evidenced by our past payment record with the City of Red Deer (see schedule attached).

As there is one day of grace allowed on these payments, we are requesting that this penalty be waived in this instance.

I would like permission to appear before City Council on October 28th to discuss this matter further (I will be out of town prior).

Thank you for your attention to this matter.

Sincerely,


M. E. Lennard
Vice-President

MEL / mes
Enclosures (2)

SCHEDULE OF PAYMENTS
CITY OF RED DEER
ACCOUNT NUMBER 1019287-00

DUE DATE	DATE RECEIVED	AMOUNT
January 17, 1991	January 14	\$10,822.53
February 19, 1991	February 19	13,434.33
March 19, 1991	March 12	14,253.00
April 16, 1991	April 8	15,918.89
May 16, 1991	May 10	15,248.20
June 18, 1991	June 17	17,490.34
July 16, 1991	July 16	16,554.26
August 16, 1991	August 19	21,573.32
September 17, 1991	September 6	20,417.76

CITY OF RED DEER

Utility Account Inquiries Phone 342-3007

90

CUSTOMER COPY

ACCOUNT NUMBER	CUSTOMER NAME
1019287 00	G.H. LENNARD CORP

SEE REVERSE FOR EXPLANATION OF CODES

BILL DATE	PREVIOUS BALANCE	PAYMENTS	ADJUSTMENTS	BALANCE FORWARD
AUG 26 1991	21,573.32	21,573.32CR		

RATE CODE	METER NUMBER	BILL CODE	METER READING		READ DATE YYMMDD	NUMBER DAYS	MULTIPLIER	CONSUMPTION	KVA DEMAND	CURRENT BILLING	GST
			PREVIOUS	CURRENT							
W40	X0935	A	40382	40841	910821	33	100	45,900		855.06	
S63		A			910821	33		36,720		514.08	
E64	0P683	A	2085	2233	910821	33	1800	266,400	1026.0	18,602.35	*
ALBERTA INCOME TAX REBATE										799.90CR*	
GOODS AND SERVICES TAX - REGISTRATION NUMBER R119311785										1,246.17	
LATE PAYMENT CHARGE ON PREVIOUS BILL										2,157.33	

20,417.76

TRAILS THROUGH OUR PARKS, TRAILS TO SCHOOLS - LET'S KEEP THEM SAFE BY: WEARING HELMETS, USING A HORN OR BELL TO ALERT NOT ALARM, RIDING AT REASONABLE SPEED, WALKING ACROSS INTERSECTIONS, SIGNALLING TURNS, SHOWING CONSIDERATION AND RESPECT FOR OTHERS.

5000/R.D.

SERVICE ADDRESS	AFTER DUE DATE PAY	DUE DATE	AMOUNT DUE
4920 51 ST	24,616.87	SEP 17 1991	22,575.09

FILE: c:\data\alan\memos\lennard.cor

DATE: October 21, 1991
TO: CITY CLERK
FROM: DIRECTOR OF FINANCIAL SERVICES
RE: G. H. LENNARD CORPORATION LIMITED - UTILITY PENALTY

Mr. Lennard is requesting a penalty charged on a late payment of his utility account be cancelled.

The payment was received in the mail by The City on Monday, August 19, 1991, one working day after the due date of Friday, August 16, 1991.

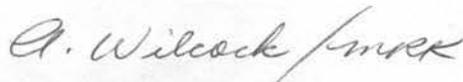
The Utility by-law states:

"When the consumer pays the complete utility account as rendered after the due date stated in the account,...., such consumer shall pay a penalty of 10% of the current charges. Payments made by mail, or in person at City hall must be received at City Hall on or before the due date in order for the customer to avoid the penalty...".

The payment information also appears on the utility bill.

The customer does have an excellent payment history. The payment was mailed, however, only three (3) days before the due date which is a risk that the payment would not be received on time. Canada Post cannot guarantee delivery from Calgary to Red Deer in three days. The customer should use a courier service in view of the possible penalty if he must send the payment only three days before it is due.

Cancellation of the penalty cannot be recommended under the terms of the by-law and the notice on the utility bill and its application to other customers.



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

AW/mrk

c.c. Treasury Services Manager

COMMISSIONERS' COMMENTS:

We would concur with the comments of the Director of Financial Services. As Council is aware, we get a number of requests for relaxations of interest and penalties where people have relied on Canada Post.

We are not aware of Canada Post offering guarantees of delivery, but as Mr. Lennard states that Canada Post's policy is that mail between Calgary and Red Deer is delivered within 3 working days, perhaps he should be seeking redress from Canada Post.

"R. J. McGHEE"
Mayor

"M. C. DAY"
City Commissioner

DATE October 9, 1991

- TO:
- DIRECTOR OF COMMUNITY SERVICES
 - DIRECTOR OF ENGINEERING SERVICES
 - DIRECTOR OF FINANCIAL SERVICES
 - BYLAWS & INSPECTIONS MANAGER
 - CITY ASSESSOR
 - COMPUTER SERVICES MANAGER
 - ECONOMIC DEVELOPMENT MANAGER
 - E.L. & P. MANAGER
 - ENGINEERING DEPARTMENT MANAGER
 - FIRE CHIEF
 - PARKS MANAGER
 - PERSONNEL MANAGER
 - PUBLIC WORKS MANAGER
 - R.C.M.P. INSPECTOR
 - RECREATION & CULTURE MANAGER
 - SOCIAL PLANNING MANAGER
 - TRANSIT MANAGER
 - TREASURY SERVICES MANAGER
 - URBAN PLANNING SECTION MANAGER
 -

Corroborates

FROM: CITY CLERK

RE: G.H. LENNARD CORPORATION LTD. - UTILITY PENALTY

Please submit comments on the attached to this office by October
21 for the Council Agenda of October 28, 1991.

C. Sevcik
 SEVCIK
 City Clerk

**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

City Clerk's Department 342-8132

October 9, 1991

G.H. Lennard Corporation Ltd.
3000 First Canadian Centre
CALGARY, Alberta
T2P 3N9

Attention: M.E. Lennard

Dear Sir:

RE: CITY OF RED DEER UTILITIES - ACCOUNT NUMBER 1019287-00

I acknowledge receipt of your letter dated October 7, regarding late payment of the above noted utility account.

This item will be discussed and possibly a decision made at the meeting of Red Deer City Council on Monday, October 28, 1991. Council meetings begin at 4:30 p.m. and adjourn for the supper hour at 6:00 p.m., reconvening at 7:00 p.m.

In the event you wish to be present at the Council meeting, would you please telephone our office on Friday, October 25th, and we will advise you of the approximate time that Council will be discussing this item.

Would you please enter City Hall on the west (parkside) entrance when arriving, and proceed up to the second floor Council Chambers.

This request has been circulated to City administration for comments, and should you wish to receive a copy of the administrative comments prior to the Council meeting, they may be picked up at our office on the second floor of City Hall on Friday, October 25th.

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

Yours truly,

KELLY KLOSS
Acting City Clerk
KK/jt

*a delight
to discover!*

DATE: October 30, 1991
TO: Utility Billing Supervisor
FROM: Acting City Clerk
RE: G.H. LENNARD CORPORATION
UTILITY ACCOUNT #1019287-00 - PROVINCIAL BUILDING

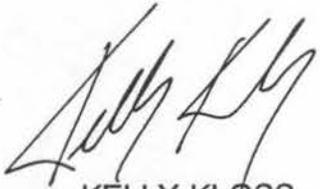
At the Council meeting of October 28, 1991, consideration was given to the above topic and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from G. H. Lennard Corporation Ltd. dated October 7, 1991 re: City of Red Deer Utilities, Account No. 1019287-00/ Provincial Building/ request that penalty be waived, hereby agrees that said request be approved."

I would ask that you now credit the above noted account with the amount of the penalty assessed.

Further to our conversation of October 29, 1991 where we were discussing the aspect of deleting the one day of grace, I would ask that you keep this department advised as to any changes you will be making to the policy.

Trusting you will find this satisfactory.



KELLY KLOSS
Acting City Clerk

KK/jt

c.c. Treasury Services Manager



THE CITY OF RED DEER

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

FAX: (403) 346-6195

City Clerk's Department 342-8132

October 30, 1991

G.H. Lennard Corporation Ltd.
3000 First Canadian Centre
CALGARY, Alberta
T2P 3N9

Attention: Beth Lennard

Dear Ms. Lennard:

RE: CITY OF RED DEER UTILITY ACCOUNT #1010287-00, PROVINCIAL BUILDING

At The City of Red Deer Council meeting held on Monday, October 28, 1991, consideration was given to your letter dated October 7, 1991 concerning the above topic and at which meeting the following motion was passed.

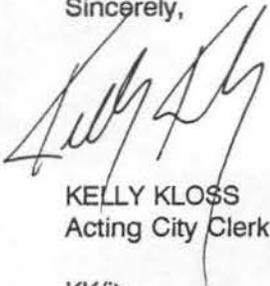
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The decision of Council in this instance is submitted for your information. By way of a copy of this memo, I will be requesting the Utilities Department to credit your account by the amount of the penalty assessed.

I would like to take this opportunity to thank you for attending the Council meeting and expressing your concerns to the members.

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

Sincerely,



KELLY KLOSS
Acting City Clerk

KK/jt

c.c. Director of Financial Services
Treasury Services
Utility Billing Supervisor



*a delight
to discover!*



Red Deer Housing Authority

**5024 Ross Street
Red Deer, Alberta
T4N 1Y3 343-2177**

October 3, 1991

Mr. Charles Sevcik
City Clerk
City of Red Deer
Box 5008
RED DEER, Alberta
T4N 3T4

Dear Mr. Sevcik:

Prior to our request to Municipal Affairs for more Community Housing units in Red Deer, it is necessary to obtain your support in cost sharing the deficit for additional units.

To date we have twelve (12) units in reserve for future use and wish to request your support in an additional eight (8) units. If approved, we will apply to Municipal Affairs for the construction of another twenty (20) units for the Red Deer Community Housing Program.

Thank you for your continued support.

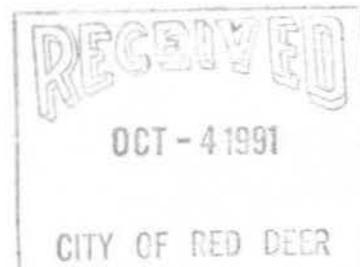
Yours truly

RED DEER HOUSING AUTHORITY

A handwritten signature in black ink, appearing to read 'Ray Congdon'.

Ray Congdon
Chairman of the Board of Directors

RC/at



FILE: c:\data\alan\memos\rdhacomm.hsg

DATE: October 11, 1991
TO: CITY CLERK
FROM: DIRECTOR OF FINANCIAL SERVICES
RE: RED DEER HOUSING AUTHORITY - COMMUNITY HOUSING

The City of Red Deer is responsible for payment of 10% of the operating deficits for the housing units.

It is recommended the RDHA should submit more detailed information with their requests such as:

1. Number of current housing units.
2. City's deficit contribution for existing units.
3. Anticipated future deficits and impact of the proposed units on these deficits.

It is becoming more difficult for The City to finance increases in expenditures that result directly in increases in property taxes. When approval is considered for additional expenditures such as these, Council should have cost information provided to ensure other programs will not be reduced or deleted that may have more priority.



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

AW/mrk

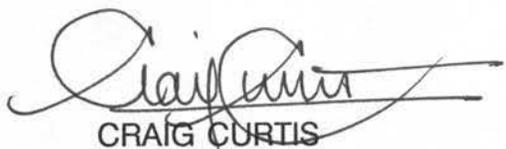
DATE: October 21, 1991

TO: CHARLIE SEVCIK
City Clerk

FROM: CRAIG CURTIS, Director
Community Services Division

RE: RED DEER HOUSING AUTHORITY:
COMMUNITY HOUSING
Your memo dated October 7, 1991 refers.

1. The Red Deer Housing Authority is requesting the City to support its application to Alberta Municipal Affairs for the construction of twenty new subsidized housing units in Red Deer. The Authority has twelve units in reserve for future use and is requesting City Council support for an additional eight units. City support is required as the City is committed to provide 10% of the operating deficit, in terms of an agreement with the Province.
2. I have discussed the request with the Social Planning Manager. We cannot support the request without additional information regarding the current demand for subsidized housing, current waiting lists, and projected costs to the City. It is considered that this information should be obtained prior to the matter being considered by City Council.



CRAIG CURTIS

:kl

- c. Colleen Jensen, Social Planning Manager



October 21, 1991

Mr. C. Sevcik,
City Clerk
City of Red Deer
Box 5008
Red Deer, Alta.
T4N 3T4

Dear Sir:

Re: Red Deer Housing Authority - Community Housing

The Red Deer Housing Authority is seeking City Council's support in cost sharing the deficit for an additional 8 units of community housing in Red Deer.

We are not sure whether a site or sites have been selected and in which neighbourhood.

Without additional information, we are not in a position to offer any comments on the content of their letter.

Yours truly,

D. Rouhi, ACP, MCIP
SENIOR PLANNER, CITY SECTION
DR/cc

c.c. Director of Community Services
Director of Engineering Services
Director of Financial Services
City Assessor
Bylaw/Inspection Manager

COMMISSIONERS' COMMENTS:

We would concur fully with the comments of the Director of Financial Services.

We would suggest that Council request the Red Deer Housing Authority to provide the necessary information to justify the request for additional units at this time, together with the estimated impact on the deficit so that Council can consider this at budget time.

"R. J. McGHEE"
Mayor

"M. C. DAY"
City Commissioner

DATE October 7, 1991

TO: DIRECTOR OF COMMUNITY SERVICES
 DIRECTOR OF ENGINEERING SERVICES
 DIRECTOR OF FINANCIAL SERVICES
 BYLAWS & INSPECTIONS MANAGER
 CITY ASSESSOR
 COMPUTER SERVICES MANAGER
 ECONOMIC DEVELOPMENT MANAGER
 E.L. & P. MANAGER
 ENGINEERING DEPARTMENT MANAGER
 FIRE CHIEF
 PARKS MANAGER
 PERSONNEL MANAGER
 PUBLIC WORKS MANAGER
 R.C.M.P. INSPECTOR
 RECREATION & CULTURE MANAGER
 SOCIAL PLANNING MANAGER
 TRANSIT MANAGER
 TREASURY SERVICES MANAGER
 URBAN PLANNING SECTION MANAGER

FROM: CITY CLERK

RE: RED DEER HOUSING AUTHORITY - COMMUNITY HOUSING

Please submit comments on the attached to this office by Oct. 21/91
_____ for the Council Agenda of October 28, 1991.


C. SEVCIK
City Clerk

**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

City Clerk's Department 342-8132

October 7, 1991

Red Deer Housing Authority
5024 Ross Street
Red Deer, Alberta
T4N 1Y3

Dear Sir:

RE: COMMUNITY HOUSING

I acknowledge receipt of your letter dated October 3, 1991, regarding additional community housing units in Red Deer.

This item will be discussed and possibly a decision made at the Meeting of Red Deer City Council on Monday, October 28, 1991. Council meetings begin at 4:30 p.m., and adjourn for the supper hour at 6:00 p.m. reconvening at 7:00 p.m.

In the event you wish to be present at the Council meeting, would you please telephone our office on Friday, October 25, 1991, and we will advise you of the approximate time that Council will be discussing this item.

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

This request has been circulated to City administration for comments, and should you wish to receive a copy of the administrative comments prior to the Council meeting, they may be picked up at our office on the second floor of City Hall on Friday, October 25.

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

Yours truly,

Kelly Kloss
Acting City Clerk

KK/ds

*a delight
to discover!*

DATE: 16 October 1991
TO: City Clerk
FROM: City Assessor
RE: RED DEER HOUSING AUTHORITY - COMMUNITY HOUSING

The Assessment, Tax and Land Department has no comment regarding the above.

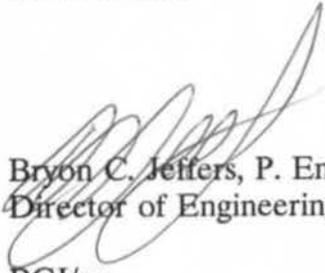


Al Knight, A.M.A.A.
City Assessor

AK/ngl

DATE: October 16, 1991
TO: City Clerk
FROM: Director of Engineering Services
RE: **COMMUNITY HOUSING
RED DEER HOUSING AUTHORITY**

Please be advised that the Engineering Department has no comments with respect to the above noted.



Bryon C. Jeffers, P. Eng.
Director of Engineering Services

BCJ/cy

DATE: October 7, 1991

FILE NO.

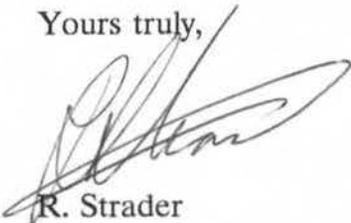
TO: City Clerk

FROM: Bylaws and Inspections Manager

RE: **RED DEER HOUSING AUTHORITY - COMMUNITY HOUSING**

In response to your memo of October 7, 1991, regarding the above referenced subject, we wish to advise that this department has no comments.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

City Clerk's Department 342-8132

October 30, 1991

Red Deer Housing Authority
5024 Ross Street
RED DEER, Alberta
T4N 1Y3

Attention: Ray Congdon, Chairman

Dear Mr. Congdon:

At The City of Red Deer Council meeting held on October 28, 1991, your letter dated October 3, 1991 concerning your request for an additional eight community housing units was considered and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Red Deer Housing Authority dated October 3, 1991 re: Community Housing Units in Red Deer - request for support of an additional 8 units, hereby agrees that the Red Deer Housing Authority submit more detailed information with regard to the request relative to the following areas:

1. Number of current housing units;
2. City's deficit contribution for existing units;
3. Anticipated future deficits and impact of the proposed units on these deficits;

COUNCIL FURTHER AGREES that the above information be provided for consideration at the 1992 budget deliberations."

Following the passage of the above motion, Council also requested the following additional information be provided by the Red Deer Housing Authority for their consideration:

....2

*a delight
to discover!*

Mr. Ray Congdon
Red Deer Housing Authority
October 30, 1991
Page 2

1. Information on the demand for such housing units
2. If there is a waiting list for such units, and if so, to what extent
3. Where the demand is coming from, i.e. within Red Deer, outside of Red Deer, etc.

I would ask that once you have this information compiled, you forward same to this office, following which we will direct the information to the Director of Financial Services, who will include same in the 1992 budget deliberations.

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

Sincerely,



KELLY KLOSS
Acting City Clerk

KK/jt

c.c. Director of Community Services
Senior Planner
Director of Financial Services

DATE: December 17, 1991
TO: Director of Financial Services
FROM: City Clerk
RE: RED DEER HOUSING AUTHORITY - COMMUNITY HOUSING

At the October 28, 1991 Council meeting, a request submitted by the Red Deer Housing Authority for an additional eight community housing units received consideration. At the aforesaid meeting, Council passed a motion agreeing that the Authority submit more detailed information with regard to the request and specifically relative to the following areas:

1. Number of current housing units
2. City's deficit contribution for existing units
3. Anticipated future deficits and impact of the proposed units on these deficits.

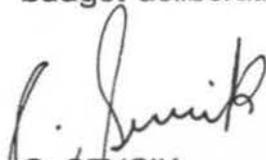
Council also requested that the following additional information be provided:

1. Information on the demand for such housing units
2. If there is a waiting list for such units and, if so, to what extent
3. Where the demand is coming from, i.e. within Red Deer, outside of Red Deer, etc.

Council agreed that the above information be provided for consideration at the 1992 budget deliberations.

Enclosed hereafter is the material which appeared on the Council agenda of October 28, 1991 and, in addition, following thereafter is the further report from the Red Deer Housing Authority dated December 11, 1991 providing the information requested by Council.

I trust that you will present this information to Council for consideration during the 1992 budget deliberations and as directed by Council.


C. SEVCIK
City Clerk

CS/jt
Att.
c.c. Director of Community Services
Senior Planner

Red Deer Housing Authority

**5024 Ross Street
Red Deer, Alberta
T4N 1Y3 343-2177**

October 3, 1991

Mr. Charles Sevcik
City Clerk
City of Red Deer
Box 5008
RED DEER, Alberta
T4N 3T4

Dear Mr. Sevcik:

Prior to our request to Municipal Affairs for more Community Housing units in Red Deer, it is necessary to obtain your support in cost sharing the deficit for additional units.

To date we have twelve (12) units in reserve for future use and wish to request your support in an additional eight (8) units. If approved, we will apply to Municipal Affairs for the construction of another twenty (20) units for the Red Deer Community Housing Program.

Thank you for your continued support.

Yours truly

RED DEER HOUSING AUTHORITY



Ray Congdon
Chairman of the Board of Directors

RC/at

001-4001
CITY OF RED DEER

FILE: c:\data\alan\memos\rdhacomm.hsg

DATE: October 11, 1991
TO: CITY CLERK
FROM: DIRECTOR OF FINANCIAL SERVICES
RE: RED DEER HOUSING AUTHORITY - COMMUNITY HOUSING

The City of Red Deer is responsible for payment of 10% of the operating deficits for the housing units.

It is recommended the RDHA should submit more detailed information with their requests such as:

1. Number of current housing units.
2. City's deficit contribution for existing units.
3. Anticipated future deficits and impact of the proposed units on these deficits.

It is becoming more difficult for The City to finance increases in expenditures that result directly in increases in property taxes. When approval is considered for additional expenditures such as these, Council should have cost information provided to ensure other programs will not be reduced or deleted that may have more priority.



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

AW/mrk

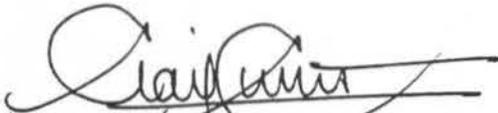
DATE: October 21, 1991

TO: CHARLIE SEVCIK
City Clerk

FROM: CRAIG CURTIS, Director
Community Services Division

RE: RED DEER HOUSING AUTHORITY:
COMMUNITY HOUSING
Your memo dated October 7, 1991 refers.

1. The Red Deer Housing Authority is requesting the City to support its application to Alberta Municipal Affairs for the construction of twenty new subsidized housing units in Red Deer. The Authority has twelve units in reserve for future use and is requesting City Council support for an additional eight units. City support is required as the City is committed to provide 10% of the operating deficit, in terms of an agreement with the Province.
2. I have discussed the request with the Social Planning Manager. We cannot support the request without additional information regarding the current demand for subsidized housing, current waiting lists, and projected costs to the City. It is considered that this information should be obtained prior to the matter being considered by City Council.


CRAIG CURTIS

:kl

- c. Colleen Jensen, Social Planning Manager



October 21, 1991

Mr. C. Sevcik,
City Clerk
City of Red Deer
Box 5008
Red Deer, Alta.
T4N 3T4

Dear Sir:

Re: Red Deer Housing Authority - Community Housing

The Red Deer Housing Authority is seeking City Council's support in cost sharing the deficit for an additional 8 units of community housing in Red Deer.

We are not sure whether a site or sites have been selected and in which neighbourhood.

Without additional information, we are not in a position to offer any comments on the content of their letter.

Yours truly,

D. Rouhi, ACP, MCIP
SENIOR PLANNER, CITY SECTION
DR/cc

c.c. Director of Community Services
Director of Engineering Services
Director of Financial Services
City Assessor
Bylaw/Inspection Manager

MUNICIPALITIES WITHIN COMMISSION AREA

CITY OF RED DEER • MUNICIPAL DISTRICT OF CLEARWATER No. 99 • COUNTY OF STETTLE No. 6 • COUNTY OF LACOMBE No. 14 • COUNTY OF MOUNTAIN VIEW No. 17 • COUNTY OF PAINT EARTH No. 18 • COUNTY OF RED DEER No. 23 • TOWN OF BLACKFALDS • TOWN OF BOWDEN • TOWN OF CARSTAIRS • TOWN OF CASTOR • TOWN OF CORONATION • TOWN OF DIDSBURY • TOWN OF ECKVILLE • TOWN OF INNISFAIL • TOWN OF LACOMBE • TOWN OF OLDS • TOWN OF PENHOLD • TOWN OF ROCKY MOUNTAIN HOUSE • TOWN OF STETTLE • TOWN OF SUNDRE • TOWN OF SYLVAN LAKE • VILLAGE OF ALIX • VILLAGE OF BENTLEY • VILLAGE OF BIG VALLEY • VILLAGE OF BOTHA • VILLAGE OF CAROLINE • VILLAGE OF CLIVE • VILLAGE OF CREMONA • VILLAGE OF DELBURNE • VILLAGE OF DONALD • VILLAGE OF ELNORA • VILLAGE OF GADSBY • VILLAGE OF HALKIRK • VILLAGE OF MIRROR • SUMMER VILLAGE OF BIRCHCLIFF • SUMMER VILLAGE OF GULL LAKE • SUMMER VILLAGE OF HALF MOON BAY • SUMMER VILLAGE OF JARVIS BAY • SUMMER VILLAGE OF NORGLIWOLD • SUMMER VILLAGE OF ROCHON SANDS • SUMMER VILLAGE OF SUNBREAKER COVE • SUMMER VILLAGE OF WHITE SANDS

COMMISSIONERS' COMMENTS:

We would concur fully with the comments of the Director of Financial Services.

We would suggest that Council request the Red Deer Housing Authority to provide the necessary information to justify the request for additional units at this time, together with the estimated impact on the deficit so that Council can consider this at budget time.

"R. J. McGHEE"
Mayor

"M. C. DAY"
City Commissioner



Red Deer Housing Authority

December 11, 1991

**5024 Ross Street
Red Deer, Alberta
T4N 1Y3 343-2177**

Mr. Kelly Kloss
Acting City Clerk
P.O. Box 5008
Red Deer, Alta.
T4N 3T4

Dear Mr. Kloss:

We, hereby, submit the following additional information in regards to our request for the funding of eight (8) more Community Housing Units.

Currently, we have 270 housing units in the City of Red Deer

The city of Red Deer's final subsidy claim for 1989/90 was \$65,640.37 and for 1988/89, \$86,099.81

Grants in lieu of taxes for 1989/90 were approx. \$190,750.00 and for 1988/89 were approx. \$182,900.00

Anticipated deficits can not be accurately determined as maintenance costs vary and rents are geared to income which cause revenue to fluctuate.

Due to high rental rates and low vacancy rates in Red Deer, we have approximately one hundred fifty (150) applicants waiting for housing. Since we have a three (3) month Residency Requirement, all applicants are residents of Red Deer.

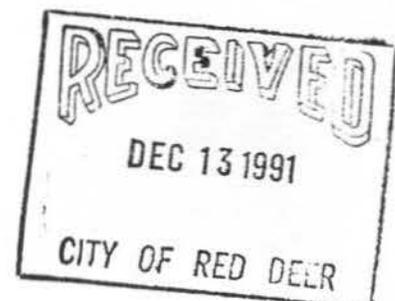
Our Board of Directors have expressed interested in the residential lots which will be created when the rail lines are removed in the Fairview area. Duplex units are preferred and it was felt the Fairview area could be a desirable location.

If the City of Red Deer supports the additional units, we will submit our request to Alberta Municipal Affairs for consideration in their 1993/94 Budget.

Please contact the undersigned should you have any concerns or require additional information.

Yours truly
RED DEER HOUSING AUTHORITY

Ray Congdon, Chairman of Board of Directors
RC/at
c.c.: Mr. Bill Lees



file in Council

SP-3.465

Oct. 28/91

DATE: January 6, 1992
TO: ALAN WILCOCK
Director of Financial Services
FROM: COLLEEN JENSEN
Social Planning Manager
RE: RED DEER HOUSING AUTHORITY:
COMMUNITY HOUSING

Subsequent to the review of information provided by Ray Congdon, of the Red Deer Housing Authority, in his letter of December 11, I provide the following comments.

1. In analyzing cost based on the figures provided, it would seem logical that, with a City cost of \$86,000 for 270 units, the cost per unit is \$319/unit. Using this figure, the City cost for eight additional units would be only \$2,550. In discussing this with Mr. Congdon, he indicated that for the first 5 years, the cost would likely be less than the \$2,550 because maintenance costs would be less. However, anticipated deficits cannot be guaranteed due to the fact that, along with varying maintenance costs, rents are geared to the varying income of the renters.
2. In analyzing demand it would appear that, with a waiting list of 150, the addition of eight units is not meeting the current need. Further, as indicated in the attached memo from Barbara Jeffrey, the housing units as they are currently offered, do not address the demand of single persons, particularly males, which appear to be a segment of the community for which a need has been identified. Shared accommodation for many of this group, who have a variety of personal problems, is difficult.
3. From the point of view of providing adequate assistance to persons with a low income requiring low cost housing, it would appear that the problem extends beyond subsidization of the community housing developments which only satisfies a small segment of the community need. A more satisfactory solution would likely be the provision of an adequate living allowance to those in need, thus satisfying many more needy citizens in the community. This, of course, would be a provincial responsibility through Social Allowance and one for which municipalities should lobby. This requires caution in that we do not want the province trying to "pass the buck" back to the municipality. In subsidizing the community housing development we are providing a hidden subsidy to social allowance.

Alan Wilcock
Page 2
January 6, 1992
Community Housing

RECOMMENDATIONS:

1. That the City agree to fund the operation of eight more housing units as it would appear the cost would be minimal and, in providing the funds, at least some of the need will be met.
2. In subsidizing the units, the City be made aware that, at best, it is a "bandaid" solution and that research and lobbying is most appropriate in order to find more suitable solutions to the real need.



COLLEEN JENSEN

CJ/kl

Att.

- c. Charlie Sevcik, City Clerk
Craig Curtis, Community Services Director
Barbara Jeffrey, Projects Supervisor

DATE: December 27, 1991

TO: CRAIG CURTIS
Director of Community Services

FROM: BARBARA JEFFREY
Projects Supervisor

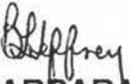
RE: RED DEER HOUSING AUTHORITY - COMMUNITY HOUSING

The letter from the Red Deer Housing Authority mentions high rental rates and low vacancy rates with a waiting list of 150 applicants.

Agency representatives who attend the Inner City Task Force are concerned about the availability of lower cost housing for their clients. Red Deer Housing Authority assigns housing on a point basis. Priority is therefore given to families with children. Single persons, especially males, have great difficulty in finding adequate housing. People with a variety of personal problems also find it difficult to share accommodation with others.

A sub-committee of the Inner City Task Force is presently obtaining information on the need for housing in Red Deer. The report will be ready in the spring of 1992.

Meanwhile, Alberta Municipal Affairs indicated at a meeting with city representatives in June 1991 that Red Deer needed more community housing.


BARBARA JEFFREY

BJ/bao

NO. 4

September 29, 1991
3609 - 51 Avenue
Red Deer, Alberta

TO: THE MAYOR AND
MEMBERS OF RED DEER CITY COUNCIL:

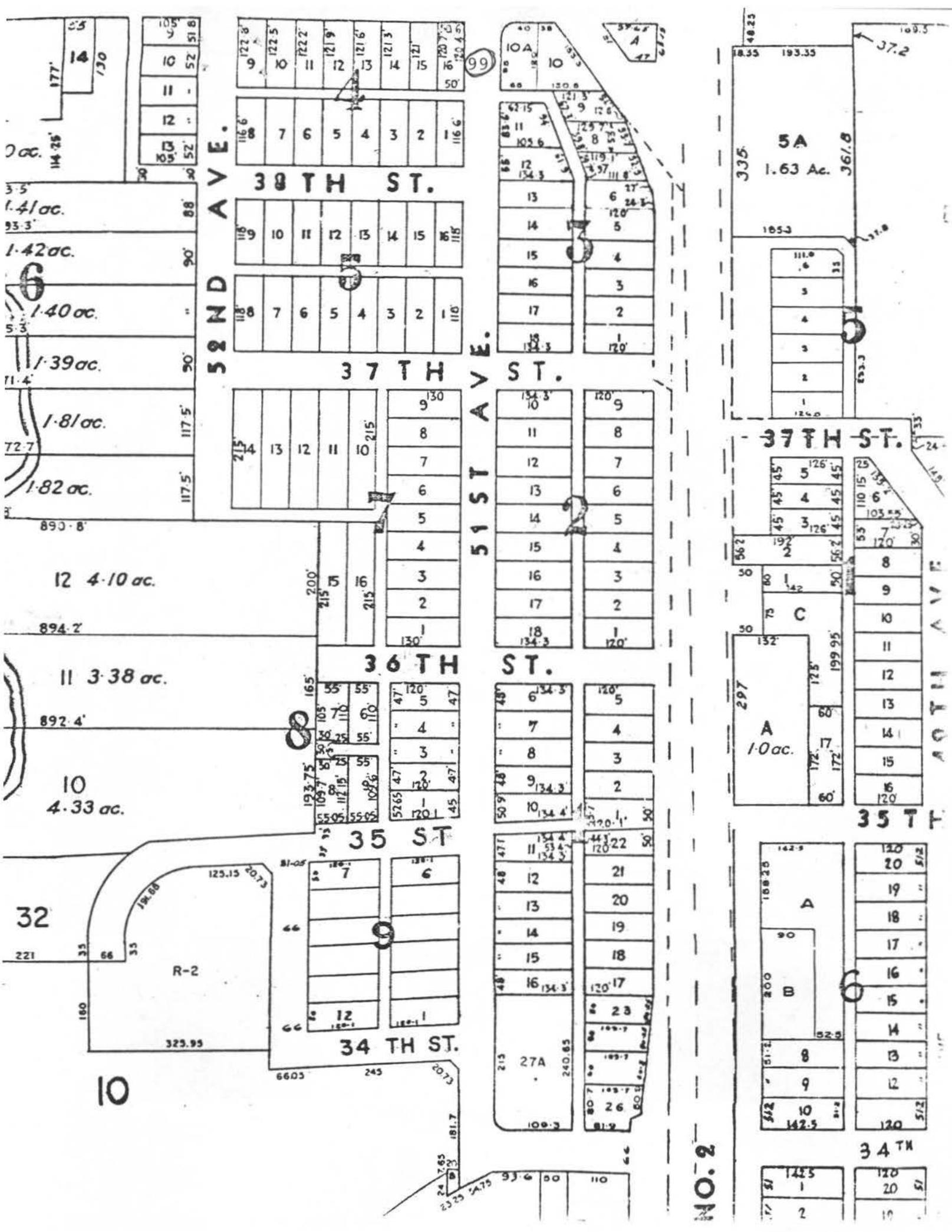
I live at 3609 - 51 Avenue. My property is across the alley from the South Hill Mall

I've phoned the City on several occasions to complain about the condition of the alley. I'm always told that its an undeveloped alley and is only graded once a year. However, there is no fill to benefit from grading, and still there's a huge hole (filled with water and mud most of the time) just behind my driveway, which we must back through with our small cars.

I'm writing in hopes you will cause the "powers to be" to do something before winter as this is a very busy thoroughfare. I invite you as members of our Council to view this deplorable condition, as I feel this is an extreme case and something must be done before someone ruins their car.

Yours truly,

"Leora Thompson"



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 1.82 ac.

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 11 3-38 ac.
 10 4-33 ac.

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52ND AVE.
 51ST AVE.
 38TH ST.
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 36TH ST.
 35TH ST.
 34TH ST.

5A
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 37TH ST.
 35TH ST.
 34TH ST.
 NO. 2

DATE: October 18, 1991
TO: City Clerk
FROM: Public Works Manager
RE: **LEORA THOMPSON - LANE/3609 - 51 AVENUE**

Unconstructed lanes are one area where we receive a large number of citizen complaints and requests for service. We have 13.4 kilometres of unconstructed lanes and 131.9 kilometres of constructed lanes. Of our lane related complaints, approximately 25% are related to unconstructed lanes. Council Policy 519 reads as follows:

City has established the policy of not placing gravel or other improvements on roads and lanes that have not been properly constructed. Improvement can only be made through petition to City Council as either a local improvement or a general benefit project.

The Public Works Department has been grading all unconstructed lanes once per year, but not placing any gravel on them.

