



AGENDA



FOR THE *REGULAR MEETING OF RED DEER CITY COUNCIL*

TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL

MONDAY, JULY 18, 2005

COMMENCING AT *4:30 P.M.*



- (1) Confirmation of the Minutes of the Regular Meeting of Monday, July 4, 2005
- (2) **UNFINISHED BUSINESS**
 1. Permit & Licensing Supervisor – Re: *Downtown Red Deer Parking Management Implementation Program* . .1
- (3) **PUBLIC HEARINGS**
 1. Parkland Community Planning Services – Re: *Quantum IV Developments – Commercial Site:*
 - (a) *Northwest Major Area Structure Plan Amendment 3213/A-2005*
(Consideration of 2nd & 3rd Readings of the Bylaw) . .28
 - (b) *Kentwood Northeast Neighbourhood Area Structure Plan Bylaw Amendment 3217/D-2005 / Increase in Area of Commercial Site*
(Consideration of 2nd & 3rd Readings of the Bylaw) . .28

- (c) ***Land Use Bylaw Amendment 3156/S-2005 / Rezoning of Approximately 5.599 ha of Land from A1 Future Urban Development to C2 Commercial (Regional and District Shopping Centre) District and P1 Parks and Recreation District (0.529 ha buffer area and 0.481 ha Public Utility Lot (Wetland) / Quantum IV Developments***
(Consideration of 2nd & 3rd Readings of the Bylaw) . .35
 - 2. ***Land & Economic Development Manager – Re: Road Closure Bylaw 3347/2005 – East Gaetz Avenue Service Road Between 76th Street and 77th Street – Part of Plan 752 1574***
(Consideration of 2nd & 3rd Readings of the Bylaw) . .38
- (4) **REPORTS**
- 1. ***Senior Project Consultant – Re: City of Red Deer Strategic Plan Renewal 2005 – 2008*** . .44
 - 2. ***Personnel Manager and Compensation Supervisor – Re: Compensation Review for City Manager*** . .68
 - 3. ***Parkland Community Planning Services – Re: Land Use Bylaw Amendment 3156/V-2005 / Rezoning of 0.78 ha of land from A1 Future Urban Development District to P1 Parks and Recreation District / Kentwood (Kingsgate) Neighbourhood / Sabre Properties Ltd.***
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 - 4. ***Parkland Community Planning Services – Re: Land Use Bylaw Amendment 3156/W-2005 / Rezoning of 2.008 ha of land from A1 Future Urban Development District to R1 Residential Low Density District / Westlake Phase 9 / Trademark West Park Inc.***
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5. Land & Economic Development Manager, Re: *Secura Technologies Inc.*:
 - (a) *Road Closure Bylaw 3349/2005 / Plan 5157 M.C. / 77 Street / Riverside Heavy Industrial / Secura Technologies Inc.*
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 - (b) Parkland Community Planning Services – Re: *Land Use Bylaw Amendment 3156/X-2005 / Rezoning of a Closed Portion of Road to I2 Heavy Industrial District / Secura Technologies Inc.*
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- (5) CORRESPONDENCE
- (6) PETITIONS AND DELEGATIONS
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INSPECTIONS & LICENSING

Date: July 12, 2005

To: Legislative and Administrative Services Manager

From: Joyce Boon, Permit and Licensing Supervisor

Re: **Downtown Red Deer Parking Management Implementation Program**

History

On June 14, 2004 City Council authorized \$40,000 to be transferred from the parking fund to the Downtown Business Association to undertake a review of metered parking in the City of Red Deer. Swanson Transportation Consultants Ltd were hired to conduct a Downtown Parking Management Analysis Report. This report that was presented to Council on January 11, 2005 (see attached Downtown Red Deer Parking Management Analysis report prepared by Swanson Transportation Consultants Ltd. Dated November 2004). Council did not approve this report; however the report was considered and tabled at that time to allow time for City Administration to provide a financial analysis and implementation schedule.

At the January 17, 2005 Council meeting, Council passed the following resolution:

“Resolved that Council of the City of Red Deer having considered the correspondence from the Red Deer Downtown Business Association, dated January 7, 2005 re: Downtown Red Deer Parking Management Analysis, hereby receives the downtown Red Deer Management Analysis as information and directs City Administration to provide a financial analysis and implementation schedule for consideration by Council by no later than March 29, 2005.”

In order to provide the financial analysis and implementation schedule, Swanson Transportation Consultants were again contracted through the Inspections & Licensing Department to prepare the enclosed Downtown Red Deer Parking Management Implementation Program, dated May 2005.

Proposal

The Parking Analysis Report has a number of recommendations however the **major** recommendations in the report is to:

- Implement pay parking converting the metre rate schedule to \$.50 per hour for the period of 9AM – 5PM Monday – Friday for a duration of stay from 1 hour – 2hours.
- Purchase of new meter mechanisms and provide for smart card payment.
- Hiring of new administration and meter maintenance staff

The implementation of the proposed new Downtown Parking Management Program would occur in the first six - eight months of 2006.

Free Parking

The one hour free parking was introduced in the early 1990's. The free parking offers convenience for patrons who are making a quick stop in the downtown but has proved to be problematic for customers having lunch, shopping or obtaining professional services in the downtown. The one-hour time limit has proved to be too short and is one of the largest sources of complaints at the parking customer service counter in the Inspections & Licensing Department.

Financial

The attached *Parking Management Implementation Program* Report is a financial report that looks at a number of issues addressed in the Downtown Parking Management Analysis report including the an implementation schedule, Parking Management Financial Analysis and the costs of an attendant operation versus the cost of a ticket spitter in Parking Lot P4. It should be noted that in 2004 The City revenue declined by approximately \$74,000 on the parking program and The City drew funds from the downtown parking fund reserve to cover the loss.

The financial report proposes an implementation schedule that starts in January 2006 with the new meters being in place by June 2006. The report proposes additional administrative support staff for Inspections & Licensing Department, additional resources for the meter shop, a one-time communications program as well as the purchase of 1133 meters and 10 new multi space meters. The total capital cost is proposed to be **\$1,100,000.00** as a one-time expense to be funded through the parking fund. In addition, it is recommended that half time administrative support for the parking function be hired along with additional staff for the parking meter shop (3/4 time) to be funded through the parking administration budget as well as ongoing costs for enhanced parking meter and spitter maintenance of \$40,000. The parking reserve fund has a total of \$1,769,498.87 (as of April 11, 2005). The report projects that a transfer from the parking reserve fund of about \$1,100,000. will be required to pay for the new meter mechanisms and parking program.

The long-term intent of the parking reserve funds is to maintain public parking in the downtown including the development of a parkade over the existing downtown transit terminal. However this proposal to implement a new parking program in the downtown as well as the continued upgrade of surface lots and on street parking will impact the ability of the parking fund to pay for a parkade until the fund is repaid for the capital expenditures in approximately 5-6 years

The report predicts that the proposed parking changes will generate additional revenue beginning in 2007 of \$336,850.00. The capital expenditure from the parking fund will be repaid in approximately 5 – 6 years through increased revenue from the parking fund.

Support

The Downtown Business Association is in full support of the recommendation of the consultant and feels that that a long term parking plan is a critical for enhanced growth and development of Downtown Red Deer

The Inspections & Licensing Department supports the recommendations and are willing to work within the suggested time lines of the report to hire additional staff in late 2005, communicate with the citizens of Red Deer and implement the purchase and conversion to the new meters within the downtown in 2006.

The Inspections & Licensing Administration feels that the parking section within the department requires attention especially to the following areas:

- Policy for staff and commissioners - Standard Operating Procedures
- Policy of ticket withdrawal
- Review of Handicapped parking usage in the downtown
- Additional administrative support
- Ongoing analysis of parking revenues and expenditures
- Usage of parking lots and parking stalls to determine parking demand
- The review of existing parking lots and the maintenance review
- Monitoring and addressing vandalism

It should be noted that prior to 1992 a full time parking administrator was within the department to oversee and support the parking functions and maintain financial management.

Recommendation

1. Inspections & Licensing Administration recommends City Council accept the Swanson Transportation Consultants Limited *Parking Management Study* dated November 2004 and proceed with the following thirteen (13) recommendations from the analysis of parking management in Downtown Red Deer:
 1. Implement pay parking in the downtown by converting the meters to a rate schedule of \$0.50 per hour, for the period of 09:00 to 18:00, Monday through Friday.
 2. Revise the on-street parking regulations to increase the allowed duration of stay from one to two hours.
 3. Purchase meter mechanisms for 630 meters for the parking meter conversion program and sufficient meter mechanisms to phase-out the obsolete mechanical meters (290 meters). The new meters to provide for coin and smart card payment, whereby the purchase value of the card is discounted to provide for some free parking (up to 15% of the card value).
 4. Improve parking lots by maintaining parking signs, replacing obsolete parking control equipment (ticket spitters), and upgrade landscaping, lighting, and pavement conditions, particularly in Lot P5.
 5. Undertake a parking equipment technology demonstration project entailing the purchase of new state-of-the-art pay' n' display (ticket spitter) equipment that can provide for credit card and cell-phone payment, and solar power.
 6. Maintain the centralized parking function within the civic administration but enhance it by additional administration supervisory support.
 7. Provide for better communication between the office function and the enforcement personnel on new parking restrictions, changes to existing restrictions and valid permits, and other downtown parking issues.
 8. There is a need to develop a comprehensive Standard Operating Procedures (SOP) manual that will establish expectations to new and existing officers.

9. The practice of issuing warning tickets should be reviewed. If an offence is believed to have been committed, issuing a warning to certain vehicles can undermine the process when other parkers are issued tickets.
10. Undertake a feasibility assessment of equipping officers with mobile communications devices to enhance personal safety, and reporting the need for parking equipment and traffic control device maintenance.
11. Create a policy for withdrawing parking tickets that conforms to the Provincial Offences and Procedures Act that maintains the integrity of the court process.
12. Review the practice of allowing private property owners to issue City of Red Deer parking tickets to ensure that it meets with legislative requirements, is permissible in the local bylaw, and that abuse is not occurring.
13. Redesign the layout of the parking ticket to reduce errors, increase efficiency and reduce the perceived need for photos of infractions.

2. Inspections & Licensing Administration recommend that City Council accept the financial analysis and implementation schedule as outlined in the report headed *Downtown Red Deer Parking Management Implementation Program* dated May 2, 2005 and approve the expenditures contained therein and approve the implementation of a paid parking program in the downtown as outlined below.

Purchase of 1133 Parking Meters.	\$900,000.	Funding Source: Parking fund
Purchase of 10 Multi space meters	\$150,000.	Funding Source: Parking fund
Communications program	\$20,000.	Funding Source: Parking fund
Other costs (installations and supplies)	\$30,000.	Funding Source: Parking fund
Parking Administrative Support	\$44,000.	Funding Source: Self Financing Parking budget
Parking Shop Assistant	\$43,200	Funding Source: Self Financing Parking budget
Parking Meter Maintenance	\$20,000.	Funding Source: Self Financing Parking budget

These expenditures will result in a draw down of the parking reserve of up to \$1,100,000. in 2006 however should put the parking budget on a much more solid footing for future years as this **non tax supported business** begins to generate revenue.

If the parking implementation report is approved we propose to hire the administrative support staff in December so we are able implement the program in 2006.

Joyce Boon
Permit and Licensing Supervisor

COMMENTS FROM THE PUBLIC

From: Margaret Paul-Banner [mailto:bannertech@shaw.ca]

Sent: June 18, 2005 1:09 AM

To: Feedback; Jeffrey Dawson; Cindy Jefferies; Bev Hughes; Frank Wong; Larry Pimm; Lorna Watkinson-Zimmer; Lynne Mulder; Tara Veer; Morris Flewwelling

Subject: Free Parking

Attention: City of Red Deer Councillors
Morris Flewwelling - Mayor

I have just read the article in our local paper, "The end of free parking?", and find myself quite frustrated that the city would spend \$1.1 million for new meters in order to end a system that the public directly benefited from. The purpose of the 1 hr. free parking was to encourage downtown shopping. Other trips downtown could be out of necessity, medical, financial. etc, but it was the consumer dollars that were being spent at the malls that the downtown businesses wanted. So, why the turnaround?

Do you really believe that the system is so abused by workers moving their cars that the entire thing should be scrapped? I find it very hard to believe that 60% of customers would be willing to pay to park after enjoying free parking for 10+ yrs.

I recently enjoyed a leisurely lunch with friends at a downtown restaurant & forgot about the time. When I returned to my car, of course, there was parking ticket waiting for me. I had overstayed my welcome by 6 minutes. No one to blame but, myself. I know the rules & think that the 1 hr free parking has been great for the downtown. I only mention this to point out that parking downtown is never easy. One is either looking for change, then wondering how long they'll be or checking their watch, wondering how long they've *been*.

I guess the Downtown Business Association & Lorna Watkinson-Zimmer know something that I don't. But, I just can't see how the average customer who frequents the downtown area right now, will leave their car at home & use the transit system because of the increased parking rates. I think it's more likely that they will steer themselves clear of the parking hassle in favour of free parking (24/7) at the ever increasing number of retail outlets at the south end of the city. Ms Watkinson-Zimmer believes that "ultimately, it will pay off". So, if the big **pay off** is all the city is looking for, regardless of common sense, then I guess they'd better pony up \$20,000 of the taxpayer's money on the PR job needed to explain why this is such a great idea. I can almost hear it now... *"Parking revenues & fines will soar! The parking reserve fund will gobble up that surplus & many, many years from now, your grandchildren will still be waiting for the mythical downtown parkade!"*

Apparently it will take 5 - 6 yrs to recoup the anticipated cost of the upgrades, extra staff, maintenance & equipment. I can guarantee you that long before that time comes, I will have been parking, lunching & shopping at Bower Mall, Parkland Mall, Southpointe Common, Gaetz Ave. Crossing or anywhere that does not have meters.

Just voicing my opinion. Thank you for allowing me to do that.

1 parking ticket - \$20.00
2 hr. parking meters - .50/hr
Free parking at any mall - **priceless**

Margaret Banner
bannertech@shaw.ca

Christine Kenzie

From: Joyce Boon
Sent: June 22, 2005 11:35 AM
To: Christine Kenzie
Subject: FW: downtown free parking

Hi , I spoke by telephone this AM to Mr. Jim Muza would like to express to City Council that he is opposed to taking away the free parking. He likes to come Downtown as parking is free and feels that this may chase people away from visiting Downtown.

He has asked me to pass this on to Council.

Joyce Boon
Permits & Licensing Supervisor
Inspections & Licensing Department
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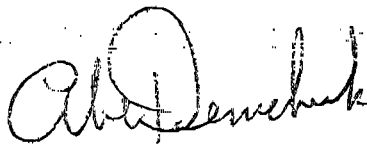
June 24, 2005

Attention: City Council

In regards to change free parking downtown to metered parking, as
A business resident of downtown, I AM NOT in favor of changing to
metered parking.

One hour free parking downtown has been working very well since
the mid '90's'. An improvement would be to extend free parking
to two hours.

Regards,



Abe Demchuk

**DOWNTOWN RED DEER
PARKING MANAGEMENT
IMPLEMENTATION PROGRAM**

Prepared for:

Red Deer Downtown Business Association

Prepared by:

Swanson Transportation Consultants Ltd.

May 2005

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1.0 INTRODUCTION

In the mid-1990's, parking meters were removed from the core area of Downtown Red Deer, and downtown users were subject to regulations associated with a one-hour free parking program. Since the one-hour free parking program was implemented, the city has continued to grow, with the population increasing from about 60,000 to 75,900. In 2002, the Downtown Business Association submitted to City Council a special report on parking. City Council directed the City Administration to work with the Downtown Business Association to review various available parking meter programs, and to identify specific recommended modifications to the one-hour free parking program. In 2004, the Downtown Business Association, in conjunction, with the City of Red Deer began an initiative to create an operation plan for parking in Downtown Red Deer with particular focus on new technology and creating a "best practices" parking management program. In July 2004, Swanson Transportation Consultants were engaged to undertake a parking study focusing on downtown parking management.

In November 2004, Swanson Transportation Consultants submitted a final report entitled "Downtown Red Deer Parking Management Analysis". This report contained 13 recommendations related to the management of on- and off-street parking, parking administration and enforcement. The key recommendation was to re-introduce parking meters to regulate on-street parking in the downtown area using new state-of-the-art technology with a rate schedule of \$0.50 per hour. A similar recommendation was to replace the older ticket spitter machines used in many of the City's parking lots with new equipment having the capability to accept coins, bills, credit cards, and potentially, use of cell phone payment. This report was considered by City Council at their regular meeting on January 17, 2005. The recommendation of the Permits and Licensing Supervisor was that:

"Inspections & Licensing agree with the Downtown Business Association comments and recommend City Council refer the recommendations back to administration to prepare a financial analysis and an implementation schedule related to the recommendations".

Council approved a motion referring the report and the associated recommendations to the city administration as was requested by the Permits and Licensing Supervisor.

Subsequently, Swanson Transportation Consultants were engaged to prepare an implementation schedule, to refine the financial plan included in the 2004 Parking Management Report, and to assess the feasibility of converting Lot 4 to an attendant operation to enable an element of a free-parking program for the downtown.

This report addresses the following:

- Parking management implementation schedule
- Lot 4 attendant operation
- Parking management financial analysis

The development of the implementation schedule and budget assumes an affirmative motion by the Red Deer City Council in the latter part of June 2005.

2.0 IMPLEMENTATION SCHEDULE

The implementation schedule is based on two major events, as follows:

- Approval of the parking management implementation program in June 2005,
- Installation of the new parking meters in the spring of 2006.

Based on the program approval date, it is possible that the new meters could be tendered later this year but it would result in the equipment delivery and installation in the winter. Therefore, the implementation schedule is based on installation of the meters in the spring of 2006, and then working backwards to when other implementation actions are required.

Table 2.1 indicates the proposed implementation of the parking management plan and the budget implications for the various components of this program.

One of the findings of the 2004 Downtown Red Deer Parking Management Analysis Report was that additional administrative support was needed for the Inspection and Licensing Department to improve the management of the on- and off-street parking facilities and associated programs. Therefore, one of the first activities to occur in the proposed implementation program would be to initiate a recruitment program to engage a supervisor to augment the administration of the parking program. It is assumed that the recruitment will occur in the months of November and December 2005 to have a new person in place by the first of January 2006.

Another early activity in the implementation program is the development of the tendering process to acquire the new parking meters. This is expected to occur during the months of January and February 2006. This timing allows the new parking supervisor to participate in the acquisition process. It is assumed that the meter purchase order will be issued near the end of February 2006. The number of meters to be included in the order is summarized below:

- New meters for the free zone – 626 meters
- Replacement of obsolete meters – 478 meters
- Replacement of certain meters in parking lots – 29 meters

The total number of meters to be purchased is 1133.

Table 2.1 Parking Management Implementation Schedule*

Event #	Time Period 2006	Description	2006 Budget Change	Annual Budget Change
1	January	Start of parking administration support	\$44,000	\$44,000
2	January	Office furniture, supplies and equipment	\$10,000	-
3	January/ February	Parking meter tendering		
4	March/April	Multi-space control equipment tendering		
5	June	Start of parking meter shop assistant, and limited term labourer	\$25,200	\$43,200
6	June	Communications program	\$20,000	
7	June	Parking meter delivery (12 weeks from date of order – estimated meter cost = \$750 + hand-held device and cards)	\$900,000	
8	June/July	Parking meter installation (For revenue forecasts, see Tables A-1/A-2)	\$10,000	\$20,000
9	July	Multi-space meter delivery (cost = \$15,000/mechanism)	\$150,000	
10	August	Multi-space meter installation (For revenue forecasts, see Tables A-1/A-2)	\$10,000	\$20,000

* Note: all financial analyses are based 2005 budget values, and no adjustments have been made for inflation.

The meter acquisition program has assumed a modest revision to the parking control in several of the off-street parking lots. Currently, Lots 3 and 8 have 26 and 57 metered stalls, respectively. It would be more cost effective to change the parking control equipment to multi-space meters (ticket spitters) similar to that used in the majority of the City's parking lots.

Following the development of the tendering process for the parking meters, a similar activity is the tendering for the new multi-space parking control devices (ticket spitters) that will be used in the parking lots. As indicated above, it is proposed that there be some

changes in the parking control used in the parking lots. **Table 2.2** indicates the number of spaces, existing parking control devices, and the proposed application of new technology for the parking lots. This analysis indicates that 10 new multi-space meters should be purchased.

Table 2.2 Proposed Parking Lot Control Devices

Parking Lot	Number of Stalls	Existing Control	Proposed Control
1	62	Ticket Spitter	Ticket Spitter
2	87	Ticket Spitter	Ticket Spitter
3	26	Parking Meters	Ticket Spitter
4	98	Ticket Spitter	Ticket Spitter*
5	45	Ticket Spitter	Ticket Spitter
6	15	Parking Meters	Parking Meters
7	84	Ticket Spitter	Ticket Spitter
8	57	Parking Meters	2 Ticket Spitters
9	80	Ticket Spitter	Ticket Spitter
10	36	Ticket Spitter	Ticket Spitter
11	14 (Free – 4)	Parking Meters	Parking Meters

* The use of ticket spitters in Lot 4 is subject to the feasibility of using attendant control.

The increase in the number of parking meters to be in operation in the city also has an impact on the number of staff in the parking meter shop. Currently, the meter shop has an allocation of about 2,260 person hours on an annual basis, which translates to about 1.25 FTE. It is proposed that the person hours for the shop be increased to 2.25 FTE's. It is assumed that a limited term employee continue be hired each summer to provide vacation relief. It is proposed that the recruitment for the new meter shop assistant commence in April so that the new employee would be in place by the first of June 2006. In addition, it is proposed that a limited term labour be hired for a three-month period to assist in the installation of the parking meters and pay'n'display machines. This limited person would normally be hired for the summer. The implementation program allows for an increased budget for enhanced maintenance activities related to the on-street parking program during the installation period and in subsequent years.

The first evidence of the new parking management program will occur in June 2006. It is in this month that the new parking meters will begin to be delivered, and it is expected that the installation of the new meters will be completed by the end of July, 2006

It is also be in June 2006 when it will be important to launch a communications program related to the implementation of the new parking management strategy.

The delivery of the new multi-space parking control devices (pay'n'display machines) for the parking lots is expected in July with the installation to be complete by the end of August 2006. The implementation program allows for an increased budget allocation for enhanced maintenance activities related to the parking lots for the installation period and in subsequent years.

As a result, the implementation of the new Downtown Red Deer parking management program will occur in the first eight months of 2006.

3.0 LOT 4 ATTENDANT OPERATION

The position of the Red Deer Downtown Business Association related to the November 2004 Red Deer Downtown Parking Management Analysis Report was that it accepted the recommendations contained in the report but asked for an opportunity to work with City staff to see if some component of free parking could be maintained through the surface parking lots.

A proposal for consideration in this report is the conversion of Lot P4 to attendant operation that might facilitate a shopper validation program. Shopper validation programs have been attractive campaigns to encourage downtown shopping in many communities. However, in general, the parking industry is moving away from attendant operation due to the associated high operational costs.

To apply this concept to Lot P4 would necessitate some design changes. The access on 49th Avenue would be changed to an inbound access only and controlled by an automatic gate and a ticket spitter (different technology than currently used in this lot). The 49th Street access would provide for two-way traffic, the inbound access controlled by an automatic gate, and the outbound access controlled by the attendant in a booth. The booth would have a fee computer/pay station (cash register) that could read the access tickets that would have either bar code or mag-stripe feature for encoding the entry date and time. The processing of a valid ticket would result in the fee computer sending an impulse to open the exit automatic gate. In hours when the booth was not in operation, the current multi-space parking meter (ticket spitter) would be used. The insertion of a booth at the 49th Street access would require changes in the layout of the parking lot with a resultant loss of parking stalls.

The capital and annual operations costs associated with an attendant booth parking control system in Lot 4 is shown in **Table 3.1**. In developing the cost estimates, it was assumed that the attendants would likely be Commissionaires (or similar) assigned on a part-time basis, with existing resources assigned to cover work period breaks.

Table 3.1 Lot 4 Attendant Operation Costs

Item	Description	# of Units	Capital Costs (\$)	Annual Operations Costs (\$)
1	Personnel resourcing	1.5		35,000
2	Control booth	1	14,000	
3	Automatic gates (3), ticket spitters (2), fee computer, mag stripe reader, detectors	3	28,850	
4	Lot access revisions	-	10,000	
Total			52,850	35,000

In comparison, the capital cost for a new pay'n'display machine is in the order of **\$15,000**, with minimal annual operating costs. If one assumes that the functional life of the pay'n'display machine is about eight years, the attendant proposal would cost the City of Red Deer over **\$330,000**, in comparison with an automated solution costing about \$20,000 (including certain subsequent equipment upgrades).

It is doubtful that the convenience and use of a validation program will have such an increase in parker usage that it would compensate for the significantly increased capital and operations costs. Furthermore, the loss of parking capacity would also detract from the perceived advantage of the attendant/booth parking control system. For these reasons, this type of parking control system is not recommended.

However, there are other elements of the downtown parking management strategy that provides for some degree of free parking, such as:

- Free parking on Saturdays – this day is typically oriented to shopping, rather than commercial business.
- Smart cards – these cards that are to be provided for the parking meters and, possibly, the pay'n'display machines can be sold with some degree of a discount (10 to 15%).

4.0 PARKING MANAGEMENT FINANCIAL PLAN

The business case included in the November 2004 Report assumed that the new parking control equipment would be acquired and paid with capital borrowing, financed by the increased revenues from the parking system. The Financial Plan prepared for this report assumes that the new parking control equipment will be purchased with funds taken from the parking reserve fund. This will result in increased revenue to be transferred to the parking reserve fund on an annual basis. The Parking Reserve Fund currently totals about \$1.8 million. The 2004 Report indicated that there is a need to make the parking services function more financially sustainable. The 2004 Budget indicated a net transfer to the Parking Reserve Fund of about \$56,900, however, the actual year end results was that to create a “zero” balance it was necessary to transfer to parking services approximately \$74,450. This further demonstrates the need to make the City’s parking services function financially sustainable.

The 2004 Report business case provided financial information on a complete fiscal year. As indicated in Section 2 of this report, the implementation of the parking management program will occur during the first eight months of 2006 including the financial impacts as shown in Table 2.1. It will only be in 2007 that a full year financial picture will be available.

The estimated changes in parking revenue are contained in Tables A-1 and A-2, included in the **Appendix**. As can be expected, there is a net increase in parking revenue in 2006 of about \$105,000. Included in the revenue forecast is an estimated reduction in revenue for Lots 4 and 5 where the hourly rates were recently reduced from \$0.60 to \$0.50 to be consistent with the recommendations of the November 2004 Report.

Table 4.1 indicates a summary of the financial analysis of the proposed Downtown Red Deer Parking Management Strategy providing data for the following budget scenarios:

- 2004 approved base budget,
- 2004 year-end financial results,
- 2005 approved budget – excludes provisions for the new parking program,
- 2006 budget is based on the 2005 base budget including the estimated changes in parking revenue and expenditures associated with new parking program,
- 2007 budget, which is based on the 2005 base budget but it, includes the full year financial impacts of the new parking program.

Table 4.1 includes, on an annual basis, approximately \$127,200 of additional financial support to the City’s parking program. The page following Table 4.1 contains notes that are referenced to the superscript numbers shown in the table.

Table 4.1 Parking Services Implementation Budget

Budget Items	2004 Base Budget (\$)	2004 Actual (\$)	2005 Base Budget (\$)	2006 Budget (\$)	2007 Budget (\$)
Revenue					
• Fines	676,000	515,550	676,000	676,000	676,000
• Street meters	115,000	115,200	120,000	237,110	422,200
• Parking lots	189,500	235,075	196,500	184,960 ^{3, 4}	210,675
• Miscellaneous	500	640	500	500	500
Total	981,000	866,465	993,000	1,098,570	1,309,375
Expenditures					
• Personnel	159,216	159,586	170,228	224,228 ⁵	214,228 ⁶
• Commissionaires/towing	253,852	265,239	265,022	265,022	265,022
• Other general/contracted	39,670	66,342	40,100	40,100	40,100
• Advertising/promotion	3,155	0	1,561	21,561 ¹³	1,600
• Materials/supplies/utilities	52,716	24,199	15,400	15,400	15,400
Sub-Total	508,609	515,366	492,311	566,311	532,350
Internal Transfers					
• From Parking Reserve Fund	- 40,000	- 74,747	0	0	0
• To Parking Reserve Fund	96,901	0	68,382	64,752 ¹¹	261,518 ¹²
• Meter maintenance (BU 341)	89,603	103,304	92,696	117,896 ⁷	155,896 ⁸
• Lot maintenance (BU 342)	87,695	84,350	88,305	98,305 ⁹	108,305 ¹⁰
• Lot litter collection (BU 435)	13,000	13,000	13,435	13,435	13,435
• RCMP Bylaw Officers (BU 490)	108,542	108,542	116,656	116,656	116,656
• Dividend to Taxation (BU 59)	34,150	34,150	34,150	34,150	34,150
• Support cost recoveries (BU 59)	82,500	82,500	87,065	87,065	87,065
Sub-Total	472,391	351,099	500,689	532,259	777,025

A general note is that all budget forecasts are based on 2005 dollars, and no adjustment has been made for cost of living increases (COLA).

Specific notes on the changes in certain values in Table 4.1 are as follows:

1. The increase in revenue is due to a part year implementation of meters in the current free parking zone, and some upwards adjustments of rates at certain existing parking meters – See Table A-1 in the Appendix.
2. Similar to #1, except that increase in revenue is due to the full year impact of the new parking meter program. See Table A-2 in the Appendix.
3. The estimated increase in revenue includes consideration of a decrease in revenue of \$20,320 from the parking lots is due to a reduction in the rates at Lots #4 and #5 for a full year.
4. The increase in revenue reflects increases in parking rates at four parking lots when the new multi-space meters are installed in August 2006.
5. This increase reflects a part-year hiring of the new part-time administrative support staff member, including a one-time cost of \$10,000 for equipment, furniture and supplies.
6. Similar to #5 above, this increase reflects only the full-year impact of the new staff member.
7. The \$25,200 increase in meter maintenance reflects the part-year hiring of a new meter maintenance person, plus additional costs for the installation of the meters.
8. This increase reflects the full-year impact of the new meter maintenance person plus additional funding for meter maintenance.
9. The \$10,000 increase is for the installation of the multi-space meters.
10. The \$20,000 increase is for additional maintenance for the off-street parking lots.
11. There is an modest reduction in the transfer to reserves in 2006 due to the startup costs for the parking management program, and due to the fact that the parking revenue is only increased because of the mid-year installation of the new meters.
12. The significant increase in the transfer to reserves of about \$260,000 reflects the full year impact of increased parking revenues, even with increased funding to create a sustainable parking function within the City of Red Deer.
13. This increase is due to a one-time cost for a public communications program related to the installation of the new parking meters.

As can be seen in Table 4.1, the adjusted budget for 2006 assumes a small reduction in the transfer to the Parking Reserve Fund of about \$64,750, rather than the \$68,000 approved in the 2005 budget (see Note 11 above).

In 2007, the financial picture changes substantially with significantly increased revenue from on- and off-street parking. It is estimated that the annual transfer to the Parking Reserve will increase from base 2005 budget value of about \$68,000 to about \$260,000 (see Note 12 above).

On balance, the parking management program anticipates the following major financial impacts based on a full fiscal year:

- An increase of administration and operations costs of \$127,200.
- An increase in the funds transferred to the parking reserve fund to about \$260,000. It is noted that for fiscal year 2004, there was a negative transfer to the fund of over \$74,000 while the 2005 budget forecasts a \$68,000 increase in the fund.
- A transfer of about \$1,050,000 from the parking reserve fund to pay for the new meter mechanisms, however, no value has been estimated as to the change in interest accrued.
- It is estimated that the payback period will be about 5 to 6 years.

APPENDIX

Parking Revenue Forecasts

Table A-1

**City of Red Deer
Parking Revenue Increase Table**

2006

9/5/2005

Parking Area/Lot	Stalls	Current Rate	Proposed Rate	Daily Revenue Change	Annual Income
Lot 3	26	\$0.25	\$0.40	\$0.50	\$1,007.50
Lot 4	98	\$0.50	\$0.50	\$0.00	\$0.00
Lot 5	45	\$0.50	\$0.50	\$0.00	\$0.00
Lot 7	84	\$0.25	\$0.40	\$0.40	\$2,604.00
Lot 8	57	\$0.25	\$0.40	\$0.75	\$3,313.13
Lot 9	80	\$0.25	\$0.40	\$0.30	\$1,860.00
Sub-Total					\$8,784.63
Free Zone Based on 100 days	626	\$0.00	\$0.50	\$1.75	\$109,550.00
Existing Metered Areas - L, M, N, DD, EE, FF, HH II, OO	126	\$0.25	\$0.50	\$0.60	\$7,560.00
Total					\$125,894.63

For Tables A-1 and A-2, the only areas or lots included are those where the rate has changed or in the free zone where there are new meters.

Due to lack of parking stall usage data, the revenue forecasts assume a turnover value for each parking area or lot. The assumed turnover values are low, about 2 to 3 vehicles per stall per day in the existing metered areas in the city and in Lots 3, 7 and 9. Higher turnover values were assumed for Lots 4, 5 and 8 where a value of 5 to 6 vehicles per stall were used. For the existing free parking zone, a conservative turnover value was used, 3.5 vehicles per stall per day, due to the wide range of parking demand in this area.

Table A-2

**City of Red Deer
Parking Revenue Increase Table**

2007

9/5/2005

Parking Area/Lot	Stalls	Current Rate	Proposed Rate	Daily Revenue Change	Annual Income
Lot 3	26	\$0.25	\$0.40	\$0.50	\$3,250.00
Lot 4	98	\$0.50	\$0.50	\$0.10	\$2,450.00
Lot 5	45	\$0.50	\$0.50	\$0.10	\$1,125.00
Lot 7	84	\$0.25	\$0.40	\$0.45	\$9,450.00
Lot 8	57	\$0.25	\$0.40	\$0.80	\$11,400.00
Lot 9	80	\$0.25	\$0.40	\$0.35	\$7,000.00
Sub- Total					\$34,675.00
Free Zone Based on 250 days	626	\$0.00	\$0.50	\$1.80	\$281,700.00
Existing Metered Areas - L, M, N, DD, EE, FF, HH II, OO	126	\$0.25	\$0.50	\$0.65	\$20,475.00
Total					\$336,850.00

Note: The revenue forecast for 2007 assumes a modest increase in the daily revenue per stall value reflecting an increase in parking turnover as local residents become accustomed to the new pay parking program.

The revenue forecast for 2007 assumes the hourly rate schedule for on- and off-street parking spaces to remain the same as in 2006.

Comments:

We agree with the recommendations of the Permit & Licensing Supervisor.

"Jeffrey Dawson"
Deputy Mayor

"Colleen Jensen"
Acting City Manager

Backup

Christine Kenzie

From: Joyce Boon
Sent: July 11, 2005 2:57 PM
To: Christine Kenzie
Subject: RE: Downtown Red Deer Parking Management Implementation Program

Hi Christine

We will just leave our original report and If asked at Council will let them know that there is no possibility of using the meters as there is no mechanism in the units

Joyce Boon
Permits & Licensing Supervisor
Inspections & Licensing Department
403-342-8192
joyce.boon@reddeer.ca

-----Original Message-----

From: Christine Kenzie
Sent: July 11, 2005 9:35 AM
To: Joyce Boon
Cc: Paul Meyette
Subject: Downtown Red Deer Parking Management Implementation Program

I am presuming this item is still scheduled to be presented to Council on July 18th?

At the June 20th Council Meeting, Councillor Larry Pimm asked about the possibility of taking off the the 1 hour free parking signs on the parking meters in the downtown for a period of 60 days. Is this possible - i.e. are the meters functioning meters? Will you have an answer to his inquiry to include with the agenda package for July 18th? If so, I will need it by 9:00 a.m. tomorrow morning.

Let me know if you have any questions.

Christine Kenzie
Legislative & Administrative Services
City of Red Deer
403.342.8201
christine.kenzie@reddeer.ca

Christine Kenzie

From: Kelly Kloss
Sent: June 22, 2005 1:35 PM
To: Christine Kenzie
Subject: FW: Free Parking - Comments from the Public

Also for agenda

-----Original Message-----

From: Char Rausch
Sent: June 22, 2005 8:58 AM
To: Kelly Kloss; Jilaire Wagner; Paul Meyette; Bev Hughes; Cindy Jefferies; Frank Wong; Jeffrey Dawson; Larry Pimm; Lorna Watkinson-Zimmer; Lynne Mulder; Mayor; Tara Veer; Bryon Jeffers; Char Rausch; Colleen Jensen; Grant Howell; Norbert Van Wyk; Rodney Burkard
Subject: FW: Free Parking - Comments from the Public

Good Morning:

Following is an e-mail from a member of the public regarding parking in Downtown. Thanks.

Charlaine Rausch
Communications & Corporate Planning
The City of Red Deer
(403) 309-8598

From: Char Rausch **On Behalf Of** Feedback
Sent: June 22, 2005 8:56 AM
To: 'Margaret Paul-Banner'
Subject: RE: Free Parking

Good Morning:

Thank you for using the Feedback feature on our Web site. I have forwarded your e-mail along to members of Council for their information.

Charlaine Rausch
Communications & Corporate Planning
The City of Red Deer
(403) 309-8598

From: Margaret Paul-Banner [mailto:bannertech@shaw.ca]
Sent: June 18, 2005 1:09 AM
To: Feedback; Jeffrey Dawson; Cindy Jefferies; Bev Hughes; Frank Wong; Larry Pimm; Lorna Watkinson-Zimmer; Lynne Mulder; Tara Veer; Morris Flewwelling
Subject: Free Parking

2005-06-22

Attention: City of Red Deer Councillors
Morris Flewwelling - Mayor

I have just read the article in our local paper, "The end of free parking?", and find myself quite frustrated that the city would spend \$1.1 million for new meters in order to end a system that the public directly benefited from. The purpose of the 1 hr. free parking was to encourage downtown shopping. Other trips downtown could be out of necessity, medical, financial. etc, but it was the consumer dollars that were being spent at the malls that the downtown businesses wanted. So, why the turnaround?

Do you really believe that the system is so abused by workers moving their cars that the entire thing should be scrapped? I find it very hard to believe that 60% of customers would be willing to pay to park after enjoying free parking for 10+ yrs.

I recently enjoyed a leisurely lunch with friends at a downtown restaurant & forgot about the time. When I returned to my car, of course, there was parking ticket waiting for me. I had overstayed my welcome by 6 minutes. No one to blame but, myself. I know the rules & think that the 1 hr free parking has been great for the downtown. I only mention this to point out that parking downtown is never easy. One is either looking for change, then wondering how long they'll *be* or checking their watch, wondering how long they've *been*.

I guess the Downtown Business Association & Lorna Watkinson-Zimmer know something that I don't. But, I just can't see how the average customer who frequents the downtown area right now, will leave their car at home & use the transit system because of the increased parking rates. I think it's more likely that they will steer themselves clear of the parking hassle in favour of free parking (24/7) at the ever increasing number of retail outlets at the south end of the city. Ms Watkinson-Zimmer believes that "ultimately, it will pay off". So, if the big **pay off** is all the city is looking for, regardless of common sense, then I guess they'd better pony up \$20,000 of the taxpayer's money on the PR job needed to explain why this is such a great idea. I can almost hear it now... *"Parking revenues & fines will soar! The parking reserve fund will gobble up that surplus & many, many years from now, your grandchildren will still be waiting for the mythical downtown parkade!"*

Apparently it will take 5 - 6 yrs to recoup the anticipated cost of the upgrades, extra staff, maintenance & equipment. I can guarantee you that long before that time comes, I will have been parking, lunching & shopping at Bower Mall, Parkland Mall, Southpointe Common, Gaetz Ave. Crossing or anywhere that does not have meters.

Just voicing my opinion. Thank you for allowing me to do that.

1 parking ticket - \$20.00
2 hr. parking meters - .50/hr
Free parking at any mall - **priceless**

Margaret Banner
bannertech@shaw.ca

[This message has been scanned for security content threats, including computer viruses.]

Christine Kenzie

From: Christine Kenzie
Sent: June 22, 2005 1:51 PM
To: Mayor; Senior Management Team; Bev Hughes (E-mail); Cindy Jefferies; Frank Wong (E-mail); Jeffrey Dawson (E-mail); Larry Pimm; Lorna Watkinson-Zimmer; Lynne Mulder (E-mail); Tara Veer (E-mail)
Cc: 'info@experiencedowntownreddeer.com'
Subject: FW: downtown free parking

For your information - see email below from a concerned citizen regarding parking in the downtown.

Christine Kenzie
Legislative & Administrative Services
City of Red Deer
403.342.8201
christine.kenzie@reddeer.ca

-----Original Message-----

From: Joyce Boon
Sent: June 22, 2005 11:35 AM
To: Christine Kenzie
Subject: FW: downtown free parking

Hi , I spoke by telephone this AM to Mr. Jim Muza would like to express to City Council that he is opposed to taking away the free parking. He likes to come Downtown as parking is free and feels that this may chase people away from visiting Downtown.

He has asked me to pass this on to Council.

Joyce Boon
Permits & Licensing Supervisor
Inspections & Licensing Department
403-342-8192
joyce.boon@reddeer.ca

I

Prairie Office Products

5032 Gaetz Avenue

Red Deer, AB T4N 4B1

Ph: (403) 347-2286 Fax: (403) 342-5057

Toll Free: (800) 295-1130

June 24, 2005

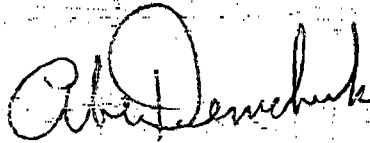
Ann MORRIS FLEWELLING

Attention: City Council

In regards to change free parking downtown to metered parking, as
A business resident of downtown, I AM NOT in favor of changing to
metered parking.

One hour free parking downtown has been working very well since
the mid '90's'. An improvement would be to extend free parking
to two hours.

Regards,



Abe Demchuk

Prairie Office Products

5032 Gaetz Avenue

Red Deer, AB T4N 4B1

Ph: (403) 347-2286 Fax: (403) 342-5057

Toll Free: (800) 295-1130

ATTN TARA VEER

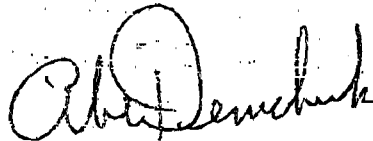
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Abe Demchuk

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Ph: (403) 347-2286 Fax: (403) 342-5057

Toll Free: (800) 295-1130

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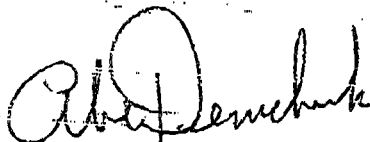
ATTN: LORNA ZIMMER

Attention: City Council

In regards to change free parking downtown to metered parking, as
A business resident of downtown, I AM NOT in favor of changing to
metered parking.

One hour free parking downtown has been working very well since
the mid '90's'. An improvement would be to extend free parking
to two hours.

Regards,



Abe Demchuk



COUNCIL MEETING OF JULY 18TH , 2005

ATTACHMENT

DOCUMENT STATUS: PUBLIC

**REFERS TO: DOWNTOWN RED DEER PARKING
MANAGEMENT IMPLEMENTATION
PROGRAM**



April 13, 2005

Legislative & Administrative Services
c/o Kelly Kloss
City of Red Deer
Box 5008, 4914 – 48th Avenue
Red Deer, AB T4N 3T4

Dear City Council:

Re: Downtown Parking Management Study

As stated in our letter of January 7, 2005, the Downtown Business Association Board of Directors is in full support of the recommendations put forth in the report developed by Swanson Transportation. We encourage the City of Red Deer to consider the long-term investment for modernization of parking in the Downtown.

The Downtown Parking Management Study has been inclusive; DBA members were contacted and encouraged to offer options during this open process. We acknowledge that the proposed parking management enhancements will meet with some resistance, however the benefits to changes to the City's parking program have been identified. In consideration of future changes, the Board supports the following recommendations.

- Awareness/Marketing Campaigns
Allocate adequate funds to assist with public awareness campaigns.
- Incentives
Identify and develop several incentives for the public to continue to do business downtown, i.e. Smart-Card discounts, business discounts.
- Transition Period
Honour the existing 2-hour parking pass currently in circulation. A warning ticket issued for infractions during a designated implementation timeline.

It is evident that long-term planning for parking is the only option for the City. An enhanced parking program and increased revenue are crucial for growth and development of Downtown Red Deer.

We look forward to working with the City on this program. If you have questions or concerns, please contact Sonia Sawyer, Executive Director, at 340-8698.

Sincerely,

Sharon Fisher, President
Downtown Business Association

cc: Paul Meyette, Inspections & Licensing Manager
Allan Swanson, Swanson Transportation Consultants



5024 – Ross Street
Second Floor
Red Deer AB T4N 1Y3
ph 403 340 8698
fx 403 340 8609

January 7, 2005

Legislative & Administrative Services
c/o Kelly Kloss
City of Red Deer
Box 5008, 4914 – 48th Avenue
Red Deer, AB
T4N 3T4

Dear City Council;

RE: DOWNTOWN PARKING MANAGEMENT ANALYSIS

In July 2004, the Downtown Business Association, in cooperation with the City of Red Deer, contracted Swanson Transportation Consultants to conduct a Downtown Parking Management Analysis. During the project, a public consultation program was undertaken involving key City of Red Deer staff, representatives from the downtown business community and other businesspersons, downtown patrons and parking enforcement Commissionaires.

The Downtown Business Association Parking Advisory Committee and the Downtown Business Association Board of Directors have reviewed the study and the consultants' recommendations.

As the consultants report indicates, Downtown Red Deer has grown substantially since the original one-hour free program was implemented in early 1990's. Parking fine revenue has increased substantially since the introduction of the free one-hour program. Currently over \$400,000 annually is collected in parking fines. Parking fines represent negative experiences in Downtown Red Deer.

Currently, 8000 people are employed in Business Revitalization Zone, and additionally 3500 people reside in Downtown Red Deer. These numbers increase every year and respectively, so does the parking demand. As indicated in the report, the current program does not support Red Deer's current population of over 75,000, and consequently with an anticipated population of 84,000 in 2010 this matter needs to be dealt with without delay.

The Downtown Business Association Board of Directors has carried the following motions:

The DBA Board of Directors approves, and accepts the recommendations contained within Swanson Transportation Consultants' Downtown Parking Management Analysis Report' dated November 2004.

The DBA Board supports the Swanson Transportation Consultants' eleven recommendations, and requests that an Implementation Committee be created to review technology and explore potential free parking components.

The Downtown Business Association Board of Directors strongly encourages the City of Red Deer to accept the Downtown Parking Management Analysis as a working document to base all future parking improvements in Downtown Red Deer. We encourage the City of Red Deer to look at the entire parking program in downtown and make the necessary steps to improve the parking program beginning with an Implementation Committee.

As one of the key stakeholders, we look forward to working with the City of Red Deer staff on implementation of this report.

Sincerely,

Sharon Fisher
President
Downtown Business Association

SF/ss

Cc: Joyce Boon & Paul Meyette
Inspections and Licensing Department

Attachment: DOWNTOWN PARKING MANAGEMENT ANALYSIS REPORT
PARKING REPORT MEMBERSHIP SURVEY

5024 - Ross Street
Second Floor
Red Deer AB T4N 1Y3
ph 403 340 8696
fx 403 340 8699

**DOWNTOWN RED DEER
PARKING MANAGEMENT ANALYSIS**

Prepared for:

Red Deer Downtown Business Association

Prepared by:

Swanson Transportation Consultants Ltd.

November 2004

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1.0 SUMMARY AND RECOMMENDATIONS

1.1 SUMMARY

Downtown Red Deer is similar to many North American cities in terms of sub-urbanization of shopping activities. The development of shopping centres and big box retail outlets in the suburban areas of Red Deer has resulted in a transition to specialized retail shops in the downtown area. The change in shopping patterns has placed stress on the management of downtown parking. Parking meters have been used to regulate parking in Downtown Red Deer. In the mid-1990's, the parking management strategy changed such that one hour of free parking is now available for downtown shoppers.

Since the one-hour-free parking program was implemented the city has continued to grow, with the population increasing from about 60,000 to 74,000. A special report on parking was prepared by the Downtown Business Association in 2002. In November 2002, City Council provided direction that the City Administration to work with the Downtown Business Association in reviewing various parking meter programs available and to identify specific recommended modifications to the One Hour Free Parking. As a result, the Downtown Business Association (DBA) and the City of Red Deer are cooperatively undertaking an initiative to create an operational plan for parking in Downtown Red Deer, with particular focus on new technology and creating a "best practices" parking management program. In July 2004, Swanson Transportation Consultants (STC) were engaged to undertake the Downtown Parking Management Analysis.

At present, the population of the City of Red Deer is approximately 74,000. The population of the city was 28,000 about 30 years ago. Several projections have been made for the growth of the city over the next 30 years. In a recent forecast was recently completed by the Parkland Community Planning Services, and their forecast to the year 2031 is a population of about 117,000.

Three downtown parking studies have been conducted over the past 15 years. These studies have provided basic parking supply and demand information, as well as forecasts for future parking needs. Feasibility studies were made for a new parking structure to be located in the downtown area in the area of 49th Avenue and 49th Street.

A public consultation program was undertaken involving key City of Red Deer staff, downtown and other businesspersons, and downtown users. A meeting was also held with the parking enforcement Commissionaires that formed the basis for proposed changes in enforcement practices and procedures. The interviews with businesspersons and downtown users included

questions on shopping, traffic and parking issues. The businesspersons were of the opinion that there was an adequate supply of parking in the downtown area; however, the downtown users had contrary opinions. Both groups felt that the one-hour free parking program was good, but they recognized that there was some inequity in the pay-parking program in that some of the meters were still operational while those in the core were not in operation. The conversion of all existing and former metered spaces to a universal pay-parking program did not receive a favourable response. There was also some concern about the aesthetics of the off-street parking lots.

The study reviewed the existing parking supply in the downtown area, and it also examined the management of the parking system. There are about 7,600 parking stalls in Downtown Red Deer and the City of Red Deer manages about 2,180 stalls. **Table 1.1** indicates the distribution of these stalls between on- and off-street locations, and the parking management devices.

Table 1.1 City Managed Parking Supply – Number of Stalls

Parking Control Type	On-Street	Off-Street	Total
One-Hour Free Parking	626	4	630
Parking Meters	478	112	590
Ticket Dispenser	None	488	488
No Control	462	10	472
Total	1,566	614	2,180

At present, the Inspection and Licensing Department is responsible for the management of both on- and off-street parking, however, there is no longer any one person within the civic administration that solely manages the parking function. The department budget for 2004 forecasts total revenue of about \$980,000, of which, about 70 percent comes from bylaw enforcement. Total department expenditures are approximately \$883,000 providing a transfer to the parking reserve fund of about \$97,000. Currently, the parking reserve fund totals about \$1.8 million. It is noted that the level of net revenue from parking operations is quite low, making it very difficult to maintain or modernize the parking facilities and equipment. It has been stated that parking management in Red Deer suffers from benign neglect.

Parking meters that are used to control on- and off-street parking spaces can be characterized as obsolete and poorly maintained. There are about 1,300 meters operating on-street and in the parking lots, and the majority of these have mechanical mechanisms. Over the past decade, most

municipalities are installing electronic meters that have better maintenance records, they are more flexible to augment rate changes, and have the capability for use of smart cards for payment of the parking fees.

Pay'n'display (ticket spitters) are used in many of the City's parking lots, and they are about 10 years of age. At some locations, these machines are poorly maintained such that the directions to use the equipment is so obscure and faded that customers will not be able to understand how to use them unless they are local residents familiar with the equipment.

Parking regulation signing is also indicative of inadequate maintenance. The most obvious examples are the "one-hour free parking" signs that were bolted on to or between the old parking meter housings. The fact that the signs indicating the free parking program were attached to the old meter housings gives the appearance of indecisiveness on the part of the City of Red Deer, and they do not add to the street appearance. There are other evidences of inadequate sign maintenance in some of the signs in the parking lots.

The City of Red Deer has several parking lots that have a reasonable level of development and landscaping, Lots P1 and P4 are examples. Lot P5 and the adjacent City Hall staff parking lot are examples where improvements are needed.

In essence, the past decade marks an era of minimalist parking management where inadequate revenue was collected from the parking system such that parking equipment, signing, and facilities have become obsolete and poorly maintained, and the parking reserve is not large enough to finance new facilities and equipment. The condition is a direct result of the one-hour free parking program.

As parking demand in Red Deer increases, available parking at the curbside for downtown users will decrease under the current parking policy primarily because the one-hour free program can be easily defeated or by-passed. Enforcement of one-hour 'free' parking solution is at least 30 percent less efficient than with parking meters.

An anomaly was unintentionally created in Red Deer with respect to the disabled persons using curbside parking meters. The disabled are exempt from paying for parking meters under the Traffic Bylaw. However, if they park at one-hour free spaces, they are in violation of the bylaw if they leave their vehicles for more than an hour.

The parking enforcement unit presents itself very well as a responsible, mature and professional unit with integrity. Officers seek voluntary compliance when vehicle operators are present during a violation, they seek quality tickets over volume and they work closer with the community than most units in larger cities.

Enforcement officer interpretation of expectations varies from officer to officer and some disagreement on appropriate actions under certain conditions exists. Public confidence in the enforcement program is lost where enforcement officers act and interpret bylaws differently. The current 'standing orders' document used by enforcement personnel is inadequate and there is a need for a more suitable "Standard Operating Procedures" manual.

The most striking observation in the tag administration support center is the apparent lack of clear and defined policy with respect to ticket withdrawals and cancellations. Informational brochures advising the public on parking regulations, permit application procedures, appeals procedures were not available leaving counter personnel to verbally respond to all questions and information being offered in an inconsistent manner. Parking tickets currently issued can be redesigned to offer further enhancement.

Red Deer allows private companies to issue City of Red Deer parking tickets although the procedure, qualification, training requirements and audit controls were not found in municipal bylaw.

The tag administration unit utilizes a custom computer application to assist in the management of parking tickets. While the existing system may prove adequate support for the interim, certain shortcomings will become more apparent as ticket volume increases and as audit reviews point to lost revenue opportunities and lack of controls.

New technology associated with curbside parking meters is mainly the use of smart cards for payment of fees, with a potential for future cell-phone payment systems. Many cities are beginning to use multi-space meters (pay'n'display equipment) for on-street parking control. Parking control systems for off-street parking lots tends toward use of multi-space parking meters as currently used in most of the parking lots in Red Deer. However, current parking equipment allows for credit card payment, wireless (cell-phone) payment, and solar power. New technology associated with parking enforcement programs is the hand-held ticket writer devices. They have had limited use in municipalities due to ergonomic considerations and it transfers an office procedure to the field in environments that are not conducive for this work.

A parking rate survey was conducted including data from 11 similar size cities in Canada. Of these cities, the average population was approximately 50,000. The average hourly rate for on-street parking meters was \$0.65. The current rate structure in Red Deer is a maximum of \$0.50, but a \$0.25 rate is also used.

The scope of the parking management analysis has focused on the organization framework in which the function of parking exists within the City of Red Deer and then the more technical aspects of on-street parking, off-street parking facilities, and parking enforcement activities. The

strategy also includes a proposal for a parking technology demonstration project, and a business case related to proposed changes in on-street parking control.

The basic functions of parking within a municipality include planning, provision, management, maintenance, operation, revenue collection, and bylaw enforcement. The most effective parking management occurs where there is a centralization of responsibility. In the City of Red Deer, the parking functions are primarily the responsibility of the Inspections and Licensing Department. The review of alternative organizations considered establishment of parking authority, civic parking advisory committee, and a downtown parking corporation. The review of alternative parking organizations concluded that the city administration model seems to be the most logical for conditions in Red Deer, but that there was a need to make the group for financially sustainable. This includes additional staff allocation to parking system management, and facility/equipment operations and maintenance activities. It would appear that additional annual revenue of \$100,000 is needed to make the program more financially sustainable.

It is noted that the economic health of the downtown has improved from the time the free parking program was implemented and the need for the program is due for review. It is proposed that the one-hour free parking program be terminated, and pay parking be returned to Downtown Red Deer. The new meters program would be based on a \$0.50 per hour rate to a maximum duration of stay of two hours (an increase from the present one hour limit) for the period from 09:00 to 18:00, Monday through Friday. The new meters to be acquired should have the capability for paying the fee by the use of coin and smart card. The value of the smart card should be discounted in a manner to provide for some period of free parking.

The parking management strategy related to off-street parking includes improvements in parking lot landscaping, sign maintenance and surface paving plus commencement of replacement of the older parking control equipment (ticket spitters/pay'n'display machines). Consideration was given to implementing an attendant operation for Lot P4 to facilitate use of a shopper validation program as well as provide human interaction with parkers. The implementation of such a parking control method would increase operational costs and result in a reduction of parking spaces in the lot.

The parking management strategy also includes a number of actions that can enhance the enforcement of parking regulations and the administration of parking citations. Improvements in communications, development of standard operating procedures, redesign of the parking ticket and policy issues such as issuing warning tickets and private property issuing City parking tickets were included in the proposals for changes in the parking enforcement program.

A parking technology demonstration project has been proposed to include the installation of a new multi-space parking meter in one of the main downtown lots. It is proposed that the new device include provisions for fee payment by coins, bills, credit cards and wireless

communications; solar power and state-of-the-art fascia design. Such a new device with necessary computer and software support systems would cost in the order of \$20,000.

A business case analysis was completed for the conversion of the one-hour free parking program. The implementation of pay parking in the downtown core area would involve 630 meters. The total conversion to pay parking in the downtown area would provide the necessary monies needed for parking management operational costs and improved contributions to the parking reserve fund.

1.2 RECOMMENDATIONS

The following are the recommendations emanating from the analysis of parking management in Downtown Red Deer:

1. Implement pay parking in the downtown by converting the meters to a rate schedule of \$0.50 per hour, for the period of 09:00 to 18:00, Monday through Friday.
2. Revise the on-street parking regulations to increase the allowed duration of stay from one to two hours.
3. Purchase meter mechanisms for 630 meters for the parking meter conversion program and sufficient meter mechanisms to phase-out the obsolete mechanical meters (290 meters). The new meters to provide for coin and smart card payment, whereby the purchase value of the card is discounted to provide for some free parking (up to 15% of the card value).
4. Improve parking lots by maintaining parking signs, replacing obsolete parking control equipment (ticket spitters), and upgrade landscaping, lighting, and pavement conditions, particularly in Lot P5.
5. Undertake a parking equipment technology demonstration project entailing the purchase of new state-of-the art pay'n'display (ticket spitter) equipment that can provide for credit card and cell-phone payment, and solar power.
6. Maintain the centralized parking function within the civic administration but enhance it by additional administration supervisory support.
7. Provide for better communications between the office function and the enforcement personnel on new parking restrictions, changes to existing restrictions and valid permits, and other downtown parking issues.

8. There is a need to develop a comprehensive Standard Operating Procedures (SOP) manual that will establish expectations to new and existing officers.
9. The practice of issuing warning tickets should be reviewed. If an offence is believed to have been committed, issuing a warning to certain vehicles can undermine the process when other parkers are issued tickets.
10. Undertake a feasibility assessment of equipping officers with mobile communications devices to enhance personal safety, and reporting the need for parking equipment and traffic control device maintenance.
11. Create a policy for withdrawing parking tickets that conforms to the Provincial Offences and Procedures Act that maintains the integrity of the court process.
12. Review the practice of allowing private property owners to issue City of Red Deer parking tickets to ensure that it meets with legislative requirements, is permissible in the local bylaw, and that abuse is not occurring
13. Redesign the layout of the parking ticket to reduce errors, increase efficiency and reduce the perceived need for photos of infractions

2.0 INTRODUCTION

Downtown Red Deer is similar to many North American cities in terms of sub-urbanization of shopping activities. The development of shopping centres and big box retail outlets in the suburban areas of Red Deer has resulted in a transition to specialized retail shops in the downtown area.

The change in shopping patterns has placed stress on the management of downtown parking. Parking meters have been used to regulate parking in Downtown Red Deer. In the mid-1990's, the parking management strategy changed such that one hour of free parking is now available for downtown shoppers.

Parking studies in downtown areas typically address the use of downtown parking spaces, but they sometimes also include consumer surveys of shopper attitudes. Parking surveys indicate the actual characteristics of the use of downtown parking spaces in terms of occupancy, turnover and average duration of stay. Consumer surveys measure the perceptions and desires of people who park downtown. Surveys conducted in Kelowna and Lethbridge, on why local residents do not do most of their shopping downtown, found that insufficient supply and inconvenient location of parking spaces were the most significant factors in the decision of over half of the respondents. A similar survey conducted in Saskatoon on factors that would increase downtown shopping found the following were the highest ranked:

- More conveniently located parking,
- Cheaper parking rates,
- Better traffic circulation system,
- Lower priced goods.¹

Thus, strategies developed to encourage increased use of downtown shopping must be multi-faceted, and not only be focused on parking. However, it must be recognized that good parking should have the following characteristics:

- It must be easy to find.
- It must be easy to get into and out of.
- It must appear safe to the user.
- It must have a reasonable parking fee.

¹ Saskatoon Downtown Parking Study, Swanson Transportation Consultants, April 1990
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- The time limit, if there is one, should be adequate for reaching the destination and accomplishing the purpose of the trip.²

Enforcement programs in urban government vary, depending on the parking, transportation and land use policy objectives in place. Policies and regulations governing parking will typically address public safety issues, enhance traffic flow and maintain community standards. The characteristics of a good enforcement program are as follows:

- Sensitive to the needs of the community that they serve,
- Consistent and fair to ensure the integrity of process, and
- Cost efficient.

Parking policy, whether planned and stated or evolved and implied, should be accurately reflected in the operating practices of enforcement officers to ensure their action conform to the overall objectives of civic administration.

Since the one-hour-free parking program was implemented the city has continued to grow, with the population increasing from about 60,000 to 74,000. A Downtown Parking Study was completed in 1999. A Downtown Action Plan was approved by City Council in 2000. A special report on parking was prepared by the Downtown Business Association in 2002. In November 2002, City Council provided direction that:

- The City Administration to work with the Downtown Business Association in reviewing various parking meter programs available, including costs, value added benefits, management and maintenance requirements with a report to be prepared for Council's review and the establishment of an appropriate standard of level of service.
- The Downtown Business Association be requested to identify specific recommended modifications to the One Hour Free Parking for review by City Administration and recommendation back to Council.

As a result, the Downtown Business Association (DBA) and the City of Red Deer are cooperatively undertaking an initiative to create an operational plan for parking in Downtown Red Deer, with particular focus on new technology and creating a "best practices" parking management program.

In July 2004, Swanson Transportation Consultants (STC) were engaged to undertake the Downtown Parking Management Analysis. The scope of the project was as follows:

² Edwards, John D., The Parking Handbook for Small Communities, National Main Street Centre, Washington, DC, 1994.

- Complete a thorough review and inventory of the public parking management system and processes currently being used.
- Provide an overview of Parking Management “best practice” options and describe how these systems, if implemented, would enhance or improve our current program.
- Complete a consultation process with affected stakeholders to determine parking needs and requirements.
- Provide a business case for a recommended new parking program.
- Review the current parking fees for both on-street and off-street locations developing where necessary, recommendations for change plus an ongoing strategy for keeping fees current.
- Prepare a report on the study research, analysis, major findings, and recommendations.

This report is to be presented to the Downtown Business Association, City of Red Deer staff, and City Council.

This report is organized in the following format:

1. Summary and Recommendations
2. Introduction
3. Background Information
4. Consultation Program
5. Parking Supply and Management Review
6. Parking Management Technology
7. Downtown Parking Rates
8. Parking Management Strategy

3.0 BACKGROUND INFORMATION

3.1 INTRODUCTION

This section of the report provides background information on the expected growth of the city, prospects for development in the downtown area, and a review of parking studies completed in the past.

3.2 CITY GROWTH

At present, the population of the City of Red Deer is approximately 74,000. The population of the city was 28,000 about 30 years ago.

Several projections have been made for the growth of the city over the next 30 years. Nichols Applied Management forecast a growth to a population of about 83,300 in the year 2025. The forecasts undertaken for the Red Deer Growth Study projected a population of about 103,600 by the year 2031. In a recent update completed by the Parkland Community Planning Services, a more optimistic projection has been made, and their forecast to the year 2031 is a population of about 117,200.³

3.3 DOWNTOWN PROSPECTS

The continued healthy growth of the City of Red Deer will have a positive affect on the business climate in the downtown area. The Downtown Action Plan provides a framework for new development in the downtown area. The Plan includes the proposed 48th Street Promenade, and design guidelines for improvements to surface parking lots. The Riverlands Area Structure Plan, situated just west of the downtown, includes both commercial/retail and residential development supportive of the downtown. However, there are no specific redevelopment proposals that are known at this time for the downtown. A new hotel has been approved for development at the south end of the downtown.

In recent years, there has be a resurgence of urban development in Downtown Red Deer including the Millennium Centre and Parkade, the Red Deer Centre, and new apartment projects. There are numerous indications of building renovation and restoration projects being undertaken. All of these plans, proposals and projects are indicative of increasing parking demand.

³ The City of Red Deer, Population Projection Update – 2003, Parkland Community Planning Services, August 2003.

3.4 PREVIOUS PARKING STUDIES

3.4.1 Overview of the Parking Studies

There have been a variety of parking studies completed for Downtown Red Deer in the past 15 years. In 1988, a downtown parking study was undertaken by the BA Consulting Group Ltd. and it was augmented by a report on parking strategy completed by the Red Deer Parking Commission.

In 1994, the Downtown Planning Advisory Committee requested that the City's Parking Administrator provide a variety of documents on downtown parking. This information included parking supply inventory information, the results of some parking facility occupancy surveys and a summary on City Council policies related to parking.

In 1999, Stantec completed a parking study that provided current information on the parking supply inventory, the results of occupancy surveys, parking demand analyses, and a parkade feasibility study.

Most recently, the Red Deer Downtown Business Association provided a report to the City Council on recommended strategies for managing parking in the area.

3.4.2 1988 Downtown Parking Strategy

The 1988 Parking Study found that there was a supply of about 5,900 stalls in their study area. The study area was bounded by 45th Street on the south, 55th Street on the north, the east side of the railway lands, and 47th Avenue on the west. Parking space occupancy checks indicated that the observed demand was considerably less than the available capacity. The principal findings of the BA Group parking study were as follows:

- The survey of use of on-street parking facilities did not indicate a critical parking condition.
- To finance off-street parking programs, the current rates for on-street spaces needed to be increased.
- The existing two-hour zones should be restricted to lesser times to encourage turnover.
- Cost of the fines for overstaying at meters was not high enough to be a disincentive.
- The free un-metered parking spaces on the periphery of the downtown should be phased out, and parking meter operation installed.
- The parkade was not justifiable from a demand point-of-view.
- The main concentration of future demand was to be in the area of the Post Office lot, and Block 34.

- The study of the parking demand associated with the redevelopment railway lands should await at least 50 percent build-out of these lands.

The 1988 Parking also assessed the functionality of various sites in the downtown area as to their use for parking structures. In terms of financial considerations, the study concluded that the current parking operations did not gain sufficient net revenues to fund future public parking improvements. The report suggested the use of a special parking tax as a funding mechanism to finance future parking facility improvements.

Based on the BA Group Parking Study, the Red Deer Parking Commission developed a parking strategy for the City of Red Deer. This strategy included recommendations pertaining to a phased improvement program for the parking system, management of the system including the creation of a parking authority, parking supply standards for the land use bylaw, and methods to finance the parking system. Included in the recommendations was to increase the rate for the parking meters from \$0.25 per hour to \$0.40 per hour.

3.4.3 1994 Parking System Review

A series of documents were collected for this review including information on the supply of parking in the downtown area. In a similar study area as used in the 1988 Study (expanded to Taylor Drive and 53rd Avenue on the west), the parking inventory included approximately 1,510 on-street parking stalls, and about 6,940 in off-street lots. The parking supply totaled about 8,450 spaces, of which, 50 percent were for public parking. Parking stall occupancy counts of the City off-street parking lots conducted on a monthly basis in 1993 found that peak occupancy levels were in the order of 60 percent during the winter months. The City had 12 parking lots in the downtown area containing approximately 670 parking stalls. The highest hourly rate for parking in these lots in 1994 was \$0.50 per hour.

The review of the parking system in 1994 included the 1988 parking studies, current Council policies on parking, land use parking supply standards, and other associated reports.

3.4.4 1999 Parking Study

The study area used for the 1999 Parking Study was similar to previous studies; however, the westerly limit was Taylor Drive and 54th Avenue. Its northerly study boundary was 54th Street, as compared to 55th Street in the 1994 parking data. Because there are slight changes in the study boundaries, it is not easy to make any comparisons as to the changes in parking inventory between the studies. The 1999 Parking Study found that there were a total of about 7610 stalls in the study area, comprised of 1,420 on-street, and 6,190 off-street stalls. The City of Red Deer directly controlled the operation of about 2,045 stalls, or 27 percent of the total. Surveys of parking occupancy found that the peak value was approximately 53 percent. Within the central core, parking occupancies were in the order to 60 to 70 percent. Forecasts were made for future

parking needs and it was determined that the total future demand remained well within the supply limits.

A financial analysis was completed for a 285-stall parkade. It was determined that the forecast revenues would be inadequate to finance the construction and operation of the parking structure. It was determined that a breakeven point for the parkade would require a 100 percent increase in parking rates.

The study also addressed and made recommendations related to Nightclub Area parking, RV parking, the one-way couplets in the downtown area, and modal considerations when developing a parking structure in the future.

3.4.5 2002 Parking Committee Report

A special parking committee of the Downtown Business Association developed a report for City Council consideration in June 2002. The committee researched various elements of downtown parking, and held meeting with key City of Red Deer staff. A synopsis of the committee's recommendations is as follows:

- Investigate the feasibility of establishing a Parking Authority.
- Review the parking rates for both on- and off-street parking, and the fine structure every second year.
- Amend the hours of parking enforcement to 08:00 to 18:00, Monday through Saturday.
- Investigate ways to encourage increased use of public transportation, and to consideration implementation of a downtown shuttle service.
- Investigate increased use to technology in parking equipment, management and enforcement.
- Consider developing additional small off-street long-term parking lots throughout the downtown area.
- Ensure that any development above the transit terminal be for parking.
- Expand the coverage of parking meter operations in the downtown area.
- Conduct a pilot project for testing new parking equipment and management technologies.
- Replace all existing parking meters with electronic meters.
- Investigate modification of the current one-hour free parking.

4.0 CONSULTATION PROGRAM

4.1 BACKGROUND

Included in the project terms of reference was the requirement to complete a consultation process with affected stakeholders to determine parking needs and requirements. The persons and groups that were suggested to be included in the consultation program were as follows:

- City of Red Deer staff,
- DBA representatives,
- Chamber of Commerce,
- Individual downtown business staff and customers
- Parking Enforcement Commissioners.

Many of the contacts were completed through meetings with various City of Red Deer staff, DBA representatives, and downtown business persons. A questionnaire survey was prepared for use during the meetings with the businesspersons. A separate questionnaire was prepared for use during on-street interviews with downtown users. A group meeting was held with the Enforcement Commissionaires.

4.2 CITY OF RED DEER ADMINISTRATION

The focus of the meetings with City staff was to gain an understanding of the management of parking within the civic administration, and any changes that have occurred over the years. Additional questions posed to the staff pertained to growth of the downtown and key issues that affected the use of the downtown area.

There was a real sense that there has been growth in economic activity in the downtown area over the past five years. The Downtown Action Plan is a key document that provides a framework for urban development in the area.

Some of the key issues that relate to downtown parking are as follows:

- There is a differing perspective on parking need.
- There is a conflict between staff and customer parking on-street.

- One-hour free parking may have “backfired” for the downtown businesses in that while the parking meter revenue decreased, enforcement revenue increased which can cause problems as to encouraging use of the downtown.
- There needs to be longer durations of stay allowed for on-street parking spaces.
- There is apparent abuse of the one-hour free parking program.
- There is a need to prioritize curb-space usage in terms of short-stay visitor parking, and the various types of special zones.
- There is a need to define practical parking technology that is appropriate for Red Deer.

The administration seemed to suggest that a parking program needs to be derived that meets the needs for all downtown users, combined with an public communications program on the supply and location of parking.

4.3 PARKING ENFORCEMENT COMMISSIONAIRES

4.3.1 Scope of Review

The consultation with the enforcement personnel of the City of Red Deer included two broad areas, as follows:

- Field operations as undertaken by the Corp of Commissionaires,
- Parking office that is involved with ticket and tag administration.

Meetings were held with both the Corp of Commissionaires staff, and the parking office staff. The meetings with the office staff included review of computer support systems.

4.3.2 Parking Enforcement – Field Operations

The parking enforcement units in Red Deer are employees of the Corps of Commissionaires on contract to the City of Red Deer. Day to day supervision of officers is handled by a Corps supervisor who assign officer shifts, patrols, perform training and recommend disciplinary action when necessary.

There are two enforcement units employed for bylaw enforcement in Red Deer. The first of the two enforcement units is the primary focus of this review. The first unit comprises of a ‘foot patrol’ that monitors the one hour free zones, parking meter patrols, off-street pay-for-parking lots and general parking infractions in the downtown area. These officers are appointed as ‘bylaw enforcement’ officers for the City of Red Deer. The practice of appointing ‘special constables’ by Alberta Justice was discontinued several years ago. The second ‘mobile’ unit of

officers will respond to citizen complaints and patrol outlying areas. This second unit works with and reports more directly to the RCMP.

Parking enforcement officers will patrol the one hour free meters on a predetermined route, applying chalk to the tread face of tires on parked vehicles. A grace time of 10 to 20 minutes is provided. Approximately 75 minutes later, the officer will re-visit the route and issue parking tickets to those vehicles remaining at the one hour meters with undisturbed chalk marks. The ticket is for violation of Section 26.7 'over-time' parking and carries \$20.00 specified penalty with an early payment incentive option of \$10.00 if paid within five (5) days.

Officers will patrol pay-for-parking meters, looking for vehicles parked at expired meters. Additionally, officers will also patrol off-street parking lots to ensure valid proof of payment is displayed.

Officers issue hand-written parking tickets to vehicles found in violation of parking regulations and place the tickets under the driver's side windshield wipers. Officers may take personal notes of some infractions when they suspect their actions will result in an appeal. Some officers carry personal digital cameras to take photos of vehicles in violation to supplement their notes.

Officers are not in radio communication with one another or a dispatcher although several officers do carry personal cell phones. Officers are generally aware of each other's assignments, and are often in view of one another during patrols. As a result, they anticipate the presence of other officers at certain locations at known time periods.

Officers may exercise discretion while issuing parking tickets and can 'void' or cancel parking tickets they have written. Ticket quotas have not been established. Work performance is based on patrol cycles and anticipated violations based on experience.

The City of Red Deer uses 'permit' programs to allow municipal employees and others to park in off-street lots and at parking meters without payment and in excess of the posted time limits.

4.3.3 Parking Enforcement – Ticket Administration

Parking tickets are managed by the City's License and Inspections office. The parking office will accept payments, file ticket appeals, and offer information to the public and process complaints.

To assist the administration, a 'custom developed' computer application has been provided. The basic functions of the current system are as follows:

- Manages outstanding fine amounts,
- Linked to the Alberta Registries (MOVES) system to determine the last known registered owner of the Alberta license plate referenced on parking tickets,

- Generates reminder notices and
- Generate 'violation tickets' for unpaid parking tickets.

The system is an 'open' system from the perspective that a single user controls data entry, fine payments and ticket withdrawals. The staff indicates that approximately 200 parking tickets are processed each business day. While weekly summary reports can be generated and are reviewed, trend analysis and in-depth reporting over longer periods was not readily available.

4.4 RED DEER BUSINESS REPRESENTATIVES

Based on input from the DBA and representatives of the City of Red Deer, a list was compiled of ten persons who had some degree of interest in the downtown area. Meetings were held with a variety of business owner/operators that are either located in Downtown Red Deer or have a specific interest in the area. Some of the persons contacted were members of the Downtown Business Association (DBA) and the Chamber of Commerce. Questions that were asked during these meetings (see Appendix A) pertained to the following:

- Recent growth in the downtown,
- Improvements that would aid the economic vitality of the downtown,
- Key transportation issues that affect local residents use of the downtown area,
- Suggestions to improve parking conditions in the downtown area.

Some of the individual comments made during these meetings can be found in the Appendix A. However, the key transportation issues that were most often identified as affecting local residents use of Downtown Red Deer were the one-way streets, lack of parking, and the bus service, which was seen as a positive factor on encouraging use of the area.

With respect to specific parking issues, the business representatives were asked to rank from 1 meaning a very negative influence on the use to the downtown, to 5 having a very positive impact. **Table 4.1** indicates the average responses of the persons contacted.

In general, the businesspersons contacted were quite positive about most downtown parking issues, but they showed some negative response to the appearance of the off-street parking lots. They recognized that there was some inequity in the on-street pay parking program where users must pay to park at the curb in some areas of the downtown but curb parking was free in the core of the area. However, they were equally concerned about converting all on-street spaces in the downtown area to pay parking. The response to the need for further development of parking structures was about neutral.

The questions indicated in Table 4.1 were also asked to the other downtown users.

Table 4.1 Rating of Key Parking Issues
 Ranking: (1 – very poor, 3 – average, 5 – very good)

Parking Issue	Average Ranking Value
Adequate time allowed at on-street parking spaces.	3.7
Adequacy of parking supply.	3.6
Perception of parking enforcement practices.	3.4
Attractiveness of one-hour free parking program.	3.6
Rates for use of off-street parking.	3.4
Aesthetics of off-street parking lots.	2.5
Convenience of on-street parking.	3.9
Perception of personal safety when using on- and off-street parking spaces.	3.4
Inequity of on-street pay-parking where parking is free in some areas, but users must pay in other areas.	2.7
Development of parking structures for downtown visitors and employees.	2.9
Conversion of all on-street spaces to pay-parking.	2.6

4.5 DOWNTOWN USERS

Conducting consumer opinion surveys on parking conditions in downtown areas tends towards negativity. Issues such as parking rates, enforcement practices, and the availability of parking are often subjects of concern by local citizens. In an attempt to assess more broader issues related to the use of the downtown, questions related to shopping, traffic, and aesthetic matters assist in creating a more balanced response from consumers on parking and the general factors that influence citizen's decisions on making trips to the downtown. For this study, a

questionnaire was developed and reviewed with the Executive Director of the Red Deer Downtown Business Association. A copy of the survey is in Appendix A.

The survey was completed by stopping persons in Downtown Red Deer and asking permission to undertake the questionnaire survey with them. In the process, a copy of the survey was taken by a local businessperson that also had customers complete the survey. A total of 30 surveys were completed and, of this total, 12 were provided by the businessperson. The results of the survey have been separated to assess whether any bias crept into the survey.

The summary of findings related to the first three questions asked is shown below:

- 77 % of the persons lived in Red Deer,
- The major trip purposes were work, business/banking, social/recreational and shopping,
- 77 % of the persons made the trip to the downtown one or more times per week.

There were two questions relating to issues influencing their use the downtown. The first of these questions dealt with general issues on the downtown. The respondents were asked to give a ranking from 1 to 5, where 5 had a large positive impact on their use of the downtown area, and 1 meant a significant negative impact. **Table 4.2** provides the responses from the persons questioned on general downtown issues. The table below provides an average of the responses where values greater than 3.0 indicate a general positive response, and values less than 3.0 signify a negative response.

Table 4.2 Factors Influencing the Use of Downtown Red Deer.

Downtown Usage Issue	STC Survey	Private Survey	Total
Shopping experience	3.1	4.1	3.4
One-way streets	3.3	3.6	3.4
Availability of parking	2.1	2.9	2.4
Traffic congestion	2.7	3.0	2.8
Quality/choice/price of goods available	3.4	3.5	3.4
Parking enforcement practices.	3.1	2.9	3.0
Street appearance/landscaping	4.1	3.8	4.0
Bus service	3.6	2.8	3.3
One-hour free parking program.	4.3	4.1	4.2

With respect to the differences between the two data sources, the results from six of the nine questions asked were quite similar. Of these three questions where there was a wide range of the results, both surveys gave position opinions on shopping in Downtown Red Deer and negative responses on the availability of parking. There was a divided opinion on the quality of the bus service; however, this question is not germane to this parking management study.

The second question focused solely on parking issues. The respondents were again asked to rank the parking issues that influence their use of the downtown from 1 to 5, using the same scale as above. **Table 4.3** provides the average of the responses relating to downtown parking issues.

Table 4.3 Parking Factors Influencing the Use of Downtown Red Deer

Parking Issue	STC Survey	Private Survey	Total
Adequate time allowed at on-street parking spaces.	3.3	3.5	3.4
Adequacy of parking supply.	2.1	2.6	2.3
Price/rates for use of off-street parking.	3.3	3.0	3.2
Perception of parking enforcement practices.	3.1	2.9	3.0
Convenience of on-street parking.	3.3	2.5	3.1
Aesthetics of off-street parking lots.	2.9	2.1	2.6
Attractiveness of the one-hour free parking program.	4.1	3.8	4.0
Perception of personal safety when using on- and off-street parking spaces.	3.3	3.5	3.4
Inequity of on-street pay-parking where parking is free in some areas, but users must pay in other areas.	2.1	2.3	2.2
Development of parking structures for downtown visitors and employees.	2.1	3.1	2.5
Conversion of all on-street spaces to pay-parking.	2.3	1.5	2.0

Table 4.3 indicates that for the two sources of the survey data, the results were reasonably close on six of the 11 factors. Of the five issues where there was some degree of separation in the survey responses, the responses for three issues only varied in the degree of negativity. The persons involved in the private survey gave a negative response to the convenience of on-street parking, while the STC survey gave a modest positive response. The issue related to the need for

the development of parking structures had a mixed response between the two surveys; however, this question may have been difficult to interpret.

The major findings of the opinion survey of downtown users were as follows:

- There is a perception of an inadequate supply of parking.
- Downtown users found that one-hour free parking program to be very attractive.
- These persons recognized that there was some degree of inequity of the on-street pay-parking program where it is free in some areas, but users must pay in other areas.
- These persons, however, gave a negative response to converting all of the on-street spaces to pay parking.
- Downtown users indicated a concern related to the aesthetics of the off-street parking lots.

It should be noted that it is not surprising that downtown users would not be supportive of full development of a pay-parking program for both on- and off-street spaces. A similar response would be given to an increase in taxes.

4.6 OTHER CONTACTS

In the latter stages of the project, a direct contact was made by several downtown businesspersons inquiring whether their past submissions had been provided as background information for this project. As the information had not been provided, copies of their submissions to the Red Deer DBA and to the City of Red Deer were forwarded to Swanson Transportation Consultants.

These businesspersons had three basic concerns regarding parking in the downtown area:

1. The one-hour free parking did not provide sufficient time for those who wish to make multi-purpose trips to the downtown; for example, to both shop and dine.
2. The downtown parking facilities should include at least one lot in the core where parking control was done by an attendant such that persons with possible extended duration of stay did not have to be concerned about overstay parking as the person paid on exit the actual amount of time parked in the lot. Such manned parking lot could also provide for validated parking in cooperation with downtown businesses.
3. Winter-time road conditions that obscure the curb and pavement markings for handicapped parking stalls. It was suggested that the height of mounting the handicapped parking stall signs be lowered to be visible for the vehicle windscreen.

5.0 PARKING SUPPLY AND MANAGEMENT REVIEW

5.1 SCOPE OF REVIEW

The focus of this section of the report is to present information on the current supply of parking in the downtown area, and to provide an overview of the management of the parking system. The review of the management of the parking system has been based on discussions with City of Red Deer staff, and observations made during the field investigations. Also included in this section is a review of the parking enforcement program. In the broadest sense, the term parking management would include parking enforcement.

5.2 PARKING SUPPLY

The 1999 Parking Study indicated that there are about 7,600 parking stalls in Downtown Red Deer. The City of Red Deer manages about 2,180 stalls. **Table 5.1** indicates the distribution of these stalls between on- and off-street locations, and the parking management devices.

Table 5.1 City Managed Parking Supply

Parking Control Type	On-Street	Off-Street	Total
One-Hour Free Parking	626	4	630
Parking Meters	478	112	590
Ticket Dispenser	None	488	488
No Control	462	10*	472
Total	1,566	614	2,180

5.3 PARKING MANAGEMENT

The management of parking in municipal government varies considerably between public works, finance, realty development, asset management, bylaw enforcement, other civic departments and authorities/corporations. There are two forms of parking in civic government; on-street parking that usually is managed by the road authority, and off-street parking lots and structures that may be the responsibility of any one of the organizations mentioned above.

In the late 1980's, on-street parking in Red Deer was the responsibility of the public works department, as the municipal road authority. The 1988 Parking Study recommended the hiring of a Parking Administrator that would centralize the parking function and be responsible for both on- and off-street parking. A Parking Commission was in place in the early 1990's and, along with the Parking Administrator, this organization provided guidance on parking matters to City Council.

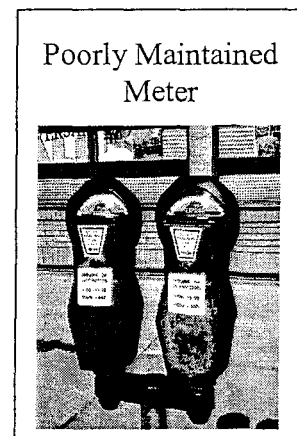
In about 1994, the Parking Commission and the Parking Administrator position were abolished and the management of parking was assigned to the Inspection and Licensing Department (ILD). At present, this department is responsible for the management of both on- and off-street parking, and parking activities related bylaw enforcement (this group also has other bylaw enforcement responsibilities). The management of the road system still resides in the public works organization, and there is some joint management of curb parking between ILD and public works. There is no longer any one person within the civic administration that solely manages the parking function.