We do not expect lanes which are not properly constructed to be acceptable to the public over the long-term and that is why we recommend to them to petition to have them constructed.

It costs \$25,000 to rebuild a kilometre of lane. It would cost approximately the same to construct a lane in a built up area as it costs to rebuild one. This means it would cost \$335,000 to build all the unconstructed lanes in the City.

We have inspected the lane in question, and though it is not in good condition it is similar to other unconstructed lanes. There is a large hole which ponds water behind Ms. Thompson's house where the rear driveway is. The problem is compounded by the fact the commercial development to the east drains its roof onto the lane.

We anticipate unconstructed lanes will become more of a concern in the future. Council may wish to consider some type of a cost-sharing mechanism to encourage property owners to petition to have lanes constructed.

We do not recommend special maintenance since, if we do additional maintenance on this lane, then the lane immediately to the south should be done as well. We would then be requested to do other unconstructed lanes in other areas.

October 18, 1991
City Clerk
Page 2

RECOMMENDATION

That no special maintenance be done on this lane and that Ms. Thompson be encouraged to organise a petition of the property owners abutting the lane to have it properly constructed.

A handwritten signature in black ink, appearing to read 'Gordon Stewart', with a long horizontal line extending to the right.

Gordon Stewart, P. Eng.
Public Works Manager

GAS/blm

cc Director of Engineering Services
Director of Financial Services
Bylaws & Inspections Manager
City Assessor
Urban Planning Section Manager

FILE: c:\data\alan\memos\thompson

DATE: October 4, 1991
TO: CITY CLERK
FROM: DIRECTOR OF FINANCIAL SERVICES
RE: LEORA THOMPSON - LANE/3609-51

The Public Works or Engineering Departments would have to comment on whether the lane was underdeveloped and the level of maintenance that could be provided.

If the lane is underdeveloped, Ms. Thompson could circulate a petition amongst the abutting property owners to have a gravel or paved lane constructed with costs to be recovered from the adjacent property owners.



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

AW/mrk



MEMORANDUM

TO: Kelly Kloss, Acting City Clerk

DATE: October 18, 1991

FROM: Garry Klassen, Associate Planner

RE: Leora Thompson, Lane Maintenance

The lane behind 3609 - 51 Avenue has been reported to be in poor condition and additional maintenance has been requested.

A site inspection of the area indicates the lane requires maintenance and public works has also advised that it is considered an unconstructed lane. Current Council policy is not to place gravel and other improvements on unconstructed lanes.

We support Council's policy in this regard and encourage that Ms. Thompson organize a petition of property owners abutting the lane to have it properly constructed.

Gary Klassen, ACP, MCIP
ASSOCIATE PLANNER, CITY SECTION

c.c. Director of Engineering Services
Director of Financial Services
Bylaws/Inspection Manager
City Assessor
Public Works Manager

DATE: 7 October 1991
TO: City Clerk
FROM: City Assessor
RE: LEORA THOMPSON - LANE 3609 - 51 AVENUE

The Assessment, Tax and Land Department has no comment on the lane conditions and/or repair.

Should this become an issue of improvement to the lane, I suggest that terms of the *Municipal Taxation Act, Sections 156 & 157* pertaining to Local Improvement Taxes be followed.


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

AK/ngl

c.c. Director of Finance
Director of Engineering

COMMISSIONERS' COMMENTS:

We would concur with the comments of the Public Works Manager and recommend that the applicant be encouraged to petition for the construction of the lane as a local improvement.

"R. J. MCGHEE"
Mayor

"M. C. DAY"
City Commissioner

DATE Oct. 3, 1991

TO: DIRECTOR OF COMMUNITY SERVICES
 DIRECTOR OF ENGINEERING SERVICES
 DIRECTOR OF FINANCIAL SERVICES
 BYLAWS & INSPECTIONS MANAGER
 CITY ASSESSOR
 COMPUTER SERVICES MANAGER
 ECONOMIC DEVELOPMENT MANAGER
 E.L. & P. MANAGER
 ENGINEERING DEPARTMENT MANAGER
 FIRE CHIEF
 PARKS MANAGER
 PERSONNEL MANAGER
 PUBLIC WORKS MANAGER
 R.C.M.P. INSPECTOR
 RECREATION & CULTURE MANAGER
 SOCIAL PLANNING MANAGER
 TRANSIT MANAGER
 TREASURY SERVICES MANAGER
 URBAN PLANNING SECTION MANAGER

FROM: CITY CLERK

RE: LEORA THOMPSON - LANE/ 3609 - 51 AVE.

Please submit comments on the attached to this office by Oct. 21/91
_____ for the Council Agenda of Oct. 28, 1991.


C. SEVCIK
City Clerk

**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

City Clerk's Department 342-8132

October 4, 1991

Ms. Leora Thompson
3609 - 51 Ave.
Red Deer, Alberta
T4N 4G3

Dear Ms. Thompson:

RE: CONDITION OF ALLEY/3609 - 51 AVE.

I acknowledge receipt of your letter dated September 29, 1991, regarding the lane across from your property.

This item will be discussed and possibly a decision made at the Meeting of Red Deer City Council on Monday, October 28, 1991. Council meetings begin at 4:30 p.m., and adjourn for the supper hour at 6:00 p.m. reconvening at 7:00 p.m.

In the event you wish to be present at the Council meeting, would you please telephone our office on Friday, October 25, 1991, and we will advise you of the approximate time that Council will be discussing this item.

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

This request has been circulated to City administration for comments, and should you wish to receive a copy of the administrative comments prior to the Council meeting, they may be picked up at our office on the second floor of City Hall on Friday, October 25.

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

Yours truly,

Kelly Kloss
Acting City Clerk

KK/ds

*a delight
to discover!*

DATE: October 4, 1991

FILE NO.

TO: City Clerk

FROM: Bylaws and Inspections Manager

RE: **LEORA THOMPSON - LANE/ 3609-51 AVENUE**

In response to your memo of October 3, 1991, regarding the above referenced subject, we wish to advise that this department has no comments.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

RECEIVED
OCT - 3 1991
CITY OF RED OAK

Yours Truly
John Thompson

I live at 3609-51 Ave. my property is across
the alley from the South Tree Mall.
I've phoned the city on several occasions to
complain about the condition of the alley.
I've always told them that I'm an underdeveloped
alley and so only graded once a year. However
there is no fire to keep it from grading,
and still there is a huge hole (filled with
water and mud most of the time) just
behind my drive way, which we must
back through with our small cars.
I'm writing in hopes you will save the
pavers to be to do something before winter as
this is a very busy thoroughfare. I write
you as members of our council to mention
deplorable condition, as I feel this is an
extreme case and something must be
done before someone runs their car.

To the Mayor and Members of Red Oak City Council

Sept 29, 1991
3609-51 Ave.
Red Oak, AR

DATE: October 30, 1991
TO: Public Works Manager
FROM: Acting City Clerk
RE: LEORA THOMPSON
LANE - 3609 - 51 AVENUE

At the Council meeting of October 28, 1991, consideration was given to correspondence from Leora Thompson concerning the above lane and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Leora Thompson dated September 29, 1991 re: Undeveloped alley adjacent to 3609 - 51 Avenue, hereby agrees that no special maintenance be done on this lane and that Ms. Thompson be encouraged to organize a petition of the property owners abutting the lane, to have it properly constructed, and as recommended to Council October 28, 1991."

Although the above motion does put the onus on Ms. Thompson to petition for the upgrading of the lane, Council did direct that the Public Works Department fix the pothole in the alley adjacent to Ms. Thompson's house as soon as possible.

Trusting you will find this satisfactory.


KELLY KLOSS
Acting City Clerk

KK/jt

c.c. Director of Financial Services
Director of Engineering Services



THE CITY OF RED DEER

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

FAX: (403) 346-6195

City Clerk's Department 342-8132

October 30, 1991

Leora Thompson
3609 - 51 Avenue
RED DEER, Alberta
T4N 4G3

Dear Ms. Thompson:

At The City of Red Deer Council meeting held on Monday, October 28, 1991, your letter dated September 29, 1991 concerning the alley adjacent to your property was considered and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Leora Thompson dated September 29, 1991 re: Undeveloped alley adjacent to 3609 - 51 Avenue, hereby agrees that no special maintenance be done on this lane and that Ms. Thompson be encouraged to organize a petition of the property owners abutting the lane, to have it properly constructed, and as recommended to Council October 28, 1991."

The decision of Council in this instance is submitted for your information and appropriate action.

If you wish your lane to be reconstructed, you would now be required to first petition your neighbours for support, following which this would be submitted to Council. In the interim, the Public Works Department has been directed by Council to fix the pothole in the alley adjacent to your property as soon as possible.

If you have any questions or require additional information, please do not hesitate to contact the undersigned. I would like to thank you for taking the time to attend the Council meeting and expressing your concerns.

Sincerely,

KELLY KLOSS
Acting City Clerk

KK/jt

c.c. Director of Financial Services
Public Works Manager
Director of Engineering Services



*a delight
to discover!*

DATE: October 31, 1991
TO: Public Works Manager
FROM: Acting City Clerk
RE: UNCONSTRUCTED LANES WITHIN THE CITY OF RED DEER

At the Council meeting of October 28, 1991, the above topic was discussed and at which meeting it was agreed that a report be brought back to Council outlining the issues/problems relative to unconstructed lanes within the City.

As you had indicated at the above noted Council meeting, this is an area which Council will need to address in the near future and, as such, we look forward to your report in due course.



KELLY KLOSS
Acting City Clerk

KK/jt

c.c. Director of Engineering Services

NO. 5THE CITY OF RED DEER
CLERK'S DEPARTMENT

RECEIVED	
TIME	2:48 PM
DATE	Oct 8 / 91
BY	ST

October 8, 1991

Mayor and Council

I would request Council's consideration concerning a drainage problem on the right of way/easement (grassed) located to the rear of the lots on Patterson Crescent between Piper Drive and Phelan Street.

The problems we have experienced are as follows:

1. Yards and basements flooding.
2. Water draining through yards causing rotting to sheds and fences and causing cracks in concrete driveways, etc.
3. Loss of use of back yards/gardens due to flooding.

In the past City crews have attempted to alleviate the problem by digging a small drainage ditch but this did not solve the problem.

We would request Council's consideration of this and ask that this problem be rectified as soon as possible.

Sincerely,

RON FALT

31 Patterson Crescent
Red Deer, Alberta
T4P 1J4

(phone 343-6265)



RECEIVED	
TIME	10:50
Date	Sept. 25/91
BY	AP

APPENDIX "C"

PETITION BY PROPRIETARY ELECTORS

(Pursuant to the Municipal Government Act)

To: The Mayor and Council at the CITY of RED DEER, Alberta

The undersigned persons, being proprietary electors of the CITY of RED DEER, Alberta, hereby petition council for:

TO HAVE BACK ALLEYWAY**Accurately state purpose and objectives of Petition in this space)
UP DATED FOR PROPER WATER DRAINAGE

EACH PETITIONER by signing this petition certifies that he (or she) is a proprietary elector of the CITY of RED DEER.

<u>Signature of Petitioner</u>	<u>Printed Name</u>	<u>*** Complete Municipal Address</u>	<u>Legal Description of Property</u>	<u>**** Signature of Adult Witness</u>
<i>Emily Maczuga</i>	Emily Maczuga	35 Patterson Ave		<i>R. Falt</i>
<i>Ron Falt</i>	RON FALT	31 PATTERSON CRESLENT		<i>E. Maczuga</i>
<i>Joan Davidson</i>	JOAN DAVIDSON	39 PATTERSON CR		<i>R. Falt</i>
<i>Marion Hodgins</i>	MARION HODGINS	39 PATTERSON CR.		<i>J. Davidson</i>
<i>Rod Koetke</i>	Rod Koetke	43 PATTERSON CR.		<i>R. Falt</i>
<i>Bill Williams</i>	Bill Williams	51 Patterson CR.		<i>R. Falt</i>
<i>Len Taylor</i>	LEN TAYLOR	55 PATTERSON CR.		<i>R. Falt</i>
<i>Lois Schulte</i>	Lois Schulte	59 Patterson Cres.		<i>R. Falt</i>

NOTES:

* This form is a suggested form only and is prepared by Alberta Municipal Affairs for the information and convenience of interested individuals. It has no legislative effect. For certainty, legal advice should be sought, when a petition is being considered.

** Each page of the petition shall contain an accurate and identical statement of the purpose and objectives of the petition.

*** In the absence of a municipal address, indicate legal description of property on which petitioner resides.

**** Each person witnessing a signature on the petition is required to sign an Affidavit that to the best of his or her belief, the persons whose signatures they witnessed are electors of the municipality.

APPENDIX "D"

AFFIDAVIT

I, ROD FALT, of the CITY of RED DEER, in the Province of Alberta, MAKE OATH AND SAY:

1. THAT I was personally present and did witness those signatures on the attached petition where I have signed my name as an adult witness.

2. THAT to the best of my belief the persons whose signatures I have witnessed on this petition are proprietary electors of the CITY of RED ~~DEER~~ DEER.
NAME OF MUNICIPALITY

SWORN (or affirmed) before me at)
CITY OF RED DEER)
in the Province of Alberta,)
this 25 day of SEPT)
1992.)
G. Sulkan)

Rod Falt

A Commissioner for Oaths/Notary Public in and for the Province of Alberta

Gail Sulkan, Alderman City of Red Deer, Oct. 1992.
(PRINT OR STAMP NAME HERE)

MY APPOINTMENT EXPIRES Oct. 1992. (Must be legibly printed or stamped in legible printing.)

APPENDIX "E"

STATEMENT OF REPRESENTATIVE OF PETITIONERS

(pursuant to s.6(5), Municipal Government Act)

I, RON FALT, of the CITY of RED DEER, in the Province of Alberta, state that I am one of the petitioners whose name appears on the petition hereto attached and that I represent the petitioners and am the person to whom the municipality may direct any inquiries with regard to the petition.

DATED at the CITY of RED DEER, in the Province of Alberta, this 25 day of SEPT, 1991.

Sandra Ludwig
Witness

Ron Falt
Signature of Representative

RON FALT
Printed Name

109

NOTE: * Use this as the last page of the petition only.

31 PATTERSON CRESC.
RED DEER
T4P 1S4
h. 343-6265

DATE: October 15, 1991
TO: City Clerk
FROM: Public Works Manager
RE: **DRAINAGE PROBLEM ON GRASSED R/W-EASEMENT
REAR OF LOTS ON PATTERSON CRESCENT
(PIPER DRIVE & PHELAN STREET)**

The grassed easement in question contains a number of utilities, including water, sewer, power, and gas.

The source of the majority of water which drains into the right-of-way is from the car dealership and commercial development to the east. At times, during the spring run-off and during heavy rains, Public Works crews have observed that the catch basin draining this area has insufficient capacity to accept all the run-off, and ponding occurs.

A site inspection revealed that a berm has been constructed to prevent drainage from the commercial development from crossing the right-of-way on to the residential properties. It appears that this has been successful with the possibility of one exception, where it appears that water has been backing up and draining into 2 backyards. Unfortunately, this same berm has prevented back lot drainage from a number of the homes from draining onto the right-of-way and it therefore ponds in the backyard.

There is an existing drainage swale in the right-of-way, but in places it appears to be too narrow and the grass slows down the rate of flow, which will back up the water.

The berm should be repaired in the one place, and the swale should be improved. An additional catchbasin with a trash grate should be installed. The situation should then be monitored. The grass in the swale should be mowed on a regular basis. If the situation is not solved, then a paved swale and/or additional catchbasins may be required.

This solution will not eliminate the ponding in the backyards, but will prevent any water from the commercial area from entering the yards.

The cost to install the catch basin would be approximately \$ 2000.00. This is a very sensitive area to work in, due to the high pressure gas line. This gas line may prevent any appreciable amount of regrading.

October 15, 1991
City Clerk
Page 2

RECOMMENDATION

That an additional catchbasin be installed with a trash gate and that the drainage swale be reconstructed and widened, the grass be mowed on a regular basis and, further, that the situation be monitored to see if further steps are necessary.



Gordon Stewart, P. Eng.
Public Works Manager

GAS/blm

cc Director of Engineering Services
Bylaws & Inspections Manager
City Assessor
Parks Manager

DATE: October 21, 1991

TO: CHARLIE SEVCIK
City Clerk

FROM: CRAIG CURTIS, Director
Community Services Division

RE: DRAINAGE PROBLEM TO THE REAR OF LOTS
ON PATTERSON CRESCENT
Your memo dated October 9, 1991 refers.

CS-3.408

1. The residents of the properties to the west of Patterson Crescent have submitted a petition requesting the City to correct the drainage problem in the public utility lot to the rear of their properties. This utility easement has been developed with a catchbasin at the south end, a swale in the middle to direct water southward, and a berm along the east side to retain water within the easement. However, during major rainfall the catch basin does not appear to be able to handle the volume of water and the water backs up and floods over some of the low areas of the berm into the residential backyards. In addition, during excessive rain, it appears that the backyards of the residential properties drain to the west and the water is trapped between the property line and the berm.
2. The Public Works Manager has investigated the problem and is recommending that a new catchbasin and trash gate be installed at a cost \$2,000. It is also recommended that the swale be re-graded and that the berm be repaired. This would prevent water from the commercial area from entering the yards but will not eliminate ponding. The Parks Manager estimates that the cost of re-grading and re-landscaping to Engineering specifications will be approximately \$2,100. This work could be undertaken by the Parks Department or by a private contractor.
3. RECOMMENDATIONS:

I support the comments of the Public Works and Parks Managers and recommend that the utility easement to the west of Patterson Crescent be re-graded and a new catchbasin be installed at a total cost of \$4,100 to be charged as an over-expenditure to the Public Works Department budget.



CRAIG CURTIS

:kl

- c. Don Batchelor, Parks Manager
Gord Stewart, Public Works Manager

DATE: 22 October 1991

TO: City Clerk

FROM: City Assessor

RE: DRAINAGE PROBLEM ON GRASSED RIGHT-OF-WAY - EASEMENT
 REAR OF LOTS ON PATTERSON CRESCENT
 (PIPER DRIVE & PHELAN STREET)

The above petition does not meet the requirements of Section 156(2) of the Municipal Taxation Act, which states:

"(2) On receipt of a petition praying for any local improvement and signed by at least 2/3 in number of the persons registered or assessed as owners

(a) of land abutting on that part of the street or place whereon or wherein the improvement is to be made, or

(b) of land to be benefited by the local improvement,

as the case may be, and representing at least 1/2 in value of the land, excluding improvements thereon, as the land is valued on the last revised assessment roll, the council may take all proper and necessary proceedings for undertaking and completing the local improvement on the special frontage assessment system or special local benefit assessment system, as the case may be.

There are 14 properties abutting the easement, and the petition contains 7 of the 14 registered owners' signatures. As the petition was not signed by the required two-thirds of the registered owners abutting the proposed improvement, the project could not be done as a local improvement.

The Land & Tax Department concurs with the recommendations of the Public Works Manager as to the upgrading of the drainage system.



(for) Al Knight, A.M.A.A.
 City Assessor

NF/ngl

c.c. Director of Finance

COMMISSIONERS' COMMENTS:

We would concur with the recommendations of the Public Works Manager that this work be undertaken, with costs charged as an overexpenditure to the 1991 Budget if the work can be undertaken this year. If not, we would recommend it be included in the 1992 budget.

"R. J. McGhee"
 Mayor

"M. C. Day"
 City Commissioner

DATE October 9, 1991

- TO:
- DIRECTOR OF COMMUNITY SERVICES
 - DIRECTOR OF ENGINEERING SERVICES
 - DIRECTOR OF FINANCIAL SERVICES
 - BYLAWS & INSPECTIONS MANAGER
 - CITY ASSESSOR
 - COMPUTER SERVICES MANAGER
 - ECONOMIC DEVELOPMENT MANAGER
 - E.L. & P. MANAGER
 - ENGINEERING DEPARTMENT MANAGER
 - FIRE CHIEF
 - PARKS MANAGER
 - PERSONNEL MANAGER
 - PUBLIC WORKS MANAGER
 - R.C.M.P. INSPECTOR
 - RECREATION & CULTURE MANAGER
 - SOCIAL PLANNING MANAGER
 - TRANSIT MANAGER
 - TREASURY SERVICES MANAGER
 - URBAN PLANNING SECTION MANAGER
 -

FROM: CITY CLERK

RE: DRAINAGE PROBLEM ON GRASSED R/W-EASEMENT
at rear of lots on Patterson Cres (Piper Dr. & Phelan St.)

Please submit comments on the attached to this office by October
21 for the Council Agenda of October 28, 1991.

C. Sevcik
C. SEVCIK
City Clerk

**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

City Clerk's Department 342-8132

October 9, 1991

Ron Falt
31 Patterson Crescent
RED DEER, Alberta
T4P 1J4

Dear Sir:

RE: DRAINAGE PROBLEM - REAR OF LOTS ON PATTERSON CRESCENT

I acknowledge receipt of your letter dated October 8, 1991 regarding the above noted.

This item will be discussed and possibly a decision made at the meeting of Red Deer City Council on Monday, October 28, 1991. Council meetings begin at 4:30 p.m. and adjourn for the supper hour at 6:00 p.m., reconvening at 7:00 p.m.

In the event you wish to be present at the Council meeting, would you please telephone our office on Friday, October 25th, and we will advise you of the approximate time that Council will be discussing this item.

Would you please enter City Hall on the west (parkside) entrance when arriving, and proceed up to the second floor Council Chambers.

This request has been circulated to City administration for comments, and should you wish to receive a copy of the administrative comments prior to the Council meeting, they may be picked up at our office on the second floor of City Hall on Friday, October 25th.

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

Yours truly,

KELLY KLOSS
Acting City Clerk

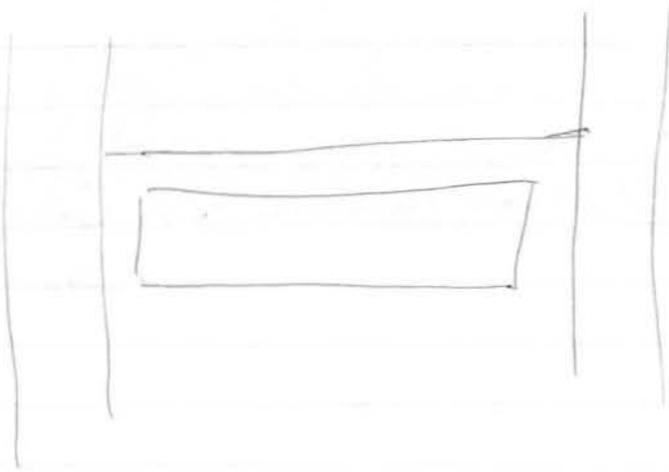
KK/jt

*a delight
to discover!*

Right of way - currently grassed.

spring runoff
~~Commercial tract~~

1. Reason Council
2. Why Council should do something.
3. Any past experience that you know of
4. Troubles that you have experienced.
5. Exact location of the lane. (not legal description)
(lane east of Gutz Ave service road between Piper Drive + Phelan St. adjacent Potterson Crescent.)



Mayor + Council

I would request ^{Council's} consideration ~~is~~ concerning a drainage problem on the right of way/easement (grassed) located ~~the~~ ^{to} the rear of ~~the~~ lots on Potterson Crescent between Piper Drive + Phelan St.

The problems we have experienced are as follows:

1. Yards + basements flooding.
2. Water draining through yards cause rotting + sheds + ~~problems~~ ~~to~~ concrete pads.
3. Loss of use of back yards/gardens due to flooding.

In the past City crews have attempted to alleviate the problem by digging a small drainage ditch but this did not solve the problem.

We would request ~~you~~ that

As we do not believe

We would request Cl's consideration of ~~our request and~~ this and ask that this problem be rectified as soon as possible.

Sincerely

Ron Folk

DATE: October 15, 1991

FILE NO.

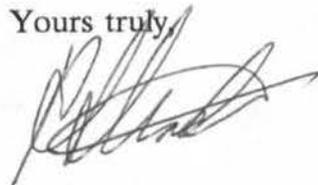
TO: City Clerk

FROM: Bylaws and Inspections Manager

**RE: DRAINAGE PROBLEM ON GRASSED R/W-EASEMENT
AT REAR OF LOTS ON PATTERSON CRESCENT**

In response to your memo of October 9, 1991, regarding the above referenced subject, we wish to advise that this department has no comments.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs



THE CITY OF RED DEER

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

FAX: (403) 346-6195

City Clerk's Department 342-8132

October 30, 1991

Ron Falt
31 Patterson Crescent
RED DEER, Alberta
T4P 1J4

Dear Mr. Falt:

At The City of Red Deer Council meeting held on October 28, 1991, consideration was given to your letter dated October 8, 1991 concerning a drainage problem on the right-of-way/easement located to the rear of lots on Patterson Crescent between Piper Drive and Phelan Street, and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Ron Falt dated October 8, 1991 re: Drainage problem on grassed right-of-way/easement to the rear of lots on Patterson Crescent between Piper Drive and Phelan Street, hereby agrees as follows:

1. That the utility easement to the west of Patterson Crescent be regraded;
2. That a new catch basin be installed with a trash gate;
3. That the drainage swale be reconstructed and widened;
4. That the grass be mowed on a regular basis;
5. That the situation be monitored to see if further steps are necessary;
6. That the cost associated with the above items be charged as an overexpenditure to the 1991 Public Works Department budget providing the work can be done in 1991 and if not same to be included in the 1992 budget;

and as presented to Council October 28, 1991."

....2



*a delight
to discover!*

Mr. Ron Falt
October 30, 1991
Page 2

For your information, I have also included the administrative reports which appeared on the Council agenda relative to this matter (pages 105 to 113).

I would advise that our Public Works Department will be placing this on their work schedule with same being completed as soon as possible.

Thank you for expressing your concerns to Council and I trust this solution will assist in alleviating the drainage problem.

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

Sincerely,

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

KELLY KLOSS
Acting City Clerk

KK/jt

Att.

c.c. Public Works Manager
Director of Engineering Services
Bylaws and Inspections Manager
City Assessor
Director of Community Services
Parks Manager



Alberta Urban Municipalities Association

8712 - 105 Street, P.O. Box 4607, Station S.E., Edmonton, Alberta T6E 5G4
 Tel: (403) 433-4431 • Toll Free 1-800-661-2862 • Fax 433-4454

September 24, 1991

Dear Mayor and Members of Council:

The AUMA has been offered an unique opportunity to work with the provincial government in developing policy on the structure of local government financing.

In early November, the Honourable Ray Speaker, Minister of Municipal Affairs; Dick Johnston, Provincial Treasurer; and Jim Dinning, Minister of Education, as well as a number of other senior ministers, will be meeting with the executives of AUMA, AAMD&C, RIDAA, and ASBA for a one-day intensive retreat. At the retreat, the various associations and ministers will discuss the recommendations arising from the Local Government Finance Review. Mr. Speaker has publicly stated that the results of this retreat will impact municipal budgets for 1992/93.

From the perspective of the AUMA executive, the joint retreat is an exciting new opportunity to work with the provincial government.

The AUMA was instrumental in the creation of the Local Government Finance Review and has been directly involved since its inception. While we had earlier invited your input to this process, we suggest you advise us of any further recommendations in the area of municipal finance that you feel would be appropriate.

The Government is also seeking input from municipalities regarding the Constitution, the new Municipal Government Act, and economic development. As you know, each of these areas are currently under review, so any further input will be timely.

At the 1991 AUMA convention, Mr. Speaker challenged municipalities to set aside their regular business for one council session or a day session, between now and October 30th, to consider and provide recommendations on these areas. This is an important opportunity for municipalities to participate in the policy-making process and I urge you to get involved.

In your deliberations, you may wish to consider the following:

Constitution - What changes do your ratepayers and your council want to see in the new Canada? What place should Alberta occupy? What role should local governments have in the future? Both the FCM and the AUMA have positions on this issue. It is important that your council formulate views as well.



Alberta Urban Municipalities Association

8712 - 105 Street, P.O. Box 4607, Station S.E., Edmonton, Alberta T6E 5G4
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In your deliberations, you may wish to consider the following:

Constitution - What changes do your ratepayers and your council want to see in the new Canada? What place should Alberta occupy? What role should local governments have in the future? Both the FCM and the AUMA have positions on this issue. It is important that your council formulate views as well.

Municipal Government Act - The new Act has been circulated for review. As it is proposed, does the new legislation fulfill your philosophical and legislative needs of the future? Are there provisions that you especially like or don't like? This is a historical piece of legislation, don't miss this opportunity to participate.

Economic Development - The Government has recently released two documents: "Toward 2000 Together" and "The Local Development Initiative - Final Report". Your council should review these documents and determine the role municipal governments should have in economic development. Should the Local Development Initiative be implemented now, or should we wait until the full recommendations of "Toward 2000 Together" are in? Enclosed is a copy of the "Local Development Initiative - Final Report". If you have not received a copy of the "Toward 2000 Together" discussion paper, call 1-800-661-PLAN.

Mr. Speaker is proposing that your council consider the above areas and then provide the AUMA with a summary of your recommendations before October 30th, 1991. The AUMA will collate the results and use them as the basis for meetings with the government in the near future.

We have been offered a unique opportunity to have direct input on these important areas. Let's be sure to respond to this challenge!

Thank you.

Respectfully yours,



Councillor Gary E. Browning
President

News Release

The AUMA welcomes the new government initiative called "Toward 2000 Together". This initiative will coordinate virtually all the provincial government's planning processes of economic significance and choose the path Alberta will take into the next century. Mayor Ross Quinn, Deputy President, said its focus on a process designed to generate discussion is appropriate to the problems facing municipalities in these times of rapid change. Mayor Quinn, who attended the August 29, 1991, announcement, strongly agreed with the government's recognition of the necessary role municipalities must play in this process.

Mayor Quinn said many municipal and community leaders would applaud the intention to integrate the more than 18 separate planning initiatives put forward by various government departments in recent times. He said bringing such initiatives as the Local Development Initiative, Alberta Action on Waste, and "Future of Work" together under one umbrella would assist municipalities in expressing their views clearly to the provincial government.

Our participation in this significant process is obligatory. A time table for the process released by the government is appended. Copies of the document detailing the economic strategy process announced by the Premier will be forwarded to local economic development agencies or municipalities.

Contact:

John Maddison
Executive Director
Alberta Urban Municipalities Association
(403) 433-4431

- 30 -



Alberta Urban Municipalities Association

8712 - 105 Street, Edmonton, Alberta T6E 5G4 Telephone (403) 433-4431
Fax 433-4454

The Process

- August 29, 1991
- Toward 2000 Together launched at Edmonton news conference.
 - Stakeholder groups sent copies of discussion paper, with participation requested, either through completing the questionnaire or preparing a submission.
 - Toward 2000 Together toll-free line (1-800-661-PLAN) begins operation.
- September 5 - 30
- Television and print media campaign informs Albertans about the program; 1-800 number is highlighted for Albertans to call to request a copy of discussion paper, brochure and questionnaire.
- Fall/Winter
- Round table discussions, with experts providing a fresh perspective, will be held in various locations throughout the province. There will be opportunities for participation by the public.
 - Public forums held for stakeholder groups and individuals to present their ideas to the government.
- Winter
- Summary report of all public input published and distributed.
- Spring 1992
- An Alberta Conference on the Economy will be held with representatives of stakeholder groups and members of the general public to discuss issues relating to diversification and a new economy strategy.
- Fall/Winter 1992
- Draft economic strategy produced and circulated to stakeholder groups and the public for further input.
- Early 1993
- New economic strategy announced.



DATE: October 9, 1991
TO: City Clerk
FROM: Manager Economic Development
RE: **TOWARD 2000 TOGETHER**

The document entitled Toward 2000 Together has been circulated throughout the province by the Provincial Government, as a discussion paper designed to shape the economic future of Alberta. The province is requesting that stakeholder groups review the document, address the many questions that are asked, and consider making a submission at one of the public forums. These forums are planned to occur beginning in 1992, and will lead up to a summary report of all public input. An Alberta conference on the economy is scheduled for the spring of next year. During the fall and winter of 1992, a draft economic strategy will be produced and circulated to the stakeholder groups for further public input, and early in 1993, a new economic strategy will be announced for the Province of Alberta.

I have reviewed the documents provided and feel that the City of Red Deer should be represented at the public forums. The document deals primarily with the economic future of Alberta, but in doing so, impacts on several aspects of our City operation, which are handled by other departments. For example, environment, labour force, and tourism are issues which are prominent in the discussion paper.

I would recommend that City Council establish a committee with representation from the Economic Development Department, Red Deer Tourist and Convention Board, Red Deer Regional Planning Commission, Personnel, Waste Management Section of Public Works, a suitable number of representatives from City Council, and representatives from any other City department which may be appropriate. The purpose of the committee would be to review the document Toward 2000 Together, and prepare a submission for Council's approval.

In discussions with the communications department of the Provincial Government, I am advised that it would be preferable, although not absolutely necessary, to complete the submission by December 31, 1991.



Alan V. Scott
MANAGER ECONOMIC DEVELOPMENT

AVS/mm



MEMORANDUM

TO: C. Sevcik, City Clerk

DATE: October 21, 1991

FROM: Paul Meyette, Principal Planner

RE: Toward 2000 Together/ Local Development Initiatives

The above noted reports are in different stages of development. The Local Development Initiatives have had widespread public review; the City of Red Deer has commented during the public participation process and the City's comments are reflected in the report. This report reflects the Local Development Initiative evolution from an initiative focused on small declining communities to one which takes a broad look at the Provincial role in strengthening all communities. Planning staff have no further comments to make on the Local Government Initiative report as circulated.

The Toward 2000 Together report is, however, in the initial stages of public input and is an important report in that it seeks to define Provincial directions in terms of the economy, environment, education and training, community development, private sector/government relationships and the use of the Heritage Trust Fund. The Toward 2000 Together Program provides an opportunity for the City of Red Deer to become involved in shaping Provincial policy. Planning staff support City of Red Deer involvement in this initiative and support the comments of the Economic Development Manager wherein it is suggested that a committee be delegated the responsibility of preparing a substantive response.

Paul Meyette, ACP, MCIP
PRINCIPAL PLANNER, CITY SECTION
PM/cc

MUNICIPALITIES WITHIN COMMISSION AREA

DATE: October 18, 1991

TO: City Clerk

FROM: Director of Engineering Services

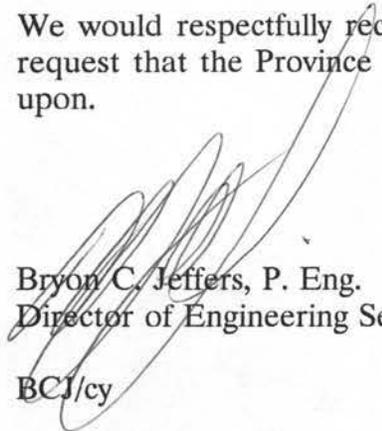
RE: **1. TOWARD 2000 TOGETHER**
2. LOCAL DEVELOPMENT INITIATIVES

Engineering Services has reviewed the subject documentation "Toward 2000 Together". It is an exciting document to read. The concepts and proposals outlined for the most part on Page 5 of the summary provide targets and initiatives for all Albertans. The key to the success of the program lies primarily with the Provincial Government as a coordinator. They will have to adopt a proactive position with respect to the many initiatives outlined.

Generally speaking, the same comments would apply to the second document, relating to local development. The principles and theories put forward are excellent. The success of any program rests largely with the senior government. Local government must be open and responsive to new ideas and programs, a cooperative approach will increase the probability of success.

RECOMMENDATION

We would respectfully recommend Council indicate support for the two documents and request that the Province move forward with some of the concepts and ideas expounded upon.


Bryon C. Jeffers, P. Eng.
Director of Engineering Services

BCJ/cy

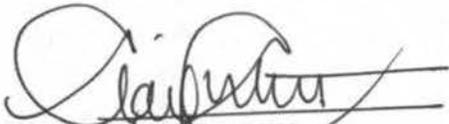
DATE: October 21, 1991

TO: CHARLIE SEVCIK
City Clerk

FROM: CRAIG CURTIS, Director
Community Services Division

RE: 1. TOWARD 2000 TOGETHER
2. LOCAL DEVELOPMENT INITIATIVES
Your memo dated October 7, 1991 refers.