The department budget for 2004 forecasts total revenue of about \$980,000, of which, about 70 percent comes from bylaw enforcement. Total department expenditures are approximately \$883,000 providing a transfer to the parking reserve fund of about \$97,000. Currently, the parking reserve fund totals about \$1.8 million. It is noted that the level of net revenue from parking operations is quite low, making it very difficult to maintain or modernize the parking facilities and equipment.

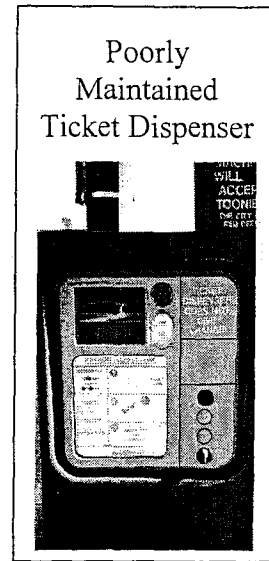
It has been stated that parking management in Red Deer suffers from **benign neglect**. This issue has been examined looking at four aspects of parking:

- Parking equipment,
- Parking regulation signing,
- Parking space management,
- Parking lot conditions.

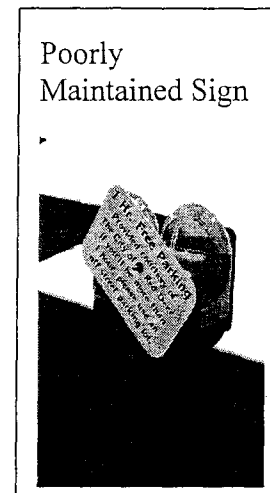
Parking meters that are used to control on- and off-street parking spaces can be characterized as obsolete and poorly maintained. There are about 1300 meters operating on-street and in the parking lots, and the majority of these have mechanical mechanisms. Over the past decade, most municipalities are installing electronic meters that have better maintenance records, they are more flexible to augment rate changes, and have the capability for use of smart cards for payment of the parking fees. The following photo indicates meters that are both obsolete and poorly maintained.



Pay'n'display (ticket spitters) are used in many of the City's parking lots, and they were state-of-the-art when purchased. They are about 10 years of age and, at some locations, these machines are poorly maintained such that the directions to use the equipment is so obscure and faded that customers will not be able to understand how to use them unless they are local residents familiar with the equipment. The following photo indicates the difficulty in seeing the machine use instructions, and the most recent rate change was indicated by small sticky decals (label maker type tape). This is indicative of parking repairs made by persons that were not properly trained or equipped to do the job right.



Parking regulation signing is also indicative of inadequate maintenance. The most obvious examples are the "one-hour free parking" signs that were bolted on to or between the old parking meter housings. The fact that the signs indicating the free parking program were attached to the old meter housings gives the appearance of indecisiveness on the part of the City of Red Deer, and they do not add to the street appearance, which is generally rated as good by local residents. However, what really indicates a lack of concern about the downtown or the inability to properly manage the parking function is the condition of the one-hour free parking signs. These signs can be found to be misaligned and twisted. The photo indicates an example of these signs that are poorly maintained, and this is discussed also in Section 5.4.2.



Another example of inadequate sign maintenance is the angle parking sign that exists on Lot P3. This sign is shown on the photo to the right. It is obvious that lower part of the sign is completely obscured, likely faded by the sun.



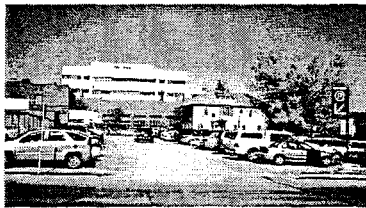
The management of on-street parking should include regular inspections of curb space to determine where it may be necessary to ban parking to aid driveway sight distance, or to install a meter space(s) where a building use has changed and a driveway is now longer functional. During the site visit, it was observed that there is a seemingly logical curb parking space where there once was a driveway and it now longer is needed. During the site inspection, it was noticed that a person received a parking citation, and complained to one of the consultants. This problem was referred to the ILD counter personnel.

The City of Red Deer has several parking lots that have a reasonable level of development and landscaping. Lots P1 and P4 are examples. The photo below indicates the 49th Street frontage of Lot P4. However, as indicated in the photo below, Lot P5 and the adjacent City Hall staff lot are examples of parking facilities that do not contribute to the aesthetics of the downtown. Another good example of parking lot landscaping is also shown below, and this site is a recently developed parking lot in Calgary.

Lot P4 Landscaping



Lot P5 Poor Condition



Attractive Landscaping



The City of Red Deer has installed well-designed parking lot entrance signs. These are very graphic and conspicuous, and well mark the parking lot entrance locations. The photo indicates a typical entrance guidance sign. A parking lot that seems to be without any indication that public parking exists is on the east side of the transit terminal.

Lot P4
Entrance
Sign



In essence, the past decade marks an era of minimalist parking management where inadequate revenue was collected from the parking system such that parking equipment, signing, and facilities have become obsolete and poorly maintained, and the parking reserve is not large

enough to finance new facilities and equipment. The condition is a direct result of the one-hour free parking program.

5.4 PARKING ENFORCEMENT

5.4.1 Scope of Review

The review of the enforcement program initially focuses on the curb parking policies, and how the current practices in Downtown Red Deer affects the enforcement of parking restrictions. This section also includes a review of the normal functions of the enforcement staff. The review also includes the ticket administration and the “back office” tag administration system.

5.4.2 Influences of Curb Parking Practices on Enforcement

This review of enforcement practices related to curbside parking regulations addresses the one hour free parking program, and the handicapped parking zones.

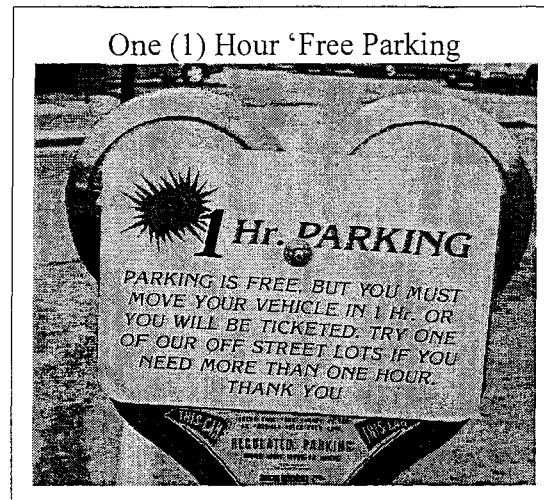
One Hour Free Parking:

The one-hour free parking policy may be based on limited assumptions related to the multi-faceted decision matrix on downtown shopping. Specifically, ‘free’ parking is not seen as the key factor when purchasing decisions for goods and services are made. As indicated in Section 4.5, there are many factors that influence the shoppers’ choice whether to travel to the downtown, or to go to the local shopping centre. Parking is a factor as it must be convenient, available, and appropriate for the duration of the purchasing process and reasonably (market) priced.

As parking demand in Red Deer increases, available parking at the curbside for business customers will decrease under the current parking policy primarily because the one hour free program can be easily defeated or by-passed. Enforcement of the one hour free parking solution is easily defeated several ways, as follows:

- After an officer places a chalk mark on a vehicle, employees wanting long-term parking can simply remove the chalk mark

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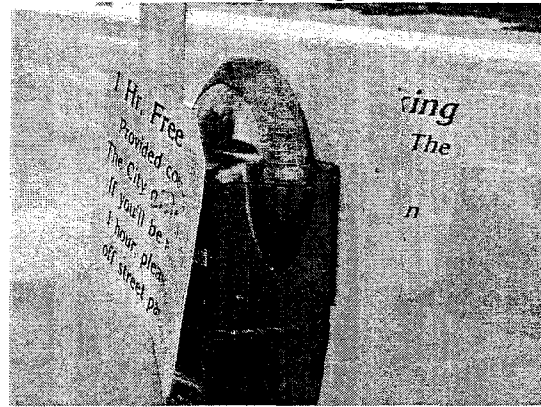


placed by the officer. Destroying the officer's evidence that the vehicle has not 'moved' defeats the officer's ability to issue a parking ticket.

- Currently, no bylaw restricts vehicle operators from tampering with the chalk marks placed by the officer. If a bylaw existed, the difficulty in enforcing the bylaw would make it unenforceable. Being a crime by a person, the violation would have to be enforced by a bylaw officer who witnessed the offence and with the authority to issue a two-part violation ticket. Alternatively, a 'special constable' or a RCMP officer could enforce such a violation. Peace officers will have higher priorities than waiting to catch vehicle owners wiping chalk off of the tires of their own vehicles.
- The current bylaw does not define the term 'move', long-stay parking can occur simply by 'moving' vehicles from one stall to another along the one-hour free zone without fear of prosecution.

Enforcement of one-hour free parking solution is at least **30% less efficient** than with parking meters. Enforcement at one-hour free meters involves the placement of chalk on the vehicle tires parked in the one-hour zone, followed up by a subsequent patrol one hour (plus grace time) later to determine if any vehicles are in violation. This results in the first and last hour of every officer's shift being unproductive. Alternatively, with parking meters, a violation can be determined instantly any time during an officer's shift.

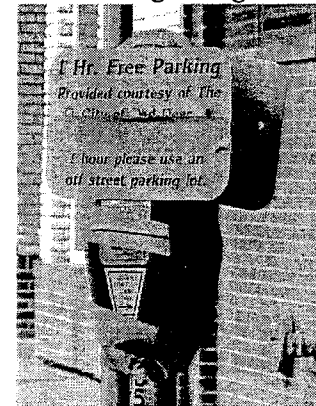
Damaged Sign 1



It should also be recognized that when vehicles are parked immediately after the parking patrol passes, operators have the benefit of no less than two hours of free parking before they will potentially be ticketed. Those parking immediately before the patrol will get one hour of free parking leaving the average free parking time in Red Deer at 90 minutes.

Finally, from a Red Deer taxpayer perspective, there may be an argument that the general public is subsidizing parking for downtown business through the provision of free parking as the cost of providing and maintaining roadways and sidewalks remains the responsibility of the taxpayer. Comparatively, shopping mall

Damaged Sign 2



roadway and sidewalk provision and maintenance is borne by the leaseholders in the shopping center.

Disabled Parking Provisions:

An anomaly in Red Deer with respect to the disabled using curbside meters was unintentionally created. Specifically, the disabled are exempt from paying for parking meters under the Traffic Bylaw section 43.1. However, if they park at one-hour free meters, they are in violation if they leave their vehicles for more than an hour, as they are now 'parked overtime' and in violation of Section 27.6

Therefore, disabled persons in Red Deer should avoid the designated stalls for the disabled as these persons run the risk of being charged for overtime parking. These persons need only locate a pay-for-parking meter and stay for free, all day. The disabled should also avoid the off-street lots as their free parking status does not extend to off street lots.



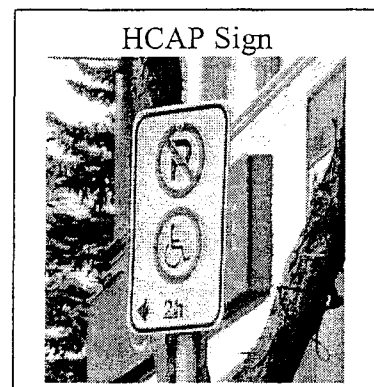
In other municipalities, the disabled community has demanded equal access, that is, specific designated stalls provided to them to allow the opportunity for access. However, they have not demanded 'preferential' treatment, such as 'free parking'. Providing free parking to vehicles with placards places an added incentive to handicap placard abuse, counterfeiting and theft of placards.

The Red Deer Traffic Bylaw specifically requires the display of a valid permit:

*34 (1) The owner or operator of a motor vehicle **which is not identified by a disabled persons placard or license plate** that is issued or recognized by the Solicitor General for persons with disabilities shall not stop or park or permit the stopping or parking of the vehicle in a parking space designated for disabled parking.*

*(2) Where, pursuant to subsection 34(1), the vehicle is identified by a disabled persons placard, the owner or operator **shall have such placard visibly displayed** while the vehicle is stopped or parked in a parking space designated for Disabled Parking.*

As such, enforcement will require the words **permit required** to convey the language in the bylaw that those parking must have a valid placard on display.



Clarification to parking enforcement officers is necessary to instruct them on whether or not 'expired' or 'out of province' placards are valid as the bylaw indicates both are not valid. Many municipalities will respect placards from other provinces, especially when displayed on vehicles displaying out-of-province license plates.

5.4.3 Enforcement Practices

This enforcement unit presents itself very well as a responsible, mature and professional unit with integrity. Officers seek voluntary compliance when vehicle operators are present during a violation, they seek quality tickets over volume and they work closer with the community than most units in larger cities.

The current approach taken by Red Deer's enforcement officers will greatly diminish the chances of officers being involved in altercations with the public, thereby contributing to their personal safety. Altercations are uncommon in Red Deer with the most senior officer reporting four (4) occurrences in eight (8) years.

Officer turnover is typical of other municipalities, with officers generally having less than three to five years' experience. Training relies heavily on field training (on the job) and is governed by 'standing orders' that provide a basic description of the violations officers are to patrol for.

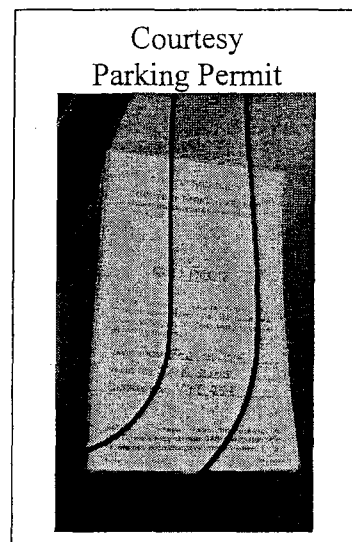
Officers observe that abuse of the one hour free parking zones seems to be on the increase, yet when approached they are unable to explain the policy or what factors determine the establishment of the one hour free zones. Well-informed officers can better communicate policy objectives to members of the public, with whom they are in face to face contact with every day.

Officers observe that some lots with high utilization are priced quite low. Others with lower utilization have quite high rates.

Officers observe that recent changes to parking time limits on certain streets was changed from eight hour to two hour parking resulting in sterilized curb space used by neither employees or customers.

Officers are not notified prior to new parking regulations being posted or when existing regulations are to be removed.

Current policy for issuance of permits that exempt vehicles from paying for parking or from adhering to the time limits is unclear. Enforcement officers are not made aware of legitimate permits, the restrictions associated with their use, nor the issuance policy. When motorists park their vehicles on the street with permits that appear



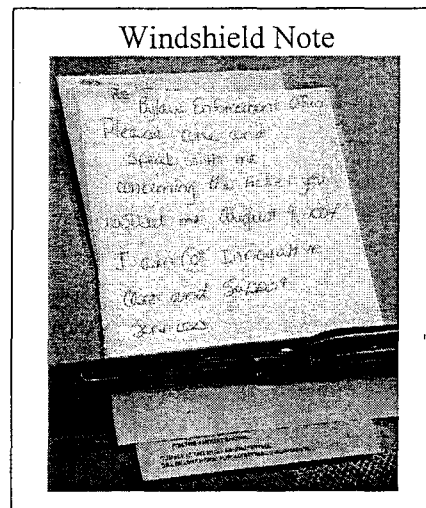
'official', they are presumed valid. The courtesy permit shown was on display at an off-street lot and is a 'delegate' permit, indicating it is valid for free parking for one year. As a resident or an employee, this may appear to be valuable permit to acquire.

Use of Street permits are issued without instruction to contractors to display the permit when parked at 'hooded' meters nor are enforcement officers notified of permit issuance. As a result, enforcement has been reduced to a 'complaint' basis only wherein contractors are left to manage the 'permitted' space.

Enforcement officer interpretation of expectations varies from officer to officer and some disagreement on appropriate actions under certain conditions exists. Public confidence in the enforcement program is lost where enforcement officers act and interpret bylaws differently. When the public asks enforcement officers if a certain parking practice is legal or acceptable, every officer must respond with the same answer and must enforce the regulations to the same standard. Failure to do so results in a loss of integrity and a loss in confidence. The current 'standing orders' document used by enforcement personnel is inadequate.

A suitable 'Standard Operating Procedures' manual will provide officers:

- with language specific to the bylaw offence
- a layman's interpretation of the purpose or intent of the specific section of the bylaw that reflects the administrations objectives,
- a checklist of issues to consider before issuing an infraction under the section of the bylaw,
- a list of reminders to ensure the issuance of the ticket is complete,
- a reference to other related charging sections that may be better suited to the offence, and
- a quick reference complete with drawings to assist officer understanding if necessary.
- Every officer should be presented with a copy of the SOP in a format that is easily referenced with a table of contents and an index. The SOP should also include department standards, court procedures, standards for providing evidence, conflict de-escalation techniques, definitions of terms used in enforcement and safety precautions.
- Typical examples of issues arising from failing to provide officers with a clear understanding of the purpose of their role will include:
- enforcement of 'abandoned driveways' when these zones are better suited for additional meters,



- 'parking tickets issued to vehicles parked in bus zones on statutory holidays when no buses are scheduled'.
- parking tickets issued to nighttime cleaning staff that park in handicap stalls in the interests of their personal safety when the shops are closed and parking lots are empty.
- Enforcement actions that seemingly serve no purpose and alienate the public, especially when the media reports such actions.
- Enforcement officer's write warning' tickets on vehicles with pay 'n' display coupons placed face down on dashboards or when multiple permits from multiple days are left dashboards. This practice can simply be an error or a means of avoiding parking fees. An alternative for officers would be to issue parking tickets, especially to repeat offenders. When issuing the ticket, officers should note the receipt number from the back of the parking receipt on their parking ticket. Only ticket appellants with proof of payment receipts corresponding to the parking receipt number on the parking ticket would have their parking tickets withdrawn.

5.4.4 Ticket Administration

The most striking observation in this (and other) enforcement agency support centers on the apparent lack of clear and defined policy with respect to ticket withdrawals and cancellations. Parking tickets are cancelled, and ticket appeals accepted and underpayments for fines are all processed in what can appear to be a subjective manner, which can lead to the perception of unfairness by the public.

Once placed on the windshield of a vehicle, parking tickets should only be withdrawn when the vehicle owner is clearly 'not guilty' of the offence. In cases where tag appeals are made on compassionate grounds or mitigating circumstances, this can be dealt with an appeal system that already exists through the provincial court. To withdraw parking tickets on a subjective matter erodes the integrity of the enforcement unit and, in extreme cases, can result in Alberta Justice withdrawing a municipality's authority to issue provincial violation tickets.

Informational brochures advising the public on parking regulations, permit application procedures, appeals procedures were not available leaving counter personnel to verbally respond to all questions and information being offered in an inconsistent manner. Many members of the public are unfamiliar with municipal bylaws governing parking. Developing brochures focused on 'abandoned and derelict' vehicles, RV parking, Truck Parking, and Residential Parking Permit Program (RPP) policy can assist counter personnel when communicating some of lesser-known parking violations and will lead to voluntary compliance.

Red Deer allows private companies to issue City of Red Deer parking tickets although the procedure, qualification, training requirements and audit controls were not found in municipal

bylaw. If municipalities allow private company representatives to be appointed 'bylaw officers', initial training procedures and follow-up review will ensure that these private company employees act in a manner that reflects well on the municipality. As bylaw enforcement officers, their actions directly contribute to the integrity (or loss of integrity) of the enforcement program. Subsequently, private company employees that have been appointed bylaw officers will be representing the City and the crown in provincial court procedures. This representation of the City may cause embarrassment due to the severe consequences in situations where perjury or misconduct occur.

Red Deer parking ticket payments may be made by mail or in person at City Hall. Through discussions with the City's bank services provider, a no-cost option to allow ticket payments through all chartered banks could be pursued. Requirements from the banking industry will usually include the addition of a Magnetic Ink Character Recognition (MICR) encoding on the parking ticket.

In addition to the MICR encoding, parking tickets currently issued can be redesigned to offer further enhancement. Including a 'mod-seven' check digit to the parking tag number will greatly reduce manual data entry errors. Provision of a bar code (standard #39) that contains the ticket number would allow tag image scanning and database linkage. Offering officers an area for comments and sketches can reduce the perceived need by some officers for digital photos.

5.4.5 Back Office Tag Administration System

The tag administration unit utilizes a custom computer application to assist in the management of parking tickets. At present, the application performs many of the basic requirements for a lower volume system but lacks the sophistication and audit controls utilized by many larger municipalities. While the existing system may prove adequate support for the interim, certain shortcomings will become more apparent as ticket volume increases and as audit reviews point to lost revenue opportunities and lack of controls.

Without the benefit of an in-depth analysis, the following summarizes some of the functionality missing from the existing system that is considered integral to a comprehensive 'back office' ticket management system:

- Ticket order and inventory management module(s),
- Batch ticket entry and ticket image storage,
- Batch payment and audit functionality,
- Data verification modules surrounding valid tickets, charging sections, fines, agencies and officers,

- Customizable 'business rule' controls ensuring consistent processing as well as flexibility to address change,
- Automated under and over payment management,
- Refund check functionality,
- Bank return check (BRC) notifications,
- Ticket 'life cycle' documentation and management,
- Appeals management,
- Laser printed 'reminder notices', 'BRC notices' and 'violation ticket' preparation,
- Court docket management and officer appearance schedules,
- Prosecutions information support,
- Court fine revenue reconciliation with provincial JOIN system,
- Comprehensive officer and system performance reporting,
- Freedom of Information and privacy Protection (FOIP) compliant 'on-line' web-site ticket query,
- Secured and 'intelligent' web-store payment options that allow only valid payments during ticket life cycle periods.

6.0 PARKING MANAGEMENT TECHNOLOGY

6.1 CURRENT CONDITIONS

The review of parking management technology for Red Deer included visiting the Canadian Parking Association Annual Meeting and Trade Show that was held in Vancouver between October 3 to 6, 2004. The Trade Show featured booths representing numerous suppliers of parking technology available in Canada.

Section 5.3 provided an overview of current parking technology used in Downtown Red Deer. Current technology used for on-street parking includes 280 reasonably modern electronic parking meters, and the remaining are obsolete mechanical meters. Some of these meters are used in off-street lots.

Ticket spitter (pay'n'display) equipment used in some of the parking lots were once considered start-of-the-art, but they are now obsolete. In the industry, these machines are also termed as *multi-space meters*.

Parking enforcement technology is a manual-based field operation, with computer software used for office functions. The status of this parking technology is discussed in Section 5.4.

6.2 ON-STREET PARKING

The review of parking control technology for on-street applications will consider three basic systems:

- Parking meters,
- Multi-space meters – pay'n'display equipment,
- Other devices.

Modern single-space parking meters have electronic based mechanisms that accept and discriminate up to 16 coins, tokens and smart (value) cards. These mechanisms can allow up to three rate structures that can be applied on a daily basis. These variable rate structures, however, cannot accommodate a “progressive” rates where the value of time can vary within a given rate structure. Associated with these electronic meters are meter management software enabling inventory records, maintenance programming, and to directly collect and transmit information to and from the mechanism. This information collection/transmission process can include meter usage, revenue tracking, or changing rate structures. The transmission process is accomplished by a hand-held device. There are three manufactures of meters in Canada, Duncan, MacKay and

POM. The only Canadian manufacturer is MacKay Meters. Parking meters can be configured as single space, dual space or multi-space (up to 4 spaces).

A number of cities are beginning to use multi-space meters for on-street applications. This has the following advantages:

- Reduction in street hardware in that only one device is installed per block face, as compared to multi-posts needed for parking meters.
- Potential reduction in installation costs where the block face contains ten or more spaces.
- Increase in parking revenue as typically more vehicles will park in the block where posts do not designate parking stalls, and parkers cannot take advantage of purchased but unused time from a previous parker.
- Increase in payment options as bills, coins, credit cards, debit cards and smart cards can be used.

Toronto and Niagara Falls have used these devices for on-street parking spaces, and Calgary recently undertook a trial program for the use of these devices. A number of cities in the United States have also install multi-space meters on street. These devices also have other features such as solar power, and wireless communications.

Some cities have experimented with in-car parking meters, card devices (seldom seen today), and cell-phone payment methods. However, the most common parking control device used on-street is the single/dual space parking meter. In smaller cities where parker convenience is paramount, the parking meter controlling the spaces in front of downtown shops is the best pay-parking device.

6.3 OFF-STREET PARKING

Parker control devices used for off-street parking facilities are similar to those mentioned above, and they are comprised of the following:

- Parking meters,
- Multi-space meters,
- Automatic gates and pay-stations,
- Wireless devices working in conjunction with the first two systems.

The use of parking meters for off-street lots is viable where the parking capacity is ten or less spaces. Where parking rates are high, the drawback of the parking meter is the inability to pay via credit card. Recognizing that the duration of stay is longer than at on-street spaces,

transaction values are higher and the use of bills or credit cards is convenient for these parkers. The information presented in Section 6.2 is also relevant for this section of the report.

Multi-space pay devices for parking lots can be simple as inserting money into a slotted box, where each parking stall is represented by one slot in this collection devices. This revenue control devices is archaic, and will not be discussed further in this report.

The multi-space meter used in Downtown Red Deer is typical to that used in modern applications, however, there are new features that can be applied. Key new features are solar powered mechanisms and use of companion wireless payment methods. These pay machines were developed in Europe and several Pacific countries such that there are more manufacturers of these devices than parking meters. Some of the equipment displayed at the recent trade show in Vancouver are from the following manufacturers:

- Cale – Swedish manufacturer distributed by SmartPark from Toronto,
- Duncan – distributed in Canada by Electromega with offices in Toronto, and Surrey,
- Lexis Systems – manufactured in Richmond, BC
- MacKay – distributed in Western Canada by Trafco,
- Parkeon – distributed in Canada by Precise ParkLink from Toronto. This is the same manufacturer of the existing ticket spitter equipment used in Red Deer, only the name has changed from Schlumberger.

There are other manufacturers such as Digital Pioneer Technologies, Jentex Technologies, and Reino Parking Systems.

There is a credit card validation issue that is associated with the use of multi-space parking meters. The issue relates to the time to verify the credit card. Some systems do batch processing at the end of the day, which may not detect the use of stolen cards. Persons with stolen credit cards can purchase tickets, and then sell them to parking lot users claiming that the meter is not working. The Lexis Systems equipment does provide real-time (2-3 seconds processing time) validation of credit cards.

The parking equipment discussed above requires the parker to purchase a ticket when parking in the lot based on an estimated duration of stay. The use of automatic entry/exit gates and pay stations (either an attendant operated booth or an automatic pay station) enables a parker to pay only for the actual time used, reducing the stress of potential overtime citation situations. Manufacturers providing this equipment include:

- Amano Cincinnati,

- Canadian Parking Equipment (CPE),
- Federal APD,
- Skidata – used by the Calgary Parking Authority,
- WPS North America.

There are other manufacturers that provide central pay stations only such as Ascom, Designa, Hamilton Manufacturing, Parkeon, Scheidt & Bachmann, and Zeag North America. Attendant-booth operations can also use a variety of fee-computers/cash registers. The use of automatic gates and pay stations tends to be applicable mainly to larger parking lots and parking structures. These are typically found at airports, hospitals, and universities.

The new technology associated with multi-space parking meters is wireless/cell phone transmission of fee payments, and parking management information. There are two systems of possible application in Red Deer, and they are as follows:

1. CELLPARK – this system is available with the Lexis Systems and Precise ParkLink equipment (powered by MINT) that enables payment of parking fees. All that is needed by the user is a digital cell phone, an email address and a credit card. At the parking lot, signs are posted giving the CELLPARK phone number and lot designation. The parker must register with CELLPARK providing credit card and vehicle make and license number. When desiring to parking in the lot, the user calls the company, entering the lot number and amount of time expected to park. If the person returns early, the user just calls into the system to log-out and the payment registered in the account is the actual time used. It should be noted that the parker must pay a service fee, which is added to the normal parking rate at the lot.
2. VERRUS – this was the first company to offer cell phone payment of parking fees. Impark was the first to introduce this service. The parker essentially uses the same process as described above. The company has added new software products to monitor customer calls related to broken meters that need servicing, and automated payment of violation tickets. This service is particularly useful to Impark operations.

A new Calgary-based company, NEW PARKING, is about to announce a new wireless payment system specifically designed for parking meters. Therefore, this product is applicable to on-street applications as well as parking lots that are controlled by parking meters. In this instance, the key identifier is a parking meter number and the communications medium is the cell-phone. Enforcement personnel have a hand-held “blackberry” device that provides information on meter status.

In terms of application to Red Deer, new features that might be considered relate to credit card payment, solar power, and wireless payment technology. The key issue is the low typical payment transaction. The maximum a visitor is likely to pay is a “loonie”, maybe a “toonie”. In larger cities where a payment value could be in the order of \$10, the use of credit card is a significant convenience to the parker. However, as the existing parking rate structure is quite low in Red Deer, it is questionable that credit card payment features are needed at this time. Similarly, as parking fees are low there is some doubt as to the attractiveness of cell-phone payment methods. As the existing parking lot equipment is replaced, it would be advisable to consider adding these features at that time.

6.4 PARKING ENFORCEMENT

The most prevalent piece of technology that is applied to parking enforcement is the hand-held ticket writer. Companies that distribute these ticket writers also have companion ticket management software suites. Some of the issues related to this type of equipment is the weight of the battery-pack that is needed to power the hand-held devices and the ergonomics of the hand-held device. The battery pack tends to be a separate piece of equipment that is carried by the enforcement officer by a shoulder strap. Some of the manufacturers of this type of equipment are as follows:

1. Citation Management – Milwaukee, WI,
2. Clancy Systems – Denver, CO,
3. Complus Data Innovations – Tarrytown, NY,
4. Enforcement Technology – Irvine, CA – this equipment is used by the Canadian parking management firm ParkSmart,
5. Epic Data – Richmond, BC,
6. MacKay Meters – New Glasgow, NS,
7. Municipal Management Assoc. – Marlborough, MA,
8. T2 Systems – Indianapolis, IN.

As indicated above, these devices are supported by citation management software. These devices have not made much penetration into the municipal market; however, they are more prevalent in airport, campus and hospital parking operations. One aspect in the use of these devices relates to the data entry function, which is typically done in an office environment. Use of these hand-held devices results in data entry being done in the field with personnel not trained

for this activity. Another concern related to this type of equipment is the appearance of the machine-produced ticket. It tends to look like a “grocery-tab” resulting in these tickets being misplaced, or lost from the windscreen. These are some of the reasons why this type of equipment is not widely used in municipal parking operations, however, it is noted that Toronto is considering use of these devices.

ParkSmart, the Canadian based parking management company, offers a total parking enforcement service entailing the supply of personnel, equipment, and the citation management software. The City of Kelowna uses ParkSmart in this manner.

7.0 DOWNTOWN PARKING RATES

The parking management study included a survey of other similar sized Canadian cities to determine their practices in relation to the rates for on-street parking, and typical parking regulations. The cities contacted were as indicated below:

- Brandon, MN
- Kamloops, BC
- Kelowna, BC
- Lethbridge, AB
- Medicine Hat, BC
- Moose Jaw, SK
- Niagara Falls, ON
- Niagara-on-the-Lake, ON
- Penticton, BC
- Stratford, ON
- Vernon, BC

There are differences in the economic vitality of the downtowns in these cities. Certainly, the cities in Ontario attract a significant amount of tourists that would likely result in higher parking rates. In addition, there is a variation in the size of these cities, using population as a basis of comparison. Of the 11 cities included in the survey, the average city population was approximately 50,000, ranging from about 14,000 in Niagara-on-the-Lake, to 96,000 in Kelowna. The current population in Red Deer is approximately 74,000.

Table 7.1 presents the findings of this survey indicating the maximum on-street hourly parking rates, and the typical duration of stay allowed at these spaces.

The results indicate that, with the exception of Medicine Hat, Red Deer is below average in terms of the application of pay-parking operations in downtown areas. It is particularly interesting to look at parking management in Lethbridge, Moose Jaw and Penticton and note that these smaller cities have significantly higher parking rates.

Table 7.1 On-Street Parking Rates and Regulations

City	Population	Hourly Rate (\$)	Typical Parking Regulations
Red Deer	74,000	0.50¹	2 hr/5hr/10hr
Brandon ²	39,720	0.50	2 hr
Kamloops	77,280	0.50	2 hr/10 hr
Kelowna	96,280	0.50	30 min/1 hr/2 hr
Lethbridge	67,710	0.70	30/min/1 hr/2 hr/3 hr/10 hr
Medicine Hat	51,250	No meters	2 hr
Moose Jaw	32,130	0.75	2 hr/5 hr
Niagara Falls	78,820	1.00	1 hr/2 hr/3 hr
Niagara-on-the-Lake	13,840	1.50	2 hr/4 hr
Penticton	31,000	1.00	1 hr/2 hr
Stratford	29,680	0.25	2 hr
Vernon	33,500	0.50	15 min/30 min/1 hr/2 hr
Average³	50,060	0.65	

1. In Downtown Red Deer, there are 478 metered spaces where the rate of \$0.50 is applied, and another 626 meters that have been covered with a sign designating the "One Hour Free" parking zone.
2. The City of Brandon had a recent trial program, done in cooperation with the Downtown BIA, where some meters were removed from several blocks on the edge of the downtown area. The trial program was to last six months, however, the merchants complained about the loss of customer parking due to downtown employees parking in the area. The meters were reinstalled.
3. The City of Red Deer data is excluded from the averages shown in Table 7.1

The application of pay-parking in Downtown Red Deer will require careful consideration, recognizing that downtown users have been able to park for free for over 10 years. Any parking rate proposal will have to reflect this past practice and the current opinion of downtown users;

that is, downtown parking for short-stay trip purposes should be free. Modern parking control equipment for on-street applications cannot easily deal with a rate structure where the initial parking period is free. A desirable variable rate schedule for Red Deer is to provide for a very cheap rate, for example, for the first 30 minutes, and then use a market based rate for subsequent time periods. A possible variable rate structure is shown as Option 1 below:

Possible New Variable Rate Structure

Time Period	Option 1	Option 2
30 minutes	\$0.10	\$0.25
40 minutes	\$0.25	-
60 minutes	\$0.50	\$0.50
90 minutes	\$0.75	\$0.75
120 minutes	\$1.00	\$1.00

Recent discussions with equipment suppliers indicates that modern electronic parking meters can be programmed with a variable rate schedule, however, for each rate schedule the time-cost value must be constant (for example, as in Option 2). Thus, modern meters can have a different rate schedule during the peak hour periods, but a lower rate during the day. The Option 1 variable rate schedule is not currently feasible.

Some meters can be supplied with a "button" where the device is programmed to give 30 minutes (or some other time period) for free, however, this device can lead to devious parking payment practices. To extend the time, the parker can just go back to the parking stall and push the button again. The City of Boise, Idaho has applied this mechanism in their downtown area.

8.0 PARKING MANAGEMENT STRATEGY

8.1 BACKGROUND

The contacts with local business owner/operators and local residents who regularly use the downtown indicate that their concerns about the parking system include:

- There is an inadequate supply of parking.
- The one-hour free parking is generally considered as favorable, however, it is recognized that it creates an inequity in the use of curb parking in the downtown.
- There was a concern to converting all curb spaces in the central downtown area to pay-parking.
- There was a general concern about the aesthetics of the off-street parking lots.

The scope of the parking management analysis has focused on the organization framework in which the function of parking exists within the City of Red Deer and then the more technical aspects of on-street parking, off-street parking facilities, and parking enforcement activities. The strategy also includes a proposal for a parking technology demonstration project, and a business case related to proposed changes in on-street parking control.

8.2 ORGANIZATIONAL ASPECTS OF PARKING

8.2.1 Background

As indicated earlier, the management of parking in municipal government varies considerably between public works, finance, realty development, asset management, bylaw enforcement, other civic departments and authorities/corporations. On-street parking spaces are managed by the road authority; however, off-street parking lots and structures that may be the responsibility of any one of the organizations mentioned above.

In the late 1980's, on-street parking in Red Deer was the responsibility of the public works department, as the municipal road authority. The 1988 Parking Study recommended the hiring of a Parking Administrator that would centralize the parking function and be responsible for both on- and off-street parking. A Parking Commission was in place in the early 1990's and, along with the Parking Administrator, this organization was to provide guidance on parking matters to City Council.

The basic functions of parking within a municipality include planning, provision, management, maintenance, operation, revenue collection, and bylaw enforcement. The most effective parking management occurs where there is a centralization of responsibility.

There are a number of parking organizations in Canadian cities. Some examples are listed below:

- Parking Authorities – Calgary, Toronto and a newly formed one in Winnipeg,
- Downtown Parking Corporations – Kamloops, Vancouver,
- Downtown Parking Commissions – Prince George, Saint John,
- Civic Administration Parking Division – Hamilton, Ottawa, Saskatoon
- Downtown Parking Committee – Edmonton
- Civic Parking Committee – Kelowna.

The key difference between the committees operating in Edmonton and Kelowna is that, in Edmonton, it operates under the auspices of the downtown business association, as compared to Kelowna where it is the creature of the City of Kelowna.

From the perspective of a “single-point of responsibility” parking organization, the responsibilities should include the following:

- Investigating the relationship between land use and parking demand, and reporting the findings to the urban planning and development group.
- Investigating the need for off-street parking facilities.
- Managing and regulating on-street parking, including special zones and residential parking permit programs.
- Arranging for the provision of City-owned off-street parking facilities.
- Encouraging the construction of privately owned or joint public/private parking facilities.
- Operating and managing off-street parking facilities presently owned by the City within various departments.
- Enforcing parking regulations according to City Council approved bylaws.

The following sections describe some of the basic attributes of alternative parking organizations.

8.2.2 Parking Authorities

There are two strong examples of parking authorities operating in Canada, and they exist in Calgary and Toronto. The Calgary Parking Authority has a broad scope of responsibilities including the planning and providing off-street parking, assisting in the management of on-street parking, off-street parking facilities operations and maintenance, marketing, administration of the City's residential parking permit program, revenue control, parking enforcement and the operation of the City's impound lot.

The typical income streams used to finance a parking organization can include some or all of the items listed below:

- Sale of debentures,
- Income from off-street parking facilities,
- Income from street meters,
- Lease payment or use of curb parking spaces for construction projects or similar activities,
- All or a portion of the income from the parking citations.
- Cash-in-lieu of parking payments related to urban development projects in the downtown area.

Typically, the authority would have a board of direction comprised of a majority of local citizen and business community representatives, a Council member, and several civic staff representing key related city departments. The basic responsibilities of the authority is to advise Council on parking matters, to secure budget approval from Council and to report on an annual basis. The advantages of a parking authority are as follows:

- It would be a key advisor to City Council on parking matters in the downtown area, and be an effective method to integrate the DBA parking activities with the City parking functions.
- It could provide an effective "sounding board" and adjudication of the concerns of local citizens on parking matters.
- It could operate independently of the civic administration and, therefore, not affect the borrowing power of the City and the mill rate.
- With adequate staffing, it would consolidate the parking responsibilities in one agency.

However, for parking authorities to be effective, there must be a reasonable scope of responsibility and activity to ensure that the volunteer board members maintain interest in the proper function of the parking system. This is a key factor in determining the practicality of creating such an organization in Red Deer. In essence, it is doubtful that a parking authority would be an effective means to manage parking activities in Downtown Red Deer.

8.2.3 Civic Parking Advisory Committee

City Council and civic administrators usually recognize that the downtown business community has a large stake in how the parking system is managed. As a result, some mechanism to formally involve the downtown business community in parking system management has to be formulated and one of the simplest is the Parking Advisory Committee. Another name for this body is a Downtown Parking Commission, similar to that existed in the City a decade ago. The committee would be responsible for reviewing downtown area parking policies, identifying parking issues and advising Council on a variety of parking matters. It should be recognized that in any organizational form that involves outside parties, the control of the street system is the responsibility of the roads authority, the public works type department. This department is then primarily responsible for the use of street space for traffic movement and parking.

Such a committee could be composed of representatives of groups such as the DBA, Chamber of Commerce, private parking agencies and citizens at large. A Council member could also sit on this committee, with civic administration support as required.

The primary advantages of this Committee are as follows:

- An independent review of policies could be obtained.
- A formalized body would be available for initiating action in a particular area of concern.
- Civic control is maintained to ensure that overall policies are met.

8.2.4 Downtown Parking Corporation

This form of parking organization tends to be jointly controlled by the City and a downtown business association. In essence, the parking facilities and equipment is owned by the City but with day-to-day management done by the business group. The facility management might also be a separate agency formed jointly by the two sponsoring agencies, the City and the DBA. The Corporation would operate the off-street parking lots, with shares in the organization jointly owned by the two sponsoring agencies. A similar organization exists in Vancouver, and it was the precursor of the Calgary Parking Authority. The key aspect of the parking corporation and authority forms of organization is that they operate as an ancillary business unit within the civic structure and they are fiscally self-sustaining.

8.2.5 Integrated City Parking Department

The City of Red Deer has created an integrated parking function in that most parking activities fall under the responsibility of the Inspections and Licensing Department. As outlined in Section 5, the management of the parking system is somewhat “laissez faire”, particularly, following the demise of the Parking Commission, the Parking Administrator staff position, and the creation of the one-hour free parking program.

It is noticeable that monies are needed for parking facility and equipment, traffic signing maintenance, and enhancement of the physical conditions of certain parking lots. It would be desirable that the revenue from street meters and the parking lots exceed operations and maintenance costs, excluding enforcement activities. This is not the case in Red Deer where there is only a modest contribution to the parking reserve, and about 70 percent of the total revenues come from parking enforcement. In essence, the parking function is under-funded.

The last issue relates to integrating the interests of the Red Deer Downtown Business Association into the management of the parking facilities. This can be accomplished by ad-hoc but regular meetings between City and DBA staff, or by participation in some committee activity of the DBA.

8.3 ON-STREET PARKING

The major issues related to on-street parking are as follows:

1. One-hour free parking program,
2. Parking meter equipment upgrading,
3. Review of curb space to determine appropriateness of parking regulations,
4. Review use of curb painting.

The key issue related to on-street parking in Downtown Red Deer is the continuance of the one-hour free parking policy. The existing meter poles and housings with the attached signs are unsightly, and it gives the impression of unclear direction on parking management in the downtown area. The second aspect of the current program is that it does not provide sufficient time for some trip purposes. The ability to park for up to two-hours in the core area provides a more user-friendly approach to providing short-stay parking in the downtown. However, the free parking program has a couple of detrimental impacts on the downtown parking program, namely,

- It has eroded the revenue base for the parking program and providing for increased transfers to the parking reserve fund. This fund needs increased funding to finance future parking control equipment purchases and parking facility development.

- The free parking program discourages development of commercial buildings in the downtown and parking structures needed to meet the its parking demand. The free parking in the core of the downtown impairs the financial feasibility of these privately developed parking structures.