I have reviewed the above policy documents with the Parks, Recreation & Culture and Social Planning Managers. We have no comments from a Community Services perspective.



CRAIG CURTIS

:kl

- c. Colleen Jensen, Social Planning Manager
Don Batchelor, Parks Manager
Lowell Hodgson, Recreation & Culture Manager

COMMISSIONERS' COMMENTS:

Attached is a summary of the Toward 2000 Together report (the full report is available in the City Clerk's Department), and also a copy of the Local Development Initiative. We would concur with the recommendations of the Economic Development Manager, however, would further recommend that the Local Development Initiative report also be forwarded to this Committee to review same in conjunction with the Toward 2000 Together report.

"R. J. McGhee"
Mayor

"M. C. Day"
City Commissioner

DATE October 7, 1991

TO:

- DIRECTOR OF COMMUNITY SERVICES
- DIRECTOR OF ENGINEERING SERVICES
- DIRECTOR OF FINANCIAL SERVICES
- BYLAWS & INSPECTIONS MANAGER
- CITY ASSESSOR
- COMPUTER SERVICES MANAGER
- ECONOMIC DEVELOPMENT MANAGER
- E.L. & P. MANAGER
- ENGINEERING DEPARTMENT MANAGER
- FIRE CHIEF
- PARKS MANAGER
- PERSONNEL MANAGER
- PUBLIC WORKS MANAGER
- R.C.M.P. INSPECTOR
- RECREATION & CULTURE MANAGER
- SOCIAL PLANNING MANAGER
- TRANSIT MANAGER
- TREASURY SERVICES MANAGER
- URBAN PLANNING SECTION MANAGER
-

NOTE:

Please comment only on the two items below. Items in letter concerning "Constitution" and "Municipal Government Act" have already been addressed.

FROM: CITY CLERK

RE: 1. TOWARD 2000 TOGETHER
2. LOCAL DEVELOPMENT INITIATIVES

Please submit comments on the attached to this office by October
21 for the Council Agenda of October 28, 1991.

C. Sevcik
C. SEVCIK
City Clerk

TOWARD 2000 TOGETHER

A discussion paper
on Alberta's Economic
options and choices



Alberta
GOVERNMENT OF ALBERTA

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I.0 INTRODUCTION

When Canadians last marked the turn of a century, Alberta was still five years from becoming a province. Less than a hundred years later — on the eve of the 21st century — Albertans have succeeded in transforming an agricultural-based economy into a highly industrialized province capable of competing successfully in international markets.

Despite relatively weak international commodity prices in the agriculture and energy industries over the past five years, the province has achieved strong employment and income growth. With a higher level of investment than any other province in Canada, Alberta's economic outlook and business prospects remain strong.

Although Albertans currently enjoy one of the highest standards of living in the world, we must not overlook the challenges and opportunities that come with advancing technology, growing international commerce and shared global concerns.

Alberta's ability to meet the challenges of an increasingly dynamic global marketplace, and to take full advantage of the opportunities available, can be summarized in one word — competitiveness. Overall, Alberta's competitive strengths are reflected in our ability to design, develop, produce and market products and services with price and non-price characteristics superior to those of our competitors.

Competitiveness is, of course, much more than just a business issue. As we move toward the 21st century, it will be the key to preserving and enhancing our standard of living and quality of life — and to providing jobs and challenging career opportunities to young Albertans.

The purpose of this discussion paper is to summarize the range of issues which will need to be addressed in developing Alberta's future economic strategy. It is intended to raise awareness...to stimulate personal involvement...and to allow for broad public input in building a strategy that will enable Alberta to compete and prosper in the next century.

The economic and policy environment has changed significantly since 1984, when the Alberta government last undertook a public review of diversification issues...as presented in the **White Paper "Proposals for an Industrial and Science Strategy for Albertans: 1985 to 1990"**. Both the degree of government involvement and the types of support required by the private sector have changed. Even more significant changes are forecast for the decade ahead.



Innovative approaches to industrial development, which complement and build on past successes, will be required if Alberta is to take full advantage of new and emerging opportunities.

In the past, Albertans have expressed strong opinions on what the Alberta government's economic priorities and strategies should be in order to meet the challenges of global competition. More recently, the Minister's Council on Local Development held hearings across the province which again demonstrated that Albertans have a keen interest in the future of their communities.

Once more, Albertans are being asked to share their opinions and insights on issues of vital importance to the province's continued economic prosperity and quality of life. This discussion paper, developed as part of the Alberta government's Toward 2000 Together Initiative, sets out some of the fundamental options and choices which will need to be considered. It is intended to provide both an opportunity and a vehicle for business, labour, local government authorities, educational institutions, and individual Albertans to provide their views, ideas, and visions of Alberta's economic future. The public input and guidance received will be used by government in developing Alberta's future economic and diversification strategy.

1.1 Overview of Discussion Paper

Alberta will face many new challenges in the decade ahead. The success Albertans achieve in responding to these challenges will be essential to our collective well-being. Essentially, there are four major challenges Alberta needs to address if we are to sustain long term economic growth and prosperity.

MAJOR CHALLENGES FACING ALBERTA

- **Maintaining an internationally competitive economy** – to enhance the economic opportunities and standard of living for current and future generations.
 - **Achieving a better integration of environmental considerations within the economic decision-making process** – to ensure that the utilization of resources and the environment today does not impair prospects for their use by future generations.
 - **Developing an effective workplace** – to assist Albertans to become even more competitive and productive, while at the same time maintaining and enhancing the quality of working life.
 - **Building a broad consensus on the overall goals and direction of Alberta's future economic strategy** – to strengthen consultation and cooperation among all levels of government, business, labour, educational institutions, and other interests in implementing this strategy.
-
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This discussion paper contains seven sections. The balance of Section 1.0 includes a suggested vision of Alberta in the year 2000, a brief overview of the importance of economic growth and diversification, and a number of key objectives which have been identified to guide in the development of Alberta's future economic strategy.

Section 2.0 reviews some of the broader options and choices available to Albertans in meeting these important challenges. With a relatively small economy competing in the global marketplace, Alberta cannot expect to succeed in all areas. Alberta must instead build on competitive strengths to diversify into new areas of opportunity.

Many options will need to be considered in developing Alberta's economic priorities and strategies for the future. All economic participants have a responsibility to ensure that the choices made allow Alberta to effectively respond to the challenges of maintaining economic and industrial competitiveness, fostering sustainable development, and building stronger and more dynamic economic partnerships within the province.

Section 3.0 provides an overview of the key elements of Alberta's past economic strategy and the progress already achieved in diversifying the province's economic base. Finally, Sections 4.0, 5.0, and 6.0 review the key elements which will set the framework for Alberta's economic and diversification strategy — Building on Our Human Resources; Enhancing the Environment and Quality of Life; and Strengthening Business Resources. Each of these sections identifies a number of options and choices to help stimulate discussion and public input.

Section 7.0 provides a short summary of the Toward 2000 Together Initiative. Again, public involvement and participation will be essential if Alberta is to make the most of future opportunities.

1.2 A Vision of Alberta's Economic Future

Futurists note that the last ten years of this century could produce more changes than the previous ninety. Albertans must therefore look toward the challenges and opportunities which lie ahead when developing an economic strategy that will best guide the province toward the 21st century.

Positioning the province to meet the competitive challenges which lie ahead will not be easy. Uncertainty about emerging trends in the global economy, rapid technological change, environmental concerns and the impact of investment decisions made in major international financial centres will all have a bearing on Alberta's future. This emphasizes the importance of establishing a clear and realistic vision of where Alberta could — and should — be in the year 2000.

Government can offer leadership in this regard. Ultimately, however, this vision must be shared by Albertans themselves — by individuals and organizations representing a broad cross-section of Alberta society.

Through various public hearing processes and consultations, Albertans have already outlined many elements of their vision for Alberta's economic future. These have been identified in light of underlying trends in the global economy and Alberta's competitive strengths. The input provided has been used to develop the following vision statement for the Alberta economy in the year 2000.

A Suggested Vision for the Alberta Economy in the Year 2000

Alberta is a diversified, internationally competitive economy which provides challenging employment opportunities and the means to maintain the quality programs that Albertans have come to expect in education, health and social services. Alberta is a leader in protecting the environment and ensuring that future generations can sustain prosperity, living standards and continued quality of life.

This vision statement is offered only as the basis for further discussion. Albertans are encouraged to comment on whether they believe this is an appropriate and realistic vision of Alberta's economic future, or to suggest alternatives they feel would be more appropriate.

In developing Alberta's future economic and diversification strategy, it is important that Albertans do not overlook the potential trade-offs which may be involved if we are to fully realize our vision and achieve our long term economic objectives. Is it possible to achieve all of the elements of our economic vision, or will some trade-offs be required? If trade-offs must be made, which elements do Albertans consider the most important? These are just some of the questions Albertans may wish to consider in providing their views, opinions and contributions in developing Alberta's economic vision, priorities, objectives and future strategy.

1.3 The Importance of Economic Growth and Diversification

The Alberta government is committed to building a competitive business environment which encourages private sector growth and strengthens the role of market forces in the Alberta and Canadian economies. Success economically will allow the Alberta government to continue providing the education, health and social programs which contribute to the high quality of life in the province. In turn, the quality and range of these programs and services will increasingly complement Alberta's economic objectives.

To reduce the short term economic and social problems caused by fluctuating international prices for energy and agricultural commodities, the Alberta government has long recognized the need to broaden the province's economic base. The overall strategy has been to continue to add value to resources and to diversify into a broader range of industries, products and services.

A diversified economy means greater economic stability and reduced swings in employment levels. It also opens up a wider range of educational and career options, as emerging industries create challenging new job opportunities. Over the long term, diversification minimizes the negative effects of market cycles, resulting in a more stable job market and more secure family incomes.

The Alberta government has encouraged diversification by pursuing policies and programs which build on Alberta's strengths, remove obstacles to growth, sustain a stable investment climate, and encourage innovation. The types of assistance used have responded to the economic needs and circumstances of the times. Although Alberta's approach to diversifying the economy has proven successful, the time has now come to build a new strategy — one that recognizes changes in the global economy and reflects the values of Albertans today.

While the Alberta government will continue to place a priority on economic diversification, Alberta's future economic strategy must also be developed with respect for our social, cultural and community objectives. Above all, however, it must promote economic growth which is environmentally-sound.

1.4 Alberta's Economic and Diversification Objectives

A number of key objectives have been identified to guide in the development of the Alberta government's economic and diversification strategy for the 1990s. These objectives are consistent with the goals and directions discussed within a number of public forums...including the Local Development Initiative, Workforce 2000, the Future of Work, Alberta's Environment Toward the 21st Century, and the Clean Air Strategy for Alberta.

The objectives identified on the following page are intended only to stimulate discussion and to provide a framework and a rationale for the strategy considerations which follow in Sections 4.0, 5.0, and 6.0. Once again, Albertans are encouraged to provide their views and insights on these and any other objectives they feel also need to be considered.

ALBERTA'S ECONOMIC AND DIVERSIFICATION OBJECTIVES

- **To promote a highly-skilled, innovative and adaptable workforce through a strong, shared commitment to skills development and life-long learning.**
 - **To foster an entrepreneurial business culture where the private sector continues to generate challenging employment opportunities in all regions of the province.**
 - **To sustain a competitive business and investment climate for new higher value-added industries, resource upgrading, advanced manufacturing, and business services.**
 - **To pursue economic development that is based on the principles of environmental sustainability and sound management of our agriculture, energy and forest resources.**
 - **To strengthen the viability of Alberta communities and maintain a high quality of life across the province.**
 - **To promote a quality work environment that fully challenges the talents and abilities of individual Albertans and leads to a more productive and competitive economy.**
 - **To build stronger partnerships among employers, educators, governments, unions and individuals, and facilitate new, less adversarial approaches to employer-employee relations.**
 - **To encourage the development and application of science, technology, and research to enhance Alberta's domestic and international competitiveness.**
 - **To strengthen Alberta's reputation as a major international tourism destination and ensure that the province benefits from the full range of economic opportunities available through tourism development.**
-
-

2.0 OPTIONS AND CHOICES

The Alberta government's approach to economic development and diversification has been based on encouraging and supporting private enterprise within a competitive business environment. This philosophy recognizes the importance of profit as an incentive to risk-taking, and acknowledges the entrepreneurial spirit of Alberta's business community. The goal has been to build on Alberta's existing and potential strengths, rather than attracting industries which are unlikely to succeed over the long term without continued government assistance.

While the Alberta government has considerable scope for pursuing its economic strategy, it is important to recognize that external forces can also have a major influence on the level and type of economic activity in the province. To avoid unrealistic expectations, it is useful to identify some of the key elements of this broader, external environment.

EXTERNAL FORCES INFLUENCING ALBERTA'S ECONOMIC PERFORMANCE

- Alberta's principal resource and manufactured products are sold at prices which are largely influenced by market forces outside Canada.
- Market access for Alberta products and services is subject to the tariff and non-tariff barriers of the over 150 countries to which Alberta now exports.
- As a trading province...with close to 270,000 jobs directly or indirectly dependent on international trade...Alberta's economic performance is strongly influenced by global economic conditions and trends. A slowdown in economic activity in the province's primary export markets usually results in lower demand for Alberta's exports and slower economic and employment growth in Alberta.
- The federal government has responsibility over key areas such as foreign exchange, banking, monetary policy, and the regulation of interprovincial and international trade and commerce. In some of these areas...such as interest rates, the external value of the Canadian dollar, the Goods and Services Tax (GST), federal income tax reform and the Western Economic Diversification Initiative...the federal government's actions clearly impact on the province's industrial development and diversification efforts.

• **Uncertainties over national unity and Canada's constitutional future, if not satisfactorily resolved, could affect business and investor confidence. However, it is difficult to forecast the outcome of this national debate...nor can we be certain whether current trends toward greater interprovincial economic cooperation will continue. A broad range of political and institutional contingencies must therefore be considered in the development of Alberta's future economic strategy.**

Albertans have made it clear that a balanced provincial budget is important to them, as it is to the Alberta government. This shared commitment to responsible financial management means that the Alberta government must make even more effective use of limited resources in developing a realistic and affordable economic strategy for the 1990s and beyond.

There are a wide range of options Albertans will need to consider if we are to confront the challenges and capitalize on the opportunities which lie ahead. Choices will have to be made as to the most appropriate options available to the province in realizing its "vision" and achieving its future economic objectives. While there are some risks involved with this approach, there are even greater risks in taking a less strategic view of what lies ahead for the Alberta economy.

These choices will in some ways have to be made by all Albertans, as a shared vision and commitment to the province's broad economic objectives will be critical to success. Consideration will also need to be given to the role of the various economic participants, and the relationship between these groups, in implementing Alberta's economic strategy. It will be essential that the policy instruments used in this strategy be coordinated to ensure that they fully complement each other.

Albertans are invited to review and respond to the following options. These options are presented only to stimulate discussion and to illustrate some of the key economic issues likely to confront Alberta over the next decade. Other options will undoubtedly emerge as the Toward 2000 Together Initiative unfolds.

1. Albertans will need to look at what priority should be given to economic development and diversification in Alberta's overall public policy. More than 65% of the Alberta government's annual program expenditures are in the areas of education, health, and social services. Transfers to municipalities and the provision of government services such as highways and the administration of justice account for a further 25%. The remaining 10% of program expenditures is spent directly on resource management and economic development. These expenditures all contribute, both directly and indirectly, to the future economic health and vitality of the province.

Some options are to allocate a larger share of the Alberta government's program expenditures to resources and economic development to provide future sources of jobs and income...to reduce government funding in these areas and concentrate instead on providing a more competitive tax and business environment...or to maintain the present balance between economic and social infrastructure/regulatory spending.

Given the continuing need for fiscal restraint, how can government address this issue without imposing additional taxes or reducing services to Albertans? What is the most effective means to encourage economic growth and diversification in the 1990s, to create new jobs, and to ensure that Alberta can continue to fund and maintain its programs and services in the areas of education, health, social services, and the environment? Should a larger proportion of the Alberta government's expenditures on resources and economic development be directed solely to "diversification activities", rather than to government's other economic and industrial development objectives?

2. Albertans will need to consider the most appropriate role for government to play in encouraging the private sector to generate wealth and create jobs in Alberta. During the downturn in the mid-1980s, the Alberta government provided incentives to a number of major projects which may have otherwise been deferred or cancelled. Looking ahead, government sees a reduced need for this type of involvement as the economy is much stronger today and new private investment is forthcoming. Government now has the opportunity to build on these past successes, and to establish new directions to further diversify the economy. This will require the right strategy for the times and a willingness by government to support private sector initiative with appropriate assistance.

Some options are to see government continue to provide loans, equity, grants and loan guarantees to viable Alberta businesses, but only when financing from conventional sources is difficult to obtain...to focus its support on programs and services which are generally available to all businesses, such as business counselling and the provision of market intelligence...or to provide only indirect support by maintaining an attractive business and investment climate, together with a competitive corporate tax structure.

Should Alberta's corporate tax system be used to encourage economic diversification objectives and how might this be done? Should the Alberta government take a larger role in promoting the formation of joint ventures, strategic alliances, and other forms of partnership arrangements within the private sector? Should government increase its support to trade development activities even if this should entail some sharing of risk with the private sector in developing new markets?

Albertans must also be aware of the possible reactions of our trading partners to certain types of government assistance as we attempt to negotiate a more level playing field for international trade. This may affect or limit the range of options available to us.

3. Albertans will have to determine the priority to be placed on developing the province's human resources through existing and new approaches to education, skills upgrading and training. A highly-skilled workforce will be essential for Alberta to succeed in the knowledge-intensive world of the 21st century. Consequently, new approaches may be required to more effectively bring together economic and educational priorities. These approaches may require a shift in the responsibilities borne by government, the private sector and the individual.

Some options are to see government dedicate more resources to education, skills upgrading and training...to see the private sector play a larger role in funding education and increasing its commitment to training...or to see individual Albertans assume more responsibility for their own training.

Are there new ways to bring together government, the educational institutions and the business community to set priorities and to develop improved delivery systems which will meet both the needs of individual Albertans and the future needs of the economy? How do we deal with Alberta's 30% high school drop-out rate? What specific initiatives could be developed to encourage more students to complete their high school education?

4. Albertans will need to consider how the priority placed on environmental protection should be reflected in Alberta's economic and diversification strategy. There is no question that protecting the environment is of utmost importance to the majority of Albertans. At the same time, environmental requirements and costs are major considerations that no business can afford to ignore. The challenge in the decade ahead will be to integrate environmental considerations more fully into the economic decision-making process to ensure that the environment is protected without unnecessarily restricting the potential for further economic development and job creation.

Some options are to "go slow" on economic development unless new projects can be proven safe...to encourage only the development of those industries where there is no significant environmental impact...or to encourage the development of all industries, but take steps to minimize the impact on the environment.

What role should environmental objectives and priorities have in Alberta's economic strategy? How can environmental costs be factored most effectively into economic decision-making processes? What approaches exist to further encourage and support development of the province's environmental business sector?

5. Albertans will need to consider the priority to be placed on regional and community development in relation to our other economic objectives. Thousands of Albertans prefer a small community lifestyle — an option they view as key to Alberta's attractive quality of life. Others have commented that there is an urgent need to encourage Alberta's major urban centres to develop as internationally competitive world-class cities. What is clear is that Albertans have expressed a strong desire to take a more active role in directing the future of their communities. This message was reinforced at recent Local Development Initiative forums held throughout the province.

Some options are to provide direct government support to maintain the viability of smaller communities...placing a higher priority on the development of world-class urban centres...or leaving community development to the marketplace and providing tools to assist communities to undertake their own economic initiatives.

As indicated to the Minister's Council on Local Development, such tools might include better access to information on technology, business development, and trade opportunities...training for local business and community leaders, as well as regional economic development officers, to help them take full advantage of these opportunities...a vehicle to encourage local investment in local projects... and a coordinated government response to individual community needs.

6. Albertans will need to determine the best approaches to encouraging more research and development in Alberta. Over the past eight years, the Alberta government has invested nearly \$2 billion in support of science and technology. If Alberta is to compete in the advanced technologies of tomorrow, ways will have to be found to strengthen our research and development capabilities, particularly in the private sector.

Some options are to see the Alberta government commit more funding to science and technology...to provide additional incentives to encourage the private sector to undertake more research and development...or to leave the issue entirely to the marketplace.

Should the Alberta government offer special incentives to attract knowledge-intensive companies to the province? How do we ensure that the research conducted at our universities contributes to the economic development of the province? How can existing links between the private sector and the province's universities be improved?

7. Albertans will need to consider if government should make a commitment to be in the forefront of certain high-technology, manufacturing and service industries. Alberta companies have considerable potential to succeed in such industries as advanced materials, biotechnology, electronics and telecommunications, aerospace, industrial machinery and equipment, engineering, and computer services. However, there is a continuing debate on the extent to which the Alberta government should use public funds to encourage development of these industries. Experience in other jurisdictions has demonstrated that success in attracting investment in these areas often depends on government playing a significant role, along with a commitment to a specific development plan prepared and implemented by all stakeholders.

Some options are to see government target high potential industries and provide significant funding support to directly assist industry...to provide only infrastructure support, such as advanced technology centres to assist industry in the development of new products and processes...only matching the levels of support provided to such industries by other provinces and states...or providing no special funding for such industries, but offering an attractive climate for all businesses in Alberta.

Should the Alberta government even be in the business of promoting the advanced technologies, or should market forces be allowed to prevail? How much risk should the Alberta government be prepared to assume in supporting the further development of these industries? Should the Alberta government be willing to match levels of assistance available elsewhere in competing for high-technology investment? These are all difficult questions. It is important to recognize, however, that the risk of doing nothing is that Alberta may miss out on the potential growth opportunities these industries can provide.

8. Albertans will need to look at whether a larger share of the Alberta Heritage Savings Trust Fund should be used to support our economic diversification objectives. The Heritage Fund, which was established in 1976, now has assets of over \$12 billion. Non-renewable resource revenues are no longer contributing to the Heritage Fund and the annual income earned on investments is transferred from the Fund to General Revenues. During the 1980s, and in recent years, this has helped maintain the range and quality of government services provided to Albertans, while lessening the provincial tax burden on both individuals and businesses. It has been estimated that the contribution made by the Heritage Fund to the government's operating revenues represents the equivalent of a 6% sales tax.

Some options are to make economic diversification the overriding objective of the Heritage Fund...to use the Fund primarily as a stable source of government revenue for maintaining lower taxes in Alberta...or to continue with the existing balance of social, fiscal and economic objectives.

Should government establish a separate "diversification fund" to finance new programs and initiatives in support of economic development? Should government return to the practice of placing a portion of annual non-renewable resource revenues in the Heritage Fund for future generations, even if this means higher taxes today? Should a portion of the Fund's annual investment income be retained, or should all investment income continue to be transferred to General Revenues?

These and other related issues show the complexity of developing an economic and diversification strategy to lead Alberta into the next century. This is why the participation and input of all Albertans in the development of this strategy is so important ...and why the Alberta government is giving such a high priority to a full public discussion of these issues.

3.0 SETTING THE CONTEXT FOR THE 1990s

3.1 The Past 20 Years

Over the past two decades, Alberta's increasingly industrialized and urban economy has realized substantial gains in growth and development. From 1971 to 1990, the size of the Alberta economy more than doubled in terms of real Gross Domestic Product (GDP), while the population increased by about 55% — from 1.6 million in 1971 to just under 2.5 million in 1990.

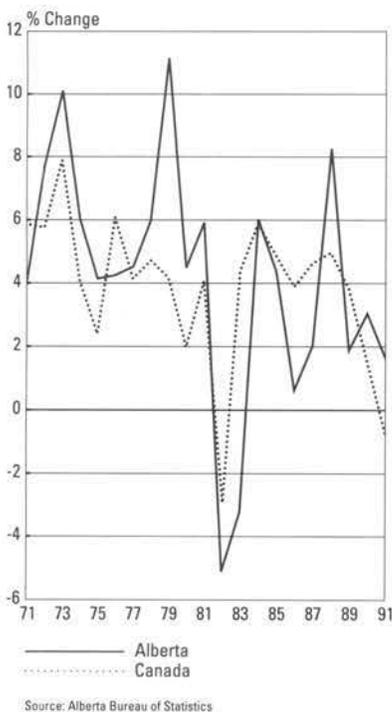
Despite this strong growth, the economy has also been subjected to major cyclical swings. As Figure 1 shows, Alberta has generally outperformed the Canadian economy. However, the pace of economic growth has not been as steady in Alberta as in Canada as a whole. The results have been a higher standard of living for Albertans, but also a more variable economic environment with more pronounced business cycles.

In the past, the pattern of Alberta's economic growth has reflected the rapidly changing market conditions within the energy and agriculture sectors which have a major influence on the economy as a whole. Highly volatile international prices for such commodities as oil, gas and grains, particularly in the 1980s, have had a direct impact on the level of spending and investment by these industries.

The major business cycles in the Alberta economy since 1970 can be directly traced to the fortunes of the oil and gas industry. The OPEC-induced price increases in 1973 and 1979 generated real growth rates in Alberta of more than 10%, far exceeding the Canadian rate of growth. Conversely, the downturn in the Alberta economy from 1981 to 1983 can be largely attributed to the federally-imposed National Energy Program, which substantially reduced cash flow to the oil and gas industry. This drain on the Alberta economy resulted in a decline of almost 30% in annual investment between 1981 and 1984, causing a more severe and prolonged recession in Alberta than in Canada as a whole.

Businesses and individuals have also been affected by the economic and social costs associated with this economic variability. Difficulties occur not only during growth slowdowns but also in periods of rapid growth. During the boom cycles, the province has been faced with problems of an overheated economy, including housing shortages, inflationary pressures on wages and prices, and excessive demand for government infrastructure and services. Inflated wage rates and high construction costs during the boom periods made it difficult for manufacturing and advanced technology firms to compete with the energy sector for skilled labour and capital.

Comparison of Annual Real GDP Growth



The sudden downturn in Alberta's economy in the early 1980s was in sharp contrast to the overheated economy of the 1970s. Business failures and unemployment increased; salaries and wages dropped; and real estate markets fell. In response, many Alberta businesses began to rationalize their operations, to shift emphasis from slow to high-growth potential segments of their industries, and to explore new market development opportunities. While this period of structural adjustment created short-term problems, it also resulted in a much more efficient and competitive economy, particularly in the resource industries.

3.2 Elements of Alberta's Diversification Strategy

Economic diversification has been a continuing economic priority of the Alberta government since the early 1970s. Even with the rapid growth of the provincial economy in the 1970s, the Alberta government recognized a need to diversify and become less dependent upon the sale of unprocessed resources.

Efforts to broaden Alberta's economic base were stepped up in the 1980s, particularly in light of the instability in the energy sector, and to a lesser extent, the agriculture industry. Although Alberta's current economic and diversification strategy has evolved over time, it essentially includes eight key policy and program elements, as outlined in the chart on the following page.

KEY ELEMENTS OF ALBERTA'S CURRENT ECONOMIC STRATEGY

- **establishing the Alberta Heritage Savings Trust Fund** — to help maintain lower taxes, and strengthen and diversify the Alberta economy;
- **maintaining a positive business climate** — to provide a stable and progressive environment for investment and business development in all regions of the province;
- **establishing an extensive infrastructure** — in education, health care, transportation, communications and municipal services;
- **adding value to resources** — to see Alberta's resources upgraded into higher value-added products before leaving the province;
- **developing world-class universities and an extensive science and technology infrastructure** — including significant investments in Centres of Advanced Technology to encourage and support the development of the province's advanced manufacturing and service industries;
- **developing world-class tourism facilities and events** — to see Alberta capitalize on rapid international growth in business and personal travel;

- **providing support for business development** – where the marketplace has not responded to business needs or conventional financing has not been available; and

- **developing new export markets** – to help Alberta companies sell their products, services and expertise around the world.

3.3 Progress Achieved in Diversifying Alberta's Economy

Diversification of an economy is not something that happens overnight. Rather, it is a continually evolving process which takes years to accomplish any measurable progress in aggregate terms. This process involves the development of a new industrial structure, an economic and social infrastructure to support industry, and human resources capable of pursuing new opportunities.

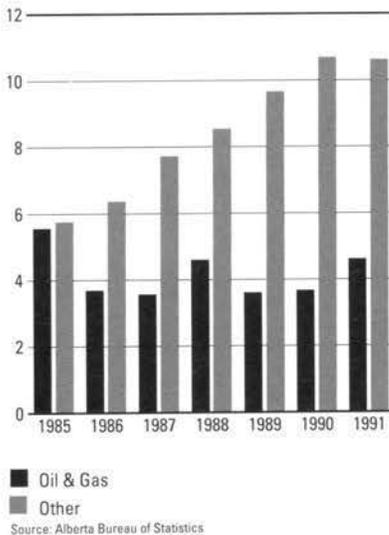
One of the most common perceptions about Alberta is that the performance of the economy is directly tied to energy prices and the level of investment activity in the oil and gas industry. This was certainly the case in the 1970s, as the economic importance of the oil and gas industry steadily increased throughout the decade, accounting for more than 34% of Alberta's total production (GDP) by 1980.

Despite the fact that substantial investment took place in new industries, products and services in the 1970s, the rate of growth in the energy sector escalated at such a rapid pace that Alberta's dependence on oil and gas continued to increase throughout the decade.

Since 1980, however, this trend has reversed and the relative importance of the oil and gas industry has declined. This is due not only to lower world crude oil prices, but more significantly, to the accelerated growth and expansion of non-energy related industries, building on the foundation established in the 1970s. Major new threshold industries have developed in forest products, petrochemicals, business services, electronics and telecommunications, and other advanced technology areas. By 1990, the oil and gas industry accounted for less than 20% of Alberta's GDP. This represents a major structural shift in the economy over the past decade.

The benefits of a more diversified economic base are evident from the performance of the Alberta economy in recent years. Despite substantially lower average world energy and grain prices since 1986, the Alberta economy has continued to expand. In fact, 89,000 new jobs were created in Alberta between 1986 and 1990. Virtually all of the employment growth has occurred outside the primary energy and agriculture sectors. A total of 17,000 jobs were created in 1990.

Private Investment in Alberta
(Billions of \$)



New industrial development and continued strong performance in advanced technologies, forest products, business services, tourism, and petrochemicals and plastics have served to offset the relatively weak performance in the energy and agriculture sectors since 1986, contributing to the healthy growth in employment and output. Investment activity in these industries continues to increase and, as demonstrated in Figure 2, will provide the impetus for even stronger and more diversified growth in the future.

Industry/Sector Achievements

Alberta now has a much larger and diversified industrial base than it had 20 years ago. Even in traditionally strong areas of the Alberta economy, diversification has meant a more specialized product range with greater value added. In terms of services and new technologies, Alberta is much better positioned than it was even a decade ago.

Examination of the various Alberta sectors/industries reveals significant and broad-based progress toward diversification.

Energy

The energy sector has provided the foundation for much of the diversification that has occurred in Alberta. Oil and gas resources have attracted substantial wealth to the province, creating markets for secondary manufacturing and advanced technology firms. Major investment in oil sands and heavy oil development has helped to ensure that the oil industry will continue to be a vital component of Alberta's economy for years to come, while at the same time contributing to a secure supply of oil for Canada's future. The Alberta Oil Sands Technology and Research Authority (AOSTRA), established by the Alberta government in 1974, has played a key role with its industry partners in developing the province's vast heavy oil reserves.

Synthetic crude oil production from Alberta's two commercial oil sands plants — Suncor Inc., built in the 1960s, and Syncrude Canada Limited which began operations in 1979 — now accounts for about 15% of Alberta's total crude oil output. With the \$1.2 billion Husky Oil Upgrader, currently under construction, and the proposed \$4.1 billion OSLO project, synthetic crude oil production will likely account for more than 25% of total crude oil production by the end of the decade.

Substantial investment has also taken place over the past 15 years in “in-situ” technology to recover bitumen deposits that lie too deep for surface mining. About 25 active experimental and commercial in-situ projects in Alberta currently produce nearly 10% of the province’s total crude oil and equivalent output. Most of this production is exported to the United States; however, the Husky Oil Upgrader will contribute to the further processing of this bitumen in Canada. The Alberta government has been a major partner in this joint venture, along with Saskatchewan, the federal government, and Husky, to build and operate the upgrader which is scheduled to start production in 1992.

Alberta has become a recognized leader in exploration and production technology, and these products and services are exported around the world. Alberta oil and gasfield equipment manufacturers and service firms generated more than \$200 million in export sales in 1990.

In addition to the direct contribution of the energy sector to the Alberta economy, oil and gas resource royalties have been used to establish the \$12 billion Alberta Heritage Savings Trust Fund, a key vehicle for funding diversification initiatives.

Agriculture Products and Food Processing

Alberta has one of the world’s most productive agricultural economies, producing more than 20% of Canada’s annual output. Diversification of agricultural crop production into areas such as canola and high-demand specialty crops has helped to lessen the province’s dependence on wheat. Canola, first introduced on a large scale in the 1970s, has become Alberta’s second largest cash crop, next to wheat.

Alberta’s program to upgrade and expand irrigation infrastructure in the 1980s has done much to increase production of specialty crops in southern Alberta. Some 434,000 hectares (1.1 million acres) of irrigated lands represent approximately two thirds of all Canadian land under irrigation. The \$350 million Old Man River Dam project, scheduled for completion this year, will enhance waterflow in the Old Man River and allow for further expansion of irrigation in southern Alberta.

Alberta’s livestock industry, which accounts for more than half of the province’s farm cash receipts, has created a stable *market for feed grain* producers while providing a basis for a large meat processing industry. The development and export of genetic products and technology from Alberta’s cattle industry has also expanded rapidly in recent years.

Throughout the last decade, the food processing industry has continued to restructure and expand its production capabilities, enabling the industry to competitively export value-added products. The value of processed food shipments, \$4.5 billion in 1990, now exceeds the value of primary agricultural production in Alberta.

Research and technology continue to be keys to expanding and diversifying agriculture and processed food production. The Alberta Food Processing Development Centre, which opened in Leduc in 1984, helps firms develop and commercialize new and improved products and apply new processes. The Alberta government has also established a sophisticated network of agriculture research facilities including the University of Alberta Ellerslie Research Station, the University Farm, and the Alberta Agricultural Research Institute. As well, Alberta Agriculture conducts research at various locations throughout the province.

Forest Products

The forest products industry has become a major success story in contributing to Alberta's diversification efforts over the past three to four years. With approximately \$3.5 billion in projects recently completed or announced, Alberta has emerged as a major international focus for forest industry investment. Using the latest technologies available, these projects will make Alberta's forest products industry one of the most efficient and environmentally-safe in the world.

Forest industry shipments, which amounted to more than \$1.6 billion in 1990, are expected to nearly double over the next few years. In addition to the thousands of direct jobs created by these new forest industry developments, the increased expenditures in Alberta will greatly enhance business opportunities throughout the province. Through the province's stringent environmental standards and forest management planning process, Alberta continues to make a strong commitment to ensuring environmentally-sustainable development of the forest industry.

The current round of investment has already created opportunities for the manufacture of industrial chemicals to supply the pulp and paper industry. Construction is under way on three sodium chlorate plants (valued at more than \$155 million) and a hydrogen peroxide plant (\$120 million).

Alberta companies are also producing a growing range of semi-finished and finished wood products such as aspen furniture, log homes, and specialty lumber products, that are gaining increasing recognition in international markets. Lumber producers are also making inroads into overseas markets in Japan and Western Europe.

Chemicals and Plastics

The petrochemical industry has evolved from the energy resource base to become one of the largest manufacturing industries in Alberta. Industry shipments of petrochemicals and other chemical products were valued at \$3.5 billion in 1990, of which nearly half were exported outside of Canada.

Approximately \$6 billion was invested in petrochemical and related facilities in the late 1970s and early 1980s. The present day ethane-based petrochemical industry began in 1979 with the start-up of the province's first world-scale ethylene plant. Alberta now produces a range of ethylene derivative products, including polyethylene, ethylene glycol, vinyl acetate, vinyl chloride monomer, polyvinyl chloride, and styrene. Alberta is also a major producer and exporter of methanol and nitrogen-based fertilizers, based on natural gas as a feedstock.

A new round of petrochemical investment (valued at more than \$1.5 billion) is currently planned, which will further expand Alberta's petrochemical capacity in value-added products. This includes an \$800 million hydrocarbon and petrochemical project in Fort Saskatchewan, as well as the \$350 million MTBE (octane enhancer) facility near Edmonton, and a \$385 million expansion of the ethylene glycol facility near Red Deer. These facilities are based on Alberta's extensive hydrocarbon reserves, and have been facilitated by the province's regulatory environment and ethane policy.

New investment activity in the downstream plastics processing industry has seen a much larger and more diverse range of plastics products manufactured in Alberta in recent years.

Advanced Technologies and Products

The advanced technology sector emerged in the 1980s as a major component of Alberta's diversification strategy. As an example of Alberta's overall success in the advanced technologies, more than 50,000 Albertans are now employed by approximately 1,000 advanced technology enterprises operating in the province.

Alberta companies are involved in a wide range of activities, including the development of medical technologies (supported by the Alberta Heritage Foundation for Medical Research), biotechnology, *pharmaceuticals*, advanced industrial materials, aerospace industries, telecommunications and electronics, instrumentation, computers and software.

With one of the largest per capita research budgets of any Canadian province, Alberta has made no secret of its goals to encourage scientific and technical excellence in its industrial community. Weighing the admitted risk against ultimate rewards, the province has invested heavily in new research centres and in programs aimed at encouraging industrial research, commercializing promising university-based technology, and pursuing markets for Alberta's high-technology products and expertise.

The \$140 million WESTAIM project at Fort Saskatchewan is an excellent example of the new industry/government cooperation that is required to put Alberta in the forefront of advanced materials technologies. A world-class research centre operated by WESTAIM Technologies Inc. is now in operation, enhancing Sherritt Gordon's traditional metal refining and manufacturing operations.

Business Services

This important sector should not be overlooked in its contribution to the development and diversification of the Alberta economy. Business services...such as engineering, computer software and information-based services, scientific, technical and environmental services, and marketing and promotion services...not only enhance the efficiency and competitiveness of Alberta's goods-producing industries, but also generate wealth in their own right. Business service exports are currently estimated at more than \$500 million annually and have significant growth potential.

Alberta-based service firms have been extremely successful in developing technologies in a number of environmental protection applications which meet or exceed internationally-recognized standards of excellence. Areas of expertise include land and water management, industrial waste treatment, sewage and chemical waste treatment, recycling and waste management, and sulphur recovery.

The film, video and broadcast industry is another service industry that has grown in importance over the past ten years, and currently employs about 1,000 Albertans in Edmonton, Calgary and smaller centres throughout the province.

Tourism

Tourism revenues in Alberta have more than tripled since the late 1970s, totalling approximately \$2.6 billion in 1990. With tourism forecast to become the world's largest industry by the year 2000, Alberta's tourism industry expects to capture a growing share of this market over the next decade.

Outstanding tourism facilities such as the Royal Tyrrell Museum of Palaeontology, Head-Smashed-In-Buffalo-Jump, the all-season Kananaskis Country, and West Edmonton Mall...combined with Alberta's scenic beauty and reputation for hosting such major international events as the 1988 Winter Olympics — have all contributed to the promotion and growth of tourism as a major industry in Alberta.

Major new tourism and recreation facilities currently planned for the Bow-Canmore Corridor, and the multi-million dollar Createm International resort, proposed for a site southwest of Edmonton, will further enhance Alberta's reputation as an international tourist destination.

3.4 The Changing Economic and Policy Environment

In addition to coping with short term market cycles, Alberta businesses are also facing some longer term structural changes as a result of the increasing internationalization of business. Rapid technological change, the lowering of domestic, national and international trade barriers, and the resulting trend toward a greater integration of international consumer and industrial markets have all contributed to the phenomenon of "globalization".

Technological innovation is dramatically changing the nature of industrial production. With the increased globalization of economic activity, the ability to enhance the development and application of new technologies will be critical to Alberta's long term economic growth, prosperity and future competitiveness.

Strategic or enabling technologies — such as information and communications technologies, advanced industrial materials and biotechnology — are providing the basis for a fundamental transformation and restructuring of industry worldwide. Not only are these technologies being used to develop and produce new products and services, they are revolutionizing existing methods and approaches to industrial production.

These technologies have the potential to impact on the demand for many of the commodities, products and services we now produce. In some cases, their commercial application could either increase, lower or transform the nature of that demand. For example, the increased use and application of advanced plastics and composites in various manufacturing processes might be expected to shift or change the demand for more traditional inputs (e.g., steel, fabricated metals, etc.).

The rapid pace of technological innovation could also impact on such areas as energy demand, through increased production efficiencies, as well as on the general skill mix of employees across industries. With some of these technology-related trends likely to have major implications for Alberta's economic and diversification strategy, public input and suggestions for dealing with these changes will be invaluable.

International and domestic competition is expected to intensify as a result of the continuing trend toward greater trade liberalization. New and emerging international trade agreements — such as the Canada/United States Free Trade Agreement, the Uruguay Round of Multilateral Trade Negotiations, and a potential North American Free Trade Agreement — will all undoubtedly influence the current and future market access for Alberta exporters. A reduction of internal trade barriers would also influence and enhance trade development opportunities within the domestic market. At the same time, however, Alberta businesses may also see increased competition from both foreign and other domestic competitors in traditional Alberta markets.

Changing demographics is another long term structural change facing business in Alberta and in much of the industrialized world. The average age of the Alberta population is rising. The size of the 15 to 24 age group is declining, while the number of Albertans aged 45 years and older is increasing. A falling birth rate and decreased in-migration from other provinces during the 1980s contributed to this demographic shift.

Meanwhile, immigrants and natives continue to experience higher than average birth rates, thus forming a larger proportion of the youth population than in the past. By the year 2000, most new entrants to the workforce will be either women, natives, recent immigrants or persons with disabilities. In short, Alberta's traditional supply of labour is declining and it will be essential to draw upon all available sources of labour to offset shortages and maintain economic competitiveness.

The changing nature of the labour market in the 1990s will have significant implications for businesses in terms of hiring practices, working arrangements (to provide more flexibility for women and older workers), and training requirements. The aging of the population will also have a far-reaching impact on the mix of goods and services demanded by consumers, as well as on social and health care costs.

Also impacting on the structure of the workforce is the continued shift in employment from resources and other goods-producing industries to the service sector. Combined with the increasing diversity of labour force participants, the overall structure and fabric of the Alberta workforce will likely continue to see profound changes in the years ahead.

Society's changing attitude toward the environment is certainly one of the most pervasive and talked-about structural shifts facing business today. This will have major implications for businesses as they adjust to more stringent environmental standards, develop and market new products and services, and plan new investments. Economic competitiveness and rapid technological advances, together with an increased awareness of environmental impacts and a growing environmental concern, are all critical issues which will continue to confront Albertans in the years ahead.

The institutional framework of Canada and the current political context must also be fully considered in developing Alberta's future economic strategy. These issues will undoubtedly affect the options available to Albertans and the choices we make in building a strategy that will enable Alberta to compete and prosper in the 21st century.

A strong and vibrant economy requires a stable political environment. If current uncertainties over Canada's constitutional and political future are not satisfactorily resolved, business and investor confidence could be affected. Furthermore, with the expiry of the Meech Lake Accord, national unity has become a dominant concern for the federal government, the provinces, and all Canadians, complicating the efforts of governments to address other important issues.

Alberta's economic future could be significantly affected by a shift in constitutional responsibilities between the federal government and the provinces. Clarification of these responsibilities could reduce federal/provincial tensions, duplication and overlap. This would be positive for the Alberta economy. However, it is impossible to forecast what the outcome of the national debate will be. Our strategy must therefore be sufficiently flexible to meet a broad range of contingencies.

3.5 The Future Challenge

The decade of the 1990s will be characterized by a growing interdependence of countries in the trade of goods and services, in technology transfer, and in financial transactions. This will further increase international competition and make trading nations, such as Canada, more open and vulnerable to trends and events which take place worldwide.

Competitiveness in the international marketplace will be the key to economic prosperity in the 21st century. The key issues confronting industry in the years ahead will be technological innovation, globalization of investment, production and marketing, and the ability to respond quickly to specific market demands.

With increased international competition, Alberta firms will have to place greater emphasis on technological innovation to reduce costs and to develop new products and services. Although price competitiveness will remain important, quality and reliability will increasingly determine the level of success in the international marketplace. Some firms will have to make significant adjustments to remain competitive. Government will have to ensure that any assistance it provides to industry facilitates, rather than postpones, the necessary adjustments.

Assistance aimed at postponing or resisting change has a negative impact on competitiveness and is often extremely costly over the long run. In the 1990s, government adjustment strategies will need to be designed and measured according to the speed with which they enable firms and industries to adapt to the changing economic environment.

How do we increase our adaptability? Our flexibility to respond quickly to both competitive challenges and new business opportunities? How do we rationalize and strengthen the competitiveness of Alberta industry? What are the most appropriate roles for government and the private sector to play?

Ultimately, the answers to these questions and the overall success achieved will depend largely on how well individual companies adjust to increased competition, and how swiftly they take advantage of the new opportunities. Simply reacting to change will not be enough. To emerge in a stronger and more competitive position, change must be anticipated and strategies developed to capitalize on new investment, business development and marketing opportunities.

Following are the three broad elements which government proposes as a framework for Alberta's economic and diversification strategy for the 1990s — Building on Our Human Resources; Enhancing the Environment and Quality of Life; and Strengthening Business Resources.

The major challenges of the 1990s — competitiveness, sustainable development, an effective workforce, and building a stronger and more dynamic partnership among all economic participants — are addressed in each section. Together, they present Albertans with a broad overview of some of the key issues and policy options which will need to be considered in developing Alberta's economic strategy for the 21st century.

4.0 BUILDING ON OUR HUMAN RESOURCES

Alberta's rich and diverse natural resources have provided a strong foundation for economic growth and prosperity. As we move toward the 21st century, however, global competitiveness will depend less on these natural advantages and more on the skills, talents, and entrepreneurial spirit of individual Albertans. The key to future growth and prosperity clearly lies in Albertans' ability to develop and use new technologies to create higher value-added products and services, and to become more productive and competitive internationally.

An increasingly competitive business environment demands continual investment in human resources — by government, the private sector, labour, educators and individual Albertans. The Alberta government recognizes that a well educated, highly trained and adaptable workforce will be Alberta's major strength in the 21st century. The Alberta government is therefore committed to promoting skills development, encouraging life-long learning, and ensuring that all Albertans have the opportunity to participate in the province's future development.

As part of the Toward 2000 Together Initiative, Albertans are being encouraged to provide their views on how best to maintain a productive and adaptable workforce into the next century. The success Albertans achieve in responding to these fundamental challenges will be critical to our future competitiveness, prosperity and quality of life.

4.1 Integrating Educational and Economic Priorities

Alberta's ability to compete both domestically and internationally will increasingly depend on how well the new information technologies are used, how quickly they are integrated into the production process, and how successfully Albertans are prepared and trained to use them. While Alberta's education system must continue to meet the broader social need of delivering quality basic education, it must also provide young Albertans with the core skills (e.g., analytical, problem solving, and communications) and specific technical and vocational skills required to support a productive economy.

Education must complement and support the choices and decisions that individuals make. We must ensure that young Albertans have access to a wide variety of educational programs and opportunities at both the secondary and post-secondary levels. Access to technical training and post-secondary education must continue to be widely available to young people and not limited by the economic circumstances of their families or their community.

Investment in the education and training of our workforce must embrace not just a portion of our population but the broadest possible number. Our commitment must be to ensure that all Albertans can participate and share fully on equal terms in the cultural, economic and social diversity of the province and in its future development.

The business community is often critical of the skills many high school graduates bring to the labour market. Businesses are also concerned about the large number of young Albertans who fail to complete high school. In the future, it will become increasingly important that business leaders work more closely with the province's secondary education system to address these issues.

The business community has an important role to play in the education of students. Business people must be partners in shaping the content of the curriculum and in providing young people with a practical understanding of the relevance of their studies and the expectations of the workplace.

Education is Essential for Economic Prosperity

Alberta currently has one of the country's best educated and most highly skilled workforces. Recent data show that 18% of the Alberta labour force hold a post-secondary certificate or diploma, and 15.5% hold a university degree, as compared to the Canadian averages of 16.3% and 14.9% respectively. In addition, the proportion of young people completing high school continues to increase and more Albertans are opting for post-secondary education and training.

These are encouraging trends. On the other hand, many Albertans still lack the basic literacy and mathematics skills needed to complete a standard job application.

Alberta's high school drop-out rate is estimated to be 30%. Yet by the year 2000, Employment and Immigration Canada projects that almost half of all new jobs will require more than five years of combined education and training beyond the completion of high school.

The growth in the province's service sector has generated plenty of part time jobs for young Albertans. More and more students are working nights and weekends, sometimes to the detriment of their school work. Alberta's high school drop-out rate is estimated to be 30%, comparable to the overall Canadian rate, but much higher than that in other industrialized countries. Without a concerted effort to ensure that they have the basic education needed to acquire higher job skills, too many of these young people will find it difficult to realize their full potential.

Clearly, the graduation rate must be improved and the drop-out rate reduced if we are to minimize the school-to-work transition problems faced by many young Albertans. How can we achieve these objectives and encourage students to stay in school to get the education they need to be successful? How can government, educators, businesses and parents work together to implement programs that improve basic skills, attendance, motivation, self-esteem, and the success of students at risk of dropping out of school? How can these groups work together to help students achieve an appropriate work/school balance? Do we need to re-examine legislation covering youth employment?

These and other related questions are currently being addressed through two Alberta government initiatives — "Vision for the Nineties...A Plan of Action" (a vision for education in the 1990s) and "The Future of Work" (ongoing consultations with Albertans on a range of workplace issues).

Alberta must also find better ways to prepare students for the work world by giving them transferable generic skills in areas such as basic problem solving and communications. Moreover, the Alberta government, the secondary and post-secondary educational institutions, business and labour will need to consider innovative approaches to improving the school-to-work transition for young Albertans.

If business is to assume a larger role in determining educational priorities, it should also expect to assume more responsibility for raising funds in support of educational institutions. Again, all economic participants will want to consider carefully the potential benefits and costs of more fully integrating Alberta's educational and economic priorities. This integration of priorities will, of course, need to satisfy two complementary goals...ensuring that Alberta has the skilled and adaptable workforce it needs to compete in the global economy...while continuing to contribute to the development of informed, productive, and socially responsible citizens.

4.2 Promoting Skills Development and Life-Long Learning

Among the trends expected to transform the nature of work and shape Alberta's workforce in the 21st century are globalization, technological advances, an aging and more diverse labour force, seasonal and cyclical changes in Alberta's primary industries, and the shift from a goods-producing to a services-producing economy.

These trends are generating a demand for a highly skilled, well-educated and adaptable workforce. Moreover, they point to the need for a system in which workers can be trained and retrained quickly to fill new jobs.

Estimates show that young people now entering the workforce will experience, on average, over four career changes during their working lives.

Growing international competition makes workforce upgrading and ongoing skills development a priority. The Alberta government and the federal government must continue to work together and cooperate with private business, unions, educators, non-profit organizations and communities in order to meet the challenges of the new economy and the needs of those Albertans who are displaced by economic transition.

The Alberta government clearly has a role to play in enhancing awareness and understanding of the labour market, minimizing labour and skill shortages, cushioning the impact of cyclical and seasonal shifts, and helping workers displaced by economic transition return to the labour force. Traditionally, government has played a fundamental role in the development of workers through the education system and through support for employer-based training. Are the present methods and mix of institutional and industrial training programs appropriate? Do the current systems have the ability to respond quickly and adequately to new skill requirements?

The current and future role of employers in training and retraining workers still needs to be clarified. Alberta companies are often complacent about training their workers and many appear to view workplace training as an expense, rather than as a long term investment in productivity, competitiveness and profits. This may explain why the amount of workplace training currently provided by Alberta employers falls far short of that provided by some of the province's major trading partners. As a result, employers in the United States spend roughly twice as much on workforce training as their Canadian counterparts.

There are compelling reasons why such gaps in the training culture need to be addressed. Demand is already increasing for employees who are highly adaptable and able to work with the new technologies. Most new jobs in the 1990s will require higher education and skill levels than ever before. Recent surveys show that roughly two-thirds of today's workers will still be in the workforce in 2005, suggesting that a massive training and retraining effort will be required. In short, yesterday's skills will not be enough to capture tomorrow's opportunities.

Training efforts will need to cover both basic literacy training and training for higher level skills. Again, government, business, labour and educators must work together to design relevant training and vocational programs, reverse the trend toward declining enrolments in technical and scientific areas, and reduce the drop-out rate among high school students.

The Alberta government has made a strong commitment in this regard. It will continue to offer support and encouragement to employers to take a more active role in workforce training. At the same time, the government recognizes that employers and labour are in the best position to identify emerging skill requirements. Their input is therefore needed to design and deliver relevant training programs. The goal of all parties involved should be to develop, support and maintain responsive, employer-based training and retraining mechanisms which support economic development, diversification and restructuring.

More Knowledge and Information-Intensive Jobs

In the knowledge-based economy of the 1990s, skilled people will be Alberta's most valued resource. Increasingly, the province's economic success will be measured by Albertans' ability to adapt quickly to change, producing goods and services that meet international standards of excellence.

Changes in the labour market will intensify over the next decade as new technologies and growing international competition cause certain industries to restructure and new industries to expand. At the same time, demographic shifts are expected to alter substantially the nature of the workforce. Workers' average age will continue to increase, and women will account for an increasing proportion of both the Canadian and Alberta labour forces.

Government, which has traditionally developed policies and programs to assist those adversely affected by labour market changes, faces new challenges in a knowledge- and information-based economy. In response, the Alberta government is developing a new labour market strategy that recognizes and emphasizes the importance of training. The aim is to promote and foster a training culture that underscores the importance of life-long learning.

This strategy reflects a shift in government policy away from wage subsidy programs and toward financial incentives and other assistance to the private sector in building a training culture. This represents a more proactive role for the Alberta government in helping individuals and employers deal with critical labour market issues.

Skills development is a key to ensuring Alberta's enhanced competitiveness in global markets. Fostering a skills development and training culture, where employers and individual Albertans recognize the importance of education, training and life-long learning, will be essential if Albertans are to be prepared for the jobs of tomorrow.

4.3 Equal Opportunities for all Albertans

In today's technologically complex society, job opportunities do not guarantee gainful employment for all Albertans. Even in a strong economy, those with weak educational backgrounds or few skills may experience difficulty in finding employment as jobs become more sophisticated. Increasingly, the skills of the unemployed fail to match the requirements of available jobs.

Since the major determinants of a worker's success in the job market of today and tomorrow are education and skill level, the need for training is paramount. This is particularly true for those Albertans who have traditionally faced barriers to employment and career advancement, such as women, natives, immigrants and persons with disabilities. In addition to a lack of appropriate education and training, such barriers often include inadequate work experience, insufficient labour market information, poor access to support services, lack of English language skills, and stereotypes concerning the skills and abilities of certain groups.

Growing concerns about fairness in the workplace are being raised by a variety of special interest groups. Fairness in the workplace encompasses such issues as equal access to training, employment and advancement opportunities, as well as fairness in compensation and benefits.

These concerns are important, not only from a social justice perspective, but also from a labour market perspective. Many groups not participating fully in the labour market today will be an increasingly valuable source of labour in the 1990s. Although no agreement exists as to the most appropriate response to these issues, they will present a major challenge to society over the next decade.

Over 70% of new entrants into the workforce are women, aboriginal people, visible minorities and persons with disabilities. By the year 2000, it is projected that these four groups will constitute 80% of all new entrants. With a reduced number of young entrants to the labour market, these groups which have historically faced severe barriers in entering the workforce, will become the most important source of supply to employers.

At the same time, the province will also begin to rely more heavily on immigrants to meet its labour market needs. The majority of Alberta's recent immigrants have come from non-European nations and this trend is expected to continue well into the next century.

It is critical that those Albertans who have traditionally faced barriers in the labour market be brought more fully into the economic mainstream. This is important not only in promoting equality of opportunity but also in securing Alberta's future competitiveness.

Workplace practices, structures and laws were designed for a workforce much less diverse than today's. As Alberta's workforce becomes increasingly diverse, we will likely see mounting public pressure for more equitable hiring, promotion and compensation. Employers, for their part, can expect to experience more difficulty in finding and keeping good workers unless they adjust employment practices to accommodate the new workforce.

Whether the market alone can effectively respond to these challenges is not yet clear. It may be that there is a need for a greater role by government in facilitating the necessary adjustments through legislation and/or other initiatives and programs.

The increasing inability of unskilled workers to earn a living wage, even when two or more people in the same family work, is *becoming* a major concern. One response may be to provide unskilled workers with training so they can move into better jobs. However, low-end jobs are not going to disappear...we can expect to see even more low-end jobs to be created in areas such as personal, food and accommodation services.

Who will do these low-end jobs and how do we ensure that they are treated fairly and with respect? How do we prevent the development of an underclass of “working poor”?

Resolving issues of fairness in the workplace will take a concerted effort by all stakeholders, including government. Moreover, Albertans must adopt more progressive and accepting attitudes concerning all participants in the labour market.

Alberta will only realize its full economic and social potential if all Albertans are provided with a fair and equal opportunity to fully develop and challenge their individual talents and abilities.

In summary, Alberta will need the talent and energy that all Albertans can bring to the workplace in order to remain internationally competitive in the 1990s. Full equality of opportunity will require a continuing commitment to improve the educational, training and economic opportunities for all Albertans, regardless of gender, race or ethnic origin, age, or physical or mental ability.

4.4 Encouraging the Entrepreneurial Spirit

Alberta was built by entrepreneurs — men and women of vision and energy, determined to make their dreams come true. To succeed in the 1990s and beyond, Alberta must continue to nurture a dynamic entrepreneurial culture, build on the province’s tradition of self-reliance, and encourage more young Albertans to look upon self-employment as a viable career option.

Alberta has relied on the ability of its entrepreneurs to identify and take advantage of new business opportunities. Much of Alberta’s economic growth and prosperity is a direct result of entrepreneurial activity and the growth in the province’s small business sector. The Alberta government has sought to support this growth by working with other levels of government, educational institutions, and the private sector to encourage private enterprise in all regions of the province.

A vibrant entrepreneurial culture contributes to and facilitates economic growth and diversification. It is in the start-up companies of today that the focal points for business growth and development in the 1990s are to be found.

In recent years, increasing numbers of Albertans have shown an interest in starting their own businesses and being self-employed. Many of these start-up companies have been very successful in creating new and profitable opportunities for those willing to take the risk. However, a culture in which individuals see greater opportunities for themselves through self-employment does not just happen — it must be encouraged and supported by society and its institutions.

Supporting Entrepreneurship

The Alberta government recognizes that strengthening the entrepreneurial environment is essential to economic growth and diversification ...and to securing Alberta's place in tomorrow's economy. In the future, all economic participants will need to look more closely at developing new, cooperative approaches which encourage entrepreneurial activity and nurture the successful start-up and growth of new business ventures.

Educational institutions can help promote entrepreneurship by more effectively incorporating entrepreneurial values and approaches into their course work. In this way, primary and secondary schools, community colleges, technical institutes, and universities can all make their students fully aware of the role and contribution of entrepreneurs to society and the basic skills required by an entrepreneur to establish and operate a small business.

Other areas where the province's technical institutes and universities could further contribute to the development of a stronger entrepreneurial culture might include:

- creating a more systematic approach for integrating business and management courses within the technical and engineering curricula; and
- supporting entrepreneurial exchange programs aimed at introducing new management and marketing concepts into Alberta.

Business and labour also play an important role in developing an entrepreneurial mind-set in employees. In the future, these groups will need to assume even greater responsibility in this area, with the necessary support structures provided by government and the educational institutions.

CREATING A MORE ENTREPRENEURIAL ENVIRONMENT

- **Enhance public awareness of the important contribution of entrepreneurs and small businesses to Alberta's economic well-being.**
- **Maintain a business and investment climate that encourages risk taking and the development of new business ventures.**
- **Promote self-employment as a viable career option.**
- **Actively support the development of entrepreneurial skills in management and enhance the management skills of entrepreneurs (e.g., in key areas such as finance, marketing, personnel management, and technological innovation).**
- **Provide information and counselling services to entrepreneurs interested in starting or expanding their own businesses.**
- **Ensure that financial institutions and the investment community are fully aware of the benefits of improving access to capital for those entrepreneurs who have traditionally experienced difficulty in borrowing or raising equity (e.g., youth, women, natives, and immigrants).**

Creating a more entrepreneurial environment is just the first step. A number of important elements are also required to further encourage and stimulate entrepreneurial activity. These include:

- committed leadership by business and all levels of government;
- a pool of successful entrepreneurs, potential entrepreneurs and the skilled and adaptable workforce necessary to support new business development;
- knowledge of business, investment and market development opportunities;
- a business culture which places a priority on commercializing new ideas, technologies and processes;
- access to equity and debt financing; and
- a strong spirit of individual self-reliance.

Where are Alberta's strengths in nurturing entrepreneurial initiative? What are our weaknesses? How can we remove some of the obstacles to entrepreneurship and small business development? These are just a few of the questions Albertans may wish to consider in providing their views and opinions on the role of entrepreneurship and small business in Alberta's economic future.

4.5 A New Approach to the Workplace

The public policy issues raised by the workplace are among the most challenging we will face in the 1990s. Alberta's ability to meet the challenges of rapid technological change and increased global competition will largely be determined in the workplace. The quality of employer/employee relations and the way the workplace is organized will be critical. If Alberta companies are to compete globally, they must have the complete cooperation, commitment and involvement of their employees at all levels.

A positive industrial relations climate, and greater management/labour cooperation in dealing with workplace issues, will be key factors in maintaining investor confidence and competitive advantage in the 1990s.

Alberta's labour law is built on the premise that a basic conflict of interest exists between employers and employees. In effect, the law enshrines and encourages an adversarial relationship. It is therefore imperative that Albertans continue to look at new approaches to facilitating less adversarial relations in the workplace. Albertans may also wish to consider whether there is a need to rebuild our labour law on the premise that employers and employees share a basic common interest in maintaining the long term economic viability and quality of the Alberta workplace.

Workplace Organization

The need for alternatives to traditional management and operational styles is a result of major changes and emerging trends in Alberta's political, economic, demographic and social environment. Deregulation, globalization, visible minorities and dual career families are just some of the factors affecting the workplace.

Most Albertans are employees and their ability to live well and support their families depends on their having jobs that offer decent wages, benefits, hours and a safe and healthy work environment. More and more, however, Albertans are looking at work not just as a source of livelihood but also as an opportunity for individual growth and for participation in decision-making. This trend may well require a complete shift in the way we think about and deal with the workplace.

New approaches to workplace organization, such as “working at home” arrangements, and innovations such as Total Quality Management, certainly have the potential to benefit both management and workers. At the same time, it is not yet clear what impact new workplace arrangements will have on unions and, for that matter, on union-management relations.

In many companies, particularly in those manufacturing and processing operations that are relatively “labour intensive”, the productivity of employees (output per employee per hour) is also a key issue. Unit labour costs are essentially a measure of wages and benefits in relation to overall labour productivity, and are often crucial to a company’s success. Are current productivity measures a useful performance indicator? How can we develop a more cooperative approach and greater commitment to productivity?

Employment Standards

Existing employment standards legislation in Alberta is based on a traditional model of the workplace. Only the most basic, minimum standards are mandated, and it is essentially left up to employers and employees to negotiate the terms and conditions of employment.

Employees of large and/or unionized employers — including the public sector — tend to receive better wages, benefits, and working conditions than workers in small companies. As well, full-time employees tend to receive better wages and benefits than part-time workers.

Albertans will need to consider whether this approach to employment standards is still appropriate in an economy in which most companies are small, a growing percentage of the jobs are part-time, and the vast majority of the private sector workforce is non-union. Do we need to rethink absolute, universal rights and standards to ensure all working Albertans are treated fairly? Do we need new processes and mechanisms to represent the interests of unorganized workers?

Employers, educators, unions and individual Albertans are all encouraged to share their views and opinions on these and other relevant workplace issues. This broad input will assist the Alberta government in its efforts to continue to work closely with all interested participants in maintaining a competitive, quality workplace in the years ahead.

5.0 THE ENVIRONMENT AND QUALITY OF LIFE

Together with its human resources, the province's rich endowment and variety of natural resources represent the fundamental strengths of the Alberta economy. In continuing to pursue new economic development opportunities, all Albertans bear a responsibility to protect the environment and the resource base as these are the key elements for sustainable development, diversification, and continued quality of life.

A strong and prosperous economy has enabled the province to support wise resource management and to protect and enhance environmental quality. Alberta has a long-standing commitment to responsible management of the resource base, and also recognizes the importance of integrating economic and environmental planning and management into the decision-making process. The integration of economic and environmental objectives is essential to achieving sustainable development and enhancing the quality of life in Alberta.

5.1 Promoting Sustainable Development

In response to the Report of the Brundtland World Commission on Environment and Development, Canadian environment ministers established the National Task Force on Environment and Economy. In September 1987, the Task Force released a report containing 40 recommendations on steps to foster and promote environmentally sound economic development in Canada.

The report defines "sustainable development" as development which ensures that current utilization of the environment and the resource base does not damage prospects for their use by future generations. Central to this concept is the requirement that current practices should not diminish the possibility of maintaining or improving living standards and the quality of life in the future.

The objective of sustainable development is to promote environmentally-sound economic activity and growth, not to promote economic growth or environmental protection in isolation. Sustainable development is compatible with economic growth, provided that such growth does not compromise the ability of future generations to maintain prosperity, living standards, and continued quality of life.

The Alberta Round Table on Environment and Economy has been established to provide recommendations on how the concept of sustainable development should be implemented within Alberta. The mandate of the Alberta Round Table, which consists of a number of sector representatives and citizens at large, includes:

- developing a sustainable development strategy for Alberta;
- advising the Alberta government on matters of policy related to the integration of the economy and the environment;
- providing leadership to promote demonstration projects and activities; and
- monitoring and reviewing implementation of Round Table recommendations accepted by the Alberta government.

Policy Options in Support of Sustainable Development

One of the primary objectives of Alberta's economic and diversification strategy for the 1990s will be to encourage and support the further upgrading of the province's natural resources. By adding value to resources, Alberta is conserving and more efficiently utilizing its renewable and non-renewable resource base. Over the long term, this will contribute to more stable and sustained economic growth in industries traditionally affected by wide swings in resource prices.

Alberta has put mechanisms in place to prevent rapid depletion of its non-renewable energy resources. It has also used resource royalties to diversify into more knowledge-intensive sustainable economic activities through such initiatives as the Alberta Heritage Foundation for Medical Research, the Alberta Opportunity Company, and Vencap Equities Alberta Limited. The Alberta Heritage Savings Trust Fund is the main vehicle used for investing non-renewable resource revenues in projects and programs that diversify and broaden Alberta's economic base.

Other approaches which could be considered in the 1990s to further advance and promote sustainable development include:

- supplementing regulatory controls with economic incentive mechanisms such as investment tax credits, accelerated depreciation allowances, and contaminant abatement schemes; and
- harmonizing environmental standards and processes across the country to promote fair competition and ensure environmental protection.

Industry, recognizing both the direct benefits of reduced clean-up and remedial costs, and the indirect benefits associated with preserving Alberta's quality of life, is increasingly working toward long term environmental solutions. Industry could further promote environmentally-sound economic development by:

- continuing to adopt internal goals and performance standards which go beyond minimum regulatory requirements while maintaining sensitivity to costs and other economic factors; and

- contributing to the environmental consciousness and capabilities of smaller independent firms through shared information and environmental expertise.

Although the same underlying principles will apply, achieving sustainable development will likely require different approaches in various economic sectors. These are just a few of the approaches which will need to be explored in integrating environmental considerations into the economic decision-making process in a more systematic and coordinated way.

Environmental Legislation and Interjurisdictional Overlap

Since the Canadian Constitution does not expressly allocate jurisdiction over environmental matters solely to the provinces or to the federal government, there is an urgent need to address the issues of interjurisdictional overlap and duplication. These issues must be resolved to improve the predictability of environmental standards and the regulatory process. This is critical from an investment perspective and essential to maintaining investor confidence in the Canadian and Alberta economies.

Companies need to understand up front what their obligations and liabilities are in a clear and definitive way if business and investor confidence is to be maintained.

The proposed Alberta Environmental Protection and Enhancement legislation will create clear regulatory provisions to standardize and clarify both the Environmental Impact Assessment (EIA) and approval processes. Recognizing that environmental concerns and impacts respect neither physical nor political boundaries, the Alberta government is committed to cooperating with other governments in managing environmental issues which affect Alberta's neighbours. The proposed legislation will contribute to greater intergovernmental cooperation, while reinforcing Alberta's constitutional responsibilities for managing the environment in Alberta.

In addition, the Natural Resources Conservation Board Act is intended to define the guidelines and to provide a forum and a process for public hearings on major development projects. The Natural Resources Conservation Board will consider the environmental, social, and *economic impacts* of projects outside the province's energy sector. In establishing the new Board, Alberta will draw on its experience with the highly successful Energy Resources Conservation Board, created in 1938 to conserve the province's oil and gas resources.

Last year, the federal government released “Canada’s Green Plan for a Healthy Environment”. The Green Plan contains more than 120 initiatives in eight major areas, and commits the federal government to \$3 billion in new spending on the environment over the next six years. The Alberta government is generally supportive of the directions proposed in the Green Plan and recognizes the need for close consultation and cooperation with the federal government in the implementation of particular initiatives.

5.2 Developing and Marketing Environmental Technologies

Alberta has been a leader in setting environmental standards and in fostering sustainable development practices. The application of new environmental technologies in the resource and manufacturing sectors has not only enhanced environmental compatibility, it has allowed industry to remain competitive within global markets.

Government, industry, the universities, and research institutes will need to look at ways of working more closely together in developing the commercial potential of environment-related R&D. This will be essential if the private sector is to continue to address environmental concerns within a competitive framework.

Alberta businesses have been extremely successful in developing the leading-edge technologies required to meet the province’s high environmental standards. The Alberta Special Waste Treatment Centre at Swan Hills, Canada’s first comprehensive hazardous waste treatment facility, is just one example of Alberta’s expertise in the environmental and waste management field.

Alberta firms have also developed knowledge and expertise in a number of other environmental protection applications which meet or exceed internationally recognized standards of quality and reliability. Opportunities to export this expertise are being given a high priority. Areas of Alberta expertise include: land and water management, industrial waste water treatment, sewage and chemical waste treatment, river basin planning, flood and erosion control system design, forestry conservation, recycling and waste management, pollution control and analysis, regional air monitoring, clean fuel-burning technologies, transportation of dangerous goods, and sulphur recovery.

The Alberta Research Council was established by the provincial government in 1921 to support and encourage economic growth through the application of scientific and engineering expertise. This commitment continues today and extends to research into the efficient use and management of renewable and non-renewable resources, and into sound resource conservation practices. Over the past several decades, the Alberta Research Council has played an important role in the advancement of technology that supports sustainable development in the petroleum, oil sands and heavy oil, coal, forestry, agriculture, manufacturing, and advanced technology sectors.

The Alberta Environmental Centre in Vegreville is one of North America's most advanced centres for environmental studies. Its high quality research, evaluation services, and technical expertise are helping businesses seek practical solutions to environmental problems. The environmental research being done at both the Alberta Research Council and the Alberta Environmental Centre provide a strong foundation for the continued growth and development of Alberta's environmental business sector.