It is noted that the economic health of the downtown has improved from the time the free parking program was implemented and the need for the program is due for review. It is time to restore curb-parking management through the use of pay parking. The implementation program related to pay parking should include the following elements:

- Conversion of the entire free parking spaces to pay parking with a maximum duration of stay of two hours.
- The meters are to be in effect Monday through Friday, 09:00 to 18:00, using a rate of \$0.50 per hour.
- The new meters are to be modern electronic devices with the capability to use smart card payment, as well as coins.
- Smart cards should be sold at a discounted rate (85 % of face value) in order to maintain some degree of “free-parking”.
- Smart cards are to be programmed to take the value of two hours of time when first inserted into the meters and, when the parkers returns to the vehicle, the value of any unused time can be reinserted into the smart card (Saskatoon approach).
- The DBA should continue to provide one-hour parking tags for those businesses whose patrons may not find it convenient to use a smart card.
- The distribution of smart cards for sale should be as broad as possible, but the “recharging” a new value into the smart card be done by the City of Red Deer and, potentially, the DBA.

Associated with this pay parking program, a parking meter upgrading program should be undertaken. Some of the existing mechanical meters are obsolete; 10 to 15 years of age. Parts are typically not available anymore resulting in cannibalizing from other older meters in the shop to repair malfunctioning meter mechanisms. In addition, implementation of pay parking as proposed above would result in the need to purchase new parking meters. The potential number of meters that need to be purchased are as follows:

- Upgrading obsolete meters – 290
- New parking meters in the current free-parking area – 630.

There are a couple of curb parking management matters that should be reviewed on an on-going basis:

- Determination of metered spaces that can be added when driveways no longer are functioning due to changes in the abutting building, or no-parking zones that can be revised.
- Removal of parking meters in blocks with single-family residences and replacement, as required, with parking duration restriction signing.
- Elimination of painting curbs to mark special zones. This is a labour intensive process and is not functional in winter periods. It can erode the enforcement practices.

The review of alternative parking organizations concluded that the city administration model seems to be the most logical for conditions in Red Deer, but that there was a need to make the group more financially sustainable. This includes additional staff allocation to parking system management, and facility/equipment operations and maintenance activities. It would appear that an additional annual revenue of \$100,000 is needed to make the program more financially sustainable.

8.4 OFF-STREET PARKING FACILITIES

The parking management items to address related to off-street parking facilities are fewer than those discussed concerning on-street parking. The key issues are as follows:

1. Parking lot enhancements,
2. Parking control improvements,
3. Parking facility planning.

As indicated in Section 5.0, some parking lots should be improved. The key elements to be considered are surface paving, fencing, landscaping, lighting and signing. In other parking lots, the condition of the signing needs to be reviewed and new signs installed. The sign shown in Section 5.3 is an example where a new sign is needed.

The ticket spitters (multi-space meters) in the parking lots are about 10 years old. These have about reached their functional life. Planning should commence on the development of equipment specifications suitable for Red Deer such that new pay'n'display devices can be acquired in the near future. Fee payment options for off-street lots should be revised to include payment by coin, credit cards and the same smart cards used in the on-street meters.

One of the issues that was identified in the public consultation program was the need for additional parking in the downtown. By some, this issue is deemed a perception problem only, but high occupancy levels are noticeable in the core of the downtown. The parking management program should be monitoring the parking demand characteristics so that periodic forecasts can be made for supply deficiencies and surpluses throughout the downtown. Previous parking studies have mainly examined parking occupancy levels on-street and in the off-street facilities, however, consideration should be given to identifying characteristics such as parking stall turnover, average duration of stay, and enforcement issues related to over-stay parkers.

Furthermore, information type brochures identifying parking lot locations, key messages relating to downtown parking regulations, use of ticket spitter devices, and similar subjects may aid in informing the public that Downtown Red Deer has a viable parking program.

Another suggestion that came from the public was the conversion of Lot P4 to attendant operation that might facilitate a shopper validation program. Shopper validation programs have been attractive campaigns to encourage downtown shopping in many communities. However, in general, the parking industry is moving away from attendant operation due to the associated high operational costs. To apply this concept to Lot P4 would necessitate some design changes. The access on 49th Avenue would be changed to an inbound access only and controlled by an automatic gate and a ticket spitter (different technology than currently used in this lot). The 49th Street access would provide for two-way traffic, the inbound access controlled by an automatic gate, and the outbound access controlled by the attendant in a booth. The booth would have a pay station/cash register that could read the access tickets that would have either bar code or mag-stripe features for encoding the entry date and time. In hours when the booth was not in operation, the current multi-space parking meter (ticket spitter) would be used. The insertion of a booth at the 49th Street access would require changes in the layout of the parking lot with a resultant loss of parking stalls. The annual operations cost associated with the current parking control equipment in Lot P4 would be considerably less than an attendant booth parking control system. It is doubtful that the convenience and use of a validation program will have such an increase in parker usage that it would compensate for the significantly increased operations costs. Furthermore, the loss of parking capacity would also detract from the perceived advantage of the attendant/booth parking control system. For these reasons, this type of parking control system is not recommended.

8.5 PARKING ENFORCEMENT

The review of the parking enforcement activities identified a number of items that would aid this program. Some of the action items are shown below:

1. Provide for better communications between the office function and the enforcement personnel on new parking restrictions, changes to existing restrictions and valid permits, and

other downtown parking issues. The officers value this communications process and it is important recognizing that these personnel tend to be on the “front-line” in communicating these matters to the public.

2. There is a need to develop a comprehensive Standard Operating Procedures (SOP) manual that will establish expectations to new and existing officers.
3. The practice of issuing warning tickets should be reviewed. If an offence is believed to have been committed, issuing a warning to certain vehicles can undermine the process when other parkers are issued tickets. This is another SOP item that should be included in the manual.
4. Undertake a feasibility assessment of equipping officers with mobile communications devices to enhance personal safety, and reporting the need for parking equipment and traffic control device maintenance.
5. Create a policy for withdrawing parking tickets that conforms to the Provincial Offences and Procedures Act that maintains the integrity of the court process.
6. Review the practice of allowing private property owners to issue City of Red Deer parking tickets to ensure that it meets with legislative requirements, is permissible in the local bylaw, and that abuse is not occurring.
7. Redesign the layout of the parking ticket to reduce errors, increase efficiency and reduce the perceived need for photos of infractions.
8. Consider options related to the office tag processing system that may be available from other major Alberta municipalities to avoid reinventing a system that has already been designed and tested for the provincial prosecution process.

8.6 PARKING DEMONSTRATION PROJECT

One of the potential outputs of the parking management study was an identification of a parking demonstration project to reflect some future aspect of parking in Downtown Red Deer. Limited funds have been budgeted for this demonstration project.

In assessing possible candidates for this project, there appears to be minimal opportunities involving the on-street parking program. Near term improvements could include improved signing, however, the biggest change is likely to be the expansion of the pay-parking program with new parking meters. It is unlikely that the new meters will have significant changes as to use of modern technology such as smart cards (low fee values affects its use), or cell phone payment programs. Furthermore, even if new parking meters were to be considered, the monies that are likely available is only sufficient of purchase meters for one block.

Consideration should be given to purchasing a new multi-space meter (ticket splitter) for a very visible parking lot, Lot P4 for example. This new device could be provided with:

- Credit card payment,
- Wireless payment means via cell phone.
- Solar power
- New state-of-the-art equipment design.

Potential equipment would be Lexis Systems and Precise ParkLink that use the CELLPARK payment system. The purchase of one machine and backup systems would cost in the order of \$20,000.

This equipment would be the most visible to the public, with limited impact on budget. Other possible options could include new promotional brochures, removal of the old meter heads and improve the signing of any spaces that remain as free-parking, and improvements to parking lot P5 (a more costly project)

8.7 PARKING MANAGEMENT BUSINESS CASE

The previous section outlined a possible demonstration project relating to new parking equipment and, in particular, a new parking lot pay'n'display machine.

The major initiative proposed in the parking management analysis project is to make changes to the one-hour free parking program. It is proposed that the existing free parking be terminated and to implement a comprehensive pay-parking program. This would require the purchase and installation of about 630 parking meters. In the review of the management of the existing system, it was suggested that an additional \$100,000 would be needed for supervisory staff, and meter and sign maintenance.

A forecast has been made of the potential increase in revenue from on-street meters, along with increased expenditures as described above. **Table 8.1** indicates the major items in the existing parking management budget. In addition, Table 8.1 indicates the estimated changes in parking revenue and expenditures as well as the parking reserve transfer value. It has been assumed that the new on-street meters and multi-space meters for the parking lots would be financed through debt repayment. Thus, the revised budget shows a value for meter purchase financing.

Table 8.1 Parking Services Business Case

Budget Items	Existing Base (\$)	Proposed Pay Parking Program (\$)
Revenue		
• Fines	676,000	676,000
• Street meters	115,000	389,000
• Parking lots	189,500	189,500
• Miscellaneous	500	500
Subtotal	981,000	1,255,000
Expenditures		
• Parking services	214,700	255,000
• Commissionaires	253,900	253,900
• Bylaw officers	108,500	108,500
• Lot maintenance	100,700	105,700
• Meter operations	89,600	160,000
• Meter financing	-	100,000
• Administration support	82,500	82,500
• Reserve fund	96,900	135,200
• Taxation dividend	34,200	34,200
• Public communications*	-	20,000
Subtotal	981,000	1,255,000

* Public communications is a one-time allocation for a communications program related to implementation of the pay-parking program.

This analysis indicates that the conversion program essentially can fund the additional meters, enhanced parking lot maintenance, new pay-machines for the lots and some part-time office supervisory assistance with a resultant increase in the transfer to the parking reserve fund. Therefore, the parking system can only be well funded when the entire free-parking program is eliminated.

Legislative & Administrative Services

DATE: July 19, 2005

TO: Joyce Boon, Permit and Licensing Supervisor

FROM: Kelly Kloss, Legislative & Administrative Services Manager

SUBJECT: Downtown Red Deer Parking Management Implementation Program

Reference Report:

Permit & Licensing Supervisor, dated July 12, 2005

Resolutions:

"Resolved that Council of the City of Red Deer having considered the report from the Permit and Licensing Supervisor, dated July 12, 2005, re: Downtown Red Deer Parking Management Implementation Program, hereby:

1. Directs the Administration to proceed with the Downtown Red Deer Parking Management Program based on:
 - (a) The Swanson Transportation Consultants Limited Parking Management Implementation Program, dated May, 2005 and,
 - (b) The Downtown Red Deer Parking Management Analysis, dated November, 2004.
2. Accepts the financial analysis contained in the report for inclusion in the 2006 Inspection and Licensing Business Plan and Budgets.
3. Amends the 2005 Inspections & Licensing Budget by allocating \$10,500 from the Parking Fund to commence the implementation of the program in 2005."

Report Back to Council: No

Comments/Further Action:

As part of the tender for meters, please include a request for alternatives regarding a “vehicle recognition” system to accommodate increased system management opportunities and the potential to offer free parking options.



Kelly Kloss
Manager

/chk

c Director of Development Services
 Inspections & Licensing Manager
 Mary Bovair, Financial Analyst
 Dean Krejci, Controller
 Downtown Business Association



Legislative & Administrative Services

DATE: July 11, 2005
TO: City Council
FROM: Kelly Kloss, Legislative & Administrative Services Manager
SUBJECT: Northwest Major Area Structure Plan Bylaw Amendment 3213/A-2005
Kentwood Northeast Neighbourhood Area Structure Plan Bylaw
Amendment 3217/D-2005

History:

At the Monday, June 20 meeting of Council, Northwest Major Area Structure Plan Bylaw amendment 3213/A-2005 and Kentwood Northeast Neighbourhood Area Structure Plan Bylaw Amendment 3217/D-2005 were given first reading.

Northwest Major Area Structure Plan Bylaw 3213/A-2005 and Kentwood Northeast Neighbourhood Area Structure Plan Bylaw Amendment 3217/D-2005 will allow a change to a commercial site being developed by Quantum IV Developments Inc. The site is to be rezoned from C4 Commercial (Major Arterial) District to C2 Commercial (Regional and District Shopping Centre) A residential designation on a portion of the site will be removed to increase the commercial site area.

Public Consultation Process

Public Hearings have been advertised for the above noted bylaws to be held on Monday, July 18, 2005 at 7:00 p.m. in Council Chambers, during Council's regular meeting.

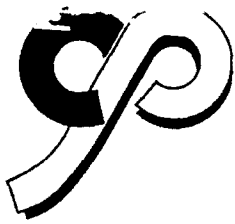
Recommendations

That following the Public Hearings, Council may proceed with 2nd and 3rd readings of

- (a) Northwest Major Are Structure Plan Bylaw Amendment 3213/A-2005
- (b) Kentwood Northeast Neighbourhood Area Structure Plan Bylaw
Amendment 3217/D-2005

A handwritten signature in black ink, appearing to read 'Kelly Kloss', is written over the printed name and title.

Kelly Kloss
Manager



**PARKLAND
COMMUNITY
PLANNING
SERVICES**

Suite 404, 4808 Ross Street
Red Deer, Alberta, T4N 1X5
Phone: (403) 343-3394
FAX: (403) 346-1570
E-mail: pcps@pcps.ab.ca

DATE: June 13, 2005

TO: Kelly Kloss, Manager, Legislative & Administrative Services

RE: Proposed Plan Amendments
Northwest Major Area Structure Plan
(Bylaw Amendment No. 3213/A-2005)
Kentwood Northeast Neighbourhood Area Structure Plan
(Bylaw Amendment No. 3217/D-2005)

BACKGROUND

The Northwest Major Area Structure Plan covers the northwest quadrant of the city and provides high level direction for the development of future infrastructure, major roadways, environmental preservation and broad land uses. Individual neighbourhood area structure plans within the major area structure plan provide more detail in terms of land uses and subdivision, but have to comply with the overall framework of the major area structure plan.

Kentwood Northeast Neighbourhood Area Structure Plan, being situated within the area of the Northwest Major Area Structure Plan, was adopted by The City of Red Deer in 1998. The residential neighbourhood is being developed by Laebon Developments. As part of the neighbourhood area structure plan, Quantum IV Developments Inc. is the developer of a large commercial site on Gaetz Avenue (the old drive-in theatre).

PROPOSED AMENDMENTS

The existing and proposed development concepts of Kentwood Northeast Neighbourhood Area Structure Plan are attached for reference.

The existing neighbourhood area structure plan and the Northwest Major Area Structure Plan designate the Quantum IV commercial site as a potential highway commercial site, which implies that it would have to be districted into the C4 Commercial (Major Arterial) District. The developer wishes to change this designation to allow the possible districting of the site into the C2 Commercial (Regional and District Shopping Centre) District, to be developed as a regional shopping centre similar to South Pointe Common on the south hill on Gaetz Avenue. At the same time the developer is requesting that the residential designation of a portion of the site is removed to increase the area of the commercial site. These two are the only proposed changes to the plans.

NEIGHBOURHOOD MEETING

On May 31, 2005 Parkland Community Planning Services hosted a neighbourhood meeting to discuss and gather community input on these amendments to the Northwest Major Area Structure Plan and Kentwood Northeast Neighbourhood Area Structure Plan. The meeting was advertised by neighbourhood newsletters delivered door to door. The meeting was attended by one person. No comment sheets were received and there are no unresolved issues.

OTHER CONSULTATION

Laebon Developments, who is the developer of the residential neighbourhood, and the owner of the vacant parcel to the west of the commercial site, are aware of the proposed plan amendment and did not offer any concerns.

The amendments to the plan are acceptable to all City departments.

PLANNING ANALYSIS

General

The proposed changes to the plans are not significant in the sense that the existing overall intent is maintained, i.e. the land use pattern remains essentially similar to the existing pattern.

Deletion of R1A Housing and Partial Roadway in Kentwood Northeast NASP

The R1A housing and partial roadway on the commercial site were identified in the existing plan to provide direction for the future planning of the vacant parcel to the west of the commercial site (the vacant parcel is not part of the plan, but it will require comprehensive planning prior to development). At that future time, based on the land use pattern in Kentwood Northeast NASP, it is likely that residential development will be the most compatible land use for this vacant parcel.

Deleting the R1A housing from the plan does not change the intent of or jeopardize the integrity of the plan, either with regard to the future development of land within the plan area or the vacant parcel outside of the plan area.

Landscaping and buffering of commercial development

The proposed changes to the plans retain the berm and landscaping that are identified in the existing plans as a buffer between future residential and commercial land uses, including the future development of the vacant parcel to the west.

The C2 District has higher landscaping standards than the C4 District. The allowable uses in the C4 District are typically oriented to a business service/light industrial nature. Thus the development of the site as a C2 regional commercial site, rather than a C4 commercial site, would be more compatible with residential land uses.

Development of the commercial site opposite the residential lots in Kingston Drive will be oriented towards Gaetz Avenue, and the developer has indicated that it is the intent to

not provide parking in this portion of the site but rather attractive shop fronts with landscaping and an appropriate fence that would be compatible with residential land use.

As developer of the residential lands, Laebon Developments as well as the owner of the vacant parcel outside the plan area (west of the commercial site) would probably be the most affected parties, and they are satisfied that a larger commercial site would not affect them adversely.

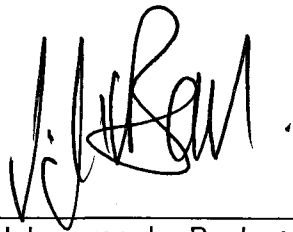
MUNICIPAL PLANNING COMMISSION

In compliance with the "former" *Planning & Subdivision Guidelines* these amendments to the Northwest Major Area Structure Plan and Kentwood Northeast Neighbourhood Area Structure Plan were forwarded to the Municipal Planning Commission for review and a recommendation to City Council.

The Commission resolved to recommend that City Council consider first reading of the proposed bylaw amendments.

RECOMMENDATION

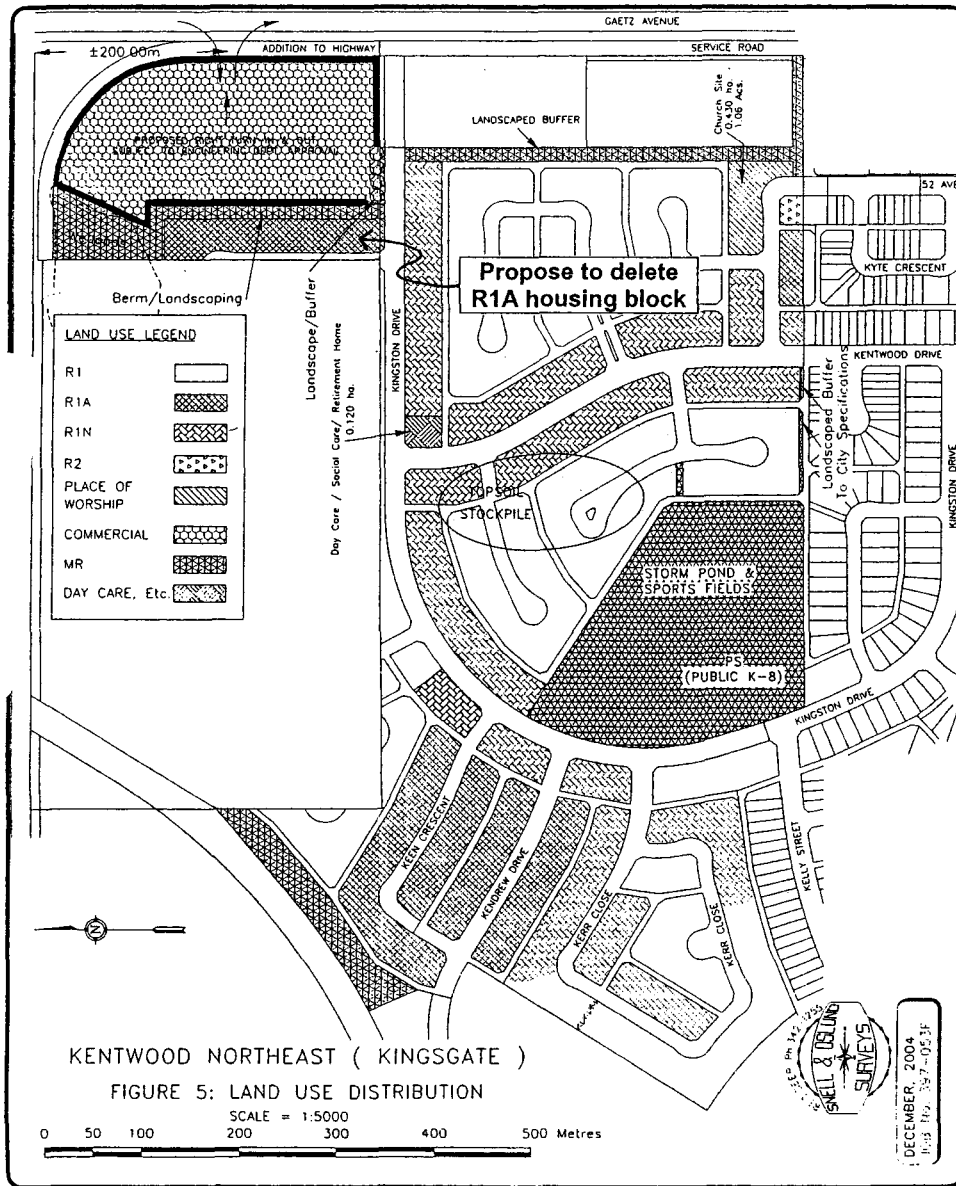
That City Council consider first reading of the plan amendments to the Northwest Major Area Structure Plan Bylaw Amendment No. 3213/A-2005 and Kentwood Northeast Neighbourhood Area Structure Plan Bylaw Amendment No. 3217/D-2005.



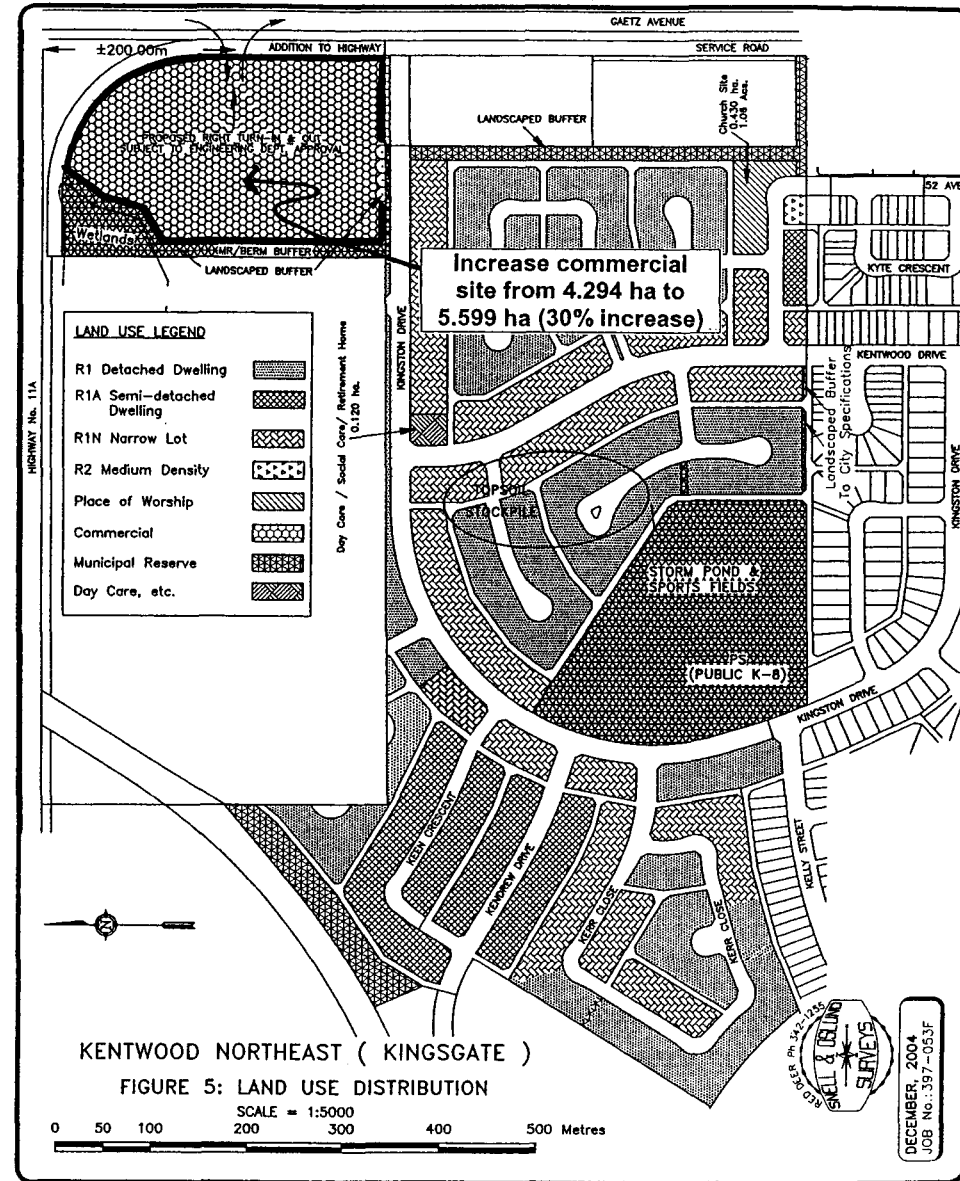
Johan van der Bank ACP, MCIP
PLANNER

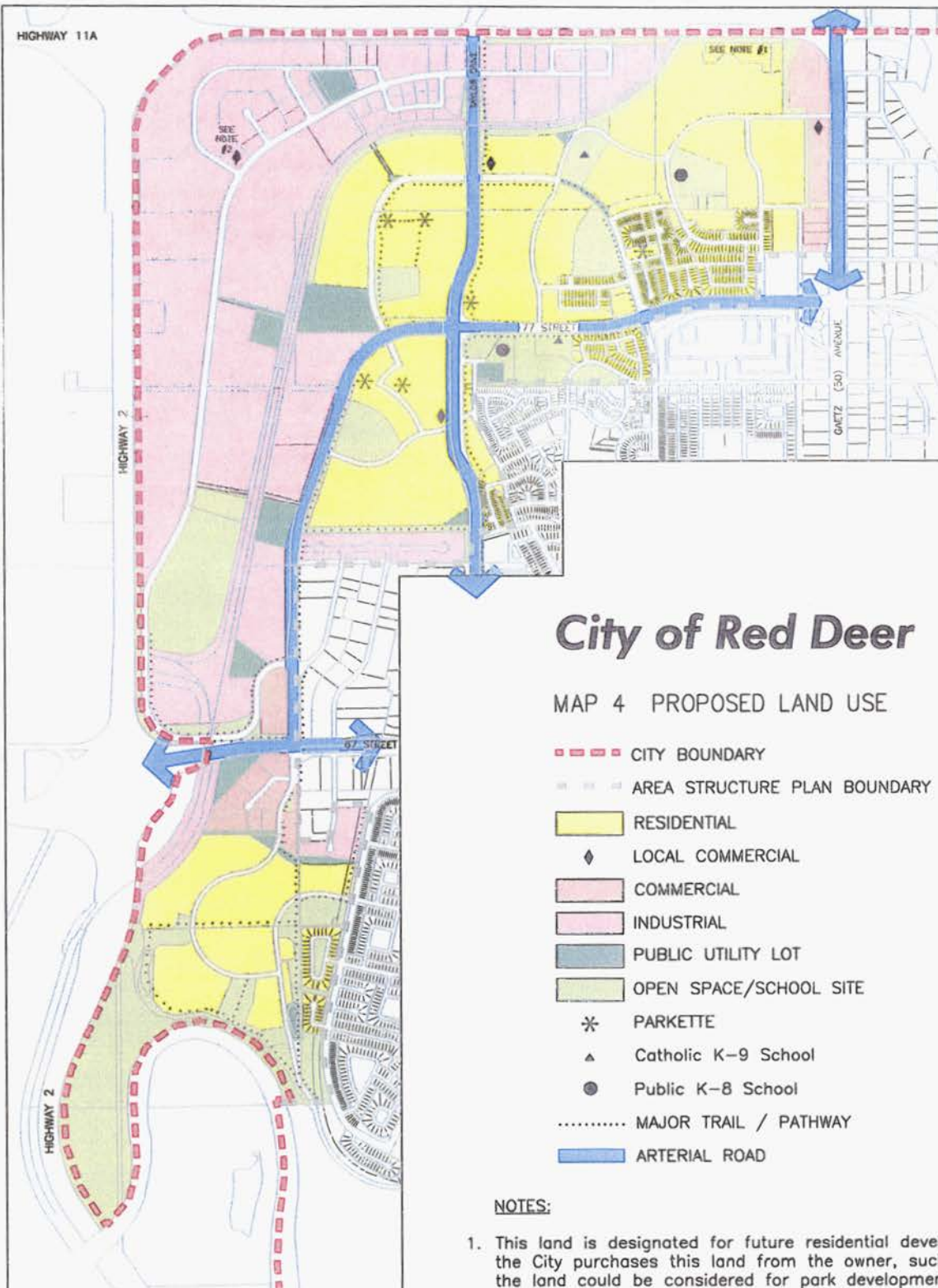
cc: Colleen Jensen, Director of Community Services Division

Existing Plan



Proposed Plan





MAY 2003

Prepared by PCPS & RD Engineering Dept.





OFFICE OF THE MAYOR & CITY MANAGER

DATE: June 14, 2004

TO: Kelly Kloss, Legislative & Administrative Services Manager

FROM: Municipal Planning Commission

SUBJECT: Proposed Plan Amendments
Northwest Major Area Structure Plan
(Bylaw Amendment No. 3213-A-2005)
Kentwood Northeast Neighborhood Area Structure Plan
(Bylaw Amendment No. 3217/D-2005)

On June 13, 2005 the Municipal Planning Commission gave consideration to a report from Parkland Community Planning Services, Re: Proposed Plan Amendments Northwest Major Area Structure Plan (Bylaw Amendment No. 3213-A-2005) and Kentwood Northeast Neighborhood Area Structure Plan (Bylaw Amendment No. 3217/D-2005). Following discussion the resolution was introduced and passed.

"Resolved that the Municipal Planning Commission recommend that City Council consider first reading of the amendments to the Northwest Major Area Structure Plan Bylaw Amendment No. 3213/A-2005 and Kentwood Northeast Area Structure Plan Bylaw Amendment No. 3217/D-2005."

This is provided for Council's information and consideration.

A handwritten signature in black ink, reading 'Morris Flewwelling'.

Mayor Morris Flewwelling, Chair
Municipal Planning Commission



Council Decision – July 18, 2005

Legislative & Administrative Services

DATE: July 19, 2005

TO: Johan van der Bank, Parkland Community Planning Services

FROM: Kelly Kloss, Legislative & Administrative Services Manager

SUBJECT: Northwest Major Area Structure Plan Bylaw Amendment 3213/A-2005
Kentwood Northeast Neighbourhood Area Structure Plan Bylaw
Amendment 3217/D-2005

Reference Report:

Parkland Community Planning Services, dated June 13, 2005

Bylaw Readings:

Northwest Major Area Structure Plan Bylaw Amendment 3213/A-2005 and Kentwood Northeast Neighbourhood Area Structure Plan Bylaw Amendment 3217/D-2005 were given second and third readings. Copies of the bylaws are attached.

Report Back to Council: No

Comments/Further Action:

Northwest Major Area Structure Plan Bylaw 3213/A-2005 and Kentwood Northeast Neighbourhood Area Structure Plan Bylaw Amendment 3217/D-2005 will allow a change to a commercial site being developed by Quantum IV Developments Inc. The site is to be rezoned from C4 Commercial (Major Arterial) District to C2 Commercial (Regional and District Shopping Centre) A residential designation on a portion of the site will be removed to increase the commercial site area.

A handwritten signature in black ink, appearing to read 'Kelly Kloss'.

Kelly Kloss
Manager

/chk
/attach.

c Director of Development Services
 Inspections & Licensing Manager
 Land & Economic Development Manager
 City Assessor
 D. Kutinsky, Graphics Designer
 L. Khoshaba, GIS Analyst

**Legislative & Administrative Services**

DATE: July 11, 2005
TO: City Council
FROM: Kelly Kloss, Legislative & Administrative Services Manager
SUBJECT: Land Use Bylaw Amendment 3156/S-2005
Block 3, Plan 2122HW; NE ¼ Sec. 32-38-27-4
Quantum IV Developments – Commercial Site

History

At the Monday, June 20, 2005 meeting of Council, Land Use Bylaw Amendment 3156/S-2005 was given first reading.

Land Use Bylaw Amendment 3156/S-2005 provides for the rezoning of a commercial site at the intersection of Gaetz Avenue and Highway 11A from A1 Future Urban Development to C2 Commercial (Regional and District Shopping Centre) District (5.599 ha) and P1 Parks and Recreation District (0.529 ha buffer area and 0.481 ha public utility lot (wetland).

Public Consultation Process

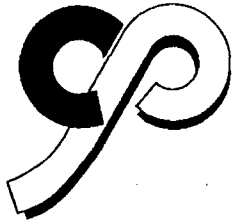
A Public Hearing has been advertised for the above noted bylaw to be held on Monday, July 18, 2005 at 7:00 pm. in Council Chambers, during Council's regular meeting. The owners of the properties bordering the site have been notified of the Public Hearing.

Recommendations

That following the Public Hearing, Council may proceed with 2nd and 3rd readings of the bylaw.

A handwritten signature in black ink, appearing to read 'Kelly Kloss', is written over the printed name and title.

Kelly Kloss
Manager



**PARKLAND
COMMUNITY
PLANNING
SERVICES**

Suite 404, 4808 Ross Street
Red Deer, Alberta, T4N 1X5
Phone: (403) 343-3394
FAX: (403) 346-1570
E-mail: pcps@pcps.ab.ca

DATE: June 13, 2005

TO: Kelly Kloss, Manager, Legislative & Administrative Services

RE: Proposed Land Use Bylaw Amendment 3156/S-2005 and Map 15/2005
Block 3 Plan 2122 HW; NE ¼ Sec. 32-38-27-4
Quantum IV Developments - Commercial Site

BACKGROUND

The Kentwood Northeast Neighbourhood Area Structure Plan was adopted by The City of Red Deer in 1998. It identifies a commercial site at the intersection of Gaetz Avenue and Highway 11A (the old drive-in theater). Quantum IV Developments Inc. is the owner and developer of this commercial site.

Quantum IV Developments Inc. is proposing to amend the land use bylaw by redistricting this site from A1 Future Urban Development to C2 Commercial (Regional and District Shopping Centre) District (5.599 ha) and P1 Parks and Recreation District [0.529 buffer area and 0.481 ha public utility lot (i.e. wetland)].

The purpose of this rezoning is to facilitate the development of a regional shopping centre and to allow the development of a portion of the wetland for storm water management and aesthetic purposes.


PLANNING ANALYSIS

The proposed redistricting is in accordance with the proposed amendment to Kentwood Northeast Neighbourhood Area Structure Plan, which is a separate agenda item.

The main access to the commercial property will be from future Kingston Drive with a secondary right-in right-out access off Gaetz Avenue being investigated subject to the satisfaction of the Engineering Services Department.

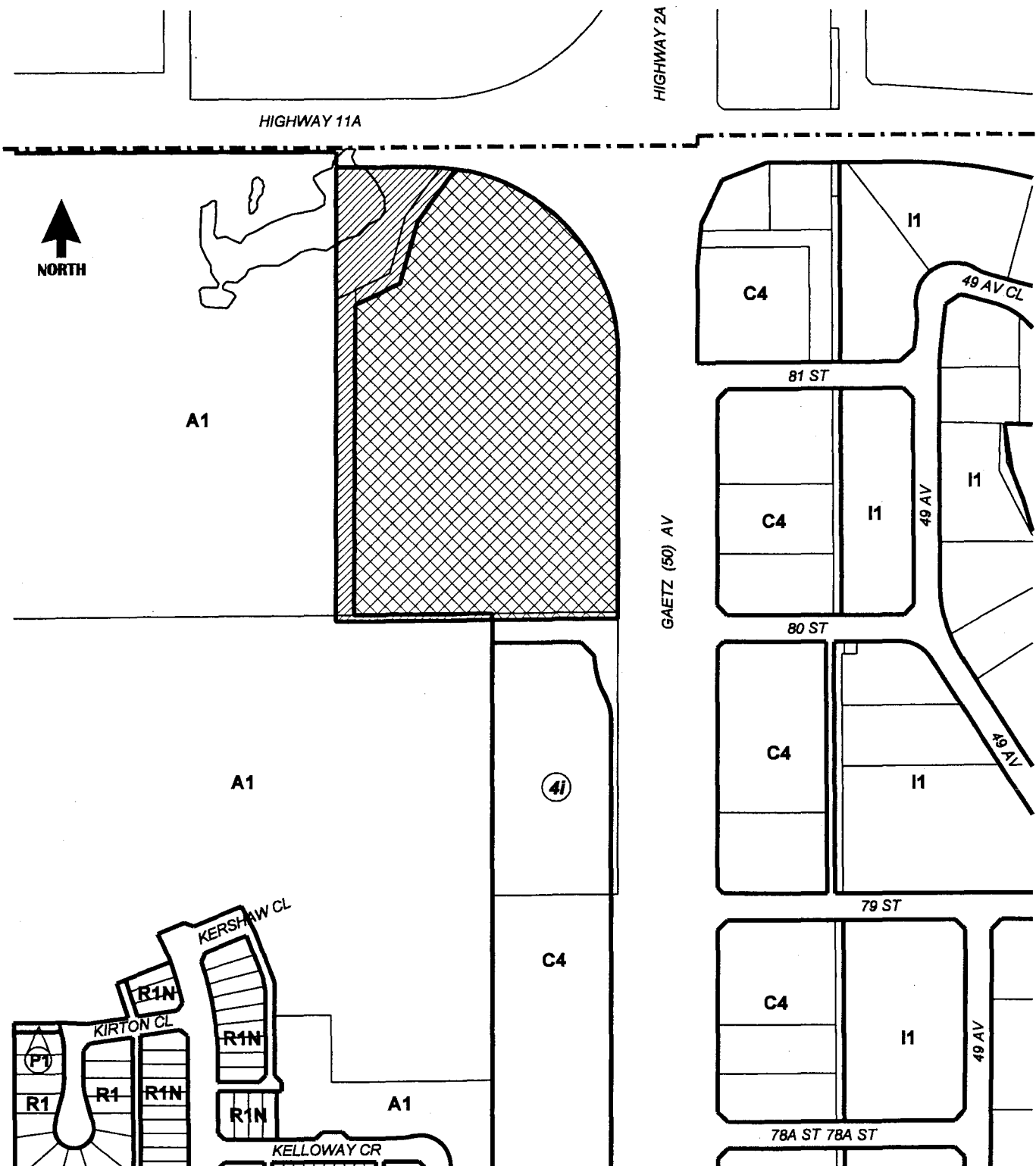
RECOMMENDATION

Subject to Council giving first reading to Kentwood Northeast Neighbourhood Area Structure Plan Amendment No. 3217/B-2005, planning staff recommend that Council consider first reading of Land Use Bylaw Amendment No. 3156/Q-2005.


John van der Bank ACP, MCIP PLANNER
attachments

cc: Colleen Jensen, Director of Community Services Division
Tom Warder, Engineering Services Manager
Dave Matthews, Community Development Co-ordinator
Marty Schmidt, Bearden Engineering

The City of Red Deer PROPOSED LAND USE BYLAW AMENDMENT



AFFECTED DISTRICTS:

A1 - Future Urban Development

C2 - Commercial (Regional & District Shopping Centre)

P1 - Parks and Recreation

Change from :

A1 to C2 

A1 to P1 

MAP No. 15 / 2005
BYLAW No. 3156 / S - 2005



LEGISLATIVE & ADMINISTRATIVE SERVICES

June 21, 2005

Mr. David Everett
Quantum IV Developments Inc.
7159 – 50 Avenue
Red Deer, AB T4N 4E4

Dear Mr. Everett:

Northwest Major Area Structure Plan Amendment 3213/A-2005
Kentwood Northeast Neighbourhood Area Structure Plan Bylaw Amendment 3217/D-2005
Land Use Bylaw Amendment 3156/S-2005
Quantum IV Developments Inc.

At the City of Red Deer's Council Meeting held on July 18, 2005, Public Hearings were held with respect to *Northwest Major Area Structure Plan Amendment 3213/A-2005*, *Kentwood Northeast Neighbourhood Area Structure Plan Bylaw Amendment 3217/D-2005* and *Land Use Bylaw Amendment 3156/S-2005*. Following the Public Hearings, the bylaws were given second and third readings. For your information, copies of the bylaws are attached.

Northwest Major Area Structure Plan Bylaw 3213/A-2005 and *Kentwood Northeast Neighbourhood Area Structure Plan Bylaw Amendment 3217/D-2005* will allow a change to a commercial site being developed by Quantum IV Developments Inc. The site is to be rezoned from C4 Commercial (Major Arterial) District to C2 Commercial (Regional and District Shopping Centre) A residential designation on a portion of the site will be removed to increase the commercial site area. *Land Use Bylaw Amendment 3156/S-2005* provides for the rezoning of a commercial site at the intersection of Gaetz Avenue and Highway 11A from A1 Future Urban Development to C2 Commercial (Regional and District Shopping Centre) District (5.599 ha) and P1 Parks and Recreation District (0.529 ha buffer area and 0.481 ha public utility lot (wetland)).

Please call me if you have any questions or require additional information.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kelly Kloss'.

Kelly Kloss
Manager/
/chk
/attach.

c Parkland Community Planning Services
C. Adams, Administrative Assistant

FILE COPY



Council Decision – July 18, 2005

Legislative & Administrative Services

DATE: July 19, 2005
TO: Johan van der Bank, Parkland Community Planning Services
FROM: Kelly Kloss, Legislative & Administrative Services Manager
SUBJECT: Land Use Bylaw Amendment 3156/S-2005
Block 3, Plan 2122HW; NE ¼ Sec. 32-38-27-4
Quantum IV Developments – Commercial Site

Reference Report:

Parkland Community Planning Services, dated June 13, 2005

Bylaw Readings:

Land Use Bylaw Amendment 3156/S-2005 was given second and third readings. A copy of the bylaw is attached.

Report Back to Council: No

Comments/Further Action:

Land Use Bylaw Amendment 3156/S-2005 provides for the rezoning of a commercial site at the intersection of Gaetz Avenue and Highway 11A from A1 Future Urban Development to C2 Commercial (Regional and District Shopping Centre) District (5.599 ha) and P1 Parks and Recreation District (0.529 ha buffer area and 0.481 ha public utility lot (wetland)). This office will amend the Land Use Bylaw and distribute copies in due course.