The Importance of Waste Minimization and Recycling

The quantity of waste generated by Albertans is increasing each year, and the bulk of this waste is being disposed of in landfill sites. As each landfill site reaches its capacity, new landfill sites are required. The difficulty in selecting suitable sites, their costs, and health and safety considerations are causing major problems for municipalities.

Reducing waste at the source, including residential, commercial and industrial wastes, will help to conserve natural resources, save energy, and reduce collection and landfill or recycling costs.

Effective waste management is a prerequisite in supplying the materials for recycling — while a market for recycled products is also necessary to support a commercially viable recycling operation.

Although recycling has gained a higher profile in recent years, it is not a new industry in Alberta. Building on the strengths of the existing industry, Alberta will be better able to take advantage of emerging opportunities in this area. Recycling efforts can only be successful when they are based on technologies that produce quality- and price-competitive products with strong markets to support them.

How active should government be in working with the private sector to encourage and support continued development of the province's recycling industries?

Should governments, educational institutions, hospitals and other public sector entities implement procurement policies favouring recycled and environmentally friendly products? What if these products are only produced outside of Alberta? How will Alberta's traditional resource and manufacturing industries be affected by the growing trend toward recycling?

The Alberta government is committed to meeting the challenge of providing leadership and support on environmental issues. **Alberta Action on Waste** — the waste minimization and recycling development program recently announced by the Alberta government — is an important step toward achieving the goal of a 50% reduction in municipal solid wastes by the year 2000.

Through Alberta Action on Waste, and government's overall waste management strategy, the province is prepared to work with all economic partners to promote, educate, and assist in waste minimization and recycling at all levels of society. Government is also committed to assisting in the development of markets, technologies, and industrial capabilities for recycling and the production of environmentally friendly products. This reflects government's firm belief that a healthy environmental business sector will not only contribute to the goal of a stable, clean environment, it will also make an important contribution to economic diversification.

5.3 Strengthening Alberta Communities Through Local Initiatives

To successfully meet the challenge of the 1990s, communities will have to define their own niche with respect to provincial and global trends. To do this, they must have the awareness and ability to analyze these trends and to organize, plan, and implement economic development programs on their own behalf. The role of the Alberta government has been to facilitate and encourage this process.

Every Alberta community contains individuals and groups with entrepreneurial spirit and both the initiative and will to revitalize their communities — provided an atmosphere exists to make this possible.

While a vision for the community is important, it is even more important that the vision be realistic, practical and rooted in the basic strengths of the individual community.

In Alberta, many communities are in transition, facing new opportunities and challenges. Effective community-based development requires that the citizens of these communities, the people who have the greatest stake in development, have the opportunity to influence the social and economic futures that are appropriate for them, their values and strengths.

Community-based economic growth and prosperity is closely linked to entrepreneurial activity and growth in the small business sector (as noted in Section 4.4 “Encouraging the Entrepreneurial Spirit”).

In 1989, the Minister’s Council on Local Development was formed to coordinate a strategy to enhance local capabilities. Underscoring the importance of community input, the Minister’s Council held 26 public meetings throughout the province, in which more than a thousand individuals representing 250 communities participated.

The message was clear...communities and individuals want a fundamental change in their relations with government. Local leaders told the Minister’s Council they desired a proactive role in determining their economic and social future. The Council was told that the future government role should be one of support — of helping communities to help themselves. A number of options were proposed to facilitate this new relationship:

- an information network — supplying data on new markets, new technologies, and new opportunities to help local residents make decisions on revitalization initiatives;
- an education process — to help local leaders and local or regional economic development officers prepare to take full advantage of opportunities identified through the information network;
- local finance vehicles — which would allow local funds to be used to finance local initiatives, particularly in smaller centres where traditional lenders are often reluctant to support business initiatives; and
- a coordinated government response to individual community needs — to ensure that government is sensitive to local needs and to allow for quick decisions as business development opportunities become available.

Through the Local Development Initiative, the Alberta government has listened to the needs of Alberta communities and will consider the full range of options in providing responsive tools to promote revitalization.

Communities can be provided with the tools required for local development only with a highly coordinated and integrated action plan. In this way, communities in every region of Alberta will be able to benefit from the prosperity generated by this framework for economic development and diversification.

Strengthening the Economic Base of Rural Communities

Small communities are the backbone of Alberta, their lifestyles and economies are a significant part of the province's heritage.

The economic prospects of many rural communities are closely linked to agriculture. One of the biggest impediments to further diversification and growth in the agriculture sector is the present method of payment of the Crow Benefit. Changing federal policy to allow the grain transportation subsidy to be paid directly to producers would promote increased value-added activities in the grain and livestock industries. This would provide a stronger base from which many rural communities could generate additional economic development activity.

Tourism also offers significant potential for community and rural development. The Community Tourism Action Plan is developing a stronger foundation for tourism growth at the local level. Team Tourism, as a marketing program, has increased the awareness of Alberta communities in other provinces and countries. These programs encourage the growth of entrepreneurial activity and have contributed to a stronger and more secure environment for Albertans who wish to live and work in their own communities.

Recent studies have also shown that small business formation and entrepreneurship play a key role in creating income and employment in rural communities. As a result, strategies for rural development will need to consider the broader requirements and potential for entrepreneurial development and small business growth.

In addition to the issues identified through the Local Development Initiative, the following options could also be considered to help smaller communities maintain a viable economic presence in the 1990s:

- expanding community-based initiatives aimed at strengthening and supporting the entrepreneurial and small business culture;
- developing a “matching service” to bring together investors seeking the amenities and quality of life of a rural community, and communities seeking to attract new business development;
- providing increased government assistance to rural communities to ensure residents have the skills they need to participate in jobs and related spin-off benefits associated with local resource development projects;
- building on programs such as Business Initiatives for Alberta Communities to ensure communities have the capability to plan and implement economic and business development initiatives; and
- further developing existing business and community counselling services in rural Alberta into complete business resource centres with in-depth counselling and support services.

6.0 STRENGTHENING BUSINESS RESOURCES

As Alberta moves towards the 21st century, its industries — resources, manufacturing, services and advanced technologies — must be able to grow and compete internationally. Alberta's advantages lie in its human and natural resource strengths and in a business environment which encourages private sector growth and enhances the role of market forces. While it is the role of government to create an environment which promotes competitiveness, it is ultimately the role of industry to be competitive and to identify and take advantage of emerging business development opportunities.

Maintaining and enhancing Alberta's competitiveness will require a healthy, well-educated, and adaptable workforce, and continued nurturing of the province's technological and entrepreneurial capabilities. Businesses must also have the opportunity to operate within a competitive tax, fiscal, and regulatory environment. This is necessary to maintain a positive climate for growth and investment, and to provide future generations with a strong economy and a wider range and choice of challenging job opportunities.

6.1 Science, Technology, and Industrial Innovation

A country's commitment to science and technology is usually quoted in terms of its gross expenditure on R&D expressed as a percentage of the country's Gross Domestic Product (GDP). Canada currently spends the equivalent of 1.3% of GDP on R&D activities...while Japan, the United States, Germany, and Sweden all spend at least twice as much in percentage terms.

Canada's current and past performance in R&D investment is poor compared to its major international competitors. In addition, the existing contribution by industry, relative to university and government, is weak in Canada compared to those of other nations.

Industry currently performs 54% of Canadian R&D, and the universities and government 23% each. To attain a sector distribution close to that of the industrialized countries that invest more in R&D than Canada, a 25% increase by each of the university and government sectors would be required. Industry would need to increase its contribution by 260%.

Recognizing that Canada's poor performance in R&D investment poses a serious threat to the country's future economic prosperity, the first national forum of Canada's provincial and national science advisory councils released the "Halifax Declaration". This document set as a target nearly doubling Canada's R&D investment by the end of the decade from 1.3% to 2.5% of the GDP.

The 1990s will create unparalleled opportunities and challenges for Alberta companies as they adjust to the new global economy. In order to compete successfully, it will be essential that new processing and production technologies be incorporated into Alberta's traditional resource and manufacturing industries to make them more competitive.

Agriculture, energy, forestry and manufacturing are all key components of the Alberta economy. More and more, however, these industries will be under increased pressure to counter the entry of emerging nations as competitors and to increase quality, service and environmental responsiveness. How do our resource and manufacturing industries respond to these competitive challenges? With increased international competition, how can these industries continue to be world leaders in the provision of a wide variety of high value-added products?

The linking of new, advanced and knowledge-intensive technologies with our traditional resource and manufacturing industries is seen as a major advantage Alberta has over many of its foreign competitors. To build on this competitive advantage, Albertans will need to look at new ways of enhancing the acquisition, transfer, adoption and diffusion of best-practice product and process technologies.

The application of the new technologies to resources and manufacturing will help improve product quality, lower costs, result in more value-added processing, and enhance environmental compatibility. All will result in increased competitiveness in global markets.

The new technologies also offer significant opportunities to Alberta's small business community, because they have the potential to enable firms to produce efficiently on a smaller scale. Government, educational institutions, and the research institutes must work closely with the small business community to ensure that small firms are aware of the new technologies and use them to become more competitive.

Five fundamental objectives have been identified to guide the development of Alberta's technology development and industrial innovation action plan for the 1990s. The Premier's Council on Science and Technology — consisting of representatives from the research community, advanced technology firms, and the academic and business communities — will be advising government on possible strategies in each of these areas.

(1) A commitment that science and technology is of critical importance to developing an internationally-competitive economy — a commitment that must be shared by governments, industry, labour, educational institutions, and by the general public.

The Alberta government leads most Canadian provinces in its commitment to science and technology, with an average annual investment of \$250 million over the past eight years. In addition, an estimated \$185 million of the funding provided to the province's universities supports research infrastructure. Nevertheless, Alberta's gross expenditure on research and development is only 0.9% of provincial GDP, substantially less than the 2.5% or more of GDP spent by many of the province's trading partners.

In the future, Alberta industry will need to significantly increase its investment in R&D, particularly outside the oil and gas sector. It will become increasingly important that government activities and support be focused on encouraging, supporting and complementing increased private sector R&D, especially R&D aimed at improving "competitive performance".

The role of the universities and other post-secondary institutions also needs to be re-examined in the context of the advanced technologies. Reviews of science, engineering and technology programs must ensure that the facilities, training and education provided are appropriate.

(2) Strengthening Alberta's human resource base in science and engineering and increasing university/industry cooperation in research and development.

Alberta's universities, colleges, and technical institutes play a crucial role in linking science and technology with industrial innovation. These institutions train the needed scientific, engineering, and technical personnel and conduct most of the research needed to further technological development.

In recognition of these important linkages, Albertans may want to consider the range of policy options available to strengthen Alberta's human resource base in science and technology. This could include options to ensure greater participation by women in the scientific and technical occupations, and to encourage young Albertans to consider science and engineering as "attractive" career options. It is also important not to overlook industry-led development of scientific, technical and specialized personnel, and how these activities could be further encouraged and supported.

(3) Developing a technology-oriented culture where Albertans are more aware of the importance of science and technology to continued economic prosperity and quality of life.

Developing a strong human resource base in science and technology will require greater public awareness and understanding of the importance of science, engineering, and technical occupations to Alberta's economic growth and quality of life. Current perceptions toward science and technology will need to change before more women and young Albertans consider careers in these fields.

(4) Continuing to provide funding for research infrastructure and facilities which are critical to private sector/university/government R&D collaboration and relevant to current industrial development needs.

While much of the required R&D infrastructure and facilities have already been put in place, there needs to be a more focused and integrated approach to managing and directing R&D activities in the province. Increased R&D collaboration among the universities, research institutes, government, and the private sector would encourage more integrated planning of R&D activities, lead to increased commercial application of basic and applied research, and facilitate the targeting of specific technologies and industrial sectors for future growth.

(5) Providing support for industrial innovation and leveraging increased private and public sector investment in the development of new industrial technologies.

Continuing fiscal restraint means that the Alberta government's spending on research and development, science and technology infrastructure, and assistance for industrial innovation is likely to be constrained over the medium term. Spending in these areas will therefore need to be better targeted. It should also be aimed at leveraging substantially greater private sector and federal government investment in R&D activity in Alberta.

Other options to attract "leading-edge", technology-intensive companies to Alberta could also be considered, such as:

- building on the national Networks of Centres of Excellence Program by developing new collaborative initiatives and additional research linkages;
- providing increased R&D tax credits and incentives to technology-intensive companies;
- encouraging and supporting the formation of R&D consortia and providing tax incentives to companies which collaborate in pre-competitive industrial research; and
- encouraging the formation of joint venture funds to meet specific technology objectives.

In addition, there are a number of related questions Albertans may wish to comment on. Are expenditure objectives or targets a useful measure of our commitment to research and development? What options are available to encourage the private sector to assume more responsibility for R&D?

How can we enhance the technological capabilities of small and medium-sized firms? What options or approaches could be used to increase collaborative efforts among governments, universities, research institutes, and industry in the areas of technology development, application and commercialization? What priority should be given to technology acquisition and the “importing” and “brokering” of new technologies for Alberta industry?

6.2 A New Approach to Manufacturing

In terms of real value of shipments, Alberta’s manufacturing base has more than tripled in size since 1970. Alberta’s manufacturing sector consists primarily of **value-added resource products**, such as petrochemicals, forest products, processed foods and refined petroleum products, and **industrial goods**, including oil and gasfield equipment, fabricated metal products, transportation equipment, electronic products and construction materials.

A key element of Alberta’s diversification strategy has been to broaden Alberta’s economic base by supporting manufacturing and the further upgrading of resources. This has helped to diversify the economy by expanding the product base above and beyond traditional resource commodities to higher value-added products.

The petrochemical industry is an excellent example of a relatively new industry in Alberta which upgrades primary energy resources, in this case natural gas, into higher value-added products with a much different market demand cycle. The forest products industry is another example of diversification through further upgrading of resources and the application of advanced technologies to develop new product lines. Products such as oriented strandboard, medium density fibreboard, and chemi-thermo mechanical pulp (CTMP) have resulted in higher value-added and more efficient utilization of Alberta’s forest resources.

Diversification has also been achieved by adding value to our agricultural commodities. In fact, the total value of shipments in Alberta’s food processing industry now exceeds the total value of primary agricultural commodities produced in the province. Investment in the food processing industry not only provides jobs for Albertans, but also creates new markets for Alberta’s primary producers. Malting facilities, dehydrated alfalfa plants, oilseed processors, cheese factories and meat processing plants are just some of the examples where new investment has taken place in recent years. Many of these industries also locate outside of the major urban centres, helping to create new job opportunities in smaller communities.

The further expansion of Alberta’s manufacturing base in the 1990s, particularly in areas of higher value-added resource upgrading and new industrial and consumer products, will be important to achieving a more diversified and stable economic base.

Competitive Challenges and Opportunities

With increased international competition, Alberta's manufacturing sector will have to place greater emphasis on technological innovation to reduce costs, improve product quality and reliability, and develop new higher value-added products. To facilitate and encourage this process, the Alberta government will have to work closely with other levels of government to develop a consistent tax and business environment conducive to improving productivity and competitiveness.

While recognizing the importance of a balanced budget, it is also critical for Alberta to maintain its corporate tax competitiveness relative to other jurisdictions in Canada and the United States. Organizations such as the Canadian Manufacturers' Association and the Canadian Federation of Independent Business have expressed concern about recent corporate tax changes affecting manufacturers at both the federal and provincial levels. Furthermore, there has been criticism of the industrial property tax system in Alberta, particularly relating to machinery and equipment assessment and taxation. The concerns and advice of industry will continue to be welcomed and encouraged, and will certainly be carefully considered in developing Alberta's economic strategy for the 1990s and beyond.

Government policies and activities can have a significant impact on the performance of the economy, and hence on the competitiveness of individual firms. For Alberta to continue to attract new manufacturing and processing investment in the years ahead, these competitiveness issues will have to be addressed by all levels of government.

Alberta's manufacturing industries are an important generator of growth in the provincial economy. The long term goal is to develop an internationally competitive, environmentally-sound manufacturing sector which will increase incomes and generate new higher-skilled employment opportunities for Albertans.

Considerable work has recently been undertaken by the Alberta government to assess Alberta's manufacturing competitiveness relative to other jurisdictions in Canada and the United States. Based on this work, and the public input received through the *Toward 2000 Together Initiative*, the Alberta government will be examining its own policies and activities, and working closely with the federal government and local government authorities in an effort to strengthen the competitiveness of Alberta's manufacturing sector.

To further capitalize on the manufacturing opportunities which will emerge in the 1990s, a number of options may need to be considered. These include:

- encouraging and supporting the further upgrading of intermediate products and the production of complementary products and services, such as the manufacturing of paper products from pulp, further downstream production of petrochemical derivatives and end plastic products, and the production of complementary inputs such as specialty chemicals for the forest products industry and oil and gasfield exploration and production equipment for the energy sector;
- strengthening the sourcing and procurement linkages between small and large manufacturers in order to encourage supplier development and further enhance the production capabilities of the province's small manufacturers;
- developing new approaches to assist manufacturers in adopting and using the latest production technologies (e.g., computer assisted design and manufacturing technologies, total quality control systems, robotics, etc.); and
- encouraging increased private sector investment in productivity-enhancing plant and equipment through special tax incentives, repayable contributions and infrastructure support.

Building Competitive Advantage

In the past, the relative strengths of national and regional economies often derived from their endowment of natural resources. In many of the advanced manufacturing industries, however, competitive advantage is now being "engineered". Research and development, scientific and technical expertise, advanced design and production processes, and quality assurance are among the key determinants of competitive advantage in many of these industries.

Although Alberta's resource-based industries will remain the primary engine of economic growth for some time to come, their contribution will increasingly be augmented by new high growth industries. Despite the risks associated with these "threshold" or "emerging" industries, they will be critical to Alberta for two reasons:

- they represent the focal points for future growth and job creation; and
 - they have the potential to develop the products, services, and enabling technologies to stimulate further growth in the traditional resource and manufacturing industries.
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Businesses no longer base location decisions solely or simply on considerations of low-cost environments. They now consider a much more complex set of factors which can affect their ability to compete in the global marketplace. Workforce skills and availability, access to technology, proximity to academic and research institutions, and quality of life considerations have all emerged as key elements in guiding business investment decisions in advanced manufacturing.

A firm choosing to compete on the basis of quality and product differentiation will seek quality inputs — highly skilled workers, leading-edge technologies, and advanced design and production systems. In addition, it will seek out a competitive tax and regulatory environment, one where the requirements and paper burden imposed on companies do not create any unnecessary costs. This implies that Alberta's long term competitiveness and prospects for attracting new business development are closely linked to both the level of corporate infrastructure available to firms and to the prevailing business climate.

Targeting High-Growth Industries

With a relatively small population base, and without close proximity to our major markets, Alberta cannot expect to succeed in all of the industries and sectors it may want to develop. The small domestic market and high transportation costs can make it difficult for certain types of industries to compete from Alberta.

Development of the province's advanced manufacturing sector has been, and will continue to be, one of the primary objectives of Alberta's economic and diversification strategy. The current focus is on advanced materials, electronics and telecommunications products, the aerospace industries, transportation equipment, and industrial machinery and equipment. These areas have been targeted on the basis of certain strengths in Alberta — both within industry and the research community — and on the existing and potential market opportunities for these products.

Over the past 15 years, Alberta has built a significant research and development infrastructure, making the province more attractive to business and investors alike. Even with this infrastructure in place, however, linkages still need to be developed to encourage greater commercialization within Alberta's advanced manufacturing sector. It will become even more important in the future that these linkages be developed and strengthened to further encourage and support the growth of key industries.

Are there other areas where competitive firms are already emerging, or where there may be additional opportunities or potential to develop new industries or products within Alberta?

What are Alberta's strengths and weaknesses in the manufacturing sector, and how do factors such as scale of production, physical resources, the value of the Canadian dollar, taxation, and transportation costs affect the province's ability to attract new investment?

Moreover, what options are available to further strengthen and strategically position Alberta's manufacturing sector to meet the competitive challenges which lie ahead?

6.3 Competitive Service Industries

Alberta's service sector is extremely diverse and accounts for some 60% of the province's Gross Domestic Product and more than 70% of provincial employment. Over the past decade, income and employment levels in the service industries have been much more stable than income and employment in the resource and manufacturing industries. Given the relative size and importance of the service sector, this has been a key factor in reducing some of the variability inherent in Alberta's resource-based economy.

"Business services" are essentially services purchased by other businesses, such as design, consulting engineering, research and development, computer, financial, professional, communications and distributive services. These services now account for almost 50% of Alberta's total service sector receipts. Consumer and government services each account for some 25% of the service sector's current output. Contrary to popular belief, much of the real growth in the service sector is being fuelled by demands for services to support Alberta's industrial base and not by demands for consumer services or the growth of government.

Business services are one of the main vehicles through which new technologies are introduced into the economy. These new technologies often lead to the lowering of production costs, more environmentally sound production processes, and the development of new products and services. Business service firms also play an integral role in advising other industries and firms on all aspects of business competitiveness, from process and product design to marketing and distribution.

Given the increasing level of business services embodied in traded goods, the overall competitiveness of Alberta's resource and manufacturing industries now depends to a large degree on the quality and cost of these service inputs. As an example, purchased services inputs are currently estimated to account for 39 cents of every dollar of Alberta's merchandise exports. Services are also exported in their own right, generating additional export revenues and jobs for the Alberta economy.

We are no longer at a stage where we can talk about any one sector as being “the key” to economic growth. The Alberta economy is now highly integrated and the linkages between sectors have become critical to maintaining global competitiveness.

Given that services are a dominant and growing part of the Alberta economy, consideration should be given to developing a proactive strategy which supports the development of strategic service industries. This strategy could focus specifically on those service industries that:

- enhance the productivity and competitiveness of Alberta’s resource and manufacturing industries;
- generate professional, technical and other high value-added job opportunities; and
- have the potential to become significant export industries in their own right.

Strategic Service Industries

While Alberta is competitive in most service industries, the province’s competitive advantages within the service sector are clearly in business services — particularly in specialized niche markets. This includes a wide range of information-based services derived from traditional areas of strength, such as:

- resource extraction and management (e.g., oil and gasfield services);
- engineering and design;
- certain transportation services;
- environmental services;
- land-related information systems; and
- information and communications services.

The Alberta government also recognizes that a well developed **transportation and communications infrastructure** is essential. Government is therefore committed to ensuring that Albertans have access to efficient transportation and communications systems which support the province’s social and economic well-being. Maintaining competitive transportation costs, and encouraging and supporting the development of new transportation and communications infrastructure, will be among the key challenges confronting Albertans in the years ahead.

In looking ahead to the future role of business services in the Alberta economy, several important questions need to be addressed. What are the prospects that business services will continue to grow as rapidly in the 1990s as they did during the 1980s? What can government do, in partnership with industry, to encourage and support development in areas having strong potential for growth?

How can we further strengthen the “competitive linkages” between business services and the province’s resource and manufacturing industries? What role should government play in attempting to capitalize on the growing international trade in services? Should government attempt to privatize as many government services as possible, or should a more cautious approach be taken on privatization? How can we better utilize our transportation system to help overcome the relatively long distances and high costs of transporting goods to our major markets? These questions outline the broad range of issues which will need to be considered and discussed in developing Alberta’s economic strategy for the future.

Tourism’s Potential

Tourism has been recognized as a major contributor to Alberta’s economic growth. Alberta government policy, over the last five years, has been targeted at capitalizing on the growing worldwide importance of tourism and the many economic opportunities available through the pursuit of tourism development. The key elements of Alberta’s current tourism strategy are listed below.

ALBERTA’S CURRENT APPROACH TO TOURISM DEVELOPMENT

- **Building a solid tourism foundation at the community level.**
 - **Developing a solid service structure for the tourism industry.**
 - **Developing regional and provincial tourism generators.**
 - **Facilitating major destination resorts developed by the private sector.**
 - **Ensuring appropriate infrastructure and transportation access to tourism facilities and attractions in Alberta.**
 - **Responding to the education and training needs of the tourism industry.**
 - **Coordinating and implementing an integrated approach to marketing.**
 - **Reviewing all government policies affecting tourism.**
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This strategy has resulted in the creation of a number of government/industry initiatives that have bolstered development of the tourism industry in recent years. Among these initiatives are:

- **The Canada/Alberta Tourism Agreement** which provided funding assistance to development, marketing, research and training projects designed to strengthen the national and international competitiveness of Alberta's tourism industry;

- **The Community Tourism Action Program** which provides financial assistance to Alberta municipalities, and others, who wish to implement tourism-oriented capital development projects identified in Community Tourism Action Plans;

- **Team Tourism** which is a joint government/private sector marketing program designed to help industry market tourism destinations and facilities on a regional basis; and

- **Alberta Best**, an awareness and hospitality training program, which is designed to help Albertans understand the importance of tourism and to ensure Alberta's visitors receive the hospitality and quality service they deserve.

While these initiatives have furthered the development of the industry, there continue to be a number of challenges facing the growth of tourism in Alberta.

The significant growth potential in the tourism industry raises several questions and options for the future. How can Alberta be developed and promoted as a year-round destination? Should Alberta dedicate natural resources specifically for the development of tourism? How can we establish an effective balance between tourism development and environmental conservation? What role should government play in further developing Alberta's tourism industry?

In order to ensure that these challenges are met and the industry realizes its full economic potential, it is necessary to develop a clear and consistent vision for tourism. "Tourism 2000: A Vision for the Future" will establish a new provincial tourism strategy, representing the long term goals and objectives of the major tourism partners, and in doing so will chart a future course for tourism in the province. Tourism 2000 will address the critical issues facing tourism through a broad industry consultation and public participation process, and will provide the private sector and other partners with an overall strategic framework for the industry.

With the rapid growth in international travel, Alberta's tourism industry is expected to see strong growth in the 1990s. Government will continue to work closely with the private sector to ensure that the industry is prepared to take full advantage of the tremendous growth opportunities that are available.

6.4 Broadening the Corporate Base

Albertans recognize the crucial role that entrepreneurs and small businesses play in our economy. Currently, businesses with less than 50 employees represent 95% of all Alberta firms...and over the period 1978-1988, small business accounted for almost 80% of all new jobs created in the province. Studies have also shown that Alberta's dynamic small business economy has provided a solid base of economic stability across the province, particularly in rural and smaller communities.

As in the past, much of Alberta's future growth and prosperity will depend on the entrepreneurial spirit of its small business community. The Alberta government will continue to encourage and support entrepreneurship and small business development by creating an economic environment that encourages business start-ups and business expansions.

With the emergence of new design, production, marketing, and office technologies, economies of scale are no longer as important as they once were. Consumers are also demanding more specialized and customized products and services. Small companies that can respond quickly to these shifts in consumer demand and use the new technologies to improve their competitiveness will be successful.

As an example, many small Alberta manufacturers have chosen to specialize in shorter production runs or to undertake flexible manufacturing. Rather than extending production runs in a few product lines, these firms now focus on meeting specific demands for specialty products in Canadian, United States and other international markets. In this "niche marketing approach", the quality of a product or service has generally proven to be more important than price competitiveness in determining success.

Both levels of government provide strategic and other forms of business information to small businesses. Governments offer programs and services to assist these businesses in the areas of management planning, product development, quality assurance, and skills development and training. This assistance is crucial to many entrepreneurs and small businesses, and to building a stronger and more competitive small business economy in Alberta. It will be important to review and assess these programs and services on a regular basis to ensure that they adequately address the needs of small companies and further build on this strategic partnership.

An Emphasis on Growth and Competitiveness

While recognizing the importance of small business in terms of employment growth and creating new economic opportunities, longer term prosperity will also depend on developing larger firms which can compete effectively in the international marketplace. Although Alberta has a number of large firms with head offices located in the province, the majority of these are in the oil and gas sector. Many of the province's medium-sized companies are also found in the oil and gas sector or in related industries.

Medium-sized firms play a vital role in the economy. Their size often allows them to be more effective competitors in both domestic and international markets, as well as providing them with greater flexibility to quickly adopt and utilize the new technologies. An advantage they have over many larger firms, is that they typically maintain much of the organizational flexibility found in smaller enterprises and can therefore respond quickly to emerging business and market development opportunities.

A concentration of medium-sized firms is usually a prerequisite to developing a critical mass in an industry or sector, particularly in the advanced technologies. The more small businesses that grow into medium-sized companies, the more competitive the Alberta economy will be in responding to the challenges and opportunities which lie ahead.

It is apparent that Alberta is currently under-represented in terms of the numbers of medium-sized firms operating in the province. To further strengthen Alberta's competitive position in the global economy, new approaches to attract and develop more of these companies will need to be considered.

A number of options exist which could serve to broaden Alberta's corporate base, including:

- attracting more "leading-edge" or "threshold" companies to the province in key industries and sectors;
- encouraging the location of more regional and corporate head offices in Alberta; and
- assisting small companies in key industries and sectors to expand their operations and develop into medium-sized companies.

Attracting more leading-edge companies, and encouraging firms to locate their head offices in the province, would bring significant benefits. With research and development, product design, marketing and other important business decisions being made in Alberta, the benefits would not only include spin-off effects within the industry and related service industries, but significant job creation through the contracting out of work to local companies. At the same time, these firms could also provide a stimulus for other companies in the industry to relocate to Alberta, thereby further contributing to the province's competitive strengths and critical mass in certain industries.

What approaches or strategies could be considered to attract more leading-edge companies or head offices to Alberta? Should government provide incentives, or should these decisions be left entirely to the marketplace? What if other provinces or states are providing incentives? How can we avoid counter-productive competition among jurisdictions and interprovincial bidding wars to attract these companies?

A primary constraint to small business growth is the problem of raising new capital. How do we ensure that adequate financing is made available to smaller firms with strong growth potential? Is there too much reliance on debt rather than external equity financing? How can we increase the awareness and access of small businesses to sources of external equity financing, such as the venture capital market?

6.5 Competing in the Global Marketplace

Over the past 15 years, the Alberta government has actively pursued a strategy designed to increase the number of companies exporting and to expand exports in both international and domestic markets. With a growing number of Alberta companies exporting a diverse range of products and services, our ability to further diversify and stabilize the economy has been greatly enhanced.

Trade is a key building block for economic growth and diversification in Alberta. Today, international trade accounts for over 20% of Alberta's Gross Domestic Product and close to 270,000 jobs in Alberta in some way depend on exports.

While exports help to stabilize our economy, even greater stability can be achieved through the diversification of markets for our products and services. Expanding existing markets and strategically targeting new markets with a strong potential for Alberta exporters will remain a major thrust of Alberta's trade promotion and market development strategy.

A Continuing Commitment to Alberta Business

As we enter the 1990s, new directions in export development must be pursued within the framework of a strong, cooperative partnership with the private sector. Government's primary role will continue to be that of a catalyst for business — to identify areas of opportunity, maintain and facilitate contacts with key prospects beyond Alberta's borders, and assist businesses in developing and implementing effective marketing strategies. In order to further diversify our market base, and enable Alberta businesses to capitalize on new and emerging opportunities in the international marketplace, a number of options may need to be considered.

- **Broadening the market intelligence and support services network to assist Alberta businesses in developing appropriate marketing strategies.** Government could further strengthen its market intelligence network, including the information gathering capabilities of Alberta's foreign offices, and look at new and more effective ways to disseminate this information to the private sector.

- **Developing programs which encourage and support the formation of new marketing vehicles, such as consortia and trading companies.** These types of marketing vehicles have proven to be extremely effective in overcoming the small scale and general lack of export and trade-related experience among many small businesses.

- **Providing increased support to small and medium-sized companies to improve their "export readiness".** Additional programs and services could be designed to enhance export awareness, including awareness of specific market and product development opportunities, and to improve the marketing capabilities and skills of these businesses.

Additional options which could further enhance Alberta's international trade might include:

- programs to build on Alberta's ethnic diversity to help access foreign markets for Alberta goods and services;

- developing a Trade Showcase in Alberta to display Alberta products, services and technologies to domestic and international buyers;

- programs to encourage more foreign buyers to visit Alberta and to establish purchasing offices in the province;

- increased numbers of targeted trade shows and trade missions to market Alberta products and services; and

- programs to increase access by Alberta companies to World Bank, Asian Development Bank, Canadian International Development Agency, and other international development agency contracts and projects.

In the 1990s, the strength of Alberta's business community will increasingly be determined by its ability to compete in international markets. Globalization — the result of technological advances, reduced trade barriers and the growing sophistication of consumer demand — will remain a dominant theme, encouraging Alberta's innovative and efficient producers to respond with internationally competitive products and services.

Alberta is already recognized as a quality supplier, and this reputation must be maintained. While price competitiveness will remain important, the international marketplace will place increased emphasis on quality assurance and after-sales service. It will be critical, therefore, that Alberta producers and exporters recognize the importance to their overall market development strategy of reputation, quality and after-sales service.

Expanding Market Access

As a trading province, Alberta has prospered from the removal of barriers to trade. The elimination of barriers has allowed Alberta businesses to overcome the obstacle of a relatively small domestic market, improve economic performance and strengthen the overall competitiveness of the Alberta economy.

INTERNATIONAL AND DOMESTIC TRADE: OPPORTUNITIES AND CHALLENGES

- **The Canada/United States Free Trade Agreement is now in place and will result in the elimination of all bilateral tariffs between the two countries by January 1, 1998. The Agreement will also reduce or eliminate a wide range of non-tariff barriers to trade for both products and services.**

- **Efforts are continuing to conclude the Uruguay Round of Multilateral Trade Negotiations. These are the most comprehensive negotiations ever undertaken under the auspices of the General Agreement on Tariffs and Trade. A successful conclusion would improve Alberta's market access, but would also increase the access of foreign competitors to domestic markets.**

- **Canada, the United States and Mexico have entered into negotiations to establish a North American Free Trade Agreement. These negotiations have the potential to further expand and secure Alberta's market access within a combined North American market of some 360 million consumers.**

- **The provinces, territories and the federal government are also continuing to work together on initiatives to reduce or eliminate barriers to interprovincial trade. Agreements have recently been concluded in the areas of government procurement and beer marketing practices. Efforts are continuing to further strengthen these two agreements, as well as to address barriers in other areas such as professional and labour mobility.**

In the future, Alberta will need to continue its efforts to influence, where possible, the trade policies of both the federal government and our trading partners. This will remain a priority for Alberta...with the overriding goal being to further expand and secure market access for our products and services.

How do we continue to build a strong government/private sector partnership in the area of trade development? What other options are available to improve the export readiness of small and medium-sized companies? Are there new markets the Alberta government should be giving increased priority to in its trade promotion and market development activities?

What impact will Europe 1992 have on Alberta's access to European markets? Will new marketing strategies be required? What opportunities may be available if a North American Free Trade Agreement involving Canada, the United States and Mexico is formally concluded?

What competitive threats might Alberta companies face as a result of the continuing trend toward greater trade liberalization? Which industries or sectors of the economy are likely to see the greatest benefits?

6.6 A Positive Climate for Growth and Investment

The Alberta economy has traditionally been investment-driven in terms of income and employment growth. Investment has at times accounted for up to 40% of Alberta's Gross Domestic Product (GDP), and has generally averaged about 30% over the past decade. By comparison, investment in other Provinces typically accounts for around 20% of GDP. Clearly, investment is a crucial factor in Alberta's economic performance.

Alberta has relied heavily on foreign capital to supplement that available from domestic sources. Foreign investment fostered an agricultural export economy in the first part of the century and assisted in the rapid development of the energy sector following the Second World War. It is estimated that foreign direct investment has accounted for up to 25% of all new investment in the province in some years, but generally the level has averaged between 10% and 15%. At the same time, we must not overlook the important role played by domestic investment in Alberta's economic development.

Many of Alberta's future development prospects – advanced technologies, forestry, petrochemicals, oil sands, heavy oil, coal, tourism, and food processing – are capital-intensive. Large amounts of new investment capital from both domestic and foreign sources will be required to take advantage of these opportunities.