Kelly Kloss
Manager

/chk
/attach.

c Director of Development Services
Inspections & Licensing Manager
Land & Economic Development Manager
City Assessor
D. Kutinsky, Graphics Designer
L. Khoshaba, GIS Analyst
T. Edwards, Clerk Steno

KENTWOOD AREA
Northwest Major Area Structure Plan Bylaw 3213/A-2005
Northeast Area Structure Plan Bylaw Amendment 3217/D-2005
LUB Amendment 3156/S-2005

DESCRIPTION: Northwest Major Area Structure Plan Bylaw 3213/A-2005 and Kentwood Northeast Neighbourhood Area Structure Plan Bylaw Amendment 3217/D-2005 will allow rezoning from C4 Commercial (Major Arterial) District to C2 Commercial (Regional and District Shopping Centre) District. LUB 3156/S-2005 provides for rezoning A1 Future Urban Development to C2 Commercial (Regional and District Shopping Centre) District and P1 Parks and Recreation District.

FIRST READING: June 20, 2005

FIRST PUBLICATION: July 1, 2005

SECOND PUBLICATION: July 8, 2005

PUBLIC HEARING & SECOND READING: July 18, 2005

THIRD READING: _____

LETTERS REQUIRED TO PROPERTY OWNERS: YES ☐ NO ☐

DEPOSIT? YES ☒ \$ 400 NO ☐ BY: Quantum IV Dev.

ACTUAL COST OF ADVERTISING:

\$ 408. X 2 TOTAL: \$ 816.-

MAP PREPARATION: \$ _____

TOTAL COST: \$ 816.-

LESS DEPOSIT RECEIVED: \$ (400.)

AMOUNT OWING/ (REFUND): \$ 416.-

INVOICE NO.: 166895
(Account No. 180.5901)

Batch # 700 977



THE CITY OF RED DEER
Legislative & Administrative Services Department Payment Receipt

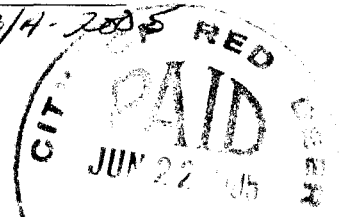
05 | 06 | 22 |
Year Month Day

Name: QUANTUM IV DEVELOPMENTS
INC.

Reference: L.U.B. ADVERTISING

- 3213/4-2005

ITEM	Account Number (Business Unit.Object.Subsidiary)	Subledger	T	Asset ID No.	Amount
L.U.B. Advert	160 50.5901				400.00
D.A.B. Fee	54.5722				
D.A.B. Advert	54.5901				
GST. REGISTRATION # R119311785					
TOTAL					400.00



NOT VALID UNLESS MACHINE PRINTED HERE

City of Red Deer
QUANTUM IV DEV

Receipt # 280968
Initials: BG
Date: 2005-06-22

Type	Account	Amount
General	GL	400.00
ADVERTISING RECOVERY		

Tax Amount: 0.00
400.00
=====

Cash Received: 0.00

Cheque Received: 400.00
Cheque Number: 0034
Other Received: 0.00

400.00
=====

Change: 0.00

June 28, 2005

«Prime_Owner_Name»

«Owner_Address_1»

«Owner_Address_2»

«Owner_Address_3»

«Owner_Address_4»

Dear Sir/Madam:

**Re: Kentwood Northwest Major Area Structure Plan/Northeast Neighbourhood Area Structure Plan
Land Use Bylaw Amendment**

Council of the City of Red Deer is considering changes to the Northwest Major Area Structure Plan, the Northeast Neighbourhood Area Structure Plan, and the Land Use Bylaw that controls the use and development of land and buildings in the city. As a property owner in the Kentwood area you have an opportunity to ask questions about the intended use and to let Council know your views.

City Council proposes to pass an amendment to the Northwest Major Area Structure Plan (under **Bylaw 3213/A-2005**) and an amendment to the Kentwood Northeast Neighbourhood Area Structure Plan (under **Bylaw 3217/D-2005**) to allow for rezoning of Block 3, Plan 2122HW in the NE ¼ Section 32-38-27-4 (southwest corner of the intersection of Gaetz Avenue and Highway 11A), from C4 Commercial (Major Arterial) District to C2 Commercial (Regional and District Shopping Centre) District. A residential designation on a portion of the site will be removed.

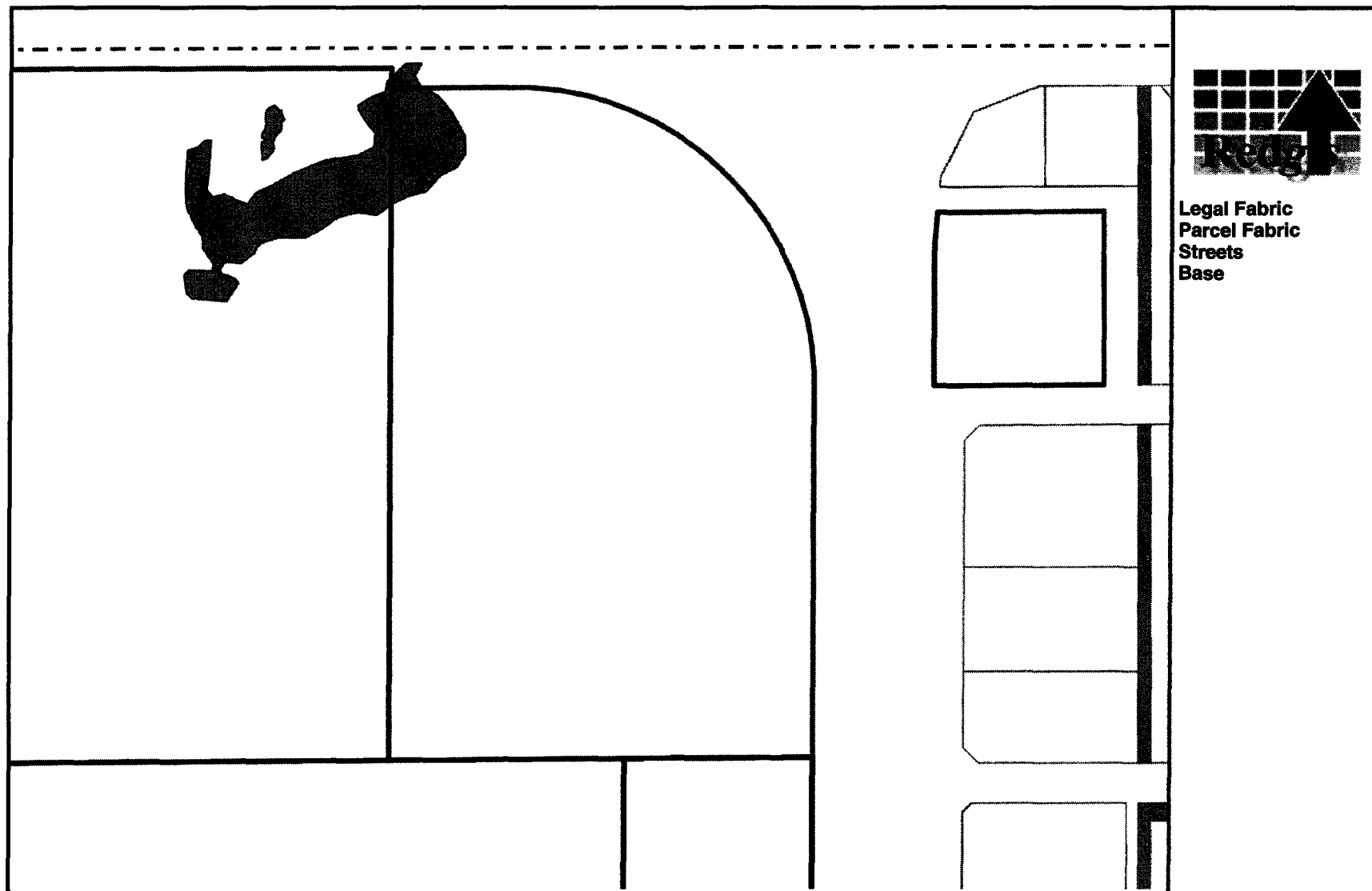
City Council also proposes to pass **Land Use Bylaw Amendment 3156/S-2005**, which provides for the rezoning of a commercial site at the intersection of Gaetz Avenue and Highway 11A from A1 Future Urban Development to C2 Commercial (Regional and District Shopping Centre) District (5.500 hectares) and P1 Parks and Recreation District (0.520 hectares buffer area and 0.481 hectares public utility lot – wetland). The proposed bylaw may be inspected by the public at Legislative & Administrative Services, 2nd Floor of City Hall during regular office hours or for more details, contact the city planners at Parkland Community Planning Services 343-3394.

City Council will hear from any person claiming to be affected by the proposed bylaw at a Public Hearing on **Monday, July 18, 2005** at 7:00 p.m. in Council Chambers, 2nd floor of City Hall. If you want your letter or petition included on the Council agenda you must submit it to the Manager, Legislative & Administrative Services by **Tuesday, July 12, 2005**. Otherwise, you may submit your letter or petition at the Council meeting or you can simply tell Council your views at the Public Hearing. Any submission will be public information. If you have any questions regarding the use of this information, please contact Legislative & Administrative Services at 342-8132.

Yours truly,



Kelly Kloss
Manager, Legislative & Administrative Services
/te
encl.



Legal Fabric
Parcel Fabric
Streets
Base



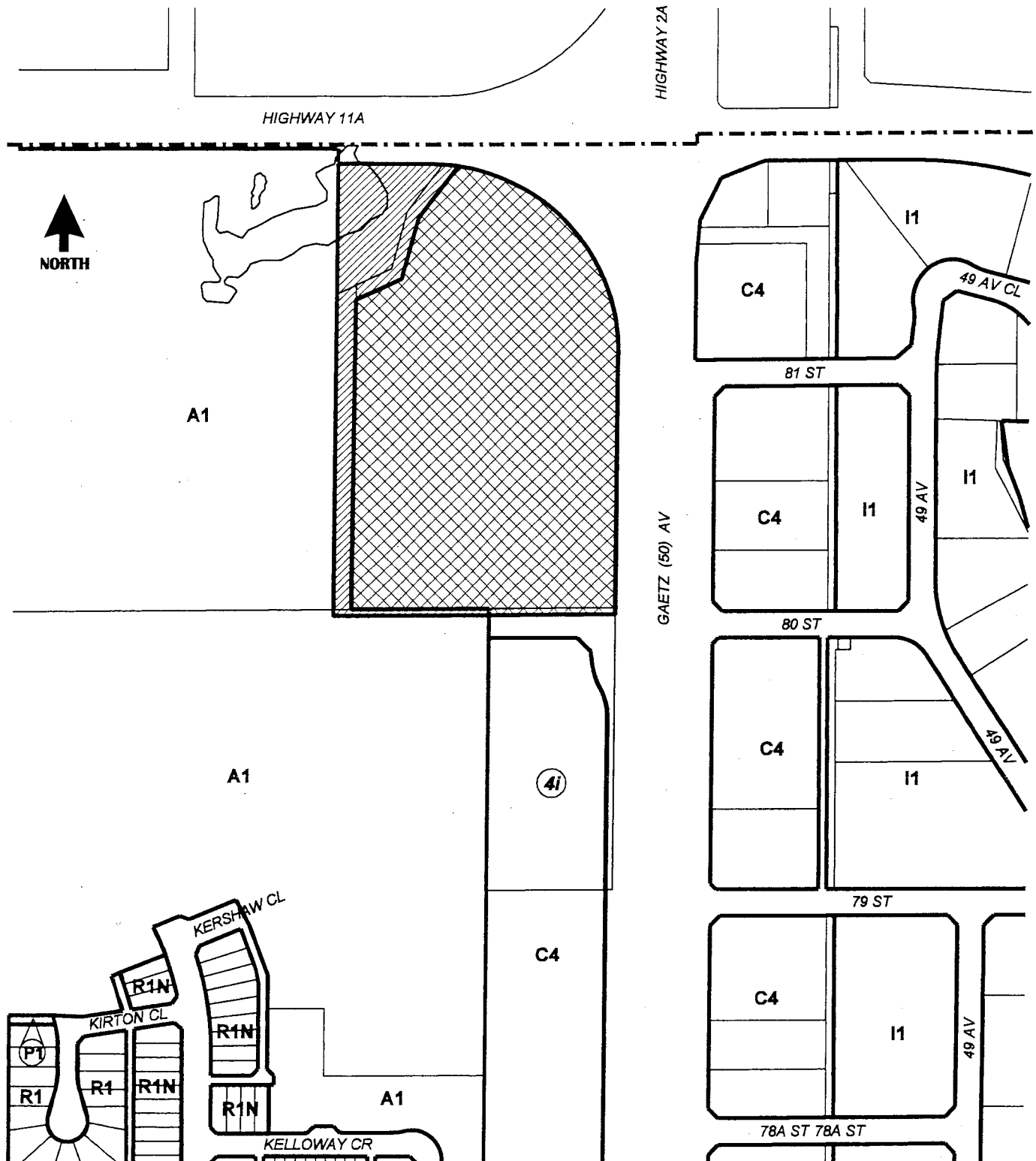
LUB Amendment 3156/S-2005

2005/06/22

Scale 1 : 3026

Prime Owner Name	Owner Address 1	Owner Address 2	Owner Address 3	Owner Address	Parcel Address
THE JOHN VOLKEN FOUNDATION	1101 UNITED BLVD	COQUITLAM, BC V3K 6V3			4960 81 ST
GILLMAR MANAGEMENT LTD. &	J. ALFRED ORDMAN PR	BOX 1188	RED DEER, AB	T4N 6S6	8040 52 AV
957292 ALBERTA LTD	1-5128 52 ST	RED DEER, AB			7920 52 AV
QUANTUM IV DEVELOPMENTS INC	12 PALLO CL	RED DEER, AB			8040 50 AV
M & K MOBILE HOMES SALES LTD.	2930 FAIRWAY STREET	LETHBRIDGE, AB			B 7920 50 AV
CAROL WIENS	7920 50 AVE APT 9	RED DEER, AB			9 7920 50 AV
ROBERT & NADINE PICO	14 OCKLEY CLOSE	RED DEER, AB			8 7920 50 AV
M & K MOBILE HOMES SALES,	7920 50 AVE	RED DEER, AB			7 7920 50 AV
MARIA GABRIELLA KORELL	7920 50 AVE APT 6	RED DEER, AB			6 7920 50 AV
CRAWFORD JAMIESON	7920 50 AVE APT 5	RED DEER, AB			5 7920 50 AV
KEVIN FENNIG	7920 50 AVE APT 20	RED DEER, AB			20 7920 50 AV
MICHAEL GUEFFROY	7920 50 AVE APT 2	RED DEER, AB			2 7920 50 AV
MARGARET HARDIE	PO BOX 492 STN POSTA	RED DEER, AB			19 7920 50 AV
ANDREW & NORMA GILLOTT	7920 50 AVE APT 18	RED DEER, AB			18 7920 50 AV
GREG & TAMMY SCHOEFIELD	7920 50 AVE APT 15	RED DEER, AB			15 7920 50 AV
PETE WIERENGA	4705 58 ST	LACOMBE, AB			14 7920 50 AV
PATRICIA RODRIGUEZ & DALLAS BIE	13 7920 50 AVE	RED DEER, AB			13 7920 50 AV
DOREEN & CHARLES DUNNING	5936 60 AV	RED DEER, AB			12 7920 50 AV
JOANNE MURPHY	R R 2	RED DEER, AB			11 7920 50 AV
RUSTY ROSS	10-7920 50 AVE	RED DEER, AB			10 7920 50 AV
DARREN BRADLEY TOCHENIUUK	1 7920 50 AVE	RED DEER, AB			1 7920 50 AV

The City of Red Deer *PROPOSED LAND USE BYLAW AMENDMENT*



AFFECTED DISTRICTS:

A1 - Future Urban Development

C2 - Commercial (Regional & District Shopping Centre)

P1 - Parks and Recreation

Change from :

A1 to C2 

A1 to P1 

MAP No. 15 / 2005
BYLAW No. 3156 / S - 2005



LEGISLATIVE & ADMINISTRATIVE SERVICES

June 21, 2005

Fax: 358-4116

Mr. David Everett
Quantum IV Developments Inc.
7159 – 50 Avenue
Red Deer, AB T4N 4E4

Dear Mr. Everett:

***Northwest Major Area Structure Plan Amendment 3213/A-2005
Kentwood Northeast Neighbourhood Area Structure Plan Bylaw Amendment 3217/D-2005
Land Use Bylaw Amendment 3156/S-2005
Quantum IV Developments Inc.***

Red Deer City Council gave first reading to *Northwest Major Area Structure Plan Amendment 3213/A-2005*, *Kentwood Northeast Neighbourhood Area Structure Plan Bylaw Amendment 3217/D-2005* and *Land Use Bylaw Amendment 3156/S-2005*, at the City of Red Deer's Council Meeting held Monday, June 20, 2005. For your information, copies of the bylaws are attached.

Northwest Major Area Structure Plan Bylaw 3213/A-2005 and *Kentwood Northeast Neighbourhood Area Structure Plan Bylaw Amendment 3217/D-2005* will allow a change to a commercial site being developed by Quantum IV Developments Inc. The site is to be rezoned from C4 Commercial (Major Arterial) District to C2 Commercial (Regional and District Shopping Centre) A residential designation on a portion of the site will be removed to increase the commercial site area. *Land Use Bylaw Amendment 3156/S-2005* provides for the rezoning of a commercial site at the intersection of Gaetz Avenue and Highway 11A from A1 Future Urban Development to C2 Commercial (Regional and District Shopping Centre) District (5.599 ha) and P1 Parks and Recreation District (0.529 ha buffer area and 0.481 ha public utility lot (wetland)).

Council must hold Public Hearings before giving second and third readings to the bylaws. This office will now advertise for the Public Hearings to be held on Monday, July 18, 2005 at 7:00 p.m. in Council Chambers of City Hall during Council's regular meeting.

According to the Land Use Bylaw, the City requires a deposit before public advertising. An amount equal to the estimated cost of advertising, which in this instance is \$400, is required by Wednesday, April 2, 2003. You will be invoiced for or refunded the difference once the actual cost of advertising is known.

...2/

Quantum IV Developments Inc.

June 21, 2005

Page 2

Please call me if you have any questions or require additional information.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kelly Kloss', written over the printed name and title.

Kelly Kloss
Manager

/chk

/attach.

c Parkland Community Planning Services
 C. Adams, Administrative Assistant



Council Decision – June 20, 2005

Legislative & Administrative Services

DATE: June 21, 2005
TO: Johan van der Bank, Parkland Community Planning Services
FROM: Kelly Kloss, Legislative & Administrative Services Manager
SUBJECT: Land Use Bylaw Amendment 3156/S-2005
Block 3, Plan 2122HW; NE ¼ Sec. 32-38-27-4
Quantum IV Developments – Commercial Site

Reference Report:

Parkland Community Planning Services, dated June 13, 2005

Bylaw Readings:

Land Use Bylaw Amendment 3156/S-2005 was given first reading. A copy of the bylaw is attached.

Report Back to Council: Yes

A Public Hearing will be held on Monday, July 18, 2005 at 7:00 p.m. in Council Chambers during Council's regular meeting.

Comments/Further Action:

Land Use Bylaw Amendment 3156/S-2005 provides for the rezoning of a commercial site at the intersection of Gaetz Avenue and Highway 11A from A1 Future Urban Development to C2 Commercial (Regional and District Shopping Centre) District (5.599 ha) and P1 Parks and Recreation District (0.529 ha buffer area and 0.481 ha public utility lot (wetland). This office will now proceed with the advertising for a Public Hearing. Quantum IV Developments Inc. will be responsible for the advertising costs in this instance.


Kelly Kloss
Manager

/chk

/attach.

c Director of Development Services
Inspections & Licensing Manager
Engineering Services Manager
C. Adams, Administrative Assistant
T. Edwards, Clerk Steno

BYLAW NO. 3156/S-2005

Being a Bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of the City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1. The "Land Use District Map F15" contained in "Schedule B" of the Land Use Bylaw is hereby amended in accordance with the Land Use Bylaw Amendment Map No. 15/2005 attached hereto and forming part of the bylaw.

READ A FIRST TIME IN OPEN COUNCIL this 20th day of June 2005.

READ A SECOND TIME IN OPEN COUNCIL this day of 2005.

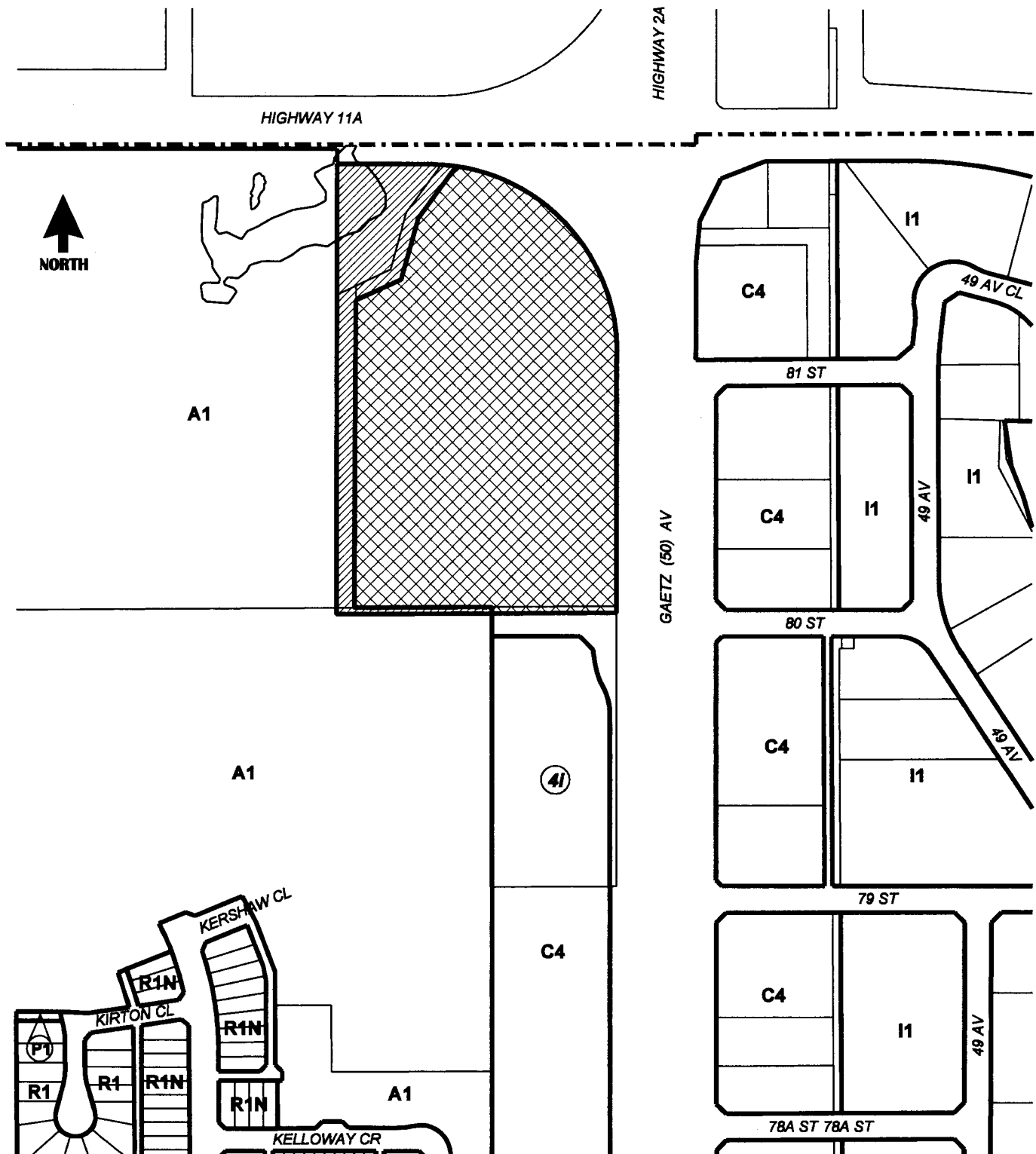
READ A THIRD TIME IN OPEN COUNCIL this day of 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

MAYOR

CITY CLERK

The City of Red Deer *PROPOSED LAND USE BYLAW AMENDMENT*



AFFECTED DISTRICTS:

A1 - Future Urban Development

C2 - Commercial (Regional & District Shopping Centre)

P1 - Parks and Recreation

Change from :

A1 to C2 

A1 to P1 

MAP No. 15 / 2005
BYLAW No. 3156 / S - 2005

Legislative & Administrative Services

DATE: June 21, 2005

TO: Johan van der Bank, Parkland Community Planning Services

FROM: Kelly Kloss, Legislative & Administrative Services Manager

SUBJECT: Northwest Major Area Structure Plan Bylaw Amendment 3213/A-2005
Kentwood Northeast Neighbourhood Area Structure Plan Bylaw
Amendment 3217/D-2005

Reference Report:

Parkland Community Planning Services, dated June 13, 2005

Bylaw Readings:

Northwest Major Area Structure Plan Bylaw Amendment 3213/A-2005 and Kentwood Northeast Neighbourhood Area Structure Plan Bylaw Amendment 3217/D-2005 were given first reading. Copies of the bylaws are attached.

Report Back to Council: Yes

Public Hearings will be held on Monday, July 18, 2005 at 7:00 p.m. in Council Chambers during Council's regular meeting.

Comments/Further Action:

Northwest Major Area Structure Plan Bylaw 3213/A-2005 and Kentwood Northeast Neighbourhood Area Structure Plan Bylaw Amendment 3217/D-2005 will allow a change to a commercial site being developed by Quantum IV Developments Inc. The site is to be rezoned from C4 Commercial (Major Arterial) District to C2 Commercial (Regional and District Shopping Centre) A residential designation on a portion of the site will be removed to increase the commercial site area. This office will now proceed with the advertising for a Public Hearing. Quantum IV Developments Inc. will be responsible for the advertising costs in this instance.


Kelly Kloss

Manager

/chk

/attach.

c Director of Development Services
Inspections & Licensing Manager
Engineering Services Manager
C. Adams, Administrative Assistant
T. Edwards, Clerk Steno

BYLAW NO. 3213/A-2005

Being a bylaw to amend Bylaw No. 3213/98, the bylaw adopting the Northwest Major Area Structure Plan as a bylaw of the City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1. That Bylaw No. 3213/98 is hereby amended:

By substituting the revised page 4 of 9 and Map 4: Proposed Land Use, attached hereto and forming part of the bylaw, for the existing page 4 of 9 and Map 4: Proposed Land Use.

READ A FIRST TIME IN OPEN COUNCIL this 20th day of June 2005.

READ A SECOND TIME IN OPEN COUNCIL this day of 2005.

READ A THIRD TIME IN OPEN COUNCIL this day of 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

MAYOR

CITY CLERK

The density for new residential neighbourhoods shall be between 12.35 and 17.30 dwelling units per gross developable hectare, if the major utility infrastructure so permits.

4.1 Industrial

Industrial growth within the plan area is primarily focused in the area west of the railway, however there are two additional areas where industrial growth will occur. The first additional area is at the south end of Johnstone Park where there will be a small extension of the Golden West Industrial area. This extension will allow the roads to be looped; the roads currently dead-end at the quarter section line. The second additional industrial area is the area between 68th Avenue and the railway tracks. No heavy industrial uses shall be allowed in the area covered by this plan.

4.2 Commercial

There are three major commercial areas within the Northwest Area Structure Plan. These include two areas north and south of 67th Street and an area along Gaetz Avenue. All of the areas will be districted to an appropriate land use district allowing for a wide range of retail uses. These areas together with existing commercial uses along Gaetz Avenue and 67th Street will serve the northwest district.

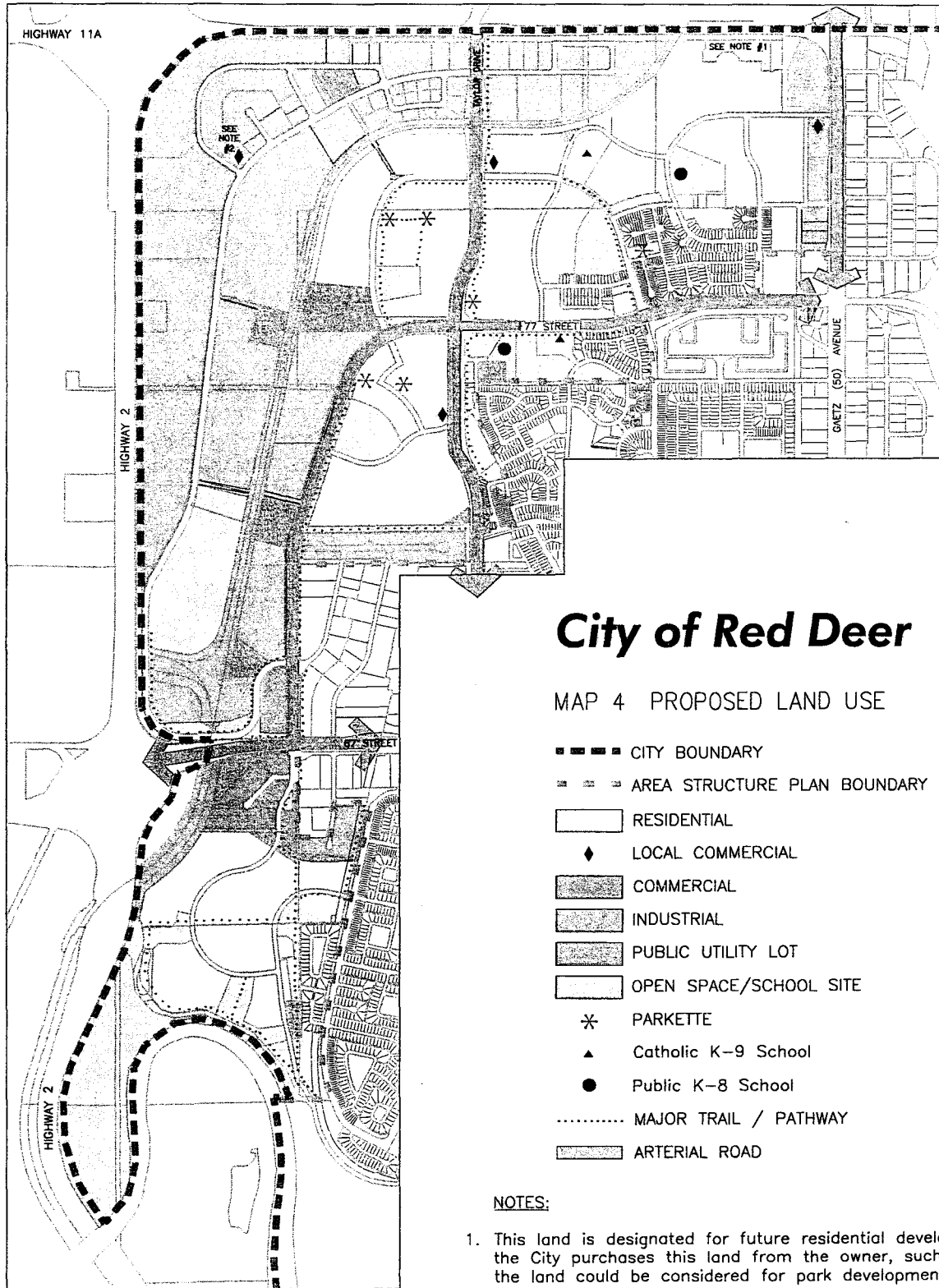
In addition to the commercial sites noted above, there are two neighbourhood convenience sites. These sites are intended to provide neighbourhood conveniences, including convenience store/gas bar, doctor's offices, hairdressing, pharmacy, video store, etc., each serving approximately two quarter sections of development.

4.3 Schools

Four school sites are proposed for the plan area. Two of the sites in the Glendale neighbourhood are existing. The two new sites include a Catholic K-9 school in Kentwood and a Public K-8 school in Kentwood. In accordance with the agreement between the City and the School Board, the school sites are provided through Municipal Reserve dedication; each school is located within a large central park site.

4.4 City Level Facilities

City level facilities are intended to serve the entire community and include arenas, recreation centres and large scale parks. Two large scale parks exist within the plan area. The first City level park is the Edgar Athletic Park which will contain a large number of sports fields. The second City level park is the Maskepetoon Natural Area. This Natural Area is intended for passive use.



MAY 2003

Prepared by PCPS & RD Engineering Dept.



BYLAW NO. 3217/D-2005

Being a bylaw to amend Bylaw No. 3217/98, the bylaw adopting the neighbourhood area structure plans as a bylaw of the City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1. That Bylaw No. 3217/98 is hereby amended:

By substituting the revised Kentwood Northeast Neighbourhood Area Structure Plan, attached hereto and forming part of the bylaw, for the existing Kentwood Northeast Neighbourhood Area Structure Plan.

2. Appendix A and Appendix B of the existing Kentwood Northeast Neighbourhood Area Structure Plan are unchanged and remain part of the amended plan.

READ A FIRST TIME IN OPEN COUNCIL this 20th day of June 2005.

READ A SECOND TIME IN OPEN COUNCIL this day of 2005.

READ A THIRD TIME IN OPEN COUNCIL this day of 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

MAYOR

CITY CLERK

KENTWOOD NORTHEAST (KINGSGATE)

NEIGHBOURHOOD AREA STRUCTURE PLAN

Prepared for

**Laebon Developments Ltd.
and
Quantum IV Developments Inc.**

**September 1998
amended June 2003
amended August 2004
amended January 2005
amended June 2005**

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1. INTRODUCTION

This Neighbourhood Area Structure Plan was originally prepared in September of 1998 on behalf of Laebon Developments Ltd. and Quantum IV Developments Inc. in accordance with the City of Red Deer's 1996 Planning and Subdivision guidelines and as a precondition for redesignation and subdivision.

In June 2003 it was revised to change road patterns on the lands owned by 957292 Alberta Ltd. (Laebon), to add a small piece of land to the west of the subject site and to indicate utilities installed up to that date. The January 2002 version of the City of Red Deer Planning and Subdivision guidelines was applied to the update.

1.1 Location

The land is generally located west of Gaetz Avenue, south of Highway 11A, southeast of the Canadian Pacific Railway and north of the existing Kentwood subdivision (as shown on Figure 1).

1.2 Ownership as at September 1998

In September 1998 there were 45.91 hectares of undeveloped land, with ownership distributed as shown on Figure 2.

Parcel one - Block 3, Plan 212 HW - The area is owned by Quantum IV Developments Inc. It is located immediately southwest of the intersection of Gaetz Avenue and Highway 11A.

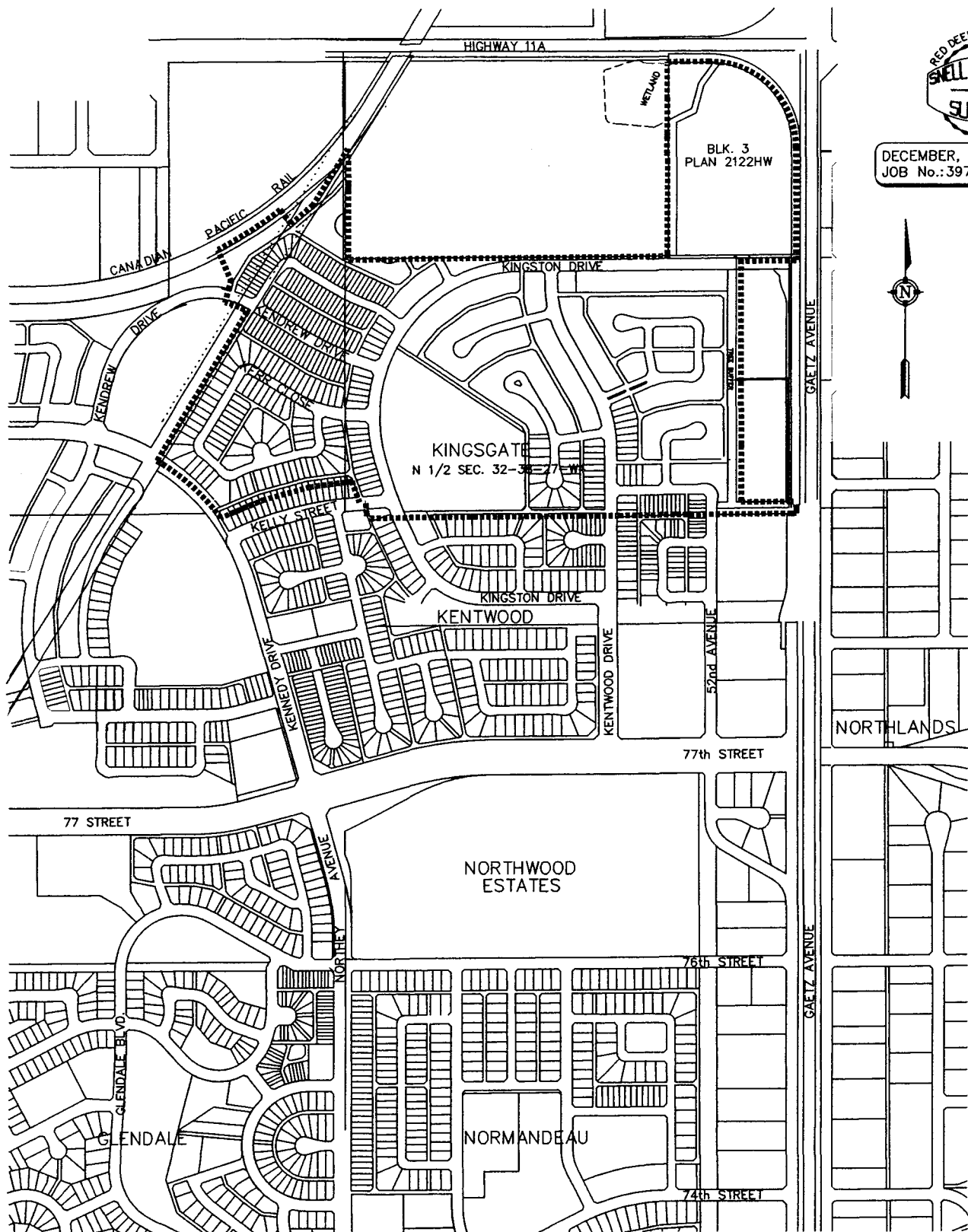
Parcel two - N ½ of 32-38-27-4 - In September 1998 this land was owned by Jacks Men's Wear (Red Deer) Ltd.

Parcel three - Various M-R zoned parcels owned by the City of Red Deer. The City owned land had been acquired as municipal reserve dedications from previous subdivisions.

1.3 Ownership as of January 2003

By January 2003 some of the original land had been developed. That area is shown on Figure 3, along with the current ownership of the undeveloped land.

Parcel one - In January 2003 parcel one, owned by Quantum IV Developments Inc. was unchanged.

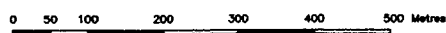


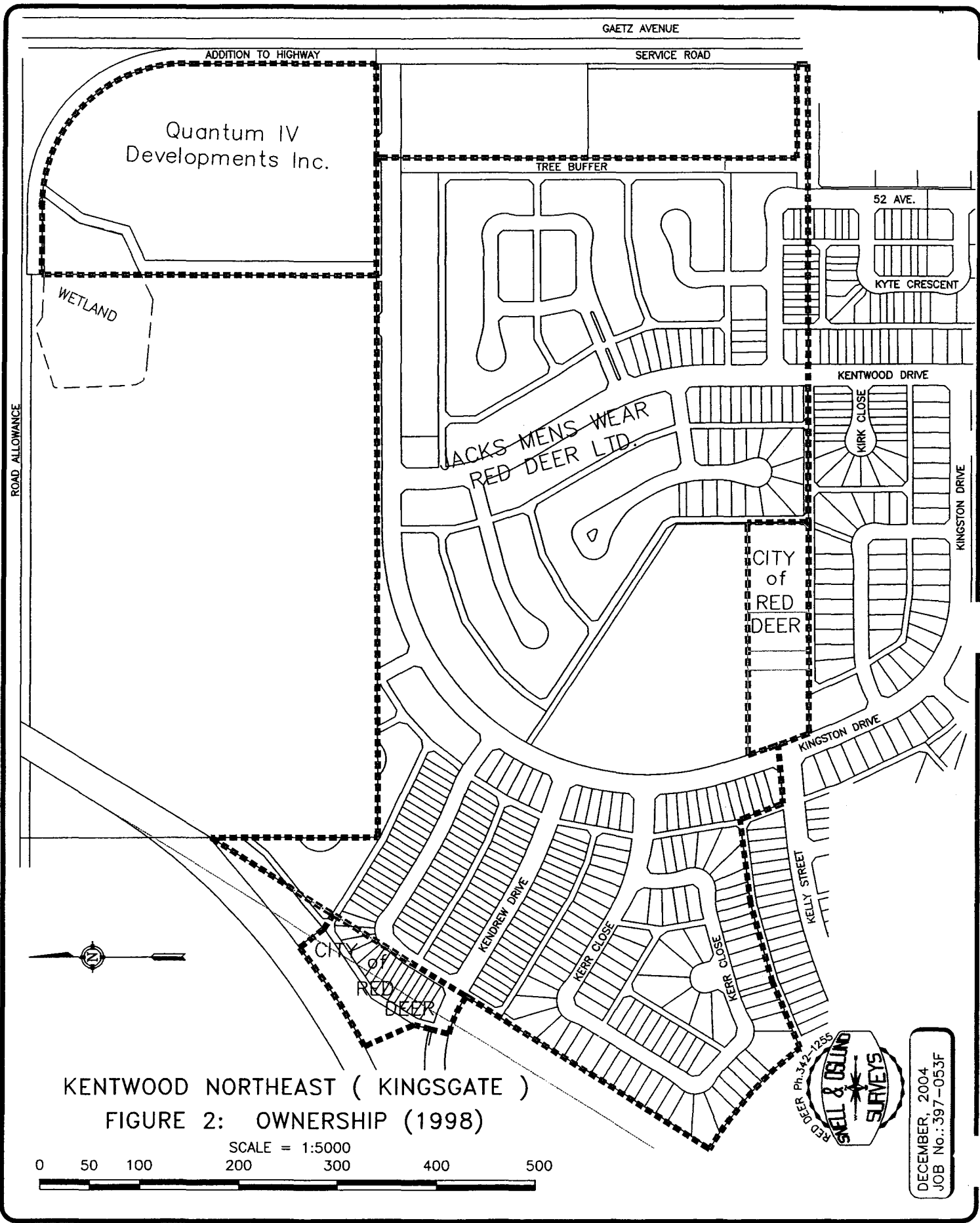
DECEMBER, 2004
 JOB No.: 397-053F

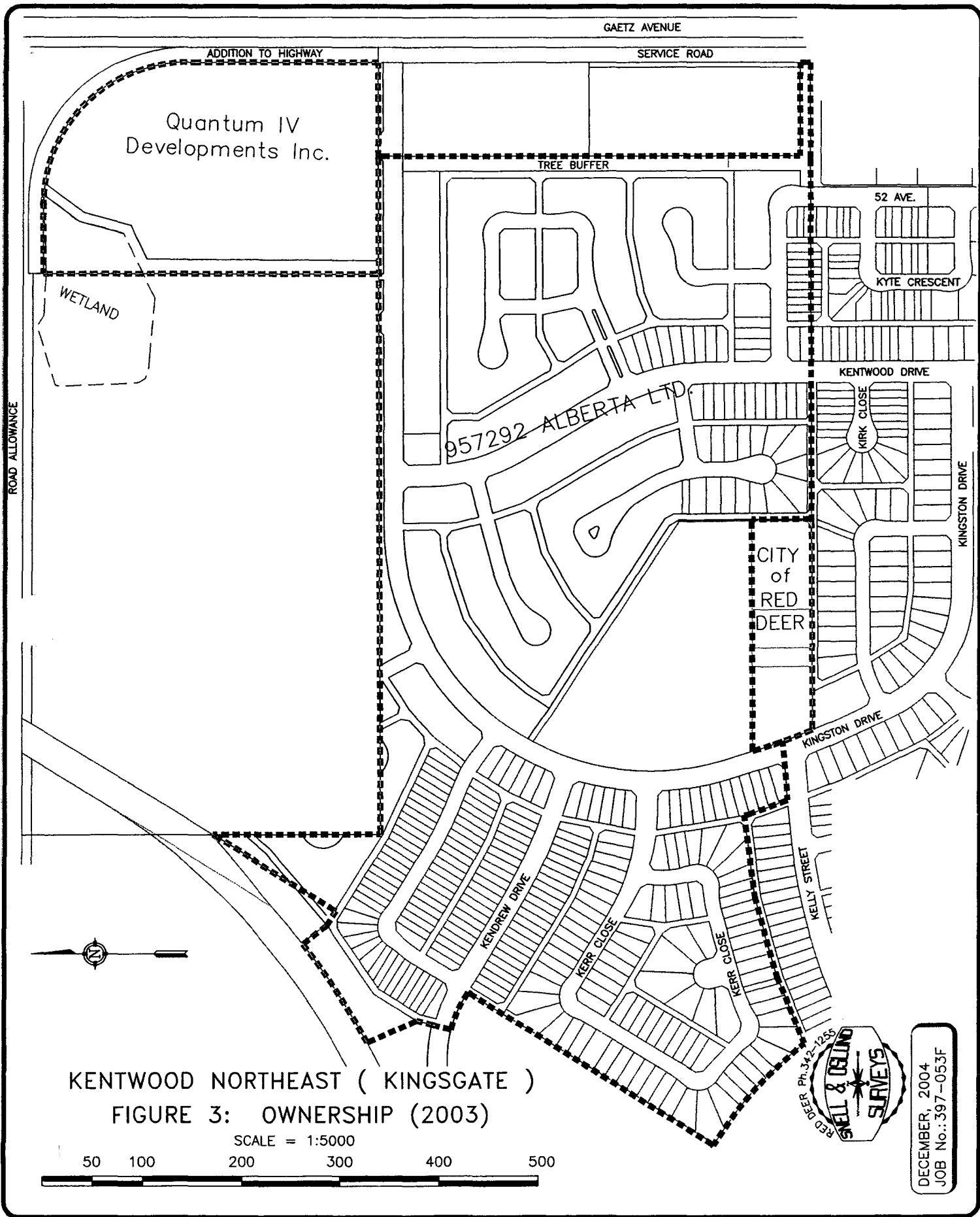
KENTWOOD NORTHEAST (KINGSGATE)

FIGURE 1: LOCATION PLAN

SCALE = 1:10000







Parcel two – The land owned by Jack's Men's Wear (Red Deer) Ltd. had been sold to 957292 Alberta Inc, which is owned by W. G. (Gord) Bontje, the owner of Laebon Developments Ltd.

Parcel three – Various M-R zoned parcels owned by the City of Red Deer. The City owned land had been acquired as municipal reserve dedications from previous subdivisions

Parcel four – The City of Red Deer owns a parcel of land at the west end of the site, and has agreed to sell a portion of it to Laebon Developments Ltd. That parcel was not included in the 1998 plan, but is being added to the plan area because it will logically be developed in conjunction with this plan area.

1.4 Site Area

The plan area is 47.341 hectares.

1.4.1 Site Area in September 1998

At the time this plan was originally prepared in September 1998, the undeveloped land totaled 45.91 hectares.

Parcel one – was 6.779 hectares, owned by Quantum IV Developments Inc.

Parcel two – was 37.632 hectares, owned by Jacks Men's Wear Ltd.

Parcel three – was 1.499 hectares, owned by the city of Red Deer.

1.4.2 Site area in January 2003

At the time of this revision to the plan in January 2003 the undeveloped land totaled 34.447 hectares.

Parcel one – is 6.779 hectares and remains undeveloped.

Parcel two – has been partially developed and is now 26.538 hectares.

Parcel three – is still 1.499 hectares owned by the City of Red Deer.

Parcel four – has been added to the plan area, and is 1.13 hectares.

2.0 SITE CHARACTERISTICS

2.1 Existing Land Use

The plan area is presently designated A-1, Future Urban Development District under the City of Red Deer Land Use Bylaw 3156/96. The general purpose of this district is: “to ensure that development on lands required for future urban development is restricted to ensure that future development may proceed in an orderly and well planned fashion, in keeping with the intent of the Municipal Development Plan”.

The plan area is situated within the boundary of, and is consistent with the objectives of the Northwest Area Structure Plan.

Redesignation to appropriate residential and commercial districts will be required before development can occur.

2.2 Natural Features

This Neighbourhood Area Structure Plan encompasses lands which are generally flat with elevations ranging from a high point of 881 meters on the west portion to a low point of 874 meters on the east portion (see Figure 4). The plan area is presently a mixture of cultivated land, tree covered areas and wetlands.

The City of Red Deer’s Ecological Profile of the North Kentwood Natural Area identified five zones within the Neighbourhood Area Structure Plan area (Appendix A), and provided priority rankings for each zone, for the preservation of natural areas (A is top priority, C is low priority).

Zone 6 (old drive-in site) – Priority A – Recommendation R1. The area is covered by a sporadic growth of poplars intermixed with willows which also line the eastern part of the section. The area is characterized by diverse vegetative growth and is populated by a wide variety of birds. The profile encourages the preservation of as much of the natural habitat as possible.

Wetland areas will be retained in their natural state and will be used for storm water detention or retention during rainfall events which exceed the 1:5 year event. Many of the features outlined in the Ecological Profile will be lost as a result of commercial development.

City Parks department staff would like an opportunity to remove orchids from the site prior to development if the Owner has no plans to preserve them or relocate or use these plants.

Zone 7 – Priority A – Recommendation R2. A large mature northwest poplar wind break lines the north boundary of a commercial sales lot at the north end of Zone 7. The western edge of the commercial lot is lined with Manitoba maple, aspen, balsam and willow. A stand of mixed poplar trees runs north and south connecting Zones 6 and 7 along the boundary between the commercial lots on the west side of Gaetz Avenue and the Neighbourhood Area Structure Plan area. The profile encourages preservation of mature poplar tree stands running east and west located at the north and south ends of Zone 7. The ecological profile recommends retaining the tree stands in their entirety for use as entrance features at the collector road accesses into the neighbourhood.

The Kingston Drive/Gaetz Avenue intersection requires that additional lands be obtained from third party landowners. The City of Red Deer has developed a roadway concept for this intersection. Only those trees which need to be removed to accommodate construction of the roadway will be cleared.

Much of the poplar wind break identified along the west edge of the existing commercial area lies in a buffer area identified in the Neighbourhood Area Structure Plan. Only the portion of that site at the south end of the buffer (east of the proposed worship site and within the worship site) has been deemed possible to preserve.

Zone 8 – Priority B – Recommendation R3. This area is primarily made up of a large tree stand surrounded by a cultivated field. The north and west sides of the zone contain many aspen, poplar and various willow species, while the east side consists of mixed poplars and a few spruce trees. The profile recommends that the southeast portion of the poplar trees be incorporated into residential housing where possible. The north side of the zone extends into properties outside of the boundaries of the Neighbourhood Area Structure Plan area. As of January 2003, these tree stands had been eliminated by site grading of the plan area.

Zone 12 – Priority A – Recommendation R4. A small band of poplar trees on the south portion of the area should be dedicated as a municipal reserve.

This zone lies on the south edge of the proposed park/school site and it is feasible to retain a portion of the stand during development of the park/school site. Where the zone extends eastward from the school site along the rear of proposed residential lots, a four (4) metre wide municipal reserve is provided for a green linkage.

It is understood the services for the proposed residential lots will be extended from the south side to the north side of the four metre municipal reserve. Where the installation of utilities results in the loss of trees, the four metre wide municipal reserve will be revegetated and landscaped to the satisfaction of the City's Recreation and Culture department.

Southeast Wetland – Priority B – Recommendation R5. The area contains a dugout and drainage channel surrounded by semi aquatic grasses and a number of good quality willows and is part of a habitat area that was removed in 1997. The profile encourages preservation of this area and incorporation into future development as a linear drainage channel and passive walking area or incorporation into a future buffer. Preliminary site grading in 2001 eliminated much of the wetland.

2.3 Servicing

Existing municipal water, sewer and storm sewer facilities are in place on three sides of the Neighbourhood Area Structure plan area. Water mains, sanitary sewer trunks and mains and storm sewer trunks and mains will be extended through the Neighbourhood Area Structure plan area so as to enable servicing of properties to the north which are not part of this Neighbourhood Area Structure Plan. The municipal services will be constructed of such size and capacity so as to ensure that existing facilities which are located at the boundaries of the Neighbourhood Area Structure Plan are fully utilized.

It is the intent of the Owners of the Neighbourhood Area Structure Plan properties to maximize the potential for future development of properties outside the plan area by constructing water, sanitary sewer and storm sewer trunks and mains which can provide service to properties beyond their own.

The site can be serviced with municipal water, sanitary sewer and storm water utilities. An engineering study, required to establish the details of servicing, has been completed and supplied to the City of Red Deer, Engineering Department under separate cover.

2.4 Access

The 6.779 hectare parcel in the northeast corner of the plan area (Quantum IV lands) presently has access from the existing service road on the west side of Gaetz Avenue. The remainder of the plan area can be accessed via Kingston Drive in the west and Kentwood Drive in the southeast.

2.5 Emergency Services

The Neighbourhood Area Structure Plan area currently has an estimated Emergency Services response time of greater than six and one half (6.5) minutes.

2.6 Environmental Assessment

A level 1 Environmental Assessment has been completed by UMA Engineering and submitted to the City of Red Deer under separate cover. The environment site assessment revealed no significant sources of contamination of the subject property.

Based on the proximity to the industrial/commercial uses to the east, the report encourages further investigation to monitor the impact of nearby commercial land uses and to study the migration of potential contaminants from nearby quarter sections. Monitoring of the areas adjacent to commercial subdivisions where contaminants could originate will continue as development proceeds and encroaches on those areas.

2.7 Noise Recommendations

In 1999, the City of Red Deer undertook a study of noise levels in the Kentwood area. Two (2) noise criteria were used in the study. The City of Red Deer limitation for traffic noise of 60 dBA L_{eq} (24 hr.) was used to evaluate traffic noise and other continuous sources while a 70dBA criterion was used to evaluate train horns and other short term noises. The 70 dBA criterion is used as noise levels which exceed 70dBA may cause a "startle" effect. The report concluded that the 60 dBA L_{eq} (24 hr) criteria can be achieved in all areas with construction of low berms along Highway 11A and Taylor Drive and by construction of buildings along Highway 11A.. It also recommended the preferable method of reducing train noise would be to eliminate the need for horns to be sounded. This would require controlled rail crossings and/or grade separations at road/railway intersections. A barrier (combination berm and fence) was recommended if grade separation could not be provided at Taylor Drive. As a recently constructed grade separation at Taylor Drive has eliminated the need for train horns, the following strategies will be implemented to mitigate the effect of the noise on homeowners.

2.7.1 Barrier Height

An earth berm will be constructed adjacent to the rail line to a minimum height of four metres to reduce wheel and engine noise. The berm will be landscaped to standards set by the City of Red Deer.

2.7.2 Barrier Block Construction Techniques

All homes adjacent to the rail are to incorporate barrier block construction techniques to mitigate against noise effects.

2.7.2.1 Construction Details

All homes adjacent to the rail line are to incorporate the following construction aspects:

- 2 x 6 walls
- R24 insulation
- Double glazed windows

2.7.2.2 Home Design Considerations

The report suggests that in the first row of homes adjacent to the rail line, that noise sensitive rooms such as bedrooms could be located on the side of the home furthest from the rail line/industrial areas. This is not a requirement; it is only a suggestion.

2.7.2.3 Construction Initiatives

The reports author offers a number of other ideas that might be incorporated into home construction. He suggests central air conditioning might eliminate the need to open windows. Another is reducing the height of buildings, as bungalows will be better sheltered behind the berm.

3.0 DEVELOPMENT CONCEPT

The proposed Neighbourhood Area Structure Plan incorporates policies contained in the Northwest Area Structure Plan and other City of Red Deer guidelines and policy documents.

3.1 Land Distribution

The land use and development concept proposed for the Neighbourhood Area Structure Plan area is shown on Figure 5. The majority of the plan area is proposed for single family residential with some semi-detached development. Commercial uses are proposed for the northeast portion of the plan area. The proposed land use distribution is shown in Table 1.

Kentwood Northeast Neighbourhood Area Structure Plan

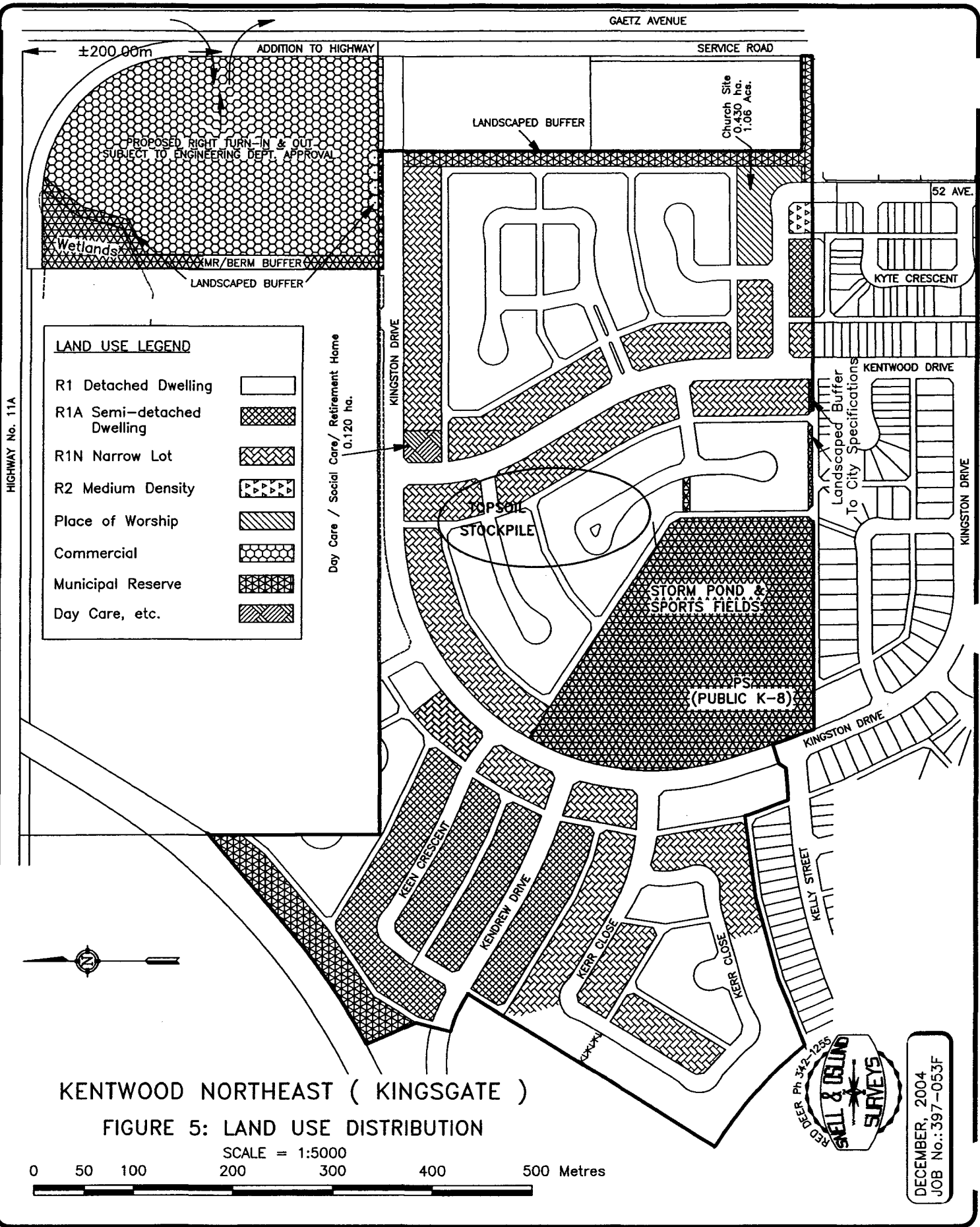
Table One

Plan Statistics - by

Land Use	Original Owner				Total hectares
	Laebon	Quantum	City M-R	City/west	
Existing R1	3.795				3.795
Existing R1N	3.712				3.712
Existing R1A	2.890			0.441	3.331
Existing R2	0.075				0.075
Proposed R1	7.230			0.015	7.245
Proposed R1N	3.987				3.987
Proposed R1A	0.017				0.017
Day Care/Social Care	0.117				0.117
Church	0.413				0.413
Central site M-R	3.917		1.385		5.302
Misc M-R	0.773	0.529	0.136	0.721	2.159
Wetland		0.481			0.481
Street/Lanes/PUL	10.837			0.256	11.093
Commercial	0.028	5.599			5.627
Total hectares	37.791	6.609	1.521	1.433	47.354

Plan Statistics - by percentage

Land Use	Original Owner				Total percent
	Laebon	Quantum	City M-R	City/west	
Existing R1	8.014				8.014
Existing R1N	7.839				7.839
Existing R1A	6.103			0.931	7.034
Existing R2	0.158				0.158
Proposed R1	15.268			0.032	15.300
Proposed R1N	8.420				8.420
Proposed R1A	0.036				0.036
Day Care/Social Care	0.247				0.247
Church	0.872				0.872
Central site M-R	8.272		2.925		11.197
Misc M-R	1.632	1.117	0.287	1.523	4.559
Wetland		1.016			1.016
Street/Lanes/PUL	22.885			0.541	23.426
Commercial	0.059	11.824			11.883
Total percent	79.805	13.957	3.212	3.026	100.000



3.2 Residential

The residential areas will consist mainly of R1 and R1N single detached dwellings with some areas zoned R1A which will accommodate semi-detached dwellings. There is a small area in the south east corner which abuts an existing R2 townhouse community that will accommodate a few townhouse units.

3.3 Commercial

A 5.599 hectare area in the northeast portion of the plan area is proposed for Commercial zoning. Development of the commercial property shall be completed in an attractive fashion which will be compatible with the nearby residential neighbourhoods. Uses, such as adult entertainment nightclubs, which may have a detrimental noise impact will not be allowed.

Landscaping and berming shall be used to enhance the visual appearance of the commercial development. Berming will also be used to control the noise impact of commercial development on lands to the west which are outside of the Neighbourhood Area Structure Plan. Development which will affect the wetland/retention pond located to the northwest of the commercial lands will not be allowed until detailed engineering is completed to define the operation of the storm water retention function of the wetland and to establish acceptable water levels for the wetland areas. The detailed engineering will be completed in consultation with the adjoining landowners to the west.

3.4 Density

Including all the lots developed since this plan was adopted in September 1998, and assuming the undeveloped areas are developed as per this plan, it is estimated that this Neighbourhood Area Structure Plan area will accommodate 155 single family R1 lots, 220 single family R1N lots and 140 semi-detached dwellings.

Assuming that 3.4 persons live in each single family dwelling and 3.3 persons in each semi-detached and town house dwelling, the total plan area will house a population of 1,737. A population density of about 42.1 persons per hectare is expected after full development. This equates to 12.48 dwelling units per hectare.

If the areas slated for use as day care, social care or retirement home site and place of worship are eventually used for development of housing (R1N or R1A), the population density in the area will increase. The commercial areas and lands dedicated to the City of Red Deer as municipal reserve from neighboring developments have not been included in the density calculations.

3.5 Open Space

The proposed park and open space system includes a neighbourhood park/school site, walkway, a separate municipal reserve parcel and a buffer area. A total of 15.764 percent of the plan area will be dedicated to municipal reserve.

3.5.1 Neighbourhood Park/School Site

A neighbourhood park/school site is proposed in the central area of the Neighbourhood Area Structure Plan area to accommodate a school and related playground facilities as identified in the Northwest Area Structure plan. The overall site is proposed to be 5.425 hectares (13.405 acres).

A development concept of the park/school site has been prepared by the City of Red Deer and has been provided as Appendix B. An integral part of the development concept is the storm water detention pond which will encompass the sports fields planned for the park (in particular the ball diamond and soccer pitch).

The school site will be zoned PS (public service). While the maps indicate that it will be a public K-9 (kindergarten to grade 9) school, it may be any combination of grades between kindergarten and grade 9.

3.5.2 Municipal Reserve Parcels

There are a number of municipal reserve parcels throughout the Neighbourhood Area Structure Plan area.

3.5.2.1 Link from neighbourhood park/school site to the east

A ten metre wide walkway .045 hectares (.111 acres) extending easterly from the school site to the residential area is proposed to connect the school site to the residential development. It will include a 1.5 metre walking trail.

3.5.2.2 Link from Kerr Close to the West

There is a six metre wide link between the west side of Kerr Close and the neighbourhood park/school site to the west. The area of this link is .022 hectares (.054 acres). The M-R strip will be landscaped to ensure access from the residential areas to the park.

3.5.2.3 Railway Area

A total of .416 hectares of municipal reserve will be incorporated into the berm separating residential development from the Canadian Pacific Railway.

3.5.2.4 East Boundary of Residential Area

The total area of this reserve parcel will be .753 hectares. The residential areas on the east edge of the property abut commercial lots fronting Gaetz Avenue. They will be separated by a ten metre wide municipal reserve. A treed berm will be constructed on the reserve. The berm will extend south from the south side of the future location of Kingston Drive to the north end of the proposed place of worship site. There are some trees on the place of worship site, and they will be left by the developer. This reserve will include a segment which will extend from 52 Street to the Gaetz Avenue Service Road which will be left in its present state.

3.5.2.5 South Boundary of Residential Area

An M-R parcel of .052 hectares will be created to link the neighbour-hood park/school site to Kentwood Drive. This parcel will be four metres wide, and will be left as natural as possible. Utilities will have to be constructed through the area.

3.5.2.6 Quantum IV Buffer

A 0.344 hectare buffer on the Quantum IV lands will be provided to separate anticipated residential development on lands to the west of the commercial site, which are lands outside of the Neighbourhood Area Structure Plan, from the future commercial development in the northeast area of the plan. The buffer through this area will be developed as a landscaped berm. As well, other landscaping features along the berm will be used to effectively screen (visual) the residential areas from the commercial development. Landscaping features which are used to buffer the future residential areas from the commercial areas will be designed to enhance the visual appearance of the commercial development from the planned and future residential areas.

As well, a 0.058 hectare landscaped buffer will be planted along the southern boundary of the commercial area to provide screening from residential properties to the south and a 0.127 ha landscaped buffer will be provided to separate commercial areas from the wetlands to the northwest.

3.5.3 Wetlands

The wetland area in the northwest corner of the Quantum IV Development Inc. parcel will be maintained for aesthetic and future storm water management purposes. The zoning designation of the area will be the subject of negotiations between the owner and the City of Red Deer. The wetland area will be incorporated into an integral storm water management plan for areas included in this Neighbourhood Area Structure Plan and for areas which are beyond the extent of this plan.

The wetland extends into properties which could not be incorporated into this plan. Therefore the impact of any storm water management plan which includes those lands has not been accurately determined.

As a result, the eventual limits of the required area for the detention facilities have not been established. The proposed developments which would include the wetlands as part of the required storm water management concept would be developed in such a manner as to ensure there would be no detrimental impact on the natural features in the area.

Prior to development of the future commercial areas located on the east edge of the wetlands, detailed engineering studies will be completed, with cooperation from the landowners to the west of the commercial area, to establish the methods by which the wetlands will be used for storm water retention. Development by the owners of the commercial areas or by owners of future residential areas to the west, will not be permitted until the developers provide details regarding the operating parameters (including water elevations) for the wetland/retention pond.

3.6 Social Facilities

In accordance with the City of Red Deer's planning and subdivision guidelines, a site has been provided which is suitable for either a day care, social care residence or a retirement home, as well as a site for a place of worship.

3.6.1 Day Care/Social Care or Retirement Home Facility

The 0.12 hectare (.3 acre) site provided in the plan area is adjacent to an intersection of two collector roadways and is approximately 400 metres from the designated school site. Should a day care, social care facility or retirement home not be constructed, the site will be suitable for R1N zoning (single family dwellings).

3.6.2 Place of Worship Site

The .412 hectare (1.018 acre) designated place of worship site is at the south east corner of the site, between 52 Avenue and Kentwood Drive. If the site is not required for a place of worship it is suitable for R1A (duplex) zoning.

3.7 Transportation

3.7.1 Collector Roadways

The Neighbourhood Area Structure Plan contains collector roadways aligned in accordance with the Northwest Area Structure Plan.

The plan continues the collector roadway concept contained in the Kentwood West Neighbourhood Area Structure Plan and existing subdivisions to the south. There are three collector roads in the plan area.

3.7.1.1 Kingston Drive

The main collector roadway is a continuation of the existing Kingston Drive and is proposed to circle through the area from Kelly Street to a proposed intersection at Gaetz Avenue at the northeast corner of the plan area.

To complete the connection of the Neighbourhood Area Structure Plan to Gaetz Avenue in the north east corner of the proposed development, Kingston Drive will be constructed on lands which are not presently owned or controlled by either of the owners of the lands which are the subject of this plan.

In order for this plan to be effectively implemented, land required to complete the connection of Kingston Drive to Gaetz Avenue must be obtained. The City of Red Deer is collecting levies from area landowners for the acquisition and construction of the required roadway.

Where Kingston Drive intersects with the service road at Gaetz Avenue, the service road will be constructed to a suitable standard. Intersection designs will be submitted to the City of Red Deer engineering services for review and comment. Complete scaled drawings, showing dimension and significant detail will be prepared prior to development of the intersections.

3.7.1.2 Kentwood Drive

Kentwood Drive presently terminates at the south side of the plan area. It will be extended north through the plan area to connect with the future extension of Kingston Drive.

3.7.1.3 Kendrew Drive

Kendrew Drive extends west from Kingston Drive to residential development to the west.

3.7.2 Transit Stopping Zones

Where transit stopping zones are required along collector roads, efforts will be made by the developers to orient corner lots so that stopping zones will be provided at the side of the lots rather than at the front.

3.7.3 Local roadways

The system of local roadways provides access to individual lots throughout the plan area. Detailed drawings indicating road widths will be prepared and submitted to the City of Red Deer Engineering Services, prior to development.

Access to the commercial site is to be gained directly off of Kingston Drive. Additional access is also to be obtained by construction of a right in/right out intersection with Gaetz Avenue. The location and geometric form of the Gaetz Avenue access is to be determined by engineering studies.

3.7.4 Laneways

The majority of lots within the plan area back onto lanes. Lots 78, 79 and 80 Block 8, Plan 042-6836 in the existing Kentwood subdivision will not have access to the lane south of the close, as shown on Figure 12. Lot 78 will have access to the lane east of the close and Lot 80 will have access to the lane west of the close. Provision for rear yard garbage pickup will be made for Lot 79 across Lot 148MR.

3.7.5 Pedestrian and Bicycle Circulation

The sidewalks proposed to be developed within the road right of ways combined with the proposed reserve dedication will link the residential areas to the major park features proposed for the plan area and adjacent lands.

There is potential for bicycle-pedestrian pathways through the park/school site. The potential pathway would not be continued through the four metre linear park as this area is not wide enough to accommodate both a treed buffer and a trail. The final location of the central park pathway route will be determined based on the location of sports facilities and pedestrian wear patterns through the landscaped area.

The proposed location for the bicycle-pedestrian pathway is shown on the development concept drawing for the park/school site, prepared by the City of Red Deer, and included as Appendix B.

An additional Municipal Reserve parcel will ensure access from Kerr Close to the park area/school site to the west.

Within the right-of-way of Kingston Drive, adjacent to the west boundary of the park/school site a 2.5 metre wide bicycle path/walkway will provide pedestrian access to lands north of the plan area.

4.0 MUNICIPAL SERVICING

The Kentwood Northeast Neighbourhood Area Structure Plan area is serviced from existing sanitary sewer and water mains located at the southern boundaries of the Kentwood East properties.

4.1 Water Mains

The Kentwood Northeast Neighbourhood Area Structure Plan will be serviced by water from four locations.

The existing 300 mm westerly main, located within the Kennedy Drive right-of-way has been extended along the west side of the site to service early phases of area. The existing 150 mm main located on the east side of Kentwood phase 5E will be extended to complete looping.

The existing 200 mm main located along the eastern boundary of the proposed storm dry pond will be extended. The existing 200 mm easterly service located on Kentwood Drive will be extended north.

The water distribution network will be designed to accommodate all future development areas in the Neighbourhood Area Structure Plan area and those areas which have not been included as part of this plan lying between Kentwood Northeast and Highway 11A which may be developed in the future.

Looping of mains and cross connections to existing development areas will be completed as necessary to provide an efficient system with adequate fire flows. Figure 6 schematically shows the network of proposed water mains.

4.2 Sanitary Sewers

The Kentwood Northeast Area Structure plan area will be serviced by sanitary sewer from three main locations. The westerly connection will be made to a 450 mm main in the Kennedy Drive right-of-way. Another connection to a 200 mm main located on the east side of Kentwood phase 5E will be completed to service phase one and two. The easterly connection will be to a 300 mm main located on Kentwood Drive. The sewer has the capacity to serve the entire catchment area. Figure 7 schematically shows the proposed routing of the sanitary sewer system.

All sanitary sewers will be seated and installed in a suitable bedding material in order to provide long terms stability to the pipe. Pipe type will be specified to prevent the ingress of ground water to the system.

4.3 Storm Sewer System

4.3.1 Minor System

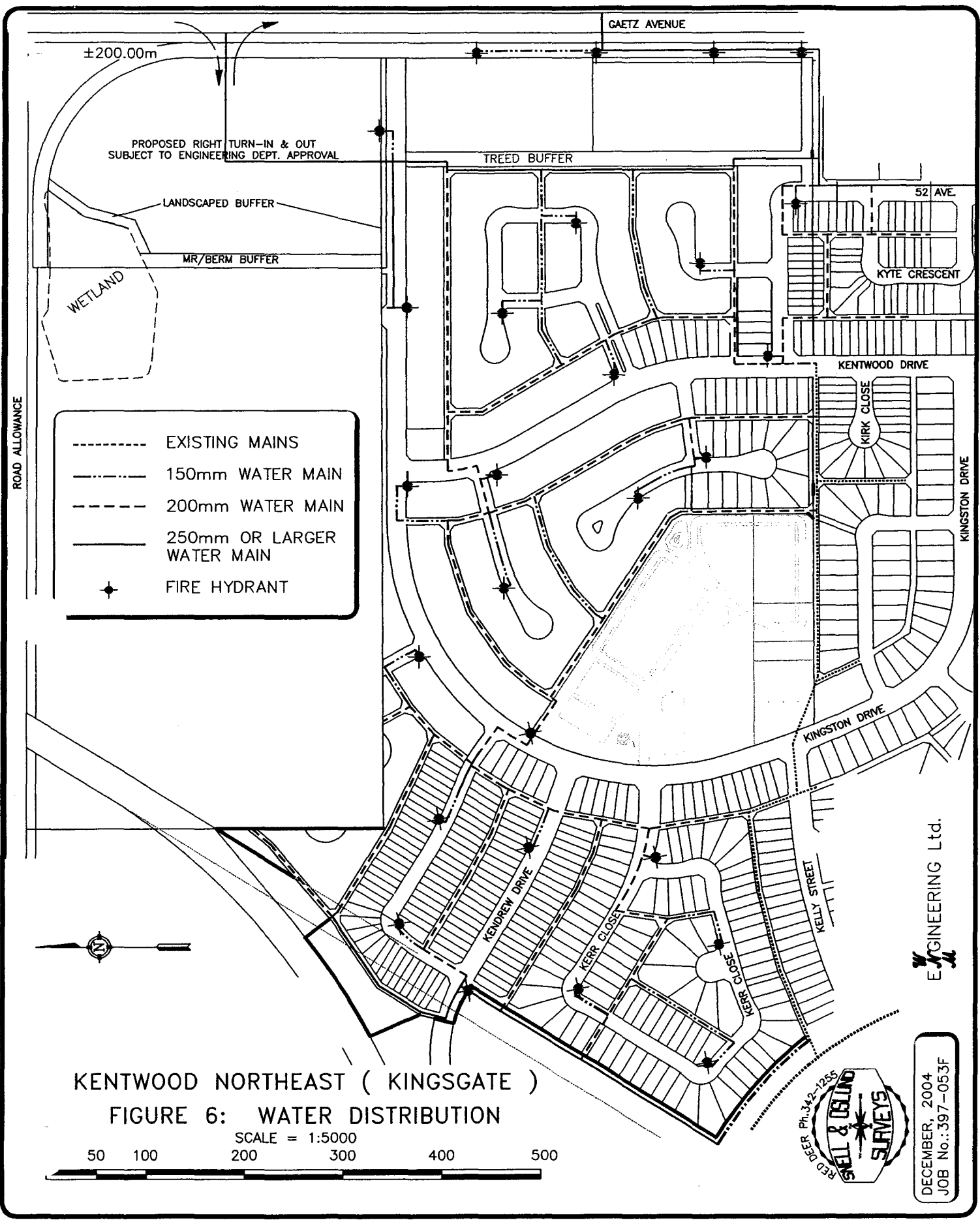
Run-off from storms up to the one in five year event will be conveyed by gravity via a piped system to two connections to the existing system. The westerly connection is a 1500 mm storm main located in the Kennedy Drive right-of-way and the easterly connection is a 1200 mm main in Kentwood Drive.

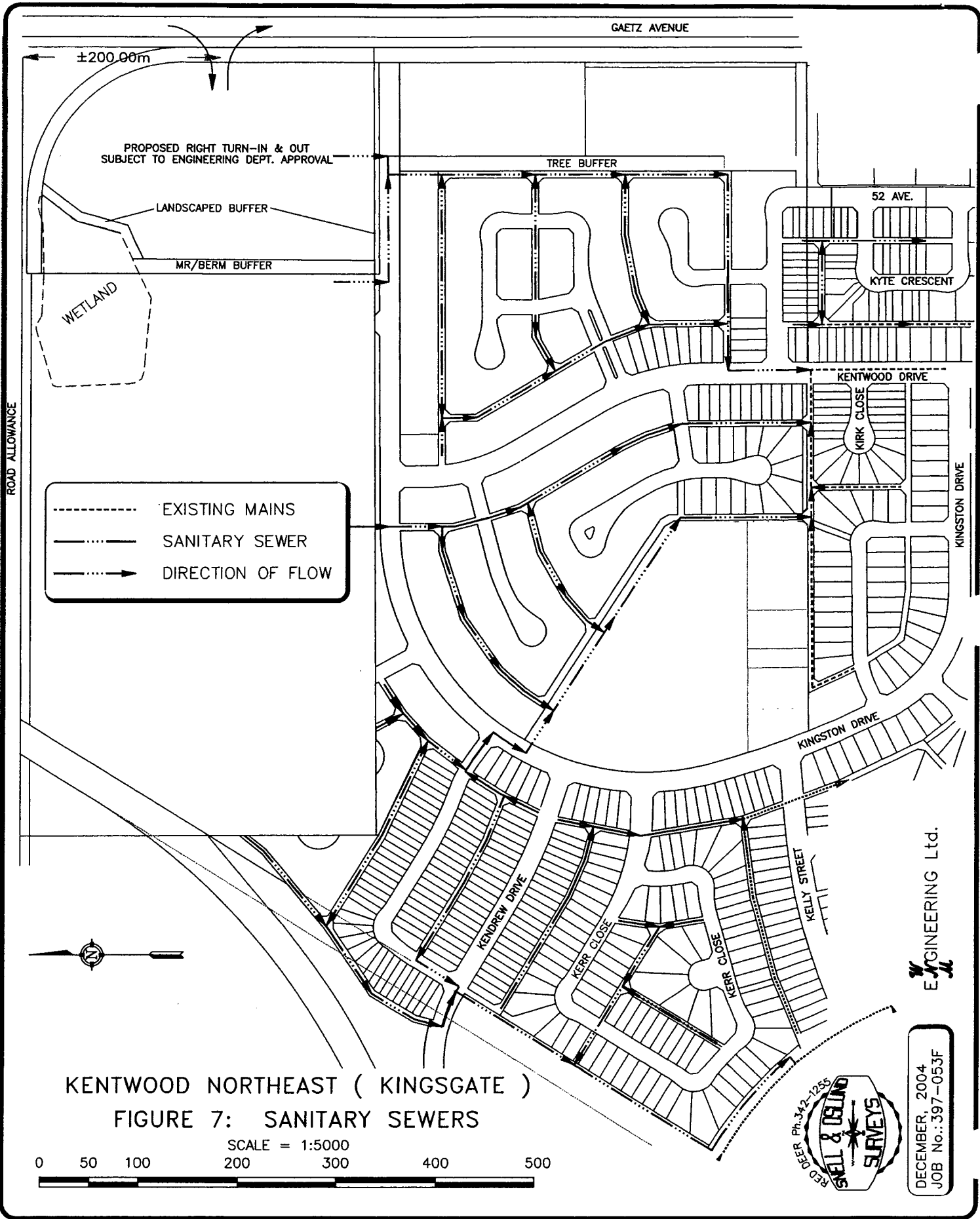
Figure 8 schematically shows the routing of the storm sewer system. Pipe sizes and materials will be designed in accordance with the City of Red Deer Design guidelines.

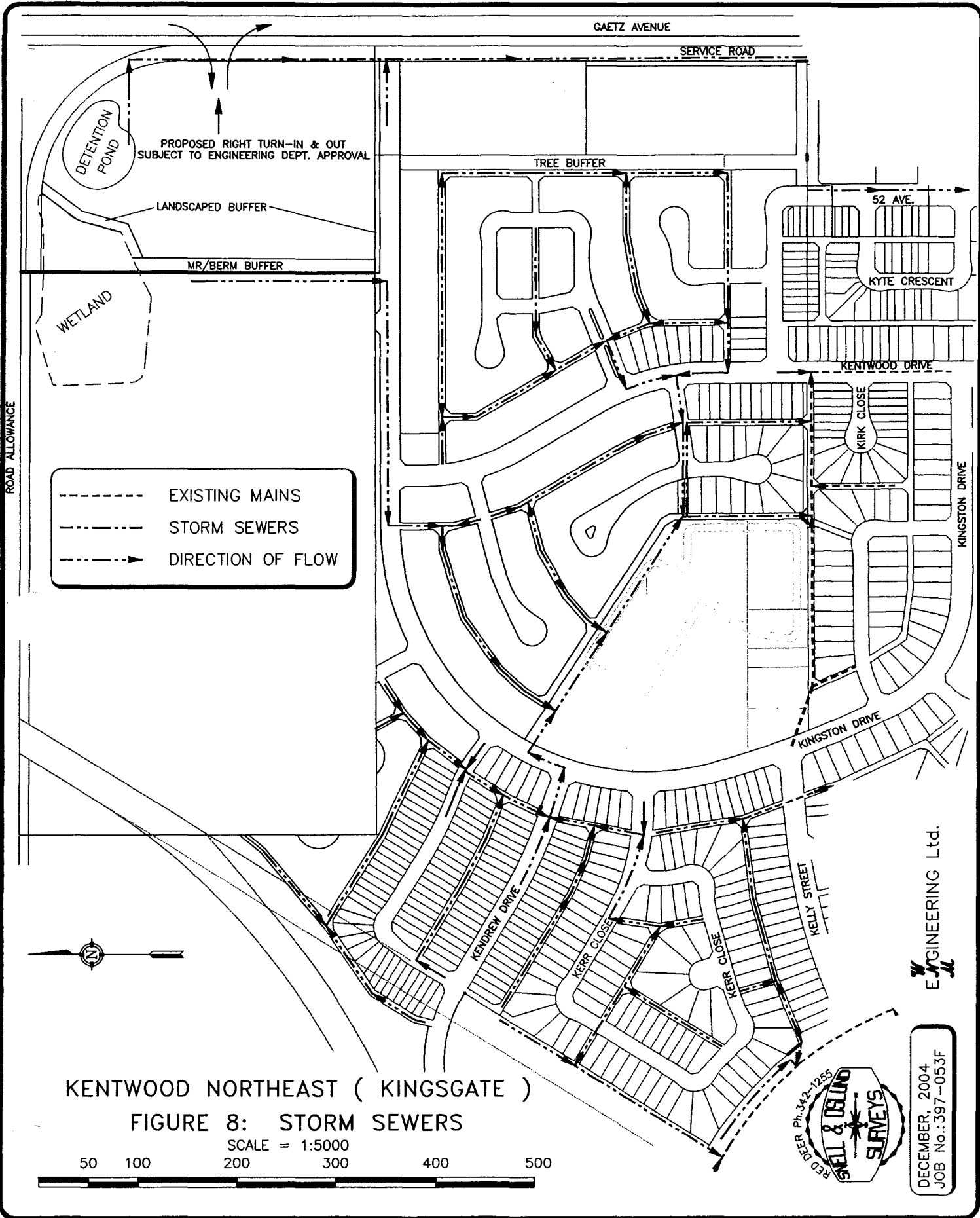
4.3.2 Major System

For storm events in excess of a one in five year event, roads and laneways will be designed to convey overland flows to storm water ponds located in the northwest and the south central part of the plan area.

Ponding of within roadways or lanes will be permitted in strict accordance with the City of Red Deer design guidelines. Area drainage and overland flow routes are indicated schematically on Figure 9.







4.4 Power, Telephone and Cable Vision

Red Deer Electric Light and Power, Telus and Shaw Cable advise that their networks have sufficient capacity, with some qualification regarding the sequencing of phasing, to fully develop the proposed Kentwood Northeast Neighbourhood Area Structure Plan development.

The City of Red Deer Electric Light and Power department has advised that two main utility lines will require underground alignments on the west side of Gaetz Avenue between 80th Street and Highway 11A. The utility lines will also require an alignment westward from Gaetz Avenue along a portion of Highway 11A. The underground alignments are required prior to the development of the commercial areas indicated as phase 5 of the plan.

A third main line will be required to service phases 4,5 and 6. This third main line will follow an alignment from 80th Avenue (at Gaetz Avenue) and along Kingston Drive. Expansion of the existing system will be required to complete the phase 1,2 and 3 development. This expansion will include switchgear alignments currently presumed to be required in the northwest and southwest corners of the park/school site and at Kingston Drive, adjacent to the west boundary of phase 5.

It is understood that any changes to the planned phasing of the development may require installation of temporary overhead lines to provide appropriate servicing levels.