Investment does more than simply generate jobs. It is an important vehicle in transferring technology, increasing productivity, and improving competitiveness. To create a positive climate for growth and investment, government and the private sector will both need to reinforce the notion that Alberta is a good place to do business — and is a province committed to growth, excellence, and maintaining a high quality of life.

The Alberta Capital Marketplace

An efficient and competitive capital market is essential if Alberta is to maintain an economic environment that encourages capital formation and attracts new investment.

Capital formation is particularly important to the continued growth and development of new and existing small businesses in the province. A brief overview of the current situation in the Alberta capital marketplace is provided below.

THE ALBERTA CAPITAL MARKETPLACE

- **Availability of Capital for Alberta Businesses**

A combination of the overall economic environment and decreased confidence among small investors in the integrity of capital markets, particularly since the Market Crash of 1987, has resulted in significantly reduced activity on all exchanges, including the Alberta Stock Exchange. This reduced activity means less available capital for businesses.

- **Globalization of Economic Activity**

Technological advances have contributed to the globalization of capital markets. Through computerization and the entry of banks into the securities business, the Canadian securities industry is being consolidated and centralized. This raises two major concerns for the operation and regulation of the Alberta capital marketplace:

- **institutional decisions and decisions on the investment of private capital in Alberta are more frequently made in central Canada; and**
 - **the effectiveness of provincial regulation in enforcement, information sharing and jurisdiction is being challenged.**
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Preservation of a viable Alberta capital marketplace will require the cooperative effort of both government and industry. Some fundamental questions will also need to be considered. Is there enough capital in the province to support the current and future needs of Alberta businesses? How can government and industry work together to encourage and facilitate small capital formation? Is the retail investor vital to the Alberta capital marketplace? If so, what can be done to attract these investors back to the marketplace? Is the Alberta Stock Exchange still viable in the face of a growing global financial marketplace? If it is viable, what can be done to enhance it?

The Role of Government in Encouraging Investment

Governments — federal, provincial, and municipal — can have a significant impact on the cost of doing business through their policies and overall management of economic issues. Government policies which strengthen the role of market forces, maintain a competitive tax and fiscal environment, control inflation, streamline the regulatory process and make risk-taking more attractive, serve to stimulate investment and business development. With increased international competition for new investment, all levels of government must work together in building a business climate that is attractive to both domestic and foreign investors.

There are a number of policy options or vehicles available to government to stimulate investment and business development, including: direct financial assistance (e.g., loans, loan guarantees, equity participation); tax policy (e.g., competitive rates, investment incentives, R&D credits); and services to business (e.g., business counselling, trade and investment promotion, market intelligence and dissemination). In addition, the Alberta Heritage Savings Trust Fund provides the government with a unique means of further encouraging new investment and diversification in the province.

• Direct Financial Assistance

The use of loans, loan guarantees and other forms of direct assistance to business represents one economic tool to attract new investment. Guarantees are often used to leverage private sector investment by sharing some of the risk exposure. Direct financial assistance can be delivered through specified programs (e.g., Export Loan Guarantee Program, Alberta Capital Loan Guarantee Program) or through non-program assistance where proposals are assessed on a case by case basis.

The Alberta government utilized loans and loan guarantees in the mid-1980s when Alberta was suffering from the effects of low world energy and grain prices. With the prolonged downturn in the economy in 1982 and 1983, banks took a much harder line on their lending practices in Alberta. For new businesses and higher risk ventures, it became more difficult to obtain financing from conventional sources. Faced with this situation, the Alberta government increased its efforts to diversify and kick-start projects which would have otherwise been deferred or cancelled. With a stronger economy today, there is less of a need for direct government assistance; however, this type of assistance can still be an effective tool in certain situations.

• **Tax Policy**

Provincial corporate tax policy is another area where there is considerable scope to further enhance Alberta's competitiveness and provide specific investment incentives. While there are many factors affecting investment decisions, taxation is a highly visible aspect of Alberta's overall competitiveness, and it is a factor that is directly affected by government policy.

Although Alberta has established its own corporate income tax system, the province still uses the same approach as the federal government in calculating taxable income. The potential clearly exists for making greater use of the provincial corporate tax system to stimulate investment in targeted industries and sectors (e.g., by providing tax incentives/ deductions such as accelerated write-offs for manufacturing machinery and equipment, or by providing R&D tax credits or other types of tax preferences).

Recognizing that the Alberta government is faced with fiscal constraints, any proposed tax incentives must be evaluated on the basis of their cost and effectiveness in attracting new investment to Alberta, investment which will in turn generate additional income and tax revenue for the province.

• **Services to Business**

Business development and investment can also be facilitated through the provision of a wide range of government services to business. These types of services can range from promoting awareness of Alberta's economic capabilities and investment opportunities in the international marketplace to providing business counselling services to assist new business start-ups and business expansions.

In seeking to have investment take place in the province, the Alberta government has established vehicles such as the Investment Matching Service of Alberta (IMSA). This is a professional, computerized service designed to match domestic/international investors with Alberta-based investment opportunities. IMSA utilizes the extensive information network of the Alberta government, including six international offices, eight regional offices, as well as offices in both Edmonton and Calgary. Government also encourages investment by coordinating and assisting incoming missions, conducting trade and investment seminars and counselling companies on potential investors through initiatives such as the federal Business Immigration Program.

• **Alberta Heritage Savings Trust Fund**

Established in 1976, the Heritage Fund provides Alberta with a unique vehicle to encourage new investment and economic diversification. Various programs and initiatives backed by the Heritage Fund have helped to broaden Alberta's economic base. At the same time, the Heritage Fund has lessened the tax burden on individuals and businesses, and has helped to maintain the range and quality of education, health and social services available to Albertans.

One option which could be considered would be to set aside a portion of the Heritage Fund, specifically to finance new programs and initiatives in support of economic diversification. Strategies and guidelines for the use of these funds would ensure that they were used in such a way as to complement other government/private sector activities or initiatives aimed at broadening our economic base.

Once again, the importance of a balanced budget cannot be overstated. Taxpayers are already concerned about their ability to afford the current costs of government and are placing a high priority on fiscal restraint. This limits the options available to government. Consideration will therefore have to be given as to what is the most appropriate role for government in encouraging new investment and business development. What is clear, however, is that Alberta's commitment to responsible financial management means that government will have to make even more effective use of limited resources in the years ahead.

7.0 THE NEXT STEP

In the past, Alberta has successfully lessened the effects of short term economic variability, expanded opportunities through resource upgrading, and developed new industries, products and services to provide opportunities for economic growth. But a new century will bring new challenges.

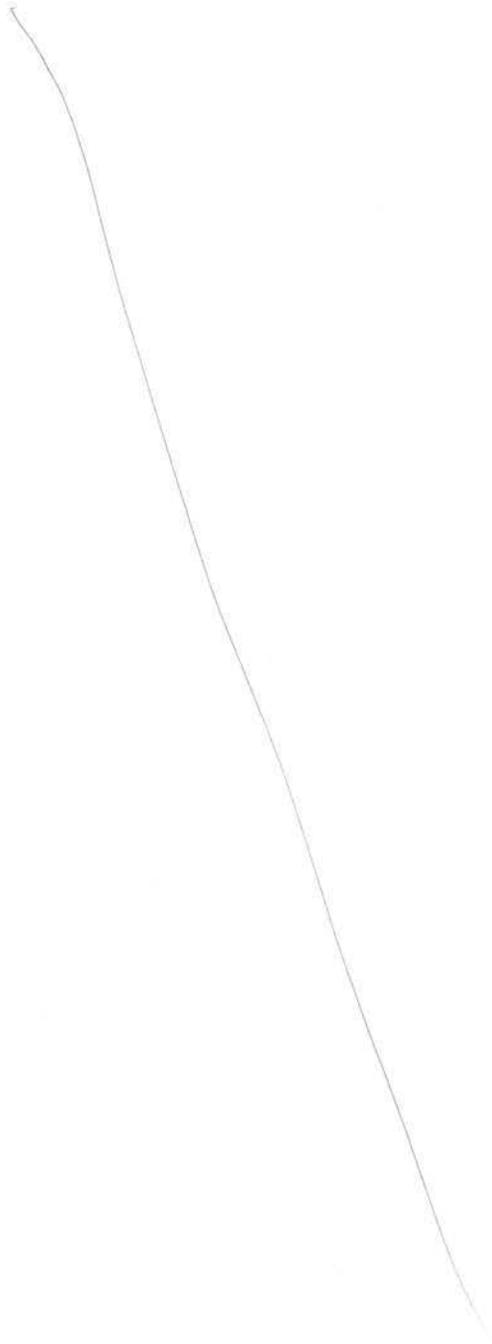
Structural and technological change, increased global competition, and growing awareness that economic growth must be environmentally sustainable, all suggest that government may have to be an even more active partner with the private sector in responding to changes in the global economy. A progressive economic and diversification strategy for the 1990s will be essential if we are to meet the challenges which lie ahead.

One of the challenges facing Alberta is to develop stronger competitive positions in the high-growth and emerging sectors of the economy. Focusing available resources in areas where considerable strengths already exist — or where strengths can be developed — will be the key to sustaining economic prosperity and a high standard of living in the future. While there are some risks associated with this approach, there are even greater risks in taking a less strategic view of what lies ahead for the Alberta economy.

Albertans are encouraged to think about the many challenges facing the province as we move toward the next century. Public involvement is essential to sound decision-making. The decisions that result from this in-depth public discussion of our options and choices will have far reaching implications for Alberta in terms of jobs, economic growth, the environment, international competitiveness, and our long term prosperity and quality of life.

All Albertans are encouraged to participate in the **Toward 2000 Together Initiative**. We ask you to review the issues raised in this discussion paper, to think about the options and choices available to Alberta, and to share your insights with us.

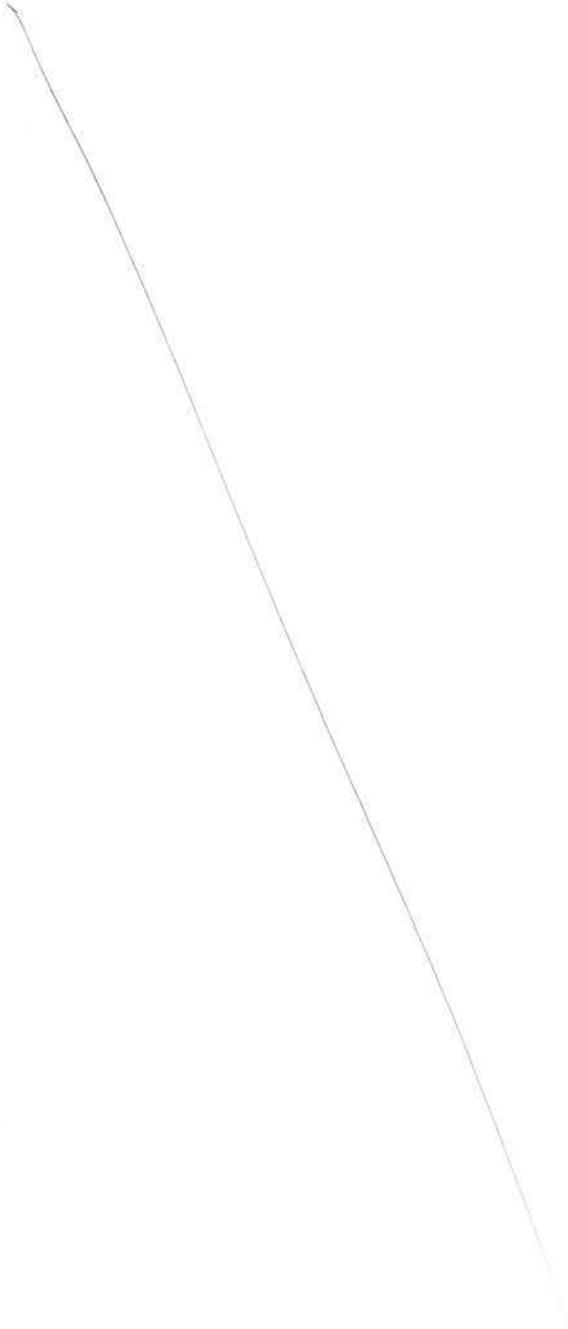
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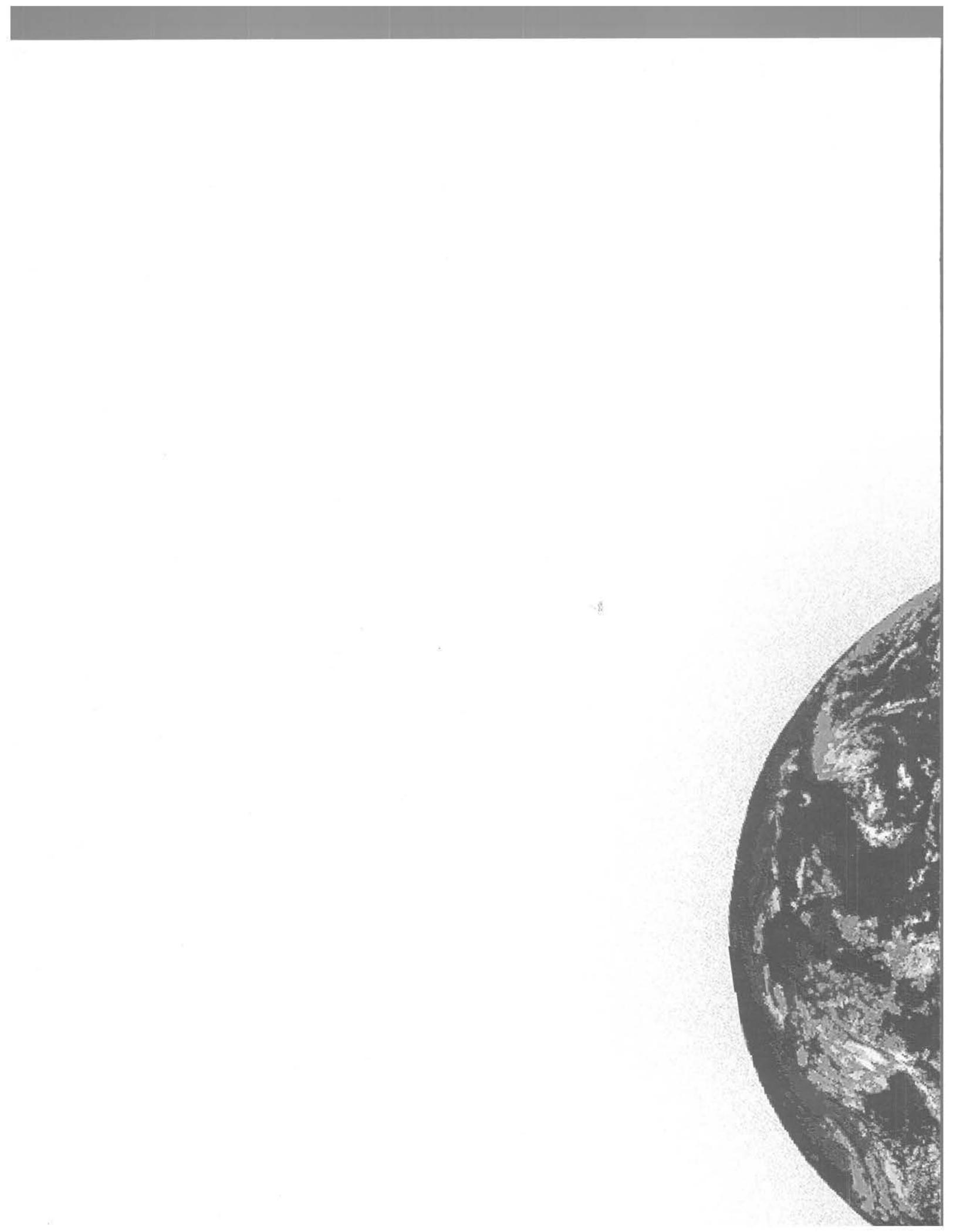


NOTES



NOTES





TOWARD 2000 TOGETHER

SUMMARY



*An opportunity
for all Albertans
to help shape the
economic future
of our province*

Alberta
GOVERNMENT OF ALBERTA

MISSION STATEMENT

“To prepare the province to meet the challenges of the 21st century by uniting the energies of Albertans in making choices to accelerate environmentally-sound economic growth and diversification, thereby enhancing the quality of life for all Albertans.”

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WHAT KIND OF ALBERTA DO YOU WANT TO SEE IN THE YEAR 2000?



In less than a decade, we will step across the threshold of a new century. How will Alberta's business community have changed? Where will career opportunities be found? What kind of environment will our children inherit? These are questions we must answer together, in setting new directions to take Alberta into the 21st century.

Our goal is to prepare the province to meet the challenges of the 21st century by uniting the energies of Albertans in an initiative to encourage economic growth and diversification.

As a first step in charting a clear course for the future, the Alberta government has developed a discussion paper setting out some of the key issues and a number of options and possible choices for Alberta's future economic direction. Its purpose is to stimulate dialogue and to elicit valuable insights and opinions from all Albertans.

This is your invitation to participate in the Toward 2000 Together Initiative. We ask you to review the discussion paper, to think about the economic options and choices we have today, and to share your insights with us.

Over the past five years, we have come a long way together in building a strong Alberta. By continuing to work in partnership, we can accomplish even more. I invite you to help shape the future for all Albertans, as we move toward the year 2000.

A handwritten signature in cursive script that reads "Don R. Getty".

Premier Don Getty

"Our goal is to prepare the province to meet the challenges of the 21st century by uniting the energies of Albertans."



TIME TO BUILD ON PAST ACHIEVEMENTS

“The goal in broadening our economic base has been to reduce the economic and social problems caused by fluctuating international prices for our energy and agricultural commodities.”

Since the 1970s, the Alberta economy has more than doubled in size in terms of the real value of goods and services produced. Once almost totally dependent on energy and agriculture, the province’s economic base has become much more diversified to include a broad range of industries, products and services.

Alberta firms have seized opportunities in such fields as advanced manufacturing, forest products and environmental expertise. Food processing, petrochemicals and plastics, tourism and business services have all become major industries. And Alberta products and services now find markets in more than 150 countries.

This progress reflects the cooperative efforts of business, labour, government, educators and individual Albertans working together to implement a forward-looking diversification strategy. Key elements have included:

- establishing the Alberta Heritage Savings Trust Fund
- maintaining a positive business and investment climate
- establishing an extensive infrastructure (in education, health care, transportation, communications and municipal services)
- adding value to resources
- developing world-class universities and an extensive science and technology infrastructure
- developing world-class tourism facilities and events
- providing programs and services for business development
- developing new export markets

The goal in broadening our economic base has been to reduce the economic and social problems caused by fluctuating international prices for our energy and agricultural commodities. A diversified economy means greater economic stability and reduced swings in employment levels, a wider range of educational and career options, and over the long term, more secure family incomes.

Perhaps most important is the direct link between economic diversification and the quality of life we enjoy in Alberta. With a healthy, diversified economy, Alberta can continue to provide the education, health, social and environmental programs we consider important — to maintain our traditions as a caring society.

Our economy: stronger and more diverse than ever before

The success of Alberta’s diversification strategy can be measured in the province’s income — our Gross Domestic Product (GDP). Despite substantially lower average world energy and grain prices since 1986, the Alberta economy has continued to expand. This reflects the shift from our traditional resource sectors to new industries, products and services.

Over the last five years alone, energy's share of Alberta's GDP has declined from 32% to less than 20% and non-energy investment has almost doubled — growing from \$5.8 billion in 1985 to just under \$11 billion in 1990.

Jobs for Albertans

More than 107,000 new jobs have been created in Alberta over the past five years. Interestingly, most of this employment growth has occurred outside the primary energy and agriculture sectors, in such areas as advanced technologies, forest products, business services, tourism and petrochemicals and plastics.

How Alberta's economy has changed

A sector-by-sector review of Alberta's high-growth industries illustrates how far we've come in diversifying our economy and creating a strong foundation for future growth.

The petrochemicals and plastics industry has evolved from our energy sector to become one of our largest manufacturing industries, with shipments valued at more than \$3.5 billion in 1990.

Advanced technologies represent another dramatic success story. Today more than 50,000 Albertans are employed by approximately 1,000 advanced technology enterprises operating in the province.

Forestry has become a major contributor to diversification, with Alberta companies now producing and marketing such value-added products as newsprint, oriented strandboard and medium density fibreboard.

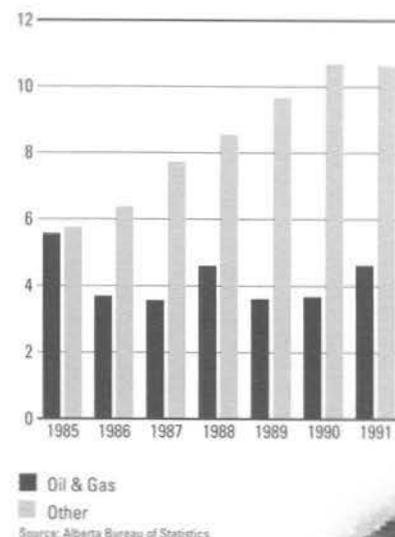
Tourism revenues in Alberta have more than tripled since the late 1970s, totalling approximately \$2.6 billion in 1990. With tourism forecast to become the world's largest industry by the year 2000, Alberta's tourism industry is well poised to capture a growing share of this market over the next decade.

Business services have made an important contribution to our economy, not only making our goods-producing industries more competitive — but generating wealth and creating jobs in their own right.

The energy sector has provided the foundation for much of this growth, diversifying from within to export exploration, production and technical expertise around the world.

Agriculture, too, has diversified into new crops and new products. Food and beverage manufacturing is Alberta's largest manufacturing sector and the value of processed food shipments — at \$4.5 billion in 1990 — now exceeds the value of primary agricultural production.

Private Investment in Alberta
(Billions of \$)



HELP PLAN ALBERTA'S ECONOMIC FUTURE

"Our ability to profit in an increasingly dynamic global marketplace depends on one factor — competitiveness."

 The world is changing — and so is Alberta! While Alberta's approach to diversifying the economy has been successful, the time has come to develop a new strategy — one that recognizes changes in the world's economy and reflects the values of Albertans today.

Our ability to profit in an increasingly dynamic global marketplace depends on one factor — competitiveness. In future, Alberta's economic growth will be measured by our success in designing, developing, producing and marketing products and services superior to those of our competitors.

Simply reacting to change will not be enough. To place Alberta in a stronger and more competitive position, change must be anticipated and strategies developed to capitalize on new business opportunities.

The Alberta government recognizes that strengthening the entrepreneurial environment is essential to economic growth and diversification ...and to securing Alberta's place in tomorrow's economy. In the future, all economic participants will need to look more closely at developing new, cooperative approaches which encourage entrepreneurial activity and nurture the successful start-up and growth of new business ventures.

Join us in developing a new strategy

Setting directions today that ensure continued economic growth and prosperity for Alberta in the 21st century is no small task. Many complex economic and social issues must be addressed and a number of crucial decisions must be made regarding Alberta's priorities for the future. That is why it is important for all Albertans to be involved in the process — and why the Alberta government is encouraging full public discussion of all of the issues surrounding a new economic strategy for the province.

The challenge is to unite the energies of all Albertans in a long-range plan to see an even stronger and more diverse economy take shape.

This brochure summarizes the detailed discussion paper developed as part of the Alberta government's Toward 2000 Together Initiative. Its purpose: to raise awareness of the many challenges and opportunities — the options and choices we face in Alberta on the eve of the 21st century. The discussion paper encourages Albertans to review the progress already achieved in diversifying our economy and to envision the kind of province they would like to see in the year 2000. And most importantly, it invites public participation in the Toward 2000 Together process.

A coordinated effort

All departments of the Alberta government have joined forces over the past two years to develop *Toward 2000 Together*. This new program should be viewed as an “umbrella” initiative, bringing together a number of complementary initiatives and public consultation processes dealing with a wide range of economic, social and environmental issues. Some of these include:

- Alberta’s Environment Toward the 21st Century (Environment)
- Alberta Action on Waste (Environment and Economic Development and Trade)
- Clean Air Strategy for Alberta (Energy and Environment)
- Alberta Round Table on Environment and Economy
- The Alberta Workforce to the Year 2000 (Career Development and Employment)
- The Future of Work (Labour)
- Premier’s Council on Science and Technology
- A Vision to the Year 2000: Alberta Research Council’s Corporate Plan
- Forestry Lands and Wildlife Advisory Committee
- Vision for the Nineties: A Plan of Action (Education)
- Premier’s Council on the Status of Persons with Disabilities
- Tourism 2000: A Vision for the Future
- Local Development Initiative (LDI)
- Targetting Tomorrow: Alberta’s Trade Strategy (Economic Development and Trade)
- Growing Together - Agri-Food Policy Review (Agriculture)
- Environmentally Sustainable Agriculture (Agriculture)
- Select Special Committee on Constitutional Reform (Federal and Intergovernmental Affairs)
- The Future of Alberta Securities Markets — A Discussion Paper (Consumer and Corporate Affairs)

The next step: Let us hear your views

Over the next several months, Albertans will have many opportunities to join the dialogue on Alberta’s economic future. In fact, your involvement can begin today — with the questionnaire included in this brochure. Add your views on Alberta’s economic future to those of business, labour, local governments, educational institutions and individual Albertans in all parts of the province.



Public Consultation will provide input for the *Toward 2000 Together* Initiative



IMAGINE ALBERTA IN THE 21ST CENTURY

Most futurists believe we will witness more change in the last decade of this century than we've seen over the past 90 years. Remarkable innovations will change the way we live and the way we work. Our future will be increasingly influenced by advancing technology, more liberalized world trade, and shared concerns about the global environment.

Against this background, it is important for Albertans to develop a realistic vision of where Alberta could — and should — be in the year 2000. Only with a shared vision can we achieve the goals that we set for the future.

A strong economy will provide Alberta with the financial resources to take action in areas considered important, and to fund the programs and services that will enhance our quality of life. Such programs and services should be based on the values that Albertans consider important, and should be incorporated within our vision of the future.

Albertans have already defined many of the elements of their vision for our province's future. Their comments have provided the basis for the suggested vision which appears below. Is this the Alberta you would like to see in the year 2000? Is this a realistic vision, or will some trade-offs be necessary? If trade-offs must be made, which elements do you consider to be most important?

Please review this vision — and let us know what you think.

A Suggested Vision for the Alberta Economy in the Year 2000

Alberta is a diversified, internationally competitive economy which provides challenging employment opportunities and the means to maintain the quality programs that Albertans have come to expect in education, health and social services. Alberta is a leader in protecting the environment and ensuring that future generations can sustain prosperity, living standards and continued quality of life.

ALBERTA'S ECONOMIC AND DIVERSIFICATION OBJECTIVES

 Transforming visions into reality calls for careful planning and some clearly defined objectives. In the case of Alberta's economic vision, government must ensure that the objectives are realistic, the goals achievable. With a relatively small economy competing in the global marketplace, the province cannot hope to succeed in all areas. The key is to capitalize on our competitive strengths to diversify into new areas of opportunity.

The following objectives can serve as a guide to stimulate discussion in developing Alberta's economic strategy for the 1990s.

- To promote a highly-skilled, innovative and adaptable workforce through a strong, shared commitment to skills development and life-long learning.
- To foster an entrepreneurial business culture where the private sector continues to generate challenging employment opportunities in all regions of the province.
- To sustain a competitive business and investment climate for new higher value-added industries, resource upgrading, advanced manufacturing, and business services.
- To pursue economic development that is based on the principles of environmental sustainability and sound management of our agriculture, energy and forest resources.
- To strengthen the viability of Alberta communities and maintain a high quality of life across the province.
- To promote a quality work environment that fully challenges the talents and abilities of individual Albertans and leads to a more productive and competitive economy.
- To build stronger partnerships among employers, educators, governments, unions and individuals, and facilitate new, less adversarial approaches to employer-employee relations.
- To encourage the development and application of science, technology, and research to enhance Alberta's domestic and international competitiveness.
- To strengthen Alberta's reputation as a major international tourism destination and ensure that the province benefits from the full range of economic opportunities available through tourism development.

These objectives identified are intended only to stimulate discussion and to provide a framework and a rationale for strategy considerations. What is your reaction to these objectives? Let us know.

"The key is to capitalize on our competitive strengths to diversify into new areas of opportunity."



OPTIONS AND CHOICES FOR THE DECADE AHEAD

“Our shared commitment to responsible financial management means that we must make even more effective use of limited resources in the years ahead.”

The Alberta government has considerable scope for pursuing its economic strategy. To avoid unrealistic expectations, however, it is important to recognize that the province cannot control many of the external business, political and institutional influences on its economic performance. Sometimes these outside forces encourage our economic growth; in other cases they constrain it.

In exploring options and choices for Alberta's economic future, we must keep these factors in mind:

- Alberta's principal resource and manufactured products are sold at prices which are largely influenced by market forces outside Canada.
- Market access for Alberta products and services is subject to the tariff and non-tariff barriers of the more than 150 countries to which Alberta now exports.
- As a trading province...with close to 270,000 jobs directly or indirectly dependent on international trade...Alberta's economic performance is strongly influenced by global economic conditions and trends.
- The federal government has responsibility over key areas such as foreign exchange, banking, monetary policy, and the regulation of interprovincial and international trade and commerce. In some of these areas...such as interest rates, the external value of the Canadian dollar, the Goods and Services Tax (GST), federal income tax reform and the Western Economic Diversification Initiative...federal government actions clearly impact on the province's industrial development and diversification efforts.
- Uncertainties over national unity and Canada's constitutional future, if not satisfactorily resolved, could affect business and investor confidence.

A broad range of factors must therefore be considered in the development of Alberta's economic strategy for the future.

Options to consider; choices to make

Albertans have made it clear that a balanced provincial budget is important to them, as it is to the Alberta government. Our shared commitment to responsible financial management means we must make even more effective use of limited resources in the years ahead and carefully consider all of the options open to us.

At the same time, our new economic strategy must reflect Alberta's social, cultural and community objectives and, above all, promote economic growth which is environmentally sound.

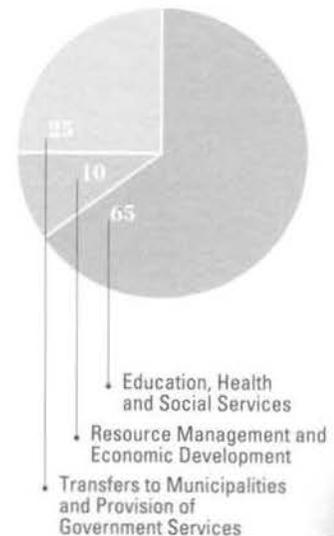
You are invited to review and respond to the following options. They are presented to illustrate some of the key issues likely to confront Alberta over the next decade. Please note that the issues being discussed in this initiative are primarily economic in nature. Other issues, such as health and social welfare, are being reviewed in other government initiatives.

① **Albertans will need to look at what priority should be given to economic development and diversification in Alberta's overall public policy.** Today, more than 65% of the Alberta government's annual program expenditures goes to education, health and social services. Transfers to municipalities and the provision of government services, such as highways and the administration of justice, account for a further 25%. The remaining 10% of program expenditures goes directly to resource management and economic development. These expenditures all directly or indirectly contribute to the future economic health and vitality of the province.

Some options include allocating a larger share to resource and economic development to provide future sources of jobs and income...allocating fewer funds in these areas while concentrating on providing a more competitive tax and business environment...or maintaining the present balance between economic and social spending.

② **Albertans will need to consider the most appropriate role for government to play in encouraging the private sector to generate wealth and create jobs in Alberta.** During the downturn in the mid-1980s, the Alberta government provided incentives and support programs to the business community. Looking ahead, government sees less need for this type of involvement in a much stronger economy which is attracting new private investment. Government now has the opportunity to build on past successes and to pursue new directions in further diversifying the economy. This will require the right strategy for the times as well as government's willingness to support private sector initiative with appropriate assistance.

1991-92
Alberta Government
Program Expenditures
(percent)



“The challenge will be to integrate environmental considerations more fully into the economic decision-making process.”

Some options include seeing government provide loans, equity, grants and loan guarantees to viable Alberta businesses, but only when financing from conventional sources is difficult to obtain...focusing government support on programs and services generally available to all businesses (e.g. business counselling and provision of market intelligence)...or seeing government provide only indirect support by maintaining an attractive business and investment climate as well as an attractive corporate tax structure. Albertans must also be aware of the possible reactions of our trading partners to certain types of government assistance as we attempt to negotiate a “more level playing field” for international trade.

- ③ **Albertans will have to determine the priority to be placed on developing the province’s human resources through existing and new approaches to education, skills upgrading and training.** A highly skilled workforce will be essential for Alberta to succeed in the knowledge-intensive world of the 21st century. New approaches may be required to more effectively bring together economic and educational priorities. This may require a shift in the responsibilities borne by government, the private sector and the individual.

Some options include seeing government dedicate more resources to education, skills upgrading and training...seeing the private sector play a larger role in funding education and increase its commitment to training...or seeing individual Albertans assume more responsibility for their own training.

- ④ **Albertans will need to consider how the priority placed on environmental protection should be reflected in Alberta’s economic and diversification strategy.** Protecting the environment is of utmost importance to the majority of Albertans. At the same time, environmental requirements and costs are major considerations that business cannot afford to ignore. The challenge in the decade ahead will be to integrate environmental considerations more fully into the economic decision-making process to ensure the environment is protected without unnecessarily restricting the potential for further economic development and job creation.

Some options include “going slow” on economic development unless new projects can be proven safe...encouraging the development of only those industries with no significant environmental impact...or encouraging the development of all industries but taking steps to minimize the impact on the environment.

- ⑤ **Albertans will need to consider the priority to be placed on regional and community development in relation to our other economic objectives.** Thousands of Albertans prefer a small community lifestyle — an option they view as key to Alberta's attractive quality of life. Others feel there is an urgent need to encourage Alberta's major urban centres to develop as internationally competitive world-class cities. Whatever their views, Albertans have clearly expressed a strong desire to take a more active role in directing the future of their communities. This message was reinforced at recent Local Development Initiative forums held throughout the province.

Some options include providing direct government support to maintain the viability of smaller communities...placing an increased emphasis on the development of world-class urban centres...or leaving community development to the marketplace and providing tools to assist communities to undertake their own economic initiatives.

- ⑥ **Albertans will need to determine the best approaches to encouraging more research and development in Alberta.** Over the past eight years, the Alberta government has invested nearly \$2 billion in support of science and technology. If Alberta is to compete in the advanced technologies of tomorrow, ways will have to be found to strengthen our research and development capabilities, particularly in the private sector.

Some options include seeing the Alberta government commit more funding to science and technology...providing incentives to encourage the private sector to undertake more research and development...or leaving the issue entirely to the marketplace.

- ⑦ **Albertans will need to consider if government should make a commitment to be in the forefront of certain high-technology, manufacturing and service industries.** Alberta companies have considerable potential to succeed in such industries as advanced materials, biotechnology, electronics, telecommunications, aerospace, industrial machinery and equipment, engineering, and computer services. However, there is continuing debate on the extent to which the Alberta government should use public funds to encourage development of these industries. Experience in other jurisdictions has demonstrated that success in attracting investment in these areas often depends on government playing a significant role, along with a commitment to a specific development plan prepared and implemented by all stakeholders.

Some options include seeing government target high-potential industries and provide significant funding support to directly assist industry...providing only infrastructure support, such as advanced technology centres...only matching the levels of support provided to such industries by other provinces and states...or providing no special funding for such industries, but offering an attractive climate for all business in Alberta.



③ **Albertans will need to look at whether a larger share of the Alberta Heritage Savings Trust Fund should be used to support our economic objectives.** Established in 1976, the Heritage Fund now has assets of over \$12 billion. Non-renewable resource revenues are no longer contributed to the Heritage Fund and the annual income earned on investments is transferred from the Fund to General Revenues. In recent years this has helped maintain the range and quality of government services to Albertans, while lessening the provincial tax burden on both individuals and businesses. It has been estimated that the Heritage Fund's contribution to government operating revenues is equivalent to a 6% sales tax.