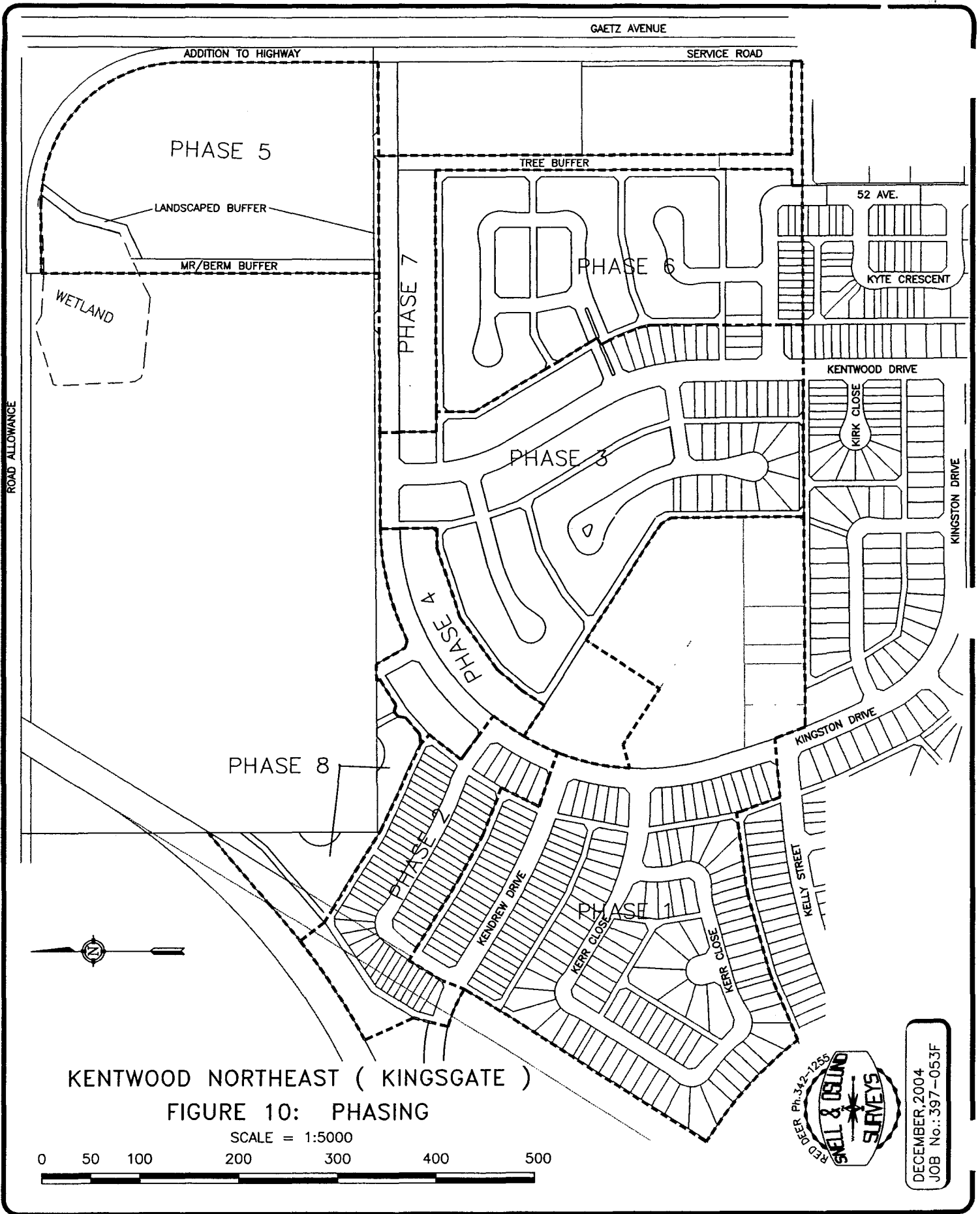
Telus has advised that infrastructure for telephone service to the area presently exists on the east side of Gaetz Avenue. Therefore, extending service to the plan area will require extension of the existing infrastructure westward along alignments reserved for collector road right-of-way (ie. Kingston Drive at the north end and Kentwood Drive at the south end of the plan area). Should either of these proposed collector roads be re-aligned, easements will be required to complete the extension of service to the area.

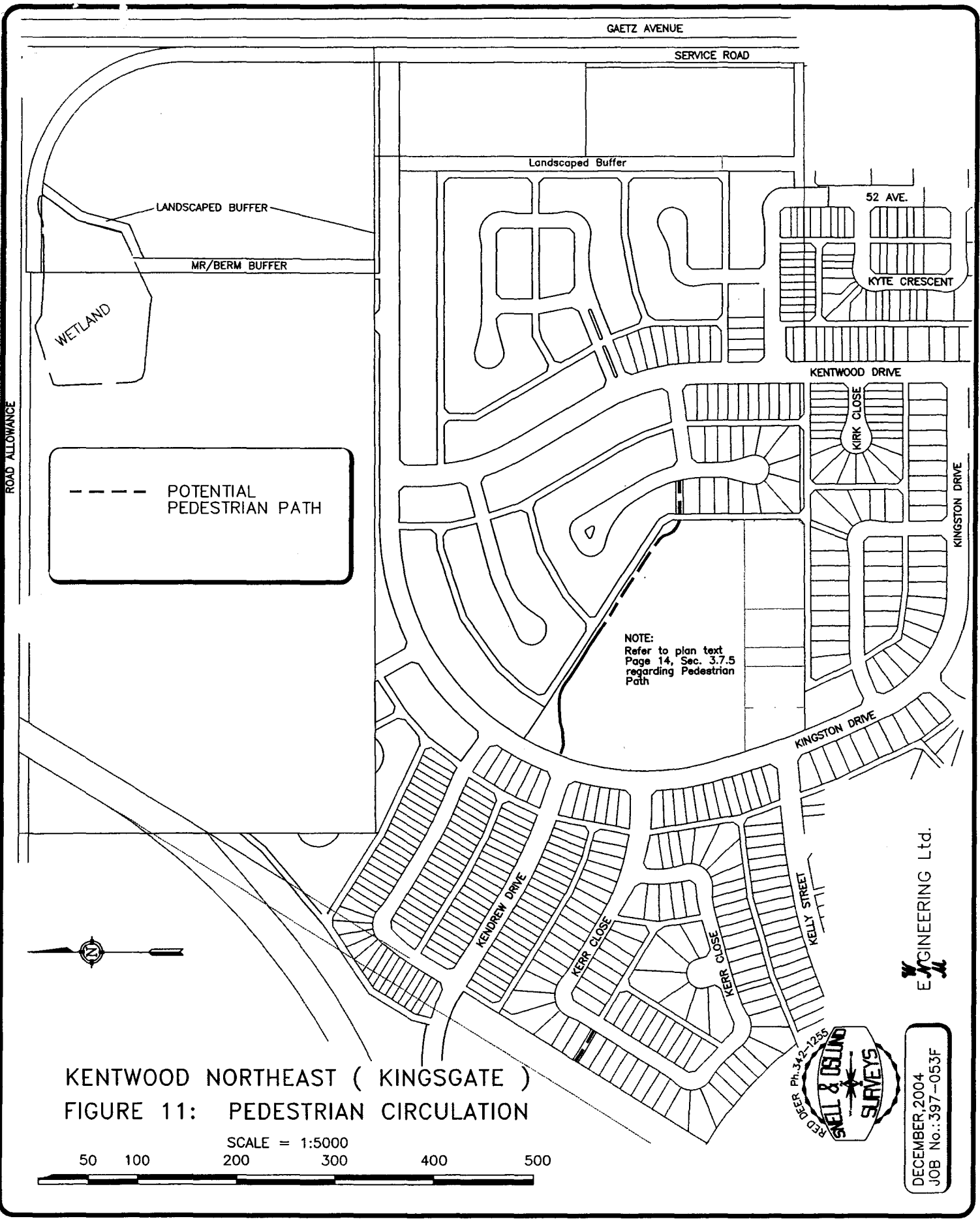
4.5 Natural Gas

Atco Gas advises that they will be able to service the proposed development by extending their existing distribution facilities.

5.0 STAGING AND DEVELOPMENT

Figure 10 shows the proposed staging of development. The area labeled "Existing Development" has been serviced as of the end of 2002. The location of existing utilities dictates phases of development. Market conditions will influence the actual phasing of later developments.





KENTWOOD DRIVE

LANE ACCESS PERMITTED

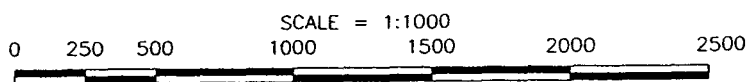
KIRTON CLOSE

LANE ACCESS NOT PERMITTED

LANE ACCESS PERMITTED



KENTWOOD NORTHEAST (KINGS_GATE)
FIGURE 12: LANE ACCESS RESTRICTIONS



ENGINEERING Ltd.

DECEMBER, 2004
JOB No.: 397-053F

**Legislative & Administrative Services**

DATE: July 11, 2005

TO: City Council

FROM: Kelly Kloss, Legislative & Administrative Services Manager

SUBJECT: Road Closure Bylaw 3347/2005
East Gaetz Avenue Service Road Between 76th and 77th Street
Part of Plan 752 1574

History

At the Monday, June 20, 2005 meeting of Council, Road Closure Bylaw 3347/2005 was given first reading.

Road Closure Bylaw provides for the closure of a portion of service road between 76th and 77th Street. The City will provide direct access to 76th Street and a mid-block access will include a slotted left turn bay for southbound traffic. The closed portion of the service road will remain as a road right of way and be incorporated into the Gaetz Avenue boulevard.

Public Consultation Process

A Public Hearing has been advertised for the above noted bylaw to be held on Monday, July 18, 2005 at 7:00 p.m. in Council Chambers, during Council's regular meeting. The owners of the properties bordering the site have been notified of the Public Hearing.

Recommendations

That following the Public Hearing, Council may proceed with 2nd and 3rd readings of the bylaw.

A handwritten signature in black ink, appearing to read 'Kelly Kloss', is written over the printed name and title.

Kelly Kloss
Manager

Commercial

Industrial

*Condominium
Management*

*Property
Management*

July 11, 2005

City of Red Deer
City Hall
Red Deer, Alberta

Dear Sir:

RE: Road closure – East side of Gaetz Avenue

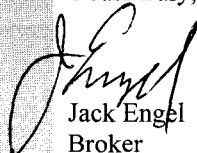
The owners of the property at 7619 and 7667 on Gaetz Avenue have requested that we write to City Council expressing their comments regarding the above-mentioned road closure.

As Council is aware, the owners and tenants of Centre 76 voiced major concerns about the effect of the closing of this service road. A motion was passed that the City of Red Deer that the north end of the service road would not be closed unless a satisfactory agreement was made with the adjoining property owners.

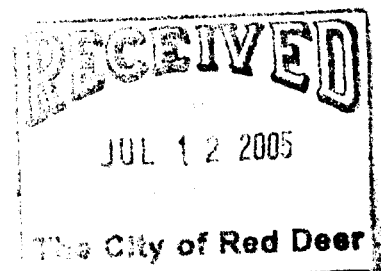
Based on the attached letter of agreement between the City and the property owners, we wish to advise council that the property owners and tenants do not have any objections to this road.

However, in the event that there is a change in any of the items listed in the attached letter, we reserve the right to appeal to City Council if we object to any change in the agreement.

Yours truly,


Jack Engel
Broker

By LAW 3347/2005





June 14, 2005

Mr. Jack Engel, R.P.A.
 First Independent Real Estate Ltd.
 P.O. Box 1339
 Red Deer, AB T4N 7B6

REVISED

Dear Mr. Engel:

**Re: Centre 76 Access Modifications
 2005 Gaetz Avenue Widening Project**

We would like to thank you and the business owners of Centre 76 for cooperating with The City of Red Deer in order to undertake the proposed improvements to the service road in front of the businesses being impacted as part of the 2005 Gaetz Avenue Widening Project.

At our meeting on Friday, June 3, 2005, acting on behalf of the business owners of Centre 76, you had requested the following considerations in order to ensure agreement to the proposed service road improvements. The following items detail your requests, and following in bold lettering, The City has noted our responses.

1. The slotted left turn shall be installed at the midblock access point between 76 street and 77 street for access for southbound Gaetz Avenue traffic turning into Centre 76 at the City's expense.
Agreed.
2. The mid-block access into Centre 76 be installed at The City's expense at a safe incline.
Agreed and it will be reviewed to ensure it meets acceptable engineering standards.
3. Concern was raised in regards to the proximity of the parking stalls to the proposed south access of this business group. A solution suggested by Centre 76 was to relocate the west edge of the stalls 12 feet to the west.
As part of the design process, The City will have their consultant review this item closer and ensure that any conflict between motorists accessing Centre 76 parking lot and patrons exiting the parking stalls and parking lot is minimized. We will also explore the 12-foot shift, although initially this may not be feasible due to development restrictions and may not truly address the concerns raised.

4. The City is to mow the enlarged boulevard once the service road is removed.
In this specific instance, The City's Parks Department has agreed to include the reclaimed carriage way in their work program since The City is initiating the closure of the service road and increasing the boulevard width. However, if in the future, the adjacent landowner acquires any portion of the unused service road then he will become responsible for mowing of the boulevard up to the back of Gaetz Avenue curb line which is normal practice.
5. Centre 76 wants (1) the option, in the future, to buy any surplus land after the closure of the service road (2) wants the area to be graded level and if possible, to height that matches their parcel.
(1) As part of the Gaetz Avenue Redevelopment Study, one of the recommendations is to make any surplus service road available to the adjacent property owners at fair market value. This Study has yet to be adopted by City Council; if and when it is approved, then the option will be there. For your information, any options to buy surplus land will have to be arranged with The City's Land & Economic Development Department. All agreements will be subject to City Council approval at the time the option is exercised.
(2) It is the intent of the project that all available surplus material from road widening activities will be placed into the service road right of way. It is expected that there will not be sufficient surplus material to match the grades to Centre 76. We will not import additional material to raise the grades to match the surrounding area. We are unable to leave the service road at a flat grade, as we have to ensure that there is adequate drainage and safe sloping to the roadway and the adjacent property.
6. Centre 76 wants the option, in the future, to have a right in / right out access constructed to 77 Street from their rear parking lot at City expense.
A right in / right out would be permitted from the rear parking lot to 77 Street in the future. If the right in / right out is required within the next year we will incorporate its construction in our work program. If it is beyond that time frame, due to provincial time limitation on the grant program, The City will not be able to pay for this access.
7. Left turn arrow at 76 Street and Gaetz Avenue.
An advance left turn arrow is being planned for this intersection as part of this project.
8. No tall trees in the boulevard, which may block signs.
As part of this project we are planning to remove the existing trees in the boulevard in front of Centre 76 and to implement an improved planting plan. The existing trees in front of Centre 76 are mostly evergreen trees at a very tight spacing or groupings. It is the intent of the project to improve the landscaping by firstly spacing the boulevard trees at 15-meter intervals and replant with a mix of canopy and ornamental trees (no evergreen trees will be reused). The canopy trees being used are Elm trees, which will allow sitelines to the businesses and signs and unlike Poplar Trees, have a smaller

Mr. Engel
June 14, 2005
Page 3

30C

canopy. The Elm trees will be intermixed with smaller ornamental trees including Amur Cherry and Schubert Chokecherry.

If you have any further questions or concerns, please feel free to contact me at 342-8158.

Yours truly,



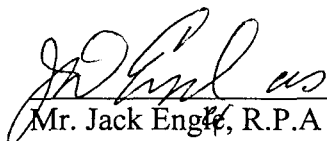
Frank Colosimo, P.Eng.
Streets Engineer

FC/kyu

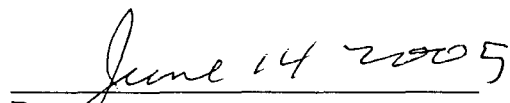
- c. Engineering Services Manager
 Director of Development Services
 Engineering Administrative Supervisor

If you are in agreement with the above accommodations by The City, please sign the signature block below and return to our office by June 16, 2005. In anticipation of your agreement we have commenced the formal Road Closure process for the service road in front of Centre 76. The bylaw will be going to City Council Meeting on June 20, 2005 and should receive third reading and approval on the July 18, 2005 City Council Meeting.

On behalf of Remco Development Corporation Ltd. and Tisdale Holdings Ltd. I, Jack Engel of First Independent Real Estate Ltd. agree to the above.



Mr. Jack Engel, R.P.A.
First Independent Real Estate Ltd.



Date

Memo

Date: June 14, 2005

To: Kelly Kloss, Manager Legislative and Administrative Services

From: Howard Thompson, Land & Economic Development Manager

Re: Road Closure – East Gaetz Avenue Service Road Between 76th and 77th Street
Part of Plan 752 1574

On May 25th 2005 City Council adopted the following resolution after receiving submissions from stakeholders regarding the Gaetz Avenue Redevelopment Study:

“Resolved that Council of the City of Red Deer having considered the reports from the Engineering Services Manager, dated May 3, 2005 re: Gaetz Avenue Redevelopment Study and May 24, 2005, re: Gaetz Avenue Redevelopment Study Public Consultation and Plan Adoption hereby reaffirms that Administration be directed to proceed with the following, based only on the 2005 Gaetz Avenue Road Construction Plan between 71 Street and Highway 11A:

1. Widening Gaetz Avenue to 6 lanes between 71 Street and 77 Street.
2. Intersection widening at Gaetz Avenue and 77 Street to improve turning movement capacity.
3. New traffic signals at Gaetz Avenue and 80 Street Intersection widening at Gaetz Avenue and Highway 11A to improve turning movement capacity.
4. Improvements to street lighting and landscaping.
5. Termination of the north end of the east service road at 77 Street, subject to agreement with the adjacent landowner.
6. Minor modifications to various service roads between 71 Street and 77 Street.

Council further agrees that other service road improvements may be considered as part of this construction if adjacent landowners are in agreement.”

The administration has reached an agreement with the owners of Centre 76 related to condition five of the above resolution. Under the agreement the service road will be closed between 76th and 77th Streets except for a mid block access as shown on the attached plan. The City will provide direct access to 76th street and the aforementioned mid block access will include a slotted left turn bay for southbound traffic.

To accomplish this the service road needs to be closed to vehicular traffic. This requires a bylaw and a public hearing; however, the bylaw will not be registered at the Land Titles Office. Rather the closed area will remain as a road right of way and be incorporated into the Gaetz Avenue boulevard, therefore a legal description is not required for the bylaw.

A mutual access agreement will also be required to accommodate various traffic movements through the parking lots. The owner's representative has acknowledged their agreement in the attached correspondence and has also indicated interest in possibly purchasing any remnant portion of the closed service road from the City sometime in the future.

RECOMMENDATION

That City Council give first reading to a Bylaw having the effect of closing the portion of service road to vehicular traffic in Plan 752 1574, as shown crosshatched on the attached plan.



Howard S. Thompson
Land & Economic Development Manager

Attach.

c. Tom Warder, Engineering Services Manager



FIRST INDEPENDENT

Real Estate Ltd.

Commercial

Industrial

Condominium
Management

Property
Management

June 14, 2005

Russell Crook
Land Coordinator
The City of Red Deer
4914 – 48th Avenue
Red Deer, AB T4N 3T4

Dear Mr. Crook

RE: Property Known as 7619 and 7667 – Gaetz Avenue, Red Deer
We have received your drawing dated June 2005 showing changes to the service road in front of Centre 76. The owners of the building are in agreement with the proposed changes shown including:

- Closure of the service road except for the area required for a mid block access from Gaetz Avenue.
- Development of all turns access to 76th street.
- Development of a slotted left turn bay for southbound Gaetz traffic to enter the mid block access into Centre 76.
- Development of a right in-right out access for northbound traffic from Gaetz Avenue into Centre 76.

The owners of the building also understand that they will need to enter into a joint access agreement to provide south egress from the north building. This agreement is conditional upon the City completing all of the items outlined in the letter of June 14, 2005 from F. Colosimo of the City of Red Deer Engineering Department

Yours truly,
First Independent Real Estate Ltd.

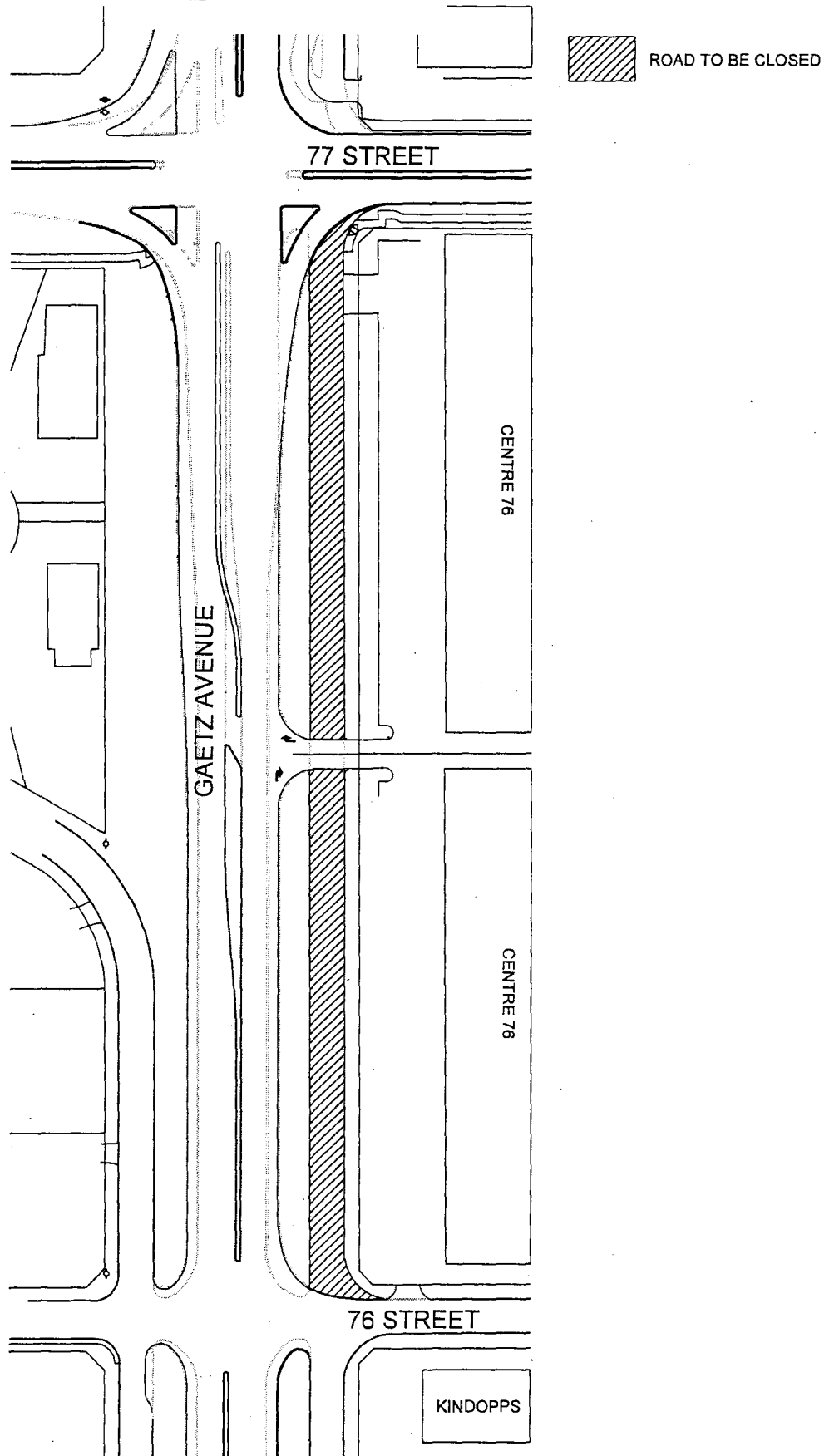
Per: Jack Engel
For and upon the verbal instructions of the Property Owner
11: 45 A. M. June 14, 2005

c. c. Ramco Development Corporation Ltd.

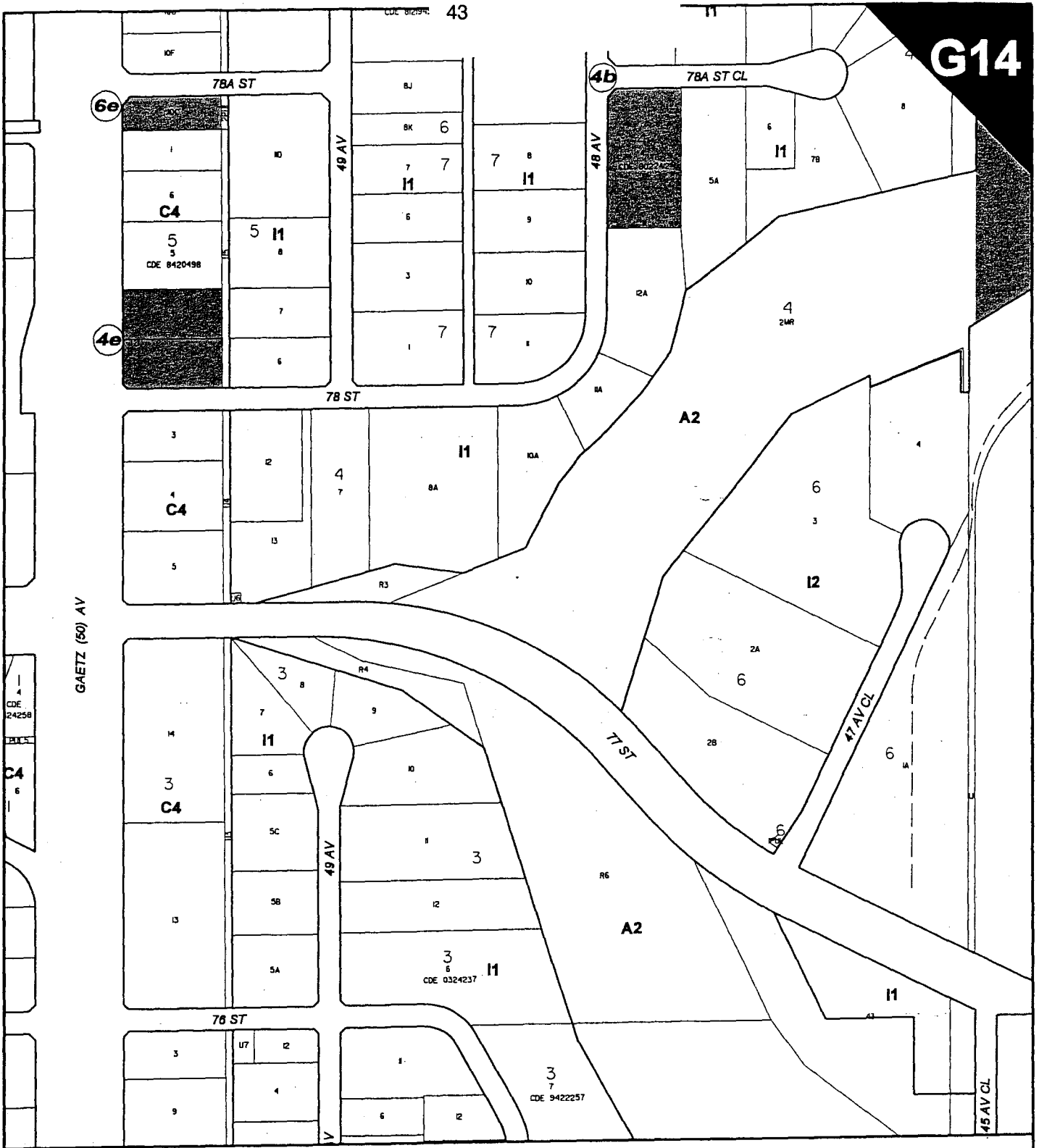


MAILING ADDRESS: P.O. Box 1339, Red Deer, AB T4N 7B6
OFFICE LOCATION: Unit 13, 7875 - 48 Ave., Red Deer, AB T4P 2K1

Ph: (403) 341-7888 • Fax: (403) 346-4191



G14



Part Six of the Bylaw
outlines the Land Use
District Definitions

refer to the Index Map
for the Legend



NORTH
Scale 1:5,000

© The City of Red Deer,
Engineering Department

The City of Red Deer

Land Use Bylaw 3156/96

Amendments to SW 1/4 Sec 33

3156 / G-98	Apr 20, 1998
3156 / P-98	May 19, 1998
3156 / II-99	Dec 20, 1999
3156 / AAA-2002	Nov 4, 2002
3156 / YY-2002	Dec 2, 2002

F15	G15	H15
F14	G14	H14
F13	G13	H13

SW 1/4 Sec 33
Twp 38- Rge 27 - W4th

printed on
December 07, 2004

see reverse for additional constraints



Legislative & Administrative Services

DATE: July 19, 2005
TO: Howard Thompson, Land & Economic Development Manager
FROM: Kelly Kloss, Legislative & Administrative Services Manager
SUBJECT: Road Closure Bylaw 3347/2005
East Gaetz Avenue Service Road Between 76th and 77th Streets,
Part of Plan 752 1574

Reference Report:

Land & Economic Development Manager, dated June 14, 2005

Bylaw Readings:

Road Closure Bylaw 3347/2005 was given second and third readings. A copy of the bylaw is attached.

Report Back to Council: No

Comments/Further Action:

Road Closure Bylaw provides for the closure of a portion of service road between 76th and 77th Street. The City will provide direct access to 76th Street and a mid-block access will include a slotted left turn bay for southbound traffic. The closed portion of the service road will remain as a road right of way and be incorporated into the Gaetz Avenue boulevard. A certified copy of Road Closure Bylaw 3347/2005 is attached for your reference.

A handwritten signature in black ink, appearing to read 'Kelly Kloss'.

Kelly Kloss
Manager
/chk
/attach.

c Director of Development Services
Inspections & Licensing Manager
City Assessor
D. Kutinsky, Graphics Designer
L. Khoshaba, GIS Analyst
T. Edwards, Clerk Steno

BYLAW NO. 3347/2005

Being a bylaw to close portions of road in the City of Red Deer, as described herein.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1 The following portions of roadway in the City of Red Deer are hereby closed:


"East Gaetz Avenue Service Road between 76th and 77th Street –
Part of Plan 752 1574, as per Appendix "A" attached ."

READ A FIRST TIME IN OPEN COUNCIL this 20th day of June 2005.

READ A SECOND TIME IN OPEN COUNCIL this 18th day of July 2005.

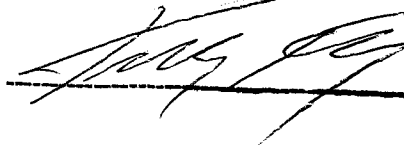
READ A THIRD TIME IN OPEN COUNCIL this 18th day of July 2005.

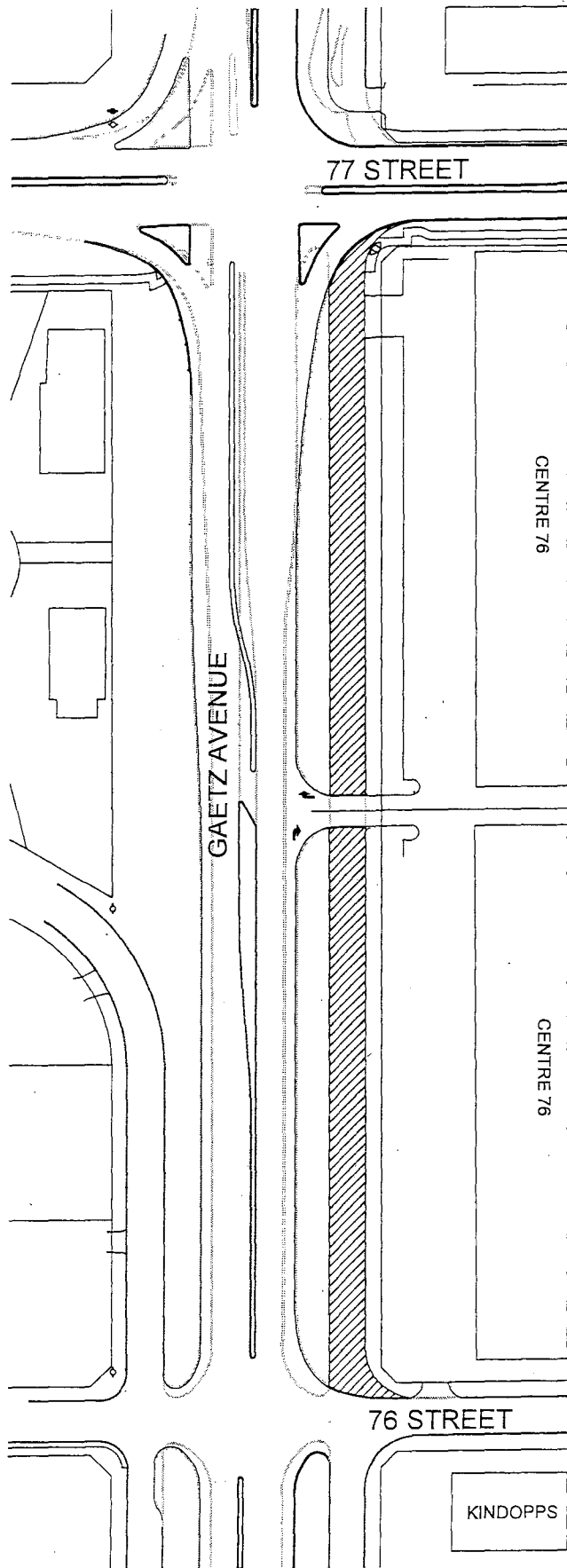
AND SIGNED BY THE MAYOR AND CITY CLERK this 18th day of July 2005.

Deputy  MAYOR

 CITY CLERK

CERTIFIED TO BE A TRUE AND CORRECT
COPY OF THE ORIGINAL





Appendix "A"
Bylaw No. 3347/2005

**Road Closure Bylaw 3347/2005
East Gaetz Avenue Service Road**

DESCRIPTION: Closure of a portion of service road between 76th Street and 77th Street.

FIRST READING: June 20, 2005
FIRST PUBLICATION: July 1, 2005
SECOND PUBLICATION: July 8, 2005
PUBLIC HEARING & SECOND READING: July 18, 2005
THIRD READING: _____

LETTERS REQUIRED TO PROPERTY OWNERS: YES ☒ NO ☐

DEPOSIT? YES ☐ \$ _____ NO ☒ BY: City

ACTUAL COST OF ADVERTISING:

\$ 318.24 X 2

TOTAL: \$ 636.48

MAP PREPARATION: \$ _____

TOTAL COST: \$ 636.48

LESS DEPOSIT RECEIVED: \$ _____

AMOUNT OWING/ (REFUND): \$ _____

INVOICE NO.:

(Account No. 180.5901)

June 28, 2005

«Prime_Owner_Name»

«Owner_Address_1»

«Owner_Address_2»

«Owner_Address_3»

«Owner_Address_4»

Dear Sir/Madam:

Re: North Gaetz Avenue Road Closure Bylaw

Council of the City of Red Deer is considering a closure of the service road on North Gaetz Avenue. As a property owner adjacent to the area you have an opportunity to ask questions about the intended use and to let Council know your views.

City Council proposes to pass **Road Closure Bylaw 3347/2005** which provides for the closure of a portion of service road between 76 Street and 77 Street. Direct access to 76 Street and mid-block access will be provided and will include a slotted left turn bay for southbound traffic. The closed portion of the service road will remain as a road right of way and will be incorporated into the Gaetz Avenue boulevard. The proposed bylaw may be inspected by the public at Legislative & Administrative Services, 2nd Floor of City Hall during regular office hours or for more details, contact the city planners at Parkland Community Planning Services 343-3394.

City Council will hear from any person claiming to be affected by the proposed bylaw at a Public Hearing on **Monday, July 18, 2005** at 7:00 p.m. in Council Chambers, 2nd floor of City Hall. If you want your letter or petition included on the Council agenda you must submit it to the Manager, Legislative & Administrative Services by **Tuesday, July 12, 2005**. Otherwise, you may submit your letter or petition at the Council meeting or you can simply tell Council your views at the Public Hearing. Any submission will be public information. If you have any questions regarding the use of this information, please contact Legislative & Administrative Services at 342-8132.

Yours truly,

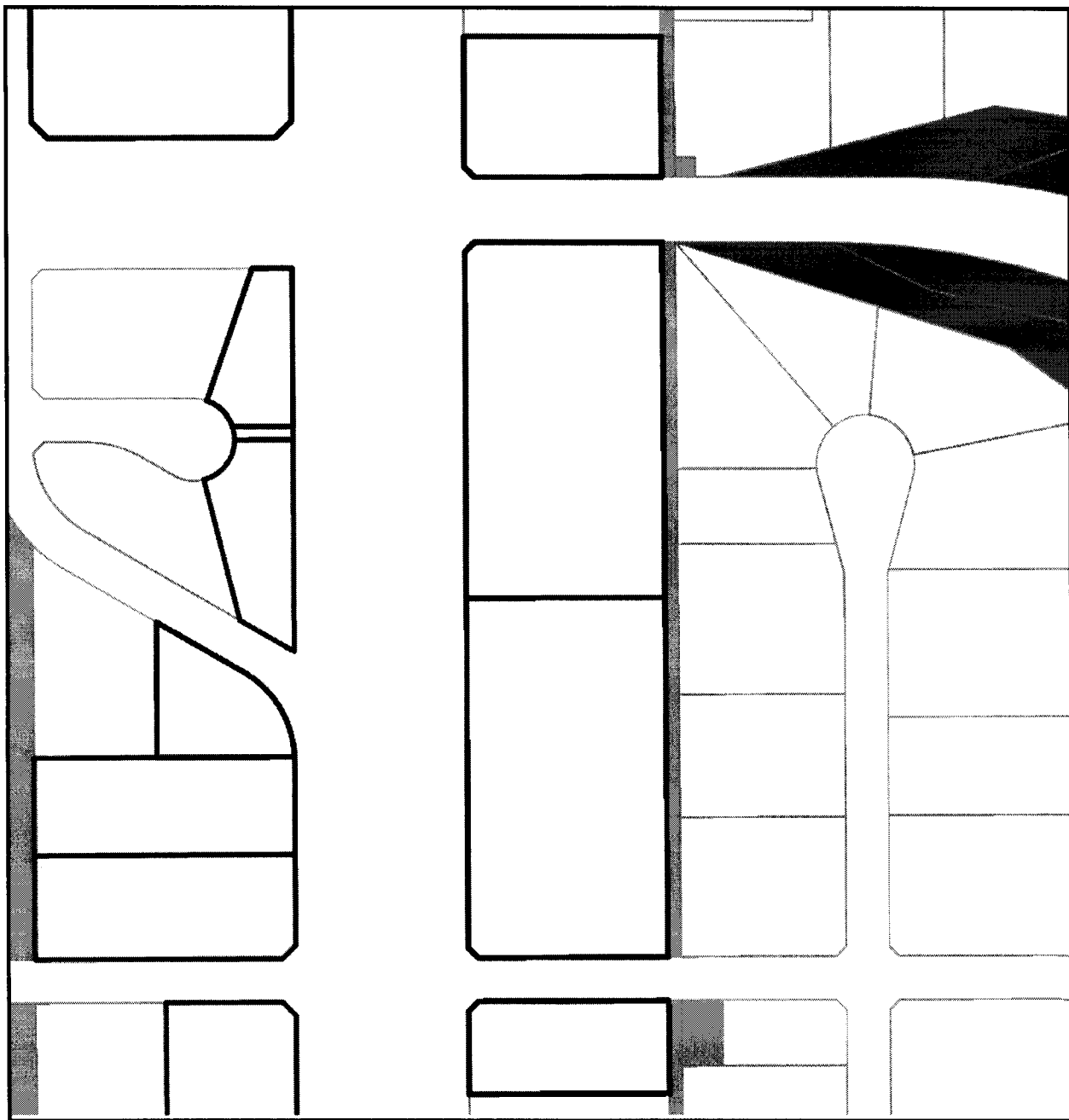


Kelly Kloss

Manager, Legislative & Administrative Services

/te

encl.

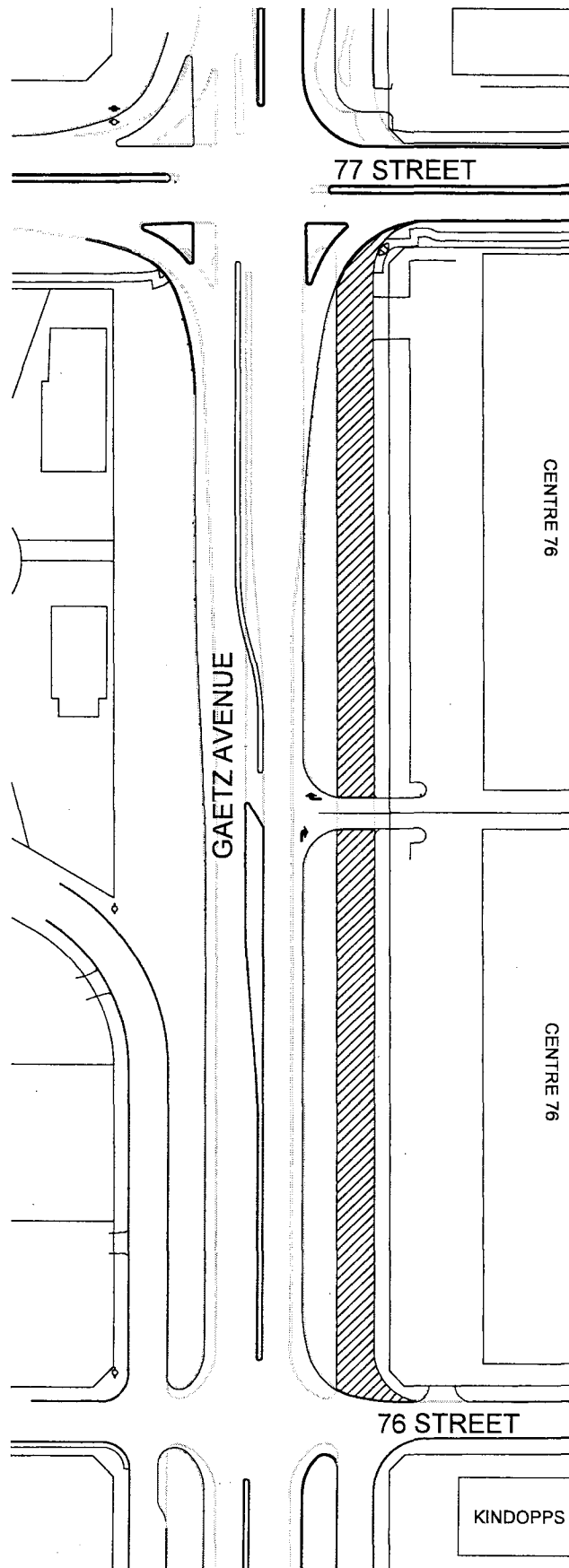


Gaezt Avenue Road Closure from 76 St to 77 St



Scale 1 : 2976

Prime Owner Name	Owner Address 1	Owner Address 2	Owner Address 3	Owner Address 4
APPLEBY HOLDINGS INC	1-5125 76A STREET CLOSE	RED DEER, AB T4P 3M2		
TOP MAN HOLDINGS LTD	RR 2 STN MAIN	LACOMBE, AB T4L 2N2		
KINDOPP'S COPY SHOP LTD.	4999 76 ST APT 1	RED DEER, AB T4P 1T5		
CREST LEASING CO. LTD.	C/O MANOR MGT	303 4702 49 AVE	RED DEER, AB T4N 6L5	
PRIDE INVESTMENTS CORP	C/O REED AND COMPANY INC	12212 JASPER AVE NW	EDMONTON, AB T5N 3K3	
PRIDE INVESTMENTS CORP	C/O REED AND COMPANY INC	12212 JASPER AVE NW	EDMONTON, AB T5N 3K3	
RAMCO DEVELOPMENT CORPORATION	C/O FIRST INDEPENDENT REAL	PO BOX 1339	RED DEER, AB T4N 7B6	
SERENITY DEVELOPMENTS LTD	C/O CEDARWOOD	7644 50 AVE	RED DEER, AB T4P 2A8	
502693 ALBERTA LTD.	C/O GARY MOE SATURN ISUZU	7620 50 AVE	RED DEER, AB T4P 2A8	
502693 ALBERTA LTD	7620 50 AVE	RED DEER, AB T4P 2A8		
TISDALE HOLDINGS LTD	C/O FIRST INDEPENDENT REAL ESTATE LTD	PO BOX 1339	RED DEER, AB T4N 7B6	
NORTH HILL LANDS INC	378 BULYEA RD NW	EDMONTON, AB T6R 2B3		



ROAD TO BE CLOSED

DRAWN BY:

SLP

DATE:

JUNE 2005

SCALE:

1:2000

ROAD CLOSURE

**GAETZ AVENUE SERVICE ROAD
FROM 76 STREET TO 77 STREET**

APPROVED BY:

(ENGINEER)

DRAWING NO.:

Legislative & Administrative Services

DATE: June 21, 2005

TO: Howard Thompson, Land & Economic Development Manager

FROM: Kelly Kloss, Legislative & Administrative Services Manager

SUBJECT: Road Closure Bylaw 3347/2005
East Gaetz Avenue Service Road Between 76th and 77th Street
Part of Plan 752 1574

Reference Report:

Land & Economic Development Manager, dated June 14, 2005

Bylaw Readings:

Road Closure Bylaw 3347/2005 was given first reading. A copy of the bylaw is attached.