Some options include making economic diversification the Heritage Fund's main objective...using the Fund primarily as a stable source of government revenue to maintain lower taxes in Alberta...or continuing with the present balance of social, fiscal and economic objectives.

Other options?

You may want to review the full discussion paper before responding to the questionnaire. You may also wish to propose other options and possible strategies for consideration. Please feel free to provide your comments in the space provided in the questionnaire, or to add additional sheets as required.

TOWARD 2000 TOGETHER: HOW TO PARTICIPATE

The dialogue on Alberta's new economic strategy will continue over the next several months. Here are some ways to join the discussion.

- Call us: at 1-800-661-PLAN. We'll supply straight answers to your questions and make sure you get the materials you need to participate.
- Write us: Complete the questionnaire included with this brochure and return it in the postage-paid envelope provided. If you need more space, feel free to attach a separate sheet. Or start from scratch and prepare your own submission, setting out your thoughts, ideas and opinions on Alberta's economic future.
- Keep informed — through regular newsletter updates distributed on request to all interested Albertans.

Key steps in the Toward 2000 Together Initiative:

- Release of discussion paper inviting public input
- Round Table discussions for experts to provide a fresh perspective on some of the Toward 2000 Together issues
- Public forums for individuals and organizations to present their ideas to the government
- Summary Report of all public input published
- An Alberta Conference on the Economy for invited stakeholders and the general public
- A draft strategy produced, allowing opportunity for further public input
- Alberta's new economic strategy announced

PLEASE RETURN QUESTIONNAIRES AND SUBMISSIONS TO:

Hon. Peter Elzinga & Hon. Rick Orman
c/o Economic Planning Committee
Government of Alberta
Room 324
Legislature Building
Edmonton, Alberta T5K 2B6



TOWARD
2000
TOGETHER

Call toll-free
1-800-661-PLAN
for more information



THE NEXT STEP IS UP TO YOU

As we develop a new economic and diversification strategy for Alberta's future in the changing world, a number of options are open to us. The choices we make today are important because they will influence the economic well-being of all Albertans over the next decade. Please take a few minutes to complete this brief questionnaire.

Your opinions are important to the Government of Alberta, and your responses to these questions will be forwarded to the Premier and Cabinet as input into the development of a new strategy.

(In answering the following questions, please circle one number that represents your answer)

Diversification as an economic objective

Economic diversification is often described as broadening the number of industries in Alberta so as to lessen our dependence on non-renewable resources. Some people believe diversification should be the key objective of Alberta's economic strategy. Others believe that we should focus instead on our existing industries and concentrate on what we now do best. Everyone can agree, however, on the importance of ensuring that high quality employment opportunities also exist for the next generation of Albertans.

1 How important do you think diversification is to Alberta's economic well-being in future years?

Very Important	Somewhat Important	Not at all Important	No opinion
1	2	3	4

2 Do you agree or disagree that Alberta's economy is more diversified today than it was 10 years ago?

Agree	Disagree	No change	No opinion
1	2	3	4

3 If you agree with Question 2, do you believe that the Alberta Government has had a major role in making Alberta's economy more diversified?

Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No opinion
1	2	3	4	5

4 Overall, do you believe that Alberta's industries and companies are:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No opinion
• as competitive today as 10 years ago	1	2	3	4	5
• as competitive as those in other provinces	1	2	3	4	5
• as competitive as those in the U.S.	1	2	3	4	5
• as competitive as those in countries others than the U.S. (e.g. Japan, Germany)	1	2	3	4	5

5 In the next 10 years, do you believe that Albertans will be better off, worse off or about the same as Albertans today?

Better off	Worse off	About the same	No opinion
1	2	3	4

6 How important do you believe the following factors will be in terms of shaping Alberta's economic future? Please indicate how you would rank them by assigning a number (1 for the most important to 5 for the least important) in the space provided.

• Alberta Government policies	<input type="text"/>
• Federal Government policies	<input type="text"/>
• Constitutional changes in Canada	<input type="text"/>
• International economic/political changes such as oil prices and developments in Eastern Europe	<input type="text"/>
• Global competition	<input type="text"/>

7 Do you believe that government, business, labour and educators are working together effectively to help Alberta achieve its economic objectives?

Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No opinion
1	2	3	4	5

Elements of an economic and diversification strategy

An economic strategy is intended to achieve a number of objectives, some of which may be more important than others. Some of the objectives may be primarily economic in nature, while others are more related to social and environmental issues. Budgetary restraint is an important factor in what can be achieved. While we must find ways to accomplish more with fewer dollars, it is never possible to do all things for all people. This means that an economic strategy must deal with making choices and that trade-offs among objectives are often necessary.

8 How important, in your view, are the following elements in terms of developing an effective economic and diversification strategy:

	Very important	Somewhat important	Not at all important	No opinion
a) provide expanded employment-related education, skills upgrading and training programs	1	2	3	4
b) encourage small business start-ups and improve success rates	1	2	3	4
c) maintain and enhance the viability of rural communities	1	2	3	4
d) expand research and development activities in Alberta	1	2	3	4
e) attract high technology and advanced manufacturing firms to Alberta	1	2	3	4
f) provide a competitive tax and investment climate	1	2	3	4
g) reduce the cost of oil sands and heavy oil production in Alberta	1	2	3	4
h) focus on developing tourism, agriculture and forestry	1	2	3	4
i) encourage and promote Alberta's trade and investment opportunities	1	2	3	4

9 Regarding the elements identified under Question 8, which three elements in your opinion are the most important in terms of developing a successful economic and diversification strategy? Please indicate your choices by placing the appropriate letters (a through i) in the space provided below.

- 16 Do you believe that the Alberta Government should spend a greater portion of the budget on job creation, diversification and employee training even though this may mean reduced spending in other areas such as social programs and health care?

Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No opinion
1	2	3	4	5

- 17 Would you be willing to pay slightly higher taxes if these funds were used to further diversify the Alberta economy?

Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No opinion
1	2	3	4	5

Alberta Heritage Savings Trust Fund

Some people think the Heritage Trust Fund should be used primarily to diversify the Alberta economy. Others believe that the Fund should be placed in more secure investments, and the income used to augment budget revenues and keep taxes lower than what they would otherwise be.

- 18 Do you think the Heritage Trust Fund should be used principally to (please select only one of the following):

Diversify the Alberta economy	Augment general budget revenues to help maintain current services	Some combination of the two	No opinion
1	2	3	4

Other Comments

- 19 What other comments would you like to make to the Government of Alberta on economic development and diversification issues? Please attach additional sheets of paper with your comments if necessary.

If you would like to be placed on the mailing list for future updates and the final Toward 2000 Together strategy, please complete the following:

NAME AND ADDRESS OF RESPONDENT

Thank you for your participation in this important discussion. Please use the enclosed, postage-paid return envelope to send us your completed questionnaire.

Name _____

Company or Organization (if applicable) _____

Title/Occupation _____

Address _____

Postal Code _____

- 10 Employment-related education, skills upgrading and training are often seen as a key element in economic competitiveness. In your opinion, who do you believe should be most responsible for funding these programs?

Government	Employers	Individual Albertans	No opinion
1	2	3	4

- 11 Environmental protection and sustainable development are important issues to consider in Alberta's economic and diversification strategy. Do you agree or disagree that:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No opinion
• the Provincial government should ensure that any industrial development has minimal impact on the environment, even if this means that new jobs will not be created or some existing jobs lost	1	2	3	4	5
• the provincial government should allow industries to phase in environmental protection measures if this would encourage more industrial development and the creation of new jobs	1	2	3	4	5
• the clean-up and protection of the environment will in itself contribute significantly to the growth of the Alberta economy	1	2	3	4	5

- 12 Another issue to consider is the extent to which diversification and economic growth are shared by all regions across the province. Do you believe that the Alberta Government should:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No opinion
• provide financial incentives to companies to consider locations in Alberta other than the major cities	1	2	3	4	5
• make financial assistance available to all municipalities to attract new investment and economic development	1	2	3	4	5
• provide municipalities with non-financial types of support such as counselling and information on opportunities	1	2	3	4	5
• focus on developing Alberta's larger cities so that they can compete on an international level	1	2	3	4	5

Role of Government

One of the key considerations in developing an economic strategy is the role of government. Some people believe that government must intervene in the economy if we are going to diversify. Other people feel that the role of government is to provide a good business climate without intruding into the operation of market forces.

- 13 Keeping in mind the emphasis being placed on a balanced budget, do you believe that the Alberta Government should:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No opinion
a. take an active role in helping build a more diversified economy in Alberta	1	2	3	4	5
b. provide direct financial assistance to businesses at the same levels as that provided by other provinces and U.S. states	1	2	3	4	5
c. provide loans, grants and guarantees on a case-by-case basis to Alberta business to help create new jobs	1	2	3	4	5
d. provide tax and other financial incentives in the form of programs available to <u>all</u> Alberta businesses	1	2	3	4	5
e. provide non-financial assistance to businesses such as counselling and information on opportunities	1	2	3	4	5
f. focus on maintaining a good business climate in Alberta	1	2	3	4	5

- 14 Thinking about the items in Question 13, which two, in your opinion, are the most important for the Alberta Government to emphasize? Please indicate your choices by placing the appropriate letters (a through f) in the space provided below.

- 15 Do you agree or disagree that the Alberta Government should target specific industries for financial and other support if economic analysis shows they have strong potential for diversifying the economy?

Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No opinion
1	2	3	4	5



The Minister's Council on Local Development

PARTNERS IN STEWARDSHIP
**The Second Report to the
Minister of Municipal Affairs**

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recycled paper**



**MINISTER'S COUNCIL ON
LOCAL DEVELOPMENT**

Statement of Submission



Lloyd Quantz, Chairman
President, Agritrends Research, Inc.
Economist and Livestock Producer
Didsbury, Alberta



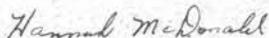
T.J. "Terry" Cavanagh
Former Mayor, City of Edmonton



Ralph Jespersen
Farmer at Stony Plain
President of Unifarm



John B. Lijdsman
Former Municipal Administrator and
Development Officer, Town of Oyen



Hannah McDonald
Active partner of a farming operation
Councillor, County of Vulcan



Daniel Stepanik
Former Mayor of Innisfree
School Trustee



Donald Thorne
Former Mayor of Lacombe
Active Businessman



R.E. Bob Walter
Mayor, Town of High Level
Chairman, Mackenzie Regional
Planning Commission

The Honourable Raymond A. Speaker
Minister of Municipal Affairs for
THE GOVERNMENT OF ALBERTA
Legislative Building
Edmonton, Alberta

November 30, 1990

Dear Mr. Speaker:

We are pleased to present jointly the Second Report to the Minister of Municipal Affairs.

This report bears the signature of all members of the Minister's Council on Local Development, which attests to unanimity in endorsement of its contents.

The Minister's Council
on Local Development



MINISTER'S COUNCIL ON
LOCAL DEVELOPMENT

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Introduction

Goals of the Local Development Initiative

In 1989 the Premier of Alberta assigned the Minister of Municipal Affairs the task of developing the Local Development Initiative as the focal point for a partnership in revitalization between Alberta's communities, its people and the provincial government. The primary goals of the Local Development Initiative are three-fold:

- *To define the role that government should be playing in community revitalization;*
- *To highlight actions that government should be taking to best serve that role;*
- *To develop and deliver initiatives that will fulfil government's role and meet the needs of the people in Alberta's small communities.*

The Local Development Initiative was designed by government as a two-stage process. Since the beginning of the first stage in April, 1990, some twenty government departments have been conducting an internal review of policies, procedures and programs. At the same time, the Minister's Council on Local Development, appointed by the Minister of Municipal Affairs, was given a mandate to gather the ideas and concerns about revitalization from Alberta's communities. The ministerial order empowering the Minister's Council on Local Development to act on behalf of the Minister of Municipal Affairs cites the following terms of reference:

The council shall review the issues, concerns and opportunities on local development in light of trends in Alberta and other jurisdictions. Based on the findings from a province-wide public participation process, the council shall provide to the Minister of Municipal Affairs the ideas of Alberta's communities towards developing a coordinated provincial strategy for local development.

In conducting its review, the council may:

- *conduct public forums;*
- *invite public submissions;*
- *research relevant issues;*
- *consult with any person or group.*

The council shall report to the Minister of Municipal Affairs according to the following schedule:

- *draft report for public review — October 1, 1990;*
- *follow-up report — November 6, 1990 (since extended by the Minister of Municipal Affairs to November 30, 1990).*

Scope of the Minister's Council on Local Development

Introduction

Objectives for the Internal and External Review of the Local Development Initiative

The objectives set for both the internal and external review were four-fold:

- *To identify legislation and regulation that inhibits development in Alberta's small communities;*
- *To evaluate the effectiveness of government programs in supporting and promoting development of and in these communities;*
- *To assess the impact of the organization of government on the capability of communities to promote revitalization; and,*
- *To identify opportunities to introduce new resources, or more effectively use existing government resources to assist individual communities in promoting revitalization.*

Early in October, 1990, the Minister's Council on Local Development delivered its *First Report to the Minister of Municipal Affairs*. In that report the council released the findings of approximately two dozen public forums in which about 800 community leaders represented the views and ideas of over 250 communities and special interest groups. In many cases the ideas and opinions brought forward in these council-initiated forums were developed in locally-initiated forums conducted in the individual communities.

Objectives of the Feedback Process

For its follow-up report to the Minister of Municipal Affairs, the Minister's Council on Local Development was asked to return to the public to receive feedback on its first report. Specifically, the council was asked to accomplish three objectives from this process:

- *To make sure the findings of the first report accurately reflect the opinions and ideas of the participants;*
- *To ask the public to place priorities on the various findings of the council in its first report;*
- *To formulate a recommendation on how government should proceed to respond to the opinions and ideas of the participants.*

This follow-up report to the Minister of Municipal Affairs addresses these three objectives set for the Minister's Council on Local Development. Its contents represent public responses gathered by two methods. The first method was through four formal feedback forums conducted throughout the province. All participants in the first public forums received invitations to participate in these forums. As well, all Alberta communities were invited to participate and to extend an open invitation to their public.



Introduction

The Council believes that this report accurately represents the comments provided on the first report, and the priorities established in the feedback process

“... the process of input is excellent and the first report... captures the concerns and opportunities in rural Alberta.”

Letter from the Town of Lac La Biche

To provide the second method of feedback, all previous participants in the Local Development Initiative public forums, and all communities throughout Alberta were invited to conduct their own feedback forums and submit reports to the Minister's Council on Local Development. The invitation included suggested methods for conducting feedback forums, and a feedback guide that provided an easy method through which to report the findings of their forum.

The Minister's Council on Local Development believes that this follow-up report to the Minister of Municipal Affairs accurately represents the comments provided on the *First Report to the Minister of Municipal Affairs*, and also represents with equal accuracy the priorities established by feedback participants. The recommendations included in this report are conclusions drawn by the Minister's Council on Local Development, which have been developed to reflect the needs of Alberta's communities, and provide the guidance requested on how government should proceed to respond to the opinions and ideas of the communities.

First Report Feedback: An Overview

The overwhelming response in the feedback process was that the report did, indeed, present an accurate picture of the concerns and ideas of the participants

“The Minister’s Council is to be complimented for their approach in the preparation of this report, as it is clear they did listen to the people!”

Mackenzie Regional Planning Commission

Where the First Report to the Minister of Municipal Affairs did receive criticism was in its apparent lack of representation of some sectors within the province

...no direct representation of the Native population was particularly noted in one feedback forum

The first objective of the feedback process was to determine whether the Minister’s Council on Local Development’s *First Report to the Minister of Municipal Affairs* accurately reflected the ideas and opinions expressed in the public forums. The overwhelming response in the feedback forums, as well as in individual and group feedback submissions, was that the report did, indeed, present an accurate picture of the concerns and ideas of the participants. In no feedback forums or submissions were there any indications of errors or omissions. In fact, many feedback participants remarked on how well the report reflected the discussions held in the particular forum they personally attended. The fact that this report, a very brief summary of many discussions held in many public forums, was seen to accurately represent the discussions in the individual forums brings the Minister’s Council on Local Development to two conclusions. First is the conclusion that the *First Report to the Minister of Municipal Affairs* does, indeed, reflect the opinions of the public forum participants. The second conclusion is that there is a great deal of strength and significance in the findings due to the striking similarities in input received in each of the forums.

Limitations of the First Report

Where the *First Report to the Minister of Municipal Affairs* did receive criticism, however, was in its apparent lack of representation of some sectors within the province. Lack of direct representation of the Native population of the province was particularly noted in one feedback forum in which a Native organization presented a formal feedback submission. While this submission did indicate concurrence with most of the findings in the first report, the Minister’s Council on Local Development still acknowledges a lack of reference to specific Native issues in its first report. The council attributes that, not to oversight, but to the fact that there was little representation of that sector in the first public forums. The task assigned to the Minister’s Council was to report findings as expressed by forum participants. Notwithstanding this lack of representation, *the Minister’s Council on Local Development urges the provincial government, in conjunction with the federal government, to consider the need for further investigation into Native issues during the implementation stage of the Local Development Initiative.*



First Report Feedback: An Overview

It was also noted that there was an apparent lack of large urban center representation

“...many of the problems identified by smaller communities are shared by the City of Calgary.”

Letter from the City of Calgary

...some noted comments that the report was lacking in solutions from the agricultural sector

“Alternatives (for the agriculture industry) have to be looked at now!”

Submission from the Town of High River

The Minister's Council recommends accelerated action in dealing with the issues confronting the agricultural industry as part of the implementation stage of the Local Development Initiative.

It was also noted in yet another feedback forum that there was an apparent lack of large urban center representation in the *First Report to the Minister of Municipal Affairs*. It was not the intent of the Minister's Council to distinguish between “urban” and “rural” sectors within the province. All communities, no matter what their size or municipal classification, are stakeholders in the future of the province, and were invited to participate in the public forums held by the council. The council certainly recognizes that a number of the issues raised in the public forums are not applicable to larger communities that contain a more self-sufficient structure. But it also concludes that the more significant issues arising from the work of the Minister's Council do affect larger communities, and are just as significant to those communities as they are to the smaller communities throughout Alberta. Feedback responses received from urban sectors support that position.

Finally, of equally major significance are some noted comments that the *First Report to the Minister of Municipal Affairs* was lacking in solutions from the agricultural sector. The Minister's Council believes that to be a two-sided issue. On the one hand, there was very high and vocal representation from communities that are surrounded and have depended on a strong agricultural base. Because of the focus of discussion in forums that included these communities, it is apparent that participants were, for the most part, more concerned with discussing *alternatives* or *supplements* to agricultural dependency, as opposed to discussing the state of the existing agricultural industry. Water management and value-added agricultural processing were among the most significant discussion topics related directly to the agricultural sector. This, the council believes, reflects a realization of the changing role and dynamics of agriculture throughout Alberta, Canada, North America, and beyond, and a desire to focus on overall community revitalization, not solely on agricultural revitalization.

On the other hand, the Minister's Council on Local Development is aware of the limitations of the *First Report to the Minister of Municipal Affairs* in dealing with the issues of today's agricultural industry. The council is also aware from its investigations that this is a high priority in the eyes of the provincial government. There continues to be a major role for agriculture in the future of Alberta. While participants in the Local Development Initiative public forum process focused more on alternatives and supplements to that industry, there is still a strong need to deal directly with agriculture as a base industry, as well as setting the groundwork for revitalization add-ons. ***The Minister's Council recommends accelerated action in dealing with the issues confronting the agricultural industry as part of the implementation stage of the Local Development Initiative.***

Community Goals Revisited

The government has provided Alberta's communities with a solid foundation in infrastructure and quality-of-life services; and without this solid foundation, goals like those expressed by Alberta's communities would not likely be achievable for generations.

Government should be commended for putting Alberta's communities in a position to make these goals relatively short-term aspirations

While expressing them in many different ways, participants in the initial public forum process identified five goals by which Alberta's communities will be guided in paving the way for future revitalization. In the view of the Minister's Council on Local Development, these goals not only reflect goals for the future, but also serve as tributes to past accomplishments. The government has provided Alberta's communities with a solid foundation in infrastructure and quality-of-life services; and without this solid foundation, goals like those expressed by Alberta's communities would not likely be achievable for generations. While there is certainly more work to be done to make them a complete reality, government should be commended for putting Alberta's communities in a position to make these goals relatively short-term aspirations.

For the most part, these are repeated from the *First Report to the Minister of Municipal Affairs* to emphasize the important link between what Alberta's communities strive to achieve, and what problems they encounter most in reaching their desires. Findings from the feedback process indicate that these goals do, indeed, represent the general goals of Alberta's communities. However, at the suggestion of feedback participants, the descriptive comments following the first goal have been revised.

1. To preserve the lifestyle provided in a small community environment

To members of small communities, theirs is the best lifestyle possible. Development for the sake of preserving that way of life would be the most welcome.

2. To provide a level of quality-of-life amenities that meets the needs of the people

Community residents recognize that a small population base does not provide resources sufficient to support amenities at a level available in larger centers. However, acceptable levels of services must be maintained to assure preservation of their lifestyle, and continuous but controlled growth.

3. To foster continuous, yet controlled growth

Alberta communities welcome the new ideas and skills that come with residents who migrate from other areas of the province. But overall, they believe most of their economic growth will come from within the community.



Community Goals Revisited

Findings from the feedback process indicate that these goals do, indeed, represent the general goals of Alberta's communities

4. To build a stable, long-term financial future

Albertans in small communities would like to see sufficient development to ensure a financial base adequate to support the other goals that will guide them in revitalization.

5. To preserve and care for the environment

Local communities believe they know best how to tend to the needs of their environment, because they have a great deal at stake if it is threatened or abused.

The Roles of Government: Priority Problems

The second objective of the feedback stage was to ask Alberta's communities which of the problems identified in the first report are the most important

In the *First Report to the Minister of Municipal Affairs*, the Minister's Council presented many *problems* and *opportunities* identified by forum participants under five statements — statements that reflected the role government should be playing in the revitalization process. These were:

- *Being accessible and responsive*
- *Providing quality of life services*
- *Supporting, not dictating community activities*
- *Stimulating economic growth*
- *Showing leadership by example*

The second objective of the feedback stage of the Local Development Initiative was to ask Alberta's communities which of the problems identified in *The First Report to the Minister of Municipal Affairs* are the most important. Narrowing down the list of concerns would assist the Minister's Council in setting recommendation priorities, and government in setting priorities in the implementation stage.

The following represent the priorities set by the participants in the feedback forums, and in the many additional submissions received. The council's goal was to identify the most significant issues in the eyes of Albertans. Three under each role identified in the first report was the desired result. In some cases, however, the number could not be reduced to three and still reflect the priorities expressed by the majority of participants in the feedback process.

In the feedback forums, once priority problems were identified, participants were asked to determine what opportunities for action should be considered the top priorities for consideration by the government. Because many opportunities address more than one specific issue, and because of the structure of this report, the opportunities identified as most important in the feedback process have not been directly linked in this section to specific priority problems. These priority opportunities appear in the section entitled *A New Partnership: Putting it to the Test*.

The findings from the feedback process indicate that the following are the priority problems in the opinion of the people of Alberta's communities.



The Roles of Government: Priority Problems

The findings from the feedback process indicate that these are the priority problems in the opinion of the people of Alberta's communities

Being accessible and responsive

- *Lack of coordination between government departments*
- *Government processes are not "user-friendly"*
- *Lack of access to department decision-makers*
- *Lack of knowledge and information about government departments, their responsibilities and programs*

Providing quality of life services

- *Loss of youth to larger centers*
- *Difficult to attract and retain professional people*
- *Access to adequate health services*
- *Absence of post-secondary education opportunities*

Supporting, not dictating community activity

- *Lack of flexibility in programs and grant structure*
- *Local initiatives driven and dictated by short-term grants and program commitments*
- *Government too involved in setting priorities on issues of a local nature*

Stimulating economic growth

- *Lack of access to investment funding*
- *Lack of education in entrepreneurial skills*
- *Little information about emerging business opportunities and economic initiatives*
- *Lack of orientation and incentive toward cooperative planning and development*

Showing leadership by example

- *Little input is solicited from the communities in the creation of programs*
- *Excessive controls on local governments*

Principles to Stimulate Local Development Revisited

In virtually all cases, these principles remain sound summary statements reflecting the priority concerns of Alberta's small communities

The Minister's Council on Local Development developed, from the concerns and ideas expressed by the people of Alberta's urban and rural communities, ten principles to stimulate local development. These principles were first presented in the council's *First Report to the Minister of Municipal Affairs*. While the feedback process was primarily concerned with testing whether the *problems* and *opportunities* reported in that first report accurately represented the issues expressed in the initial public forums, there was another testing process that took place at the same time: testing the validity of the *principles to stimulate local development* that were adopted by the Minister's Council on Local Development to represent the overall concerns and desires of Alberta's community representatives.

These principles really passed two tests. The first test was passed when participants in the feedback forums and write-in submissions acknowledged the accuracy of the council's reporting of the problems and opportunities. The second test was to see if these ten principles reflected the problem and opportunity priorities that participants were asked to establish in feedback sessions and responses.

In virtually all cases, these principles remain sound summary statements reflecting the priority concerns of Alberta's small communities.

- I. *Local initiatives should determine responses and actions of departments so that government can effectively meet the expectations of the people.*
- II. *Local government should be given more responsibility and authority for local initiatives.*
- III. *The provincial government should develop and communicate a long-term plan/direction which coordinates and streamlines departments to achieve their stated goals for local development initiatives.*
- IV. *Government should ensure communities/regions have equal opportunity to attract development projects which have provincial support.*
- V. *Government needs to facilitate and promote investment by local citizens in development projects.*



Principles to Stimulate Local Development Revisited

**“It is now our turn to show
our enthusiasm and get
involved, for the sake of our
future!”**

Submission from the Town of Drayton Valley

- VI. *Funding mechanisms should respond to the reasonable needs of the communities, and reflect the varying local costs of meeting those needs.*
- VII. *Government should encourage and support regional and inter-municipal cooperation in local development initiatives.*
- VIII. *Authority to administer policy and programs should be delegated to the lowest levels possible within government departments to ensure accessibility to decision-makers at the community level.*
- IX. *Government must improve its responsiveness to local communities through improved communication at all levels.*
- X. *Government should encourage and promote a positive image of rural and small town Alberta.*

Alberta's Communities: Their Philosophy for the Future

... the Minister's Council on Local Development uncovered clear indications of the philosophy of Alberta's community residents

Albertans openly accept responsibility for the future revitalization of their communities

"Help us to help ourselves... that's all we ask."

Medicine Hat Forum Participant

Albertans believe that many of the tools required to meet the challenges of achieving their goals are visible and available, but not within their easy reach

Reciprocal trust, in the eyes of Alberta's communities, is the only way all of Alberta can meet the challenge of shifting trends

The Minister's Council on Local Development believes that confirmation of the findings of the *First Report to the Minister of Municipal Affairs*, and the setting of priorities on issues arising from that report, have been a major accomplishment in establishing a sound partnership for revitalization between government, Alberta's communities and its people. But, in working to formulate its conclusions for this follow-up report, the Minister's Council on Local Development uncovered clear indications of the philosophy of Alberta's community residents. That philosophy is quite simple.

Albertans openly accept responsibility for the future revitalization of their communities. "We need to help ourselves" is a theme that rang out in many different ways throughout the course of both the public forums and the feedback sessions and submissions. Albertans believe that, given the wherewithal, they can take every possible stride toward the goals they have established for their community. They see a great deal of advantage and opportunity coming out of enhanced cooperation between individual communities, and between the communities and government.

Albertans also believe, though, that *many of the tools required to meet the challenges of achieving their goals are visible and available, but not within their easy reach.* An equally resounding theme of "give us the tools and we will do the job" came in one form or another from each and every forum conducted by the council. There is no misconception among Alberta's communities about the fact that the provincial government has a vital role to play in their future. But they also believe that there are times when government should lead, times when it should follow, and times when it should get out of the way.

The people of Alberta recognize that they have entrusted a great deal of responsibility to the elected officials that comprise their government, and have reinforced their trust for many years. They have also recognized, as has their government, that social and economic trends are shifting, and that adjusting to those shifts is not a challenge to government alone. It is a challenge that must also be met head-to-head by the people who are responsible for the future of Alberta's communities, and it is time to return some of that trust to them, so they may *undertake their responsibility* and respond to the changing needs in the best way they see fit. *Reciprocal trust, in the eyes of Alberta's communities, is the only way all of Alberta can meet the challenge of these shifting trends.*



Alberta's Communities: Their Philosophy for the Future

Albertans are looking to their government to put more emphasis on the "service" in "public service" and respond to their needs, not in a paternal sense, but in a partnership sense

"It is impossible to imagine a negative side to a partnership..."

Submission from the Town of Grand Cache

"The basis of many of the conflicts identified today has been around for a long time."

Mayerthorpe Forum Participant

"The government's role should be to act as a resource only to empower the people to take charge of their own future."

Fort MacLeod Forum Participant

Albertans are looking to their government to put more emphasis on the "service" in "public service" and respond to their needs, not in a paternal sense, but in a partnership sense. They see a partnership as a relationship where responsibility, accountability and authority are assigned to each partner according to their individual strengths. The strength in Alberta's communities, they believe, is in knowing what is best for their own community. Government's strength is its mechanism to contribute to the partnership what the communities cannot provide efficiently and effectively through their own devices.

Government's Role & Structure: A Foundation for Local Development

... it was quite apparent, and strongly reinforced in the feedback sessions, that most of the significant problems were universal

“...we are all in the same boat, with the same, or similar problems...”

Beaverlodge Forum Participant

...there were many opportunity priorities established in the feedback process, but no single recommendation would reflect the ideas of all, or even most Albertans

...the Minister's Council on Local Development believes its mandate is best served through a single recommendation that encompasses virtually every issue that has been raised

The Minister's Council on Local Development has been asked to provide recommendations on how government can best respond to the issues and concerns expressed by Alberta's communities. When discussing problems and opportunities with Albertans in the first series of public forums, it was quite apparent, and strongly reinforced in the feedback sessions, that most of the significant problems were universal, and virtually all of those problems were related to what they believe government should be doing, versus what they perceive government to be doing.

While those related problems were echoed throughout the province, the opportunities were not always as universally expressed. Certainly there were many opportunity priorities established in the feedback stage forums and submissions, but often they were opportunities that were expressed conceptually, rather than explicitly. As an example, the concept of a *one-window* approach to government was a priority opportunity for improvement in the partnership between government and Alberta's communities. But, there were many ideas on how that one-window approach might work. No single recommendation would reflect the ideas of all, or even most Albertans.

To reflect the views of Alberta's communities in its recommendations, and to assist government in its goal of building a strong revitalization partnership, the Minister's Council on Local Development believes its mandate is best served through a single recommendation that encompasses virtually every issue that has been raised and confirmed in the two stages of public forums and submissions. That recommendation is simply this:

Government should take all practical actions necessary and available to ensure that the role and structure of government and its programs are aligned to the philosophy and expectations of the people in Alberta's communities.

It is not the intention of the Minister's Council on Local Development to conclude months of holding public forums and reviewing submissions in one general statement. But, neither does it intend to assume that, in a matter of a few short months, it can bring to the table a complete package of solutions to all problems, where all options have been researched for practicality and effectiveness.

What the Minister's Council on Local Development intends to do in the balance of this report is two-fold. First, based on the philosophy Alberta's



**Government's
Role & Structure:
A Foundation for
Local Development**

First... the council will present the perspective of the communities related to role and structure

Second, the council will offer some criteria that Alberta's communities may use to assess how government is carrying out its role in community revitalization

communities have expressed about their role and government's role in revitalization, and also based on the problems expressed in the first public forums and placed in high priority in the feedback stage, the council will present the perspective of the communities related to role and structure.

Second, the council will offer some criteria that Alberta's communities may use to assess how government is carrying out its role in community revitalization. These criteria come from the people of Alberta's communities, and were originally presented in the *First Report to the Minister of Municipal Affairs* in the form of *opportunity* statements. Since that time, in various feedback forums and submissions, participants have selected priority opportunities for government's consideration. These priorities will be reflected in the section entitled *A New Partnership: Putting it to the Test*.

The Role of Government: A Communities View

In the view of Alberta's communities, the role of government is simply stated

...government employees at the community service level are mostly programmed to say "no," rather than work to resolve issues or accommodate needs

"A successful LDI program will demand the expertise of dedicated and committed provincial civil servants."

Submission from the City of St. Albert

The Minister's Council concludes that government employees must be guided by government's leaders in fulfilling a more productive role than "administering according to policy"

Reciprocal trust means that government trusts the people to do the best thing for their communities: The people trust the government to do the best thing for the province

In the view of Alberta's communities, the role of government, especially when it comes to revitalization and future development, is simply stated:

Government should provide service to Alberta's communities and their people in areas that they cannot efficiently and effectively provide for themselves.

The perception within Alberta's communities reflected in the council forums was often related to the "attitude" of government (as represented through the people with which they interact) in handling the needs and requests of community representatives. It appears, in their eyes, that government employees at the community service level are mostly programmed to say "no," rather than work to resolve issues or accommodate needs. "Attitude," the council found in further investigation, was really the wrong term to apply to the problem. In most situations government employees were considered to be sympathetic and interested in helping. The concerns came more typically from situations where government employees were apparently obliged to respond with "I cannot help you unless procedures are properly followed and you qualify under the precise guidelines established."

The Minister's Council concludes that government employees, especially those who interact with communities on a regular basis, must be guided by government's leaders in fulfilling a more productive role than "administering according to policy." And with that guidance toward a "service the needs" ethic must come the tools with which to fulfil that role: the authority and knowledge to review the needs of the community and respond within only the most necessary program guidelines. The most dedicated and responsive government employees are rendered helpless under inflexible program guidelines and no authority to convey and respond with a service-oriented ethic. And communities are rendered helpless when their heavily-burdened volunteers are confronted with the confusing forms, endless procedures, and incomprehensible approval channels that comprise the ever-present phenomenon called "red tape."

Reciprocal trust means that government trusts the people to do the best thing for their communities: The people trust the government to do the best thing for the province. In that type of partnership, assisting the people to provide the best thing for their communities should be the primary role: "No" should be the answer of last resort.



The Role of Government: A Communities View

In a partnership, assisting the people to provide the best thing for their communities should be the primary role: "No" should be the answer of last resort

...what makes this a particularly challenging mandate is the fact that there are different requirement levels in different communities

... beyond funding, Alberta's communities look to the provincial government as a source for many services which they cannot efficiently and effectively provide on their own

"... the key to progress lies in local decision-making, matched with local accountability and supported by creative partnerships between communities, between communities and government, and between public and private sectors."

Letter, West Central Region Tourism Initiative Project

Over and above a more dramatic government shift to a service-oriented ethic, what makes this a particularly challenging mandate is the fact that there are different requirement levels in different communities. While one community, for example, might have at its disposal a number of experienced resources on a particular development issue, another community may have absolutely no resources at all. Government must be sensitive to the individual differences of the communities throughout Alberta, and the only apparent method of developing that sensitivity and responding to individual differences is for government as a whole to "get closer to the communities."

Generally speaking, beyond funding, Alberta's communities look to the provincial government as a source for many services which they cannot efficiently and effectively provide on their own. They need government to provide assistance with things like:

- *Opportunities to become involved in planning government projects that may affect their community*
- *Opportunities to promote their community nationally and internationally for economic development projects*
- *Opportunities to promote migration of professionals to their communities*
- *Counsel and expertise in areas where economic development opportunities are present*
- *Local opportunities to encourage their youth to stay in the community*
- *Access to information to assist in community planning and development*
- *Providing the catalyst for cooperation between communities in development projects*
- *Knowing and understanding where government is headed and how it will affect them*
- *Knowing how to best utilize government and the programs that are available*
- *Methods of generating investment capital within their communities*

The Structure of Government: A Communities View

A number of good ideas and opportunities may be lost each and every day because they are no longer available by the time someone finds the time to go back and "buck the system"

...this persistent need to make government more user-friendly, responsive and client-oriented is a high priority

Alberta's communities would like to see the government come closer to the people:

"What we require... is not the establishment of government departments in our town, but the help and expertise of government advising us..."

Daysland Forum Participant

Albertans appreciate the concept of government regionalization, but what they would appreciate most is coordinated regional representation

There are many concerns out in Alberta's communities about how government works with the people: how it responds to requests for information; how it delivers program details; how it structures grants, regulations and legislation.

Alberta's communities depend upon volunteers to assist in their development, and their time is becoming increasingly valuable. They become easily frustrated by what they perceive to be "the runaround," "red tape," and "passing the buck." Negotiations for new business ventures may not be able to get past the stage of discovering that there are several departments of government that have some influence or program requirements to consider in the process. Often, these types of situations lead to a desperation call to the MLA, who must try to follow through using equally limited time and personnel resources. A number of good ideas and opportunities may be lost each and every day because they are no longer available by the time someone finds the time to go back and "buck the system."

The Minister's Council on Local Development submits that this persistent need to make government more user-friendly, responsive and client-oriented is a high priority — and goes hand-in-hand, but considerably beyond government developing and acting with the right purpose. The structure of government and how it relates with the communities plays a major role in meeting the expectations of Alberta's communities.

Alberta's communities would like to see government come "closer to the people." Although decentralization has not been ruled out by participants in the forums, they also realize that government has already decentralized a number of operations into regional centres. But, rather than easing the interaction between communities and its government, the style of decentralization has led many communities to wonder if there really is any true unity and coordination to Alberta's government. Each department defines its own region and seems to go off in its own programming direction. When (and it's perceived to be often) a project crosses the path from one department responsibility to another, it's off to another regional office in another regional territory defined by another government department to start another new process under a new set of rules and regulations.

Albertans appreciate the concept of government regionalization, but what they would appreciate most is coordinated regional representation. It is not so much the number of government employees located throughout the province, nor is it the need for more decentralized sites. ***Rather, it is a desire to be able to "touch" government close to home and have all of government that is involved feel the touch and respond.***



The Structure of Government: A Communities View

... a desire to be able to "touch" government close to home and have all of government that is involved feel the touch and respond

"The current situation with numerous government departments serving rural Alberta, each with a different area, is unacceptable and should be modified to better meet the needs of the residents of Alberta."

Submission from an Independent Citizen

Cooperative, coordinated government representation at the community level must have a mirror image of cooperation and coordination at levels where policy decisions are made and programs are conceived and developed

Government must be prepared to apply flexibility to the design of programs by focusing on intent; and must place that flexibility in the hands of the people who service the people of Alberta

To the Minister's Council on Local Development, this desire calls for government to revamp its regionalized network to provide coordinated access for Alberta's communities. This implies a number of things. First, it implies more coordinated service boundaries to respond to geographic convenience, rather than departmental program idiosyncrasies. It implies coordinated programming, where government participates in a team approach to servicing project requirements (and also suggests that government efficiency would best be served by reducing as much as possible the overlaps in department responsibilities). And it also implies that there be a focal point of contact that can become familiar with the operations of government *and* the needs of the individual communities.

Finally, this bringing together of government departments into a local, coordinated service center also implies that government departments are equally coordinated at more senior "head office" levels. ***Cooperative, coordinated government representation at the community level must have a mirror image of cooperation and coordination at levels where policy decisions are made and programs are conceived and developed.***

But equally important to the successful delivery of a coordinated service center is the local representatives' abilities to serve the purpose of government as seen by Alberta's communities. To make "no" the answer of last resort, government employees who deal with the everyday needs of Alberta's communities must be able to say "yes." ***Government must be prepared to apply flexibility to the design of programs by focusing on intent; and must place that flexibility in the hands of the people who service the people of Alberta.***

A New Partnership: Putting it to the Test

... these priority opportunities will become natural actions from a government that orients itself to a redefined service ethic and structure

...government can expect Albertans in communities throughout the province will use these priority opportunities as criteria for measuring the success of the new partnership

“In short, support us, but let us go for it in our own way.”

Hanna Forum Participant

Administer programs locally by the intent, not by the letter of the law

Create a single, local focal point of access to program information and decisions

Through the Minister's Council on Local Development, the Government of Alberta has asked the people of Alberta's communities how they can best serve in the partnership for revitalization. From the problems and opportunities revealed in the initial forums, and confirmed and prioritized in the feedback sessions, the council presented in its first report a set of principles for government to consider in its response.

Now, in this report, the Minister's Council on Local Development has proposed a directional framework for government : a role statement, or purpose, and a structural concept around which to carry out that role.

This report is not complete, however, until it deals with the opportunities for action cited in the *First Report to the Minister of Municipal Affairs*. The council believes that the priority opportunities listed below will become natural actions from a government that orients itself to a redefined service ethic and structure. The Minister's Council also believes that government can expect Albertans in communities throughout the province will use these priority opportunities as criteria for measuring the success of the new partnership.

These priority options have been grouped into four categories, strictly for convenience in future reference. In some cases, opportunities are cited as specific actions. In other instances, two or more options for action may be provided. And, in yet other cases, only expectations are cited, and the means to those ends are left to government to develop and manage.

Access, Authority, Coordination and Cooperation

Albertans would like to see government's programs administered by intent, not by the letter of inflexible law. Government representatives at the local level must be provided with the flexibility to make judgements according to intent of the programs, and communities should be given the flexibility to benefit the most from the programs.

Albertans are looking for a single focal point where they can present their needs to government and be provided with answers and decisions at the local level. They seek a "one window" approach to government, which may require a formal teamwork structure that brings all government departments together.

Communities would like to see the myriad of single-focus, single-purpose programs consolidated into groups of "umbrella" programs



A New Partnership: Putting it to the Test

***Combine and simplify
programs designed with
flexibility in mind***

***Provide easier access to
department and program
information***

***Simplify forms and
procedures***

***Support and stimulate
intermunicipal cooperation***

***Let communities participate
in project planning***

***Provide local flexibility in
application of regulations***

***Promote cooperation
between post-secondary
institutions in providing
advanced education
opportunities***

***Provide opportunity for
training in entrepreneurial
and community
development skills***

that provide more flexibility and opportunity to participate. If there is an internal need for cross-over between departments on similar programs, or duplication of programs serving similar purposes, such cross-over or duplication should be virtually invisible and unobtrusive to the user.

Albertans want to know what is available in government programming and how to go about benefiting from programs. They do not feel they should have to search out the information — it should be offered to them.

Albertans want forms that are easy to fill out (with only the information and auditing that is really necessary to meet the intent), and procedures that are easy to understand and follow. An option may be to involve end users in the design of forms and procedures. But, in the end good communications should prevail over legalese.

Albertans are looking to government to stimulate cooperation and coordination between communities in the revitalization process. Incentives for cooperative projects is a viable option.

Communities want to participate in the planning of government projects that will have a significant impact on their communities.

Communities are looking for inspection authorities that have the ability to waive regulations that are unnecessarily restrictive in certain community environments.

Human Resource Development

Albertans want post-secondary education institutions to work together in providing additional post-secondary education opportunities in smaller communities. There is a need for a coordinated certification exchange between advanced education institutions in Alberta.

Alberta's community leaders want ongoing training in entrepreneurial and community development skills. They would also like to see professional training in these skills for those in the position to advise communities on community and economic development. A certification program in Alberta, or western Canada, would address this need.

A New Partnership: Putting it to the Test

Provide assistance in attracting professionals to communities

Extend funding commitments to allow longer-term planning in communities

Design and back a community development bond program

Adjust transfer funding to allow more community flexibility in providing for the needs of the people

Share revenue from major projects with communities providing the infrastructure

Assist the agriculture industry with diversification opportunities

Develop and communicate long-term government plans with communities

Communities are looking for assistance in attracting professionals. Any program should be designed to be delivered by the communities *with the support of the provincial government.*

Finances

Albertans want funding commitments that encourage coordinated, accountable fiscal budgeting and long-term planning. Programs that don't run long enough, or are drastically revised, do not permit communities to benefit from future planning. Don't change programs for the sake of change.

Communities urgently want a *community development bond* program, backed by the provincial government, to assist them and their local businesses in raising funds through investment by local citizens.

Alberta's communities are looking for transfer funding that is even less restrictive and more conducive to meeting the specific needs of individual communities. Government's support of the principle of *reciprocal trust* should especially be demonstrated in the grant structure. Simplify, consolidate and remove unnecessary conditions from grants. This need applies specifically to municipal grants, as well as to payments to individuals, organizations and businesses.

Communities providing infrastructure for projects that are major revenue generators for the provincial government expect sufficient revenue-sharing from that project to provide maintenance and future development of that infrastructure.

Information

Albertans want information from government that will assist them in diversification opportunities and enhancing the agricultural industry through value-added processing.

Communities need to know the long-term plans of government to ensure that both levels of government are moving in the same direction. A government that expresses planning ideas that venture beyond an election term would not be considered presumptuous, but insightful of the need to plot a course beyond the short term.



A New Partnership: Putting it to the Test

Bring access to information on business, industry and economic opportunities to the local level

Improve community access to information related to local development

Provide modern, responsive communications systems

Communities need information on business and industry trends, innovations and emerging economic opportunities that may provide assistance in the development of local initiatives. This information should be made available through present technology for direct access by communities and individuals at the local or regional level.

Communities require access to expertise and data on areas related to local development. It is important that this expertise be available on an on-call basis, and preferably from a more localized source that may not necessarily need to be an office of government.

Albertans seek a communications system that addresses the need for responsive emergency services, and accommodates the use of modern communications technology.

Partners in Stewardship

“My government must be a steward for Albertans. They have placed their trust and faith in this assembly... and this assembly must be everything a steward should be...”

“As a steward, my government does not dictate the common will, but rather, must listen to the voices of Albertans and express their will through the instruments of government that Albertans entrust to this assembly...”

“As a steward for the people of Alberta... my government must be flexible and focused... diversified and united...”

*Excerpts from the
Speech from the Throne
delivered at the opening of the
Second Session of the 22nd Legislature
of the Province of Alberta on
Tuesday, March 8, 1990*

The Minister's Council on Local Development believes that, in its many months of hearing and compiling the ideas and opinions of Albertans throughout the province, there is strong support for their government's role as a steward for the province. They seek easy access to, and service from their steward, and have asked in the many public forums and submissions that government *listen to their voice and express their will through the instruments of government*. They call for a government that is *flexible* in its delivery and *focused* in its direction. They have experienced and recognize the benefits of *diversification*, but would also like to see their government more *united* in the way it presents itself to the people.

But most of all, Albertans are looking to their government to be a steward to the province, while the communities retain accountability and regain the ability to serve the needs and best interests of their people. The people of Alberta's communities must provide the leadership, and accept the accountability and responsibility that comes with the role they seek in the revitalization partnership. But, just as Alberta's communities must be driven by their leaders in this partnership, so, too, must the provincial government be driven by its leaders to provide Alberta's communities with tools, the authority, and the support they require to meet their commitment to the partnership.

On behalf of the people it was asked to consult, the Minister's Council on Local Development presents this challenge, through the Minister of Municipal Affairs, to the Premier, his cabinet, and all elected members of government.

As a final recommendation, the Minister's Council on Local Development encourages government to consider repeating, at the appropriate time, a public process similar to that used by this council. This follow-up process will assist government in assessing progress in the achievement of a working partnership in revitalization.



Appendix

Additional Submissions from the Feedback Process

City of St. Albert
Parkland Regional Library
Chinook Arch Library Project
Town of Grand Cache
Alberta Research Council
Hanna Conference Evaluation on
Priorities
Town of Bow Island
Town of Tofield
Alberta Jersey Cattle Club
Alberta Association of Registered
Nurses
Innisfree Home & School Council
Calgary Regional Planning Commission
Alliance & District Chamber of
Commerce
Town of High River
Town of Peace river
Town of Barrhead
Frank Simon
Town of Lac La Biche
Town of Carstairs
Town of Mayerthorpe
Bruderheim
Oldman Regional Planning Commission
City of Red Deer
Alberta Agri Ethonal Co. Ltd.
Brian Austrom
City of Calgary
West Central Region Tourist Initiative
Project
Town of Lacombe
Town of Olds
City of Edmonton
Municipal District of Spirit River

Feedback Forums

Camrose

October 18, 1990

71 Participants

No Briefs Submitted

Fairview

October 29, 1990

76 Participants

Briefs Submitted From:

Little Red River Cree Tribe

Town of Peace River

Mackenzie Regional Planning Commission

Council for the Town of High Level

New Town of Rainbow Lake

Smoky Lake

November 1, 1990

87 Participants

Briefs Submitted From:

Town of Bonnyville

County of Barrhead

Coaldale

November 2, 1990

52 Participants

Briefs Submitted From:

Lethbridge Community College

Municipal District of Cyprus

County of Warner Economic Development Committee







The Minister's Council on Local Development

For Questions or Comments, Contact
Alberta Municipal Affairs
Municipal Services Branch
17th Floor, CityCentre
Edmonton, Alberta
427-2523
Raymond A. Speaker, Minister

DATE: October 30, 1991
TO: Economic Development Officer
FROM: Acting City Clerk
RE: ALBERTA URBAN MUNICIPALITIES ASSOCIATION -
PROVINCIAL GOVERNMENT DOCUMENTS:
A. TOWARDS 2000 TOGETHER
B. LOCAL DEVELOPMENT INITIATIVE - FINAL REPORT

At the Council meeting of October 28, 1991, consideration was given to correspondence from the Alberta Urban Municipalities Association dated September 24, 1991 concerning the above topics, and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Alberta Urban Municipalities Association dated September 24, 1991 re: (a) Toward 2000 Together Report, (b) Local Development Initiative - Final Report, hereby agrees as follows:

1. That a Committee be established with representation as outlined hereunder for the purpose of reviewing the document Towards 2000 Together, and preparing a submission for Council's approval:

Economic Development Department
Red Deer Tourist & Convention Board
Red Deer Regional Planning Commission
Personnel Department
Waste Management Section of Public Works
Alderman Surkan

2. That the Local Development Initiative - Final Report, be also forwarded to the above-noted Committee for review and recommendations back to Council in conjunction with the Toward 2000 Together report;

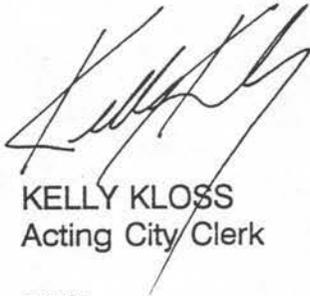
and as presented to Council October 28, 1991."

The decision of Council in this instance is submitted for your information and appropriate action. I would request that you co-ordinate the first meeting of this Committee at your earliest convenience. If you require secretarial services, Cheryl Adams will be assigned to this Committee.

Economic Development Manager
October 30, 1991
Page 2

Attached for your perusal are the two documents in question. Should you require additional copies, please contact Irene in the Print Room.

Trusting you will find this satisfactory and I look forward to the report from the Committee back to Council in due course.



KELLY KLOSS
Acting City Clerk

KK/jt

Att.

c.c. Red Deer Tourist and Convention Board
Red Deer Regional Planning Commission
Personnel Department
Public Works Department
Alderman Surkan
Cheryl Adams
June Thomson



THE CITY OF RED DEER

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

FAX: (403) 346-6195

City Clerk's Department 342-8132

October 31, 1991

Alberta Urban Municipalities Association
 8712 - 105 Street
 P.O. Box 4607, Station S.E.
 EDMONTON, Alberta
 T6E 5G4

Attention: Councillor Gary E. Browning,
 President

Dear Sir:

At The City of Red Deer Council meeting held on Monday, October 28, 1991, consideration was given to your letter dated September 24, 1991 concerning the documents titled "Toward 2000 Together" and "The Local Development Initiative - Final Report" and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Alberta Urban Municipalities Association dated September 24, 1991 re: (a) Toward 2000 Together Report, (b) Local Development Initiative - Final Report, hereby agrees as follows:

1. That a Committee be established with representation as outlined hereunder for the purpose of reviewing the document Towards 2000 Together, and preparing a submission for Council's approval:

Economic Development Department
 Red Deer Tourist & Convention Board
 Red Deer Regional Planning Commission
 Personnel Department
 Waste Management Section of Public Works
 Alderman Surkan

....2



*a delight
 to discover!*

Mr. Gary Browning
Alberta Urban Municipalities Association
October 31, 1991
Page 2

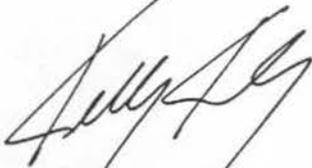
2. That the Local Development Initiative - Final Report, be also forwarded to the above-noted Committee for review and recommendations back to Council in conjunction with the Toward 2000 Together report;

and as presented to Council October 28, 1991."

As outlined in the above motion, we have established a committee to further review these documents and, as such, we will be unable to provide you with a summary by your deadline of October 30, 1991. Once the committee has formulated their recommendations and same have been submitted to Council, we will forward your office a copy.

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

Sincerely,



KELLY KLOSS
Acting City Clerk

KK/jt

NOTICE OF MOTIONNO. 1

DATE: October 17, 1991
TO: City Council
FROM: Acting City Clerk
RE: NOTICE OF MOTION - ALDERMAN PIMM\
BYLAW 2672/T-91

The following Notice of Motion was submitted by Alderman Pimm at the Council meeting of October 15, 1991.

"WHEREAS the owner of one of the affected properties chose not to address Council during the resolution stage, planning to address Council during the public hearing for the Bylaw;

AND WHEREAS said owner regrets not addressing Council and now wishes to present her case to Council;

THEREFORE BE IT RESOLVED that first reading of Bylaw 2672/T-91 be reconsidered."

This is submitted for Council's consideration.



KELLY KLOSS
Acting City Clerk

KK/jt

NOTE: Back up information relative to Bylaw 2672/T-91 is attached for Council's reference.

51 Baird Street
Red Deer, Alberta
T4R 1K5
347-2721
August 9, 1991

TO WHOM IT MAY CONCERN:

Further to a letter received from the Bylaws and Inspections Assistant Manager, Mr. Peter Holloway regarding a suite at the address of 51 Baird Street, I would like to ask to appear before Council on August 20, 1991.

I purchased the property through real estate on April 23, 1980. It went through the law firm of Crowe, Duhamel and Manning to be processed at that time. We, my husband and I, were not advised at that time that it wasn't a legal suite, and we believed it had been approved at the time the premises were built and approved by the building inspector.

I also have the offer to purchase form that we signed in April of 1980 that also states that a new stove and fridge would be put in the unit; also that it would be cleaned and painted if needed.

I have lived here for 11 years, and cannot understand that the City did not know about the ground level suite. It is not a basement suite.

I do not feel that we are living in a low density area, as there are duplexes all around us. I would welcome any of the Aldermen or people involved with this controversy, to come and inspect the property at 51 Baird Street before August 20th.

I feel this situation has placed me in an unfair position, and I'm a victim of circumstances. At no time did I ever expect the suite was illegal.

Sincerely,

"Irene Wardill and
Sandra Cooke (Daughter)"



July 29, 1991

Ms. Irene Freda Wardell
Sandra Grace Cooke
51 Baird Street
Red Deer, Alberta
T4R 1K5

Dear Madam:

RE: 51 Baird Street, Red Deer
LOT 13, BLOCK 3, PLAN 772-2448

It has been brought to the attention of the City Inspection Department that a basement suite is in existence at the above referenced dwelling. For your information the subject site is presently zoned R1A, to which a basement suite is neither a permitted nor discretionary use.

You are hereby notified that the use of a basement suite at this location shall cease forthwith, and the unit converted back to a single residence as in accordance with City Bylaws.

Failure to comply will result in legal action being taken by the City under the authority of the Land Use Bylaw.

Your co-operation in this matter is appreciated.

Yours truly,

Peter Holloway
Bylaws and Inspections Assistant Manager
BUILDING INSPECTION DEPARTMENT

PH/jw

cc: Mr. S.P. Sharma

DATE: August 13, 1991
TO: City Clerk
FROM: Bylaws and Inspections Manager
RE: **51 BAIRD STREET
LOTS 13-14, BLOCK 3, PLAN 772-2448**

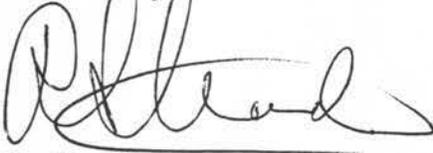
In response to your memo regarding the above referenced site, we have the following comments for Council's consideration.

The area is zoned R1A, in which duplexes are listed as a discretionary use. A permit was issued on May 18, 1978 for a semi-detached building (duplex), located on Lots 13-14, Block 3, Plan 772-2448. There was a concern about the building's use because on September 27, 1978, a memo (attached) was sent to us by the property owner, indicating that it would be used as a duplex only. Our files indicate that an inspection on April 11, 1980, revealed no additional rental units in the building.

We appreciate that the present owner may not have been aware of the zoning; however, the suite or extra dwelling unit is illegal, at this point. We cannot support doubling the density on this or any other duplex area. The increased density affects services (sewer, water), parking, etc.

Recommendation: That the zoning not be changed and the property owner be requested to conform to the Land Use Bylaw.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

F
R
O
M

FRANK ARLEN JACOBS
CENTURY 21 RED DEER REALTY
4811 - 48 AVE.
RED DEER, ALTA. T4N 3T2

September 27, 1978

MEMO

No 001315

AIRMAIL FIRST CLASS MAIL INTER-OFFICE

NO REPLY NECESSARY
 PLEASE CALL ME ON PHONE
 PLEASE ANSWER BEFORE (DATE):

IN REFERENCE TO:

49, 51 Bawil St.
PLEASE REPLY TO:

T
O

Mr. Fred Will, Bldg. Inspector.
City Hall
Red Deer, Alberta

MESSAGE

REPLY

This will confirm that we intend only to provide 1 complete rental accommodation per 1/2 duplex. Tenants will be instructed NOT to sub-let any part of the duplex that would contradict any by-law of the city. My niece or parents may stay in one bedroom from time to time. Sincerely, F. A. Jacobs.

343-6699 res (126)
347-7881 off.

13+14/3 / 772-2448



August 14, 1991

Mr. C. Sevcik,
City Clerk
City of Red Deer
Box 5008
Red Deer, Alta.
T4N 3T4

Dear Sir:

Re: Irene Wardill - 51 Baird Street - Basement Suite

Mrs. Irene Wardill and her daughter received a letter from the Building Inspection Department informing them that the basement suite in their home is illegal and should be converted back to a single family residence as soon as possible.

Mrs. Wardill mentioned that it is not a basement suite as the suite is located on the ground floor. Furthermore, she did not know it was an illegal suite when they purchased the property eleven years ago.

Under the provision of the Land Use Bylaw the site is designated as R1A for duplex development. In this district, one unit per side of the building is permitted. If each side is used for two units, then it is regarded as a fourplex and requires R2 or R3 designation, not R1A.

We cannot support two suites per side of the building, for the following reasons:

- the area was designed and developed for a duplex unit, and any conversion would double the residential density
- the parking standard is higher for a fourplex than for a duplex
- it would set a precedent for other duplex owners to request City Council for the same privilege.

/2

MUNICIPALITIES WITHIN COMMISSION AREA

CITY OF RED DEER • MUNICIPAL DISTRICT OF CLEARWATER No. 99 • COUNTY OF STETTTLER No. 6 • COUNTY OF LACOMBE No. 14 • COUNTY OF MOUNTAIN VIEW No. 17 • COUNTY OF PAINTEARTH No. 18 • COUNTY OF RED DEER No. 23 • TOWN OF BLACKFALDS • TOWN OF BOWDEN • TOWN OF CARSTAIRS • TOWN OF CASTOR • TOWN OF CORONATION • TOWN OF DIDSBURY • TOWN OF ECKVILLE • TOWN OF INNISFAIL • TOWN OF LACOMBE • TOWN OF OLDS • TOWN OF PENHOLD • TOWN OF ROCKY MOUNTAIN HOUSE • TOWN OF STETTTLER • TOWN OF SUNDRE • TOWN OF SYLVAN LAKE • VILLAGE OF ALIX • VILLAGE OF BENTLEY • VILLAGE OF BIG VALLEY • VILLAGE OF BOTHA • VILLAGE OF CAROLINE • VILLAGE OF CLIVE • VILLAGE OF CREMONA • VILLAGE OF DELBURNE • VILLAGE OF DONALDA • VILLAGE OF ELNORA • VILLAGE OF GADSBY • VILLAGE OF HALKIRK • VILLAGE OF MIRROR • SUMMER VILLAGE OF BIRCHCLIFF • SUMMER VILLAGE OF GULL LAKE • SUMMER VILLAGE OF HALF MOON BAY • SUMMER VILLAGE OF JARVIS BAY • SUMMER VILLAGE OF NORGLLENWOLD • SUMMER VILLAGE OF ROCHON SANDS • SUMMER VILLAGE OF SUNBREAKER COVE • SUMMER VILLAGE OF WHITE SANDS

C. Sevcik, City Clerk
Re: Irene Wardill - Basement

Pg.2

Although we sympathize with the situation the applicant finds herself in, we recommend that the provision of the Land Use Bylaw be enforced and the unit be converted back to a single residence.

Yours truly,



D. Rouhi, ACP, MCIP
SENIOR PLANNER, CITY SECTION
DR/cc

c.c. R. Strader, Bylaws/Inspection Manager
A. Knight, City Assessor
R. Oscroft, Fire Chief

Commissioner's Comments

We would concur with the recommendations of the Planners and the Bylaws & Inspections Manager. Council will note a second letter was received from the other half of the duplex which is in a similar illegal situation and the recommendations would be the same.

"R.J. MCGHEE"
Mayor

23 Newlands Avenue,
Red Deer, Alberta.
T4P 1Z8

August 26, 1991.

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

ATTENTION: City Council.

Dear Sirs and Madam:

**Re: 49 Baird Street,
Lot 14, Block 3, Plan 772-2448.**

Please find enclosed copy of letter dated August 2nd, 1991 which I received from your Building Inspections Department.

The letter came as a total shock to my wife and I in that we were totally unaware that we were in breach of a City bylaw by having renters in the upstairs and downstairs suites.

My wife and I bought the property on September 1st, 1982 from Grant David Larson and Beverley Anne Larson. At the time, Mr. and Mrs. Larson occupied the upstairs suite - the main suite - and a young lady renter occupied the ground level suite. My wife and I were looking for a revenue property to invest in, and the property was attractive because it was possible to rent the upstairs suite and lower suite.

I should point out that the lower suite is not a basement suite in the usual sense in that it is not below ground. The lower suite is at ground level and faces the back of the lot and the upper suite faces the front of the lot and the street. The way the premises are built, it would be difficult to incorporate the lower suite into a single family dwelling with the upper suite. The two suites are quite independent of one another. There is a double wide driveway for the premises which can park four automobiles.

Since September 1st, 1982 to the present I have rented the top suite to Fred and Dorothy McInnis who are pensioners. The lower suite has had several tenants, and at present, Ken Michalczki rents the lower suite and has lived there close to two years. If I am not permitted to rent out both suites separately, both parties will have to move out and look for new accommodations as neither can afford to rent both suites. During the nine years that

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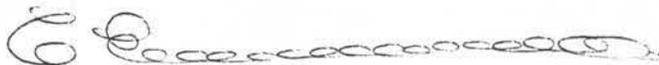
The City of Red Deer,
Page 2,
August 26th, 1991.

we have owned the premises, we have never had a complaint about the tenants or with regard to the parking of their vehicles.

My wife and I would ask the City of Red Deer to relax the bylaw so as to allow us to continue renting out both suites separatley. We feel that the present situation of the two suites does not detract from the neighbourhood or cause a problem to any of the neighbours. If we cannot rent out the two suites separately, it will be difficult to rent both suites to one party and we fear that the premises may become a financial hardship on us. As well, I understand from Fred and Dorothy McInnis that they cannot find similar accommodations for the rent they are presently paying and it would be a hardship on them to move.

Again, we ask that the status quo be maintained and that the bylaw be relaxed to permit us to have the two separate suites.

Yours truly,



Per:

LORNE ELLWOOD.

THE CITY OF RED DEER
CLERK'S DEPARTMENT

RECEIVED	
TIME	2:03 P.m.
DATE	Aug 26/91
BY	<i>[Signature]</i>



THE CITY OF RED DEER

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

DOUBLE REGISTERED

August 2, 1991

Lorne & Josephine Ellwood
49 Baird Street
Red Deer, Alberta
T4R 1K5

Dear Sir/Madam:

RE: 49 Baird Street, Red Deer
LOT 14, BLOCK 3, PLAN 772-2448

It has been brought to the attention of the City Inspection Department that a basement suite is in existence at the above referenced dwelling. For your information the subject site is presently zoned R1A, to which a basement suite is neither a permitted nor discretionary use.

You are hereby notified that the use of a basement suite at this location shall cease forthwith, and the unit converted back to a single residence as in accordance with City Bylaws.

Failure to comply will result in legal action being taken by the City under the authority of the Land Use Bylaw.

Your co-operation in this matter is appreciated.

Yours truly,

Peter Holloway
Bylaws and Inspections Assistant Manager
BUILDING INSPECTION DEPARTMENT

PH/jw

Whereas the owner of one of the
affected properties chose not to address
Council during the public hearing for the
Bylaw ^{the resolution stage, planning to address}
and ^{council during the}

Whereas said owner regrets not addressing
Council and now wishes to present
her case to Council

Therefore be it resolved that ^{First} ~~second~~
reading of bylaw 2672/T-91 be
reconsidered.

for

Therefore be it resolved that the
issue of spot zoning re: illegal suites be
reconsidered.
lots 13 and 14 Block 3
Plan 772-2448
49 and 51 Baird Street



THE CITY OF RED DEER

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

FAX: (403) 346-6195

City Clerk's Department 342-8132

October 30, 1991

Joanne Christensen
51 Baird Street
RED DEER, Alberta
T4R 1K5

Dear Madam:

RE: ILLEGAL SUITE - 51 BAIRD STREET

At The City of Red Deer Council meeting on Monday, October 28, 1991, consideration was given to a motion to reconsider the issue of the location of an illegal suite at 51 Baird Street. At the above noted meeting, however, the motion to reconsider this matter was not passed and, as such, no further action was taken.

As a result of Council not reconsidering this matter, as I had outlined in my letter of October 2, 1991 concerning this issue, you are now required to make your dwelling conform to a single family residence, with this conversion to be completed by December 2, 1991. Again, if for justifiable reasons, i.e. notice to renter, this time is not satisfactory, please contact the Bylaws and Inspections Department to determine if an extension can be granted.

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

Sincerely,

KELLY KLOSS
Acting City Clerk

KK/jt

c.c. Bylaws and Inspections Manager
Red Deer Regional Planning Commission
City Assessor
W. Vincent



*a delight
to discover!*

BYLAW NO. 2672/U-91

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

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

- 1 The "Use District Map" as referred to in Section 1.4 is hereby amended in accordance with the Use District Map No. 15/91 attached hereto and forming part of the Bylaw.
- 2 This Bylaw shall come into full force and effect upon the passage of third reading.

READ A FIRST TIME IN OPEN COUNCIL this day of A.D. 1991.

READ A SECOND TIME IN OPEN COUNCIL this day of A.D. 1991.

READ A THIRD TIME IN OPEN COUNCIL this day of A.D. 1991.

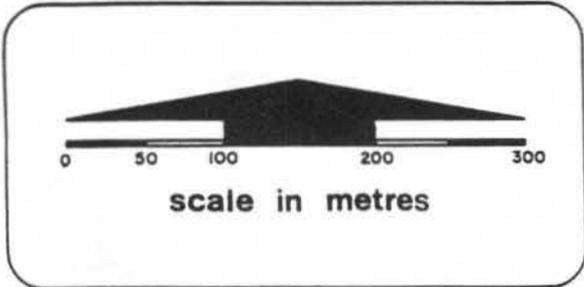
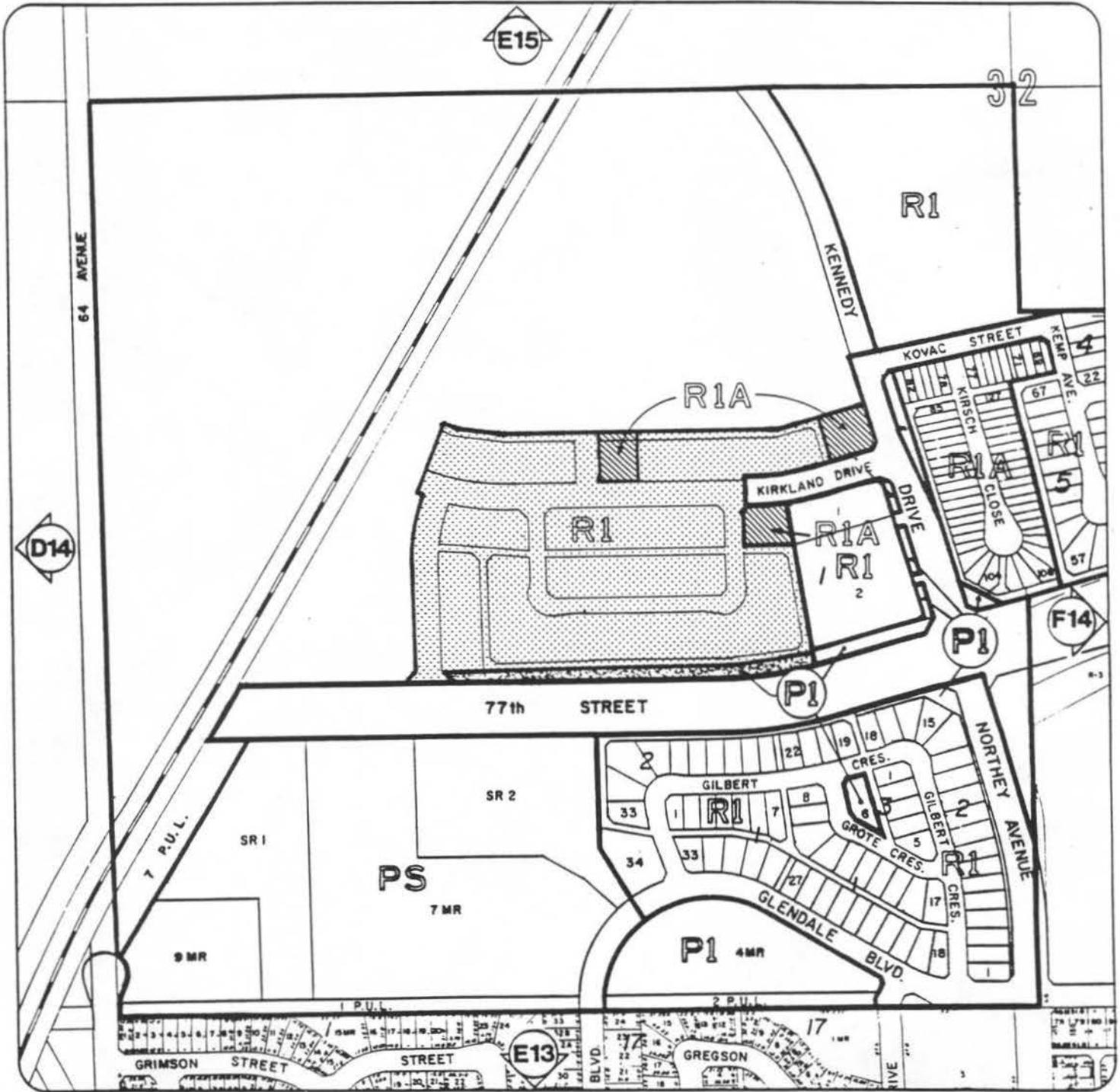
MAYOR

CITY CLERK

City of Red Deer --- Land Use Bylaw

Land Use Districts

E 14



Revisions : MAP NO. 15 / 91
 BYLAW NO. 2672 / U-91

Change from A1 to R1  R1A  and
 P1 