Report Back to Council: Yes

A Public Hearing will be held on Monday, July 18, 2005 at 7:00 p.m. in Council Chambers during Council's regular meeting.

Comments/Further Action:

Road Closure Bylaw provides for the closure of a portion of service road between 76th and 77th Street. The City will provide direct access to 76th Street and a mid-block access will include a slotted left turn bay for southbound traffic. The closed portion of the service road will remain as a road right of way and be incorporated into the Gaetz Avenue boulevard. This office will now proceed with the advertising for a Public Hearing. The City will be responsible for the advertising costs in this instance.



Kelly Kloss
Manager

/chk

c Director of Development Services
Inspections & Licensing Manager
Engineering Services Manager
C. Adams, Administrative Assistant
T. Edwards, Clerk Steno

BYLAW NO. 3347/2005

Being a bylaw to close portions of road in the City of Red Deer, as described herein.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1 The following portions of roadway in the City of Red Deer are hereby closed:

"East Gaetz Avenue Service Road between 76th and 77th Street –
Part of Plan 752 1574, as per Appendix "A" attached ."

READ A FIRST TIME IN OPEN COUNCIL this 20th day of June 2005.

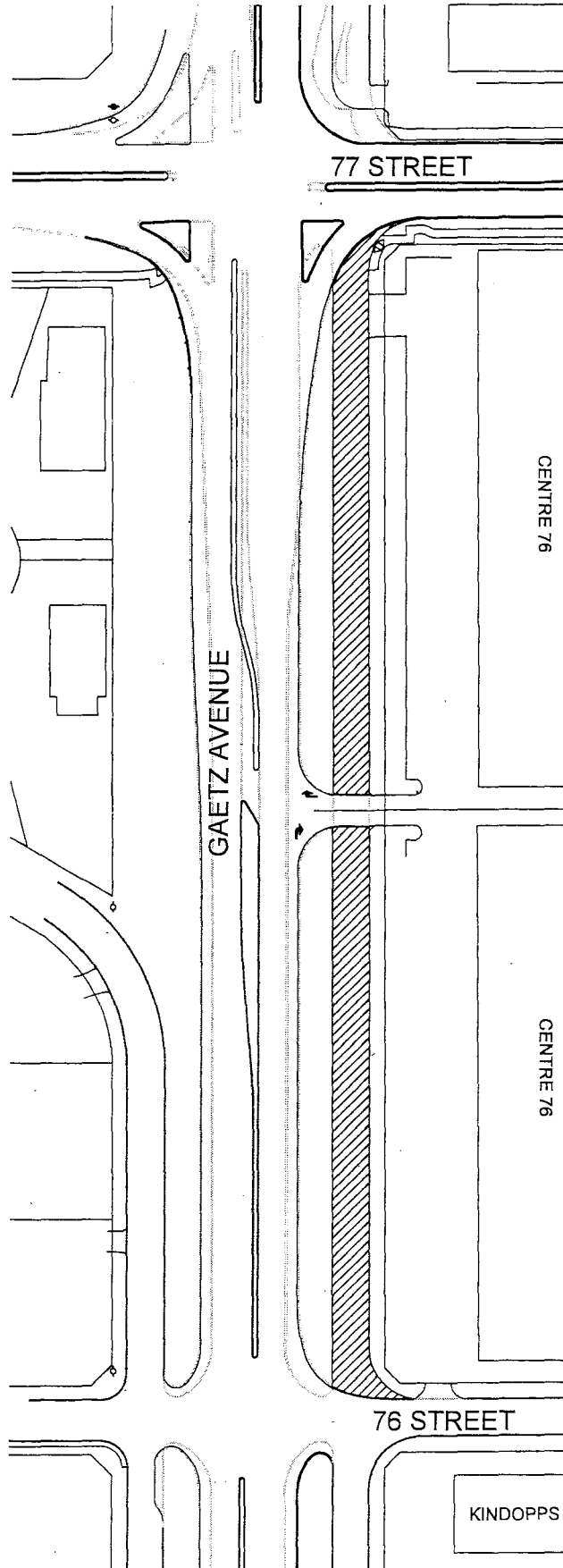
READ A SECOND TIME IN OPEN COUNCIL this day of 2005.

READ A THIRD TIME IN OPEN COUNCIL this day of 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

MAYOR

CITY CLERK



 ROAD TO BE CLOSED

Appendix "A"
Bylaw No. 3347/2005



COMMUNITY SERVICES

Date: July 12, 2005
To: Kelly Kloss, City Clerk
From: Barbara Hill, Senior Project Consultant
Subject: City of Red Deer Strategic Plan Renewal 2005 - 2008

Background

The City of Red Deer's Strategic Plan is the foundation for planning all services and programs for citizens. Inside is found support to all action and planning that will occur during its three year period of influence. It guides department Service Plans and is a catalyst for individual work plans.

Every three years, through the Strategic Plan renewal process The City of Red Deer confirms its organizational values, vision and guiding principles and as well it sets out the strategic focus areas and strategic goals for the ensuing three year period. This year's revision to the plan identifies two strategic focus areas for The City:

- Serving the Community and
- Enabling Organizational Capacity

Included within the section, '**Serving the Community**', the strategic goals, Service Delivery (1), Engagement (2) and Planning (3) are viewed as overarching and applicable to all City departments as they develop service for our citizens. The next three sections – Our Society (4), Our Economy (5) and Our Environment (6) are an initial effort to group The City's service to reflect the Triple Bottom Line – a way of aligning the vision for a sustainable community with the services we provide. While certain strategic goal areas may have various services outlined within a particular section, the principles of social responsibility, environmental sustainability and economic sustainability are intended to thread through the work of the entire organization.

Included within the section '**Enabling Organizational Capacity**' are the three key services which allow The City to provide its front line service to citizens: Developing and Maintaining Human Resources (1), Developing and Maintaining Technology (2) and Developing and Maintaining Financial Capacity (3).

This guide, which will shape municipal programs and services for citizens for the next three years, applies whether it is a service provided directly by The City or a service provided through contracts with partners such as Parkland Community Planning Services, the Normandeau Cultural and Natural History Society and Tourism Red Deer.

To: City Council
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Process to Date

The Strategic Plan Renewal for 2005-2008 began in October 2004, with the appointment of a dedicated review team which represents a cross section of City services and includes two representatives of City Council. This committee has very ably guided the process of review, facilitated input, created the draft plan and will assume responsibility for the launch of the 2005-2008 Plan once it is approved.

This revision to the Strategic Plan is the result of:

1. An extensive environmental scan, which assessed both internal and external factors that may affect The City's service to citizens over the next three years. It included assessment of trends, review of key agencies in municipal service such as the Alberta Urban Municipalities Association, review of department Business Plans and considerations from major planning initiatives undertaken by The City in the past three year period. Some examples include the Growth Study, the Transit Study, the Transportation Study, the Public Works Reorganization report and the Crime Prevention and Policing Strategy.
2. Two workshops with Mayor, Councillors and Administration.
3. Consultation with staff, Department Heads and regional Mayors, Reeves and Chief Administrative Officers.
4. Extensive analysis and discussion among members of the Strategic Plan Review Committee to develop the strategies that were indicated through the workshops, consultations and meetings and the environmental scan.
5. Consultation with staff regarding a revision to The City's guiding principles which has resulted in a closer integration of them to the Cornerstone Values: RISE as outlined on Page 5 in the attachment.

Discussion

The Strategic Plan Review Committee has recommended a shift from the use of "Business Plan and Business Case" to "Service Plan and Cost and Benefit Analysis" in recognition that, while all of our decisions are made in a fiscally responsible manner, they must, in fact, also take into account the need and benefit of any service we are providing. This shift has been included throughout the plan. Other changes to note are:

1. Revisiting community expectations of The City in the provision of service. In this revision there is a strategy that will lead us to explore, in a much broader way, our strategic directions, in preparation for the 2008-2011 planning period.
2. Strengthening 'Consultation' to 'Engagement' in recognition that there is a broader continuum of gaining public opinion and communicating with various publics.
3. Inclusion of strategic goals that direct us to continue our work with Aboriginal residents, youth, new Canadians and other marginalized populations.
4. Developing a new strategic focus area on Disaster Services and disaster preparedness.
5. Identifying Tourism as a strategic focus area and a key aspect of business development and retention that is important to the community.

To: City Council
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Within the draft, there is an attempt to recognize the challenges of growth and the issues that can be expected to follow.

In the service and programs guided by the Strategic Plan, The City is challenged to find an appropriate balance between individual, neighbourhood and broader community interest and need. Department Service Plans and individual staff work plans articulate The City's direct action in this regard.

The City of Red Deer's Strategic Plan is not intended to encompass everything that is done by the organization. It sets our focus for the next three years and will evolve as community and organizational priorities shift during the life of the plan. Changes will again be captured when the plan is renewed three years from now.

This plan is the latest in a series that has guided The City of Red Deer since as early as 1994. The strategies identified within the plan represent both a continuation of strategic directions from previous plans as well as new strategic directions. There are revisions proposed in this plan to reflect the evolving nature of the community and the services needed to continue to maintain outstanding service to citizens. In many cases, however, the strategies are included to support the ongoing business of The City and in fact direct Departments to examine both new and existing services on a continuous basis to ensure that the most beneficial and relevant services are provided to citizens.

Recommendation

That Council:

- Receive the Draft Plan for information and refer it to the August 02 meeting of Council for discussion.
- Consider the document for approval at its August 02 meeting
- Give Administration the authority to make non-substantive editorial changes when the plan is produced.



Barbara Hill
Senior Project Coordinator

Attachment

THE CITY OF RED DEER STRATEGIC PLAN 2005 – 2008

DRAFT

**For review and consideration by
Red Deer City Council**

OUR STRATEGIC PLAN

What is the Strategic Plan?

The City of Red Deer's Strategic Plan is the guide we use to shape municipal programs and services for the citizens of Red Deer. Inside we find articulated our core organizational values, guiding principles, vision and purpose.

This Plan which will serve us for the next three years, sets out goals and strategies in two key focus areas:

- Serving the Community
- Enabling Organizational Capacity

The 2005-2008 Plan has been organized to align City services with our vision for a sustainable community in the areas of society, economy and the environment. While strategic focus areas may have various services outlined within each section, the principles of social responsibility, environmental sustainability and economic sustainability are intended to thread through the work of the entire organization.

Why do we have a Strategic Plan?

The Strategic Plan steers our organization along the course that has been communicated to us through citizen consultation and planning processes, our assessment of the current environment and trends and our purpose of providing services to citizens. This Plan includes a shift from the use of business language to a more service oriented approach, in acknowledgement that while all of our decisions are made in a fiscally responsible manner, we must, in fact, also take into account the need and benefit of any service we are providing.

How does it influence us?

The City's core values and guiding principles establish a framework that guides us in our relationships with people and in how we will carry out the work that we do. In the Plan we are challenged to find an appropriate balance between individual, neighbourhood and broader community interests and needs.

The Plan sets strategic focus areas, goals and strategies that reflect the vision we have for Red Deer and our organization. Some of these goals will be achieved during this three-year term. Others are longer-term challenges that our organization will strive to address over time.

The Strategic Plan forms the basis of all of our planning. The details that support this Plan are found in a number of corporate and community driven long-range plans, which focus on specific areas of our operation.

Using the Strategic Plan as a foundation, Service Plans are developed annually by each department to set out what and how the department will contribute to our organizational vision and purpose. Individual employees develop work plans, which focus day-to-day activities on key areas of work which help The City achieve its strategic directions. The Strategic Plan also guides the expectations we set when partnering with organizations.

How does it stay relevant?

This City of Red Deer Strategic Plan was adopted by City Council on August 02, 2005. It is revised every three years to reflect changing trends, demographics, community needs, opportunities, and expectations. This plan guides us to assess continuation of current service, evaluation of other services and in some cases the development of new service areas, so that The City's services continue to evolve with the community.

What success will look like?

We will be successful as an organization when goals and strategies are realized, by both staff and members of Council, who are acting guided by our vision, cornerstone values and guiding principles.

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Our Vision

People committed to providing service and opportunities to enhance the quality of life for all...
with the spirit to make it happen!

Our Purpose

To provide effective, accessible municipal government that responds to community needs using
skilled leadership and a progressive, balanced approach.

OUR CORNERSTONE VALUES AND GUIDING PRINCIPLES

Our Promise to Each Other and Our Citizens...

Respect

Because we respect...

- We treat others as we want to be treated.
- We value ideas and contributions.
- We are good stewards of our environmental, financial, human, and community resources.
- We meet present needs without compromising the ability of future generations to meet their needs.
- We work together to ensure our safety and well-being.

Integrity

Because integrity is fundamental...

- We earn trust.
- We behave ethically.
- We are honest in all our dealings.
- We take responsibility for our own actions.
- We follow through on our promises.

Service

Because we take pride in our service...

- We strive to serve all in the community equitably.
- We have a positive outlook and work enthusiastically.
- We commit to deliver quality service.
- We communicate timely, relevant information with clarity and accuracy.
- We strive to overcome citizens' barriers to service and participation.
- We volunteer and support volunteerism to enhance our community.

Excellence

Because we strive for excellence...

- We plan effectively for the future.
- We build on our strengths.
- We are prepared to lead.
- We explore the potential of partnerships and collaboration.
- We carefully manage risk.
- We learn continuously from our experiences and development, training and educational opportunities.

OUR GOALS AND STRATEGIES BY FOCUS AREA

SERVING THE COMMUNITY

1. Service Delivery

Our Goal: To ensure that each department and work group is able to provide programs and services for our community that address evolving needs.

Strategies:

- 1.1. Select from the following, the most effective way of providing service:
 - provide the service ourselves;
 - have other organizations provide the service; or
 - enter joint arrangements with other organizations.
- 1.2. Review the services that we offer and support, to ensure they respond to demographic trends, community diversity, changing needs and available resources, through the service planning process.
- 1.3. Adopt a 'continuous improvement' approach to the regular assessment of programs and service levels, taking advantage of opportunities to improve and/or eliminate those programs and services that no longer serve the needs of the community.
- 1.4. Establish, review, and maintain appropriate standards for providing services, recognizing that the services needed in one area of our city may not be the same as those needed in another area.
- 1.5. Assist contracted agencies, other groups, and individuals, where appropriate, in achieving quality standards of service.

2. Engagement

Our Goal: To learn about community priorities, communicate with citizens, and assess impact of our services, facilities, and programs.

Strategies:

- 2.1. Gather and assess information, from a variety of sources and in a variety of ways, in order to evaluate The City's facilities, services, and programs and to address gaps.
- 2.2. Plan and implement regular citywide citizen feedback opportunities that are complementary to other methods used by The City for information gathering.
- 2.3. Provide the timely information that our citizens need to make choices and/or understand our decisions.
- 2.4. Identify opportunities and develop processes directed at engaging Aboriginal residents, youth, new Canadians and other marginalized populations in our community.

3. Planning

Our Goal: To plan and prepare documents that reflect a comprehensive vision of our community's future and identify organizational impacts of the implementation of those plans.

Strategies:

- 3.1.** Engage in future oriented planning that sets out goals and strategies to provide quality services in our community.
- 3.2.** Regularly review and update our strategic goals through a process of planned engagement with appropriate stakeholders.
- 3.3.** Establish a process for re-affirmation of the Red Deer Community Vision for implementation with the next City of Red Deer Strategic Planning Cycle.
- 3.4.** Prepare annual Department Service Plans, to recommend annual service levels, allocation of resources, and actions required, based on various changes in the community that may affect programs and services.
- 3.5.** Anticipate and plan for service changes through monitoring of legislation, standards and regulations that will impact The City.
- 3.6.** Update annually, and implement long-term infrastructure development, maintenance, and replacement plans, with a focus on maintaining and extending the life of existing infrastructure, and identifying and planning for future investments.
- 3.7.** Forecast for land, facility, and operational impacts of major developments as an ongoing aspect of infrastructure planning.
- 3.8.** Support planning at the community level by working in partnership with organizations and people who contribute to our citizens' quality of life.

4. Our Society

We ensure that the City's social responsibilities are considered in the planning, development, and delivery of its programs and services that support individuals, families and a healthy community.

4.1. Social, Cultural and Leisure Development

Our Goal: All citizens have the opportunity to live in a caring, healthy, and attractive community, and to participate in and benefit from social, cultural and leisure development initiatives.

Strategies:

- 4.1.1.** Set priorities, standards and service levels by determining community needs through relationships with community organizations, analysis of demographics and trends, and evaluation of community and municipal resources.

- 4.1.2. Support and facilitate community organizations in their development and delivery of social, cultural and leisure initiatives and services.
- 4.1.3. Emphasize community inclusion, prevention and entry-level services when developing and planning social, cultural and leisure initiatives.
- 4.1.4. Maintain a commitment to preventive social programs.
- 4.1.5. Engage in continual assessment of The City's role in addressing social needs in relation to and with other orders of government and community organizations.
- 4.1.6. Engage in continual assessment of The City's role in addressing cultural and leisure needs in relation to other orders of government and community organizations.

4.2. Volunteerism

Our Goal: To encourage and support volunteerism in the community.

Strategies:

- 4.2.1. Partner with groups in the community to develop and celebrate volunteerism.
- 4.2.2. Provide meaningful opportunities for citizens to volunteer in our organization and celebrate their contributions.
- 4.2.3. Provide training opportunities and support for volunteers who volunteer with The City.
- 4.2.4. Consider the community's capacity to volunteer and the ability of our organization to support volunteerism, when recommending volunteer-based programs, services, and events.
- 4.2.5. Encourage youth to volunteer as part of a commitment to their community.

4.3. Community and Land Use Planning

Our Goal: To ensure that land use plans, bylaws, policies and development guidelines support sustainability and a vision focused on quality of life for Red Deer now, and for the next 50 years.

Strategies:

- 4.3.1. Ensure land use planning and development that considers fiscal, environmental, and social sustainability.
- 4.3.2. Design communities to ensure that Red Deer remains an attractive city in urban form, safety and mobility.
- 4.3.3. Plan in order to effectively manage the issues that are associated with growth, such as new and aging infrastructure, urban sprawl, increased traffic, noise and others.

- 4.3.4.** Plan for an appropriate mix of parks, natural areas, residential, commercial, industrial, and institutional land uses.
- 4.3.5.** Develop and monitor policies and guidelines to support revitalization of existing areas where feasible.
- 4.3.6.** Continue to support the development of the Greater Downtown as a vibrant and attractive focal point of the community.
- 4.3.7.** Plan for community and economic growth, while providing a balance in preserving and maintaining environmentally sensitive areas, historic resources, and other significant features.
- 4.3.8.** Work with elected and administrative officials in Red Deer County to ensure a coordinated approach to land use planning.
- 4.3.9.** Ensure that the Waskasoo Park system continues to expand proportionately with the growth of the city.

4.4. Protective and Emergency Services

Our Goal: To provide our citizens with a safe and healthy living environment, through the cooperative efforts of our police, fire, ambulance, E911, inspections, disaster service providers, and community members.

Strategies:

- 4.4.1.** Monitor changing emergency service and response needs to maintain appropriate levels of service as our city grows.
- 4.4.2.** Incorporate community-based policing and other recommendations as identified in the Crime Prevention and Policing Strategy (2004).
- 4.4.3.** Continue to offer protective inspections in areas for which The City has responsibility for regulating including the building code, the fire code, taxis and business licensing.
- 4.4.4.** Develop and implement public education and prevention programs in protective and emergency services.
- 4.4.5.** Work with, respond to, and contract with, community agencies and surrounding municipalities, to deliver effective, regional protective and emergency services, where appropriate.

4.5. Disaster Services

Our Goal: To provide Red Deer with competent and well-trained leadership that is prepared to manage disaster response.

Strategies:

- 4.5.1.** Develop a strong internal Disaster Services approach that ensures emergency preparedness for The City and assists in coordination of efforts in the community and the Region.

- 4.5.2. Develop a service continuity plan that will protect the integrity of technological systems and our ability to carry on business in the event of an emergency or disaster.

4.6. Utilities

Our Goal: To provide safe, adequate, and reliable utility systems to meet ongoing community needs, while exploring environmentally proactive alternatives.

Strategies:

- 4.6.1. Provide a safe, adequate and efficient water supply, wastewater management system, solid waste management system and electrical distribution system to meet the needs of the community as it grows.
- 4.6.2. Provide public education about conservation and wise usage of utilities.
- 4.6.3. Establish policies and regulations that require the community to follow conservation methods.

4.7. Regional Role

Our Goal: To develop and maintain strong, mutually respectful, and productive relationships with urban and rural municipalities in Central Alberta so to enhance the quality of life for our citizens and those in the Region.

Strategies:

- 4.7.1. Maintain effective communication with Central Alberta municipalities.
- 4.7.2. Take a leadership role in facilitating, coordinating or directing projects and submissions of mutual interest to The City and the Region, and in collectively lobbying the provincial and federal governments for fair responses to the regional needs of Central Alberta.
- 4.7.3. Respond to or develop opportunities for cost-effective cooperation with other communities in the Region to share assets and expertise, where appropriate.
- 4.7.4. Respond to or develop opportunities for regional utility planning and management including areas such as water supply, wastewater management, solid waste management and transportation where appropriate.
- 4.7.5. Collaborate with regional interests for initiatives and policies that will support environmental protection.

5. Our Economy

We ensure our citizens have access to diverse opportunities enabling citizens to earn a living in a community that values sustainable growth.

5.1. Land Development

Our Goal: To play a key role in ensuring a timely supply of serviced residential, commercial and industrial land, to support the economic and community development goals for Red Deer and the Region.

Strategies:

- 5.1.1. Maintain The City's market share of residential lot sales up to a maximum of 25 percent annually, and actively encourage private sector participation in the needs assessment, development, marketing, and sale of all land uses.
- 5.1.2. Sell City land at market value and, where appropriate, make land available to developers based on approved land use plans.
- 5.1.3. Continue to work with Red Deer County, to achieve mutually acceptable growth patterns and compatible infrastructure.

5.2. Transportation

Our Goal: To maintain an effective, sustainable and integrated transportation system that responds to the changing needs of our community.

Strategies:

- 5.2.1. Analyze the transportation needs of our city, considering the impact of growth and how best to plan for all forms of transportation.
- 5.2.2. Provide roadway, trail, and other systems that address the need for safe mobility in our city.
- 5.2.3. Maintain a safe and effective roadway and public transit system and promote their benefits to citizens.
- 5.2.4. Support methods of special transportation that respond to the needs of our citizens.
- 5.2.5. Develop a municipal parking strategy that clearly identifies philosophy and business expectations of the enterprise.
- 5.2.6. Work with the Red Deer Regional Airport Authority partners to support and promote effective air transportation in the Region.
- 5.2.7. Maintain ongoing relationships with stakeholders developing a High Speed Rail system to ensure that Red Deer's transportation needs are well integrated into provincial plans.

5.3. Business Development and Retention

Our Goal: To foster local economic development and business retention so to encourage and attract diverse, long term economic growth.

Strategies:

- 5.3.1.** Develop and maintain partnerships with municipalities, the Province, business, community organizations and other stakeholders, to facilitate new economic development initiatives and investment in Red Deer and across the Region.
- 5.3.2.** Identify service gaps and create opportunities to fill those gaps by marketing the Red Deer Region as a place well suited for business and industry.
- 5.3.3.** Assess our regulations, protocols, and practices, and facilitate business development by minimizing obstacles, where practical and appropriate.
- 5.3.4.** Work with Red Deer County and other municipalities along the Queen Elizabeth II Highway corridor, to develop and maintain a coordinated economic development strategy.
- 5.3.5.** Continue to support the Central Alberta Economic Partnership to maintain a coordinated economic development approach in Central Alberta.
- 5.3.6.** Foster an understanding and awareness of Community Economic Development as it relates to the economic, social, environmental and cultural well-being of our community.

5.4. Tourism

Our Goal: To support the development of Red Deer as a tourist destination for people attending meetings, conferences, trade shows, conventions as well as sporting, cultural, arts and heritage events and amenities in our community.

Strategies:

- 5.4.1.** Clarify the role of The City and other stakeholders in relationship with Tourism Red Deer.
- 5.4.2.** Facilitate the provision of infrastructure and programs that will attract and support visitors in enjoying their visit to our community.
- 5.4.3.** Promote our amenities, including recreation facilities, parks, heritage, culture, and other attractions in Red Deer and Central Alberta, as assets to support a quality lifestyle, the growth of tourism, and economic development.
- 5.4.4.** Encourage and support activities, including trade shows, conventions, cultural, sporting, and other events that promote tourism.

6. Our Environment

Our Goal: The City of Red Deer develops and sustains an attractive, clean, healthy, and ecologically sound environment, both natural and built, while providing a climate for community and economic growth.

Strategies:

- 6.1. Adopt a conservation and reduction philosophy throughout all levels of the organization in order to reduce The City's impact on the environment.
- 6.2. Continue to look to other municipalities, opportunities for partnerships, grants and funding programs to support environmental initiatives, in order to build on environmental achievements.
- 6.3. Support community education by communicating examples of The City's environmental commitment, current City priorities and future direction.
- 6.4. Establish an environmental coordination function to facilitate business units' move toward genuine environmental stewardship and to act as a contact point for members of the public, corporate partnerships and City committees.
- 6.5. Continue to support environmental initiatives by considering project funding through the operating budget process and where applicable through the Environmental Incentives Program.
- 6.6. Work with neighbouring municipalities, provincial and federal agencies, community and other appropriate groups, to respect and manage our resources within the Red Deer River Basin.

ENABLING ORGANIZATIONAL CAPACITY

1. Develop and Maintain Human Resource Capacity

We will develop and maintain a highly effective workforce by attracting, retaining and developing the right people in an environment that encourages and contributes to their effectiveness.

1.1. Staffing

Our Goal: To recruit, attract and retain talented and capable people to serve in our organization.

Strategies:

- 1.1.1. Develop a corporate human resources plan.
- 1.1.2. Hire talented people that are capable of growing to meet the changing knowledge, skill, and leadership needs of the organization.
- 1.1.3. Maintain a succession plan to identify candidates who could undertake increasing levels of responsibility in the organization.
- 1.1.4. Market our organization as a positive place to work in a community that offers distinctive lifestyle amenities.
- 1.1.5. Work in partnership with schools and colleges in Alberta to attract graduates by increasing the understanding of our organization's employment opportunities.
- 1.1.6. Work toward increasing diversity in our workforce to reflect the increasing diversity in our community.
- 1.1.7. Identify and implement specific strategies to respond to anticipated shortages of staff.

1.2. Total Compensation

Our Goal: To have corporate compensation, benefits, and recognition programs that support us in achieving our strategic objectives.

Strategies:

- 1.2.1. Review and maintain roles, responsibilities and associated salaries to provide internal salary equity.
- 1.2.2. Regularly review external salary fairness to maintain necessary competitiveness.
- 1.2.3. Balance internal salary equity with external salary fairness.
- 1.2.4. Provide a salary program, premised on fairness and equity, which allows staff to focus on the work at hand.

- 1.2.5. Provide increasing flexibility in benefits programs while ensuring benefit costs can be contained and afforded.
- 1.2.6. Acknowledge and value staff accomplishments and contributions through the use of recognition programs.

1.3. Learning

Our Goal: To be an organization, with employees that pride themselves on professional and personal development, in a continuous learning environment.

Strategies:

- 1.3.1. Work together with employees to identify and provide opportunities for them to learn new skills and gain knowledge that enhances their ability to contribute to our organization and community.
- 1.3.2. Periodically review the learning needs of our staff and, as appropriate, support training opportunities to address these needs as resources permit.
- 1.3.3. Clearly communicate the competencies required to grow in the organization and provide the opportunities to develop them.
- 1.3.4. Prepare development plans together with those employees who choose to learn and grow within our organization.
- 1.3.5. Ensure that our corporate training and development policy is aligned with our Strategic Plan.
- 1.3.6. Make opportunities available for staff secondment, task force participation, and special projects.
- 1.3.7. Encourage our staff to take on volunteer roles in the community that contribute to both their professional and personal development.

1.4. Work Environment

Our Goal: To have an enabling work environment that keeps our staff productive and motivated.

Strategies:

- 1.4.1. Provide staff with the authority, resources, and support they require to carry out their roles effectively.
- 1.4.2. Provide staff with clear expectations and the associated accountability that ensues.
- 1.4.3. Provide staff with the timely information they require to understand decisions, make choices, and take action.
- 1.4.4. Explore flexible work arrangements to assist staff in achieving a reasonable work/life balance and to maximize their effectiveness, including arrangements for phased retirements.

- 1.4.5. Provide an ethical, harassment-free work environment.
- 1.4.6. Monitor and adjust our organization's structure on an ongoing basis to ensure that it supports our strategic direction.
- 1.4.7. Regularly assess and adjust, as needed, our roles and workloads, as the city grows and service demands change.

2. Technology

Our Goal: To enable the use of a broad range of technology in improving the efficiency and effectiveness of Red Deer's municipal services.

Strategies:

- 2.1. Explore, invest in, and support the technology required to carry out our organizational roles effectively.
- 2.2. Conduct a cost and benefit analysis including a risk assessment and operational impact assessment to determine the value of changing from current practices, before implementing new technology.
- 2.3. Focus on technology that has been adequately tested and proven sound, while keeping the leading edge in sight.
- 2.4. Invest in new technology that complements existing technology and fits with current standards.

3. Developing Financial Capacity

We will develop a comprehensive and integrated financial management system that will support The City in delivering on excellent customer service, work management and accountability.

3.1. Financial Planning

Our Goal: To prepare and approve financial plans and budgets which reflect our strategic directions and operational needs.

Strategies:

- 3.1.1. Prepare Service Plans as a framework for budget planning and service delivery using risk management as one decision filter.
- 3.1.2. Review the budget with Council, focusing on high-level policy decisions, including programs and services to be funded, service levels and standards to be achieved, and the extent of risk to be accepted.
- 3.1.3. Provide departments with the authority, flexibility and accountability to manage and allocate their approved resources within the service level and budget guidelines approved by Council.

- 3.1.4.** Develop and annually update a financial plan to support long-term infrastructure development, maintenance, and replacement, while considering impacts on operating costs.
- 3.1.5.** Examine a variety of budget strategies for their applicability to Red Deer and our organizational needs, including multi-year budgeting and shifting the timing of the capital budget process.

3.2. Financial Management

Our Goal: To ensure adequate funds are secured and sustained in a fiscally responsible manner to support the program and service delivery levels established by Council.

Strategies:

- 3.2.1.** Conduct cost and benefit analyses, including risk and operating impact assessments, to evaluate new programs and initiatives requiring major capital or other expenditures.
- 3.2.2.** Review and, where appropriate, strengthen The City's financial policies to maintain the development of adequate controls that enable managers to provide programs and services as approved by Council.
- 3.2.3.** Consider standardization, compatibility and integration when developing and improving financial and other management systems, controls and policies.
- 3.2.4.** Consider the tools, or combination of tools, to be used for capital financing including:
 - Grants, where available;
 - Operational funds, where feasible to "pay-as-we-go";
 - Reserves; and
 - Debt financing, used cautiously, when a cost and benefit analysis indicates it is warranted.
- 3.2.5.** Use debt financing for utility capital and business enterprises in accordance with generally accepted accounting practices for utility and business enterprise financing.
- 3.2.6.** Avoid volatile tax and fee changes while continuing to provide effective services to business and citizens.

3.3. Financial Sustainability

Our Goal: To develop reliable and sustainable funding that will ensure the long-term success of Red Deer's programs and services.

Strategies:

- 3.3.1.** Monitor the city's growth and its pressure on financing of our increasing program, service, infrastructure, facility and human resource demands and related needs.
- 3.3.2.** Develop long-term financial plans that enable The City to anticipate and manage financial issues, both operational and capital.

- 3.3.3.** Develop and strengthen strategic alliances through municipal associations, with other municipalities, to research and articulate municipal funding needs and appropriate directions.
- 3.3.4.** Support Council as it takes an active and persistent approach to lobbying other orders of government, to encourage and maintain appropriate roles and financial partnerships, and to remove legislative barriers.
- 3.3.5.** Inform citizens of our financial plans and decisions in an appropriate, clear and timely manner.

OUR THANKS

The revisions to the Strategic Plan would not be as successful without the assistance and input of many people:

- The staff, of The City of Red Deer and our partners, who assisted in identifying trends and issues for the plan to address.
- The Senior Management Team and Department Heads, who assisted in synthesizing issues into draft strategies and who were readily available to answer questions and provide input to the initial drafts.
- The Mayor and Councillors who provided the vision for the quality of life issues that are most important to the citizens of Red Deer, and
- The Mayors, Reeves and Chief Administrative Officers of neighbouring communities, who worked with us to identify strategies that will benefit all citizens in the Region.

And especially to the members of the 2005 Strategic Plan Review Committee that guided the process. Their enthusiasm and talent, combined with a collective good sense of humour, ensured that discussions, while at times intense, were always fruitful. The 2005-2008 Strategic Plan reflects the commitment of the committee to plan for the best interests of serving the citizens of Red Deer and enabling our organization's capacity.

Members of the 2005 Strategic Plan Review Committee:

Scott Cameron, Social Planning
 Barbara Hill, Chair
 Angela Kazcmar, Information Technology Services
 Greg Leblanc, Personnel
 Tom Marstaller, Public Works
 Barb McKee, Recreation, Parks and Culture (4 months)
 Payl Meyette, Inspections and Licensing
 Lynne Mulder, City Council
 Joanne Parkin, Financial Services (Treasury)
 Karen Parsley, Land and Economic Development
 Larry Pimm, City Council
 Greg Sikora, Engineering
 Norbert Van Wyk, City Manager
 Jilaire Wagner, Communications and Corporate Planning

Comments:

We agree with the process outlined by the Senior Projects Consultant.

“Jeffrey Dawson”
Deputy Mayor

“Colleen Jensen”
Acting City Manager



Council Decision – July 18, 2005

Legislative & Administrative Services

DATE: July 19, 2005
TO: Barbara Hill, Senior Project Consultant
FROM: Kelly Kloss, Legislative & Administrative Services Manager
SUBJECT: City of Red Deer Strategic Plan Renewal 2005 - 2008

Reference Report:

Senior Project Consultant, dated July 12, 2005

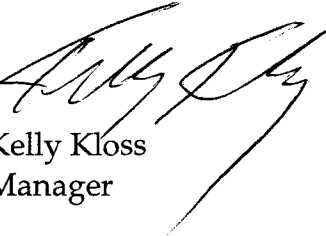
Resolutions:

"Resolved that Council of the City of Red Deer, having considered the report from the Senior Project Consultant, dated July 12, 2005, re: City of Red Deer Strategic Plan Renewal 2005 – 2008 hereby tables consideration of the City of Red Deer Strategic Plan Renewal 2005 – 2008 to the August 2, 2005 Council Meeting."

Report Back to Council: Yes

Comments/Further Action:

This item is to be brought back to the Tuesday, August 2, 2005 Council Meeting for Council approval. It was suggested that the wording of the sentence titled "Our Goal" under Section 3 – Planning be reviewed to determine if the wording can be streamlined.



Kelly Kloss
Manager

/chk

Item No. 2

DATE: July 11, 2005

TO: Kelly Kloss, LAS Manager/City Clerk

FROM: Grant Howell, Personnel Manager
Greg LeBlanc, Compensation Supervisor

RE: **Compensation Review for City Manager**

BACKGROUND:

This report is presented to address an issue with The City Manager's current level of compensation. Attached is information that indicates the City Manager's Total Cash Compensation is lagging behind our stated policy position and needs to be addressed.

Council's policy regarding the City Manager's compensation requires the surveying of cash compensation in 7 mid-sized Alberta communities, including Airdrie, Grande Prairie, Lethbridge, Medicine Hat, Regional Municipality of Wood Buffalo, St. Albert and Strathcona County. It also stipulates that the City Manager's total cash compensation will generally reflect a median policy position plus 4%.

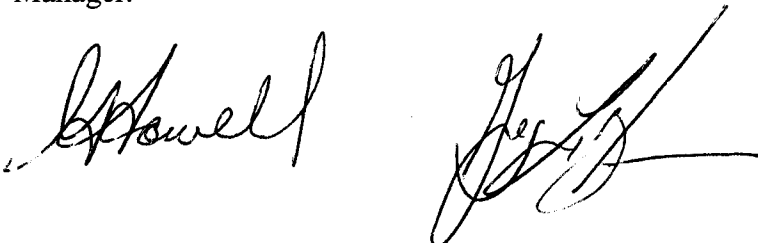
In these comparisons (see attached), a total cash compensation approach is used, which includes salary, pension contributions and car allowance. Benefits are not factored into the dollars shown because of the complexity in determining value.

RECOMMENDATION:

- That the City Manager's total cash compensation be increased by 5.5%, effective January 3, 2005, to bring his total cash compensation in line with our stated policy position.

CONCLUSION:

This review has determined that the current compensation level for the City Manager has fallen behind our stated policy position. The recommendation presented would address the inequity for the City Manager.



City Manager

Organization	Salary Effective End Date	Salary Max (Annual \$)	Car Allowance	LAPP	Other Pens RRSP	Total Cash Comp
<i>City 1</i>	2005-12-31	\$159,775	\$0	\$10,264	\$10,500	\$180,539
<i>City 2</i>	2005-12-31	\$154,112	\$6,000	\$10,264	\$0	\$170,376
<i>City 3</i>	2005-12-31	\$152,895	\$4,200	\$10,264	\$9,500	\$176,859
<i>City 4</i>	2005-12-31	\$124,934	\$0	\$10,264	\$6,000	\$141,198
<i>City 5</i>	2005-12-31	\$162,053	\$858	\$10,264	\$12,430	\$185,605
<i>City 6</i>	2003-12-31	\$148,833	\$10,800	\$10,264	\$9,000	\$178,897
<i>City 7</i>	2004-12-31	\$134,550	\$4,800	\$10,264	\$12,380	\$161,994
<i>Red Deer</i>	2005-12-31	\$149,065	\$6,090	\$10,264	\$9,000	\$174,419
<i>Red Deer - proposed</i>	2005-12-31	\$157,776	\$6,446	\$10,264	\$9,526	\$184,012

Salary max for City 6 & 7
adjusted 3.5% to estimate
2005 salary

Median of Other Comparables
total cash compensation
\$176,859
Council Remuneration Policy
for City Manager =
Median of Other Comparables
total cash compensation + 4%
\$183,933

City Manager's current total cash compensation + 5.5% \$184,012

Comments:

We agree with the recommendations of Administration.

"Jeffrey Dawson"
Deputy Mayor

"Colleen Jensen"
Acting City Manager



Legislative & Administrative Services

FILE COPY

Council Decision – July 18, 2005

DATE: July 19, 2005

TO: Grant Howell, Personnel Manager
Greg LeBlanc, Compensation Supervisor

FROM: Kelly Kloss, Legislative & Administrative Services Manager

SUBJECT: Compensation Review for City Manager

Reference Report:

Personnel Manager and Compensation Supervisor, dated July 11, 2005

Resolutions:

"Resolved that Council of the City of Red Deer, having considered the report from the Personnel Manager and the Compensation Supervisor, dated July 11, 2005, re: Compensation Review for City Manager, hereby agrees that the City Manager's total cash compensation be increased by 5.5%, effective January 3, 2005, to bring his total cash compensation in line with The City of Red Deer's stated policy position."

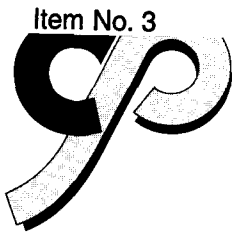
Report Back to Council: No

A handwritten signature in black ink, appearing to read 'Kelly Kloss'.

Kelly Kloss
Manager

/chk

c City Manager



.....KLAND
**COMMUNITY
PLANNING
SERVICES**

71

Suite 404, 4808 Ross Street
Red Deer, Alberta T4N 1X5
Phone: (403) 343-3394
FAX: (403) 346-1570
e-mail: pcps@pcps.ab.ca

DATE: June 30, 2005

TO: Kelly Kloss, Legislative and Administrative Services Manager

FROM: Martin Kvapil, Planning Assistant

RE: Land Use Bylaw Amendment No. 3156/V-2005
Portion of Lot 57, Block 8, Plan 992 6655;
NE ¼ Sec. 3-38-27-W4M
Kentwood (Kingsgate) Neighbourhood
Sabre Properties Ltd.

Proposal

Sabre Properties Ltd. seeks to rezone approximately 0.78 ha (1.92 ac.) of land from A1 Future Urban Development District to P1 Parks and Recreation District. The applicant is proposing to develop a municipal reserve parcel in order to construct a treed berm. This bermed area would provide a land use buffer between the existing adjacent commercial development and future adjacent residential development.

Staff Recommendation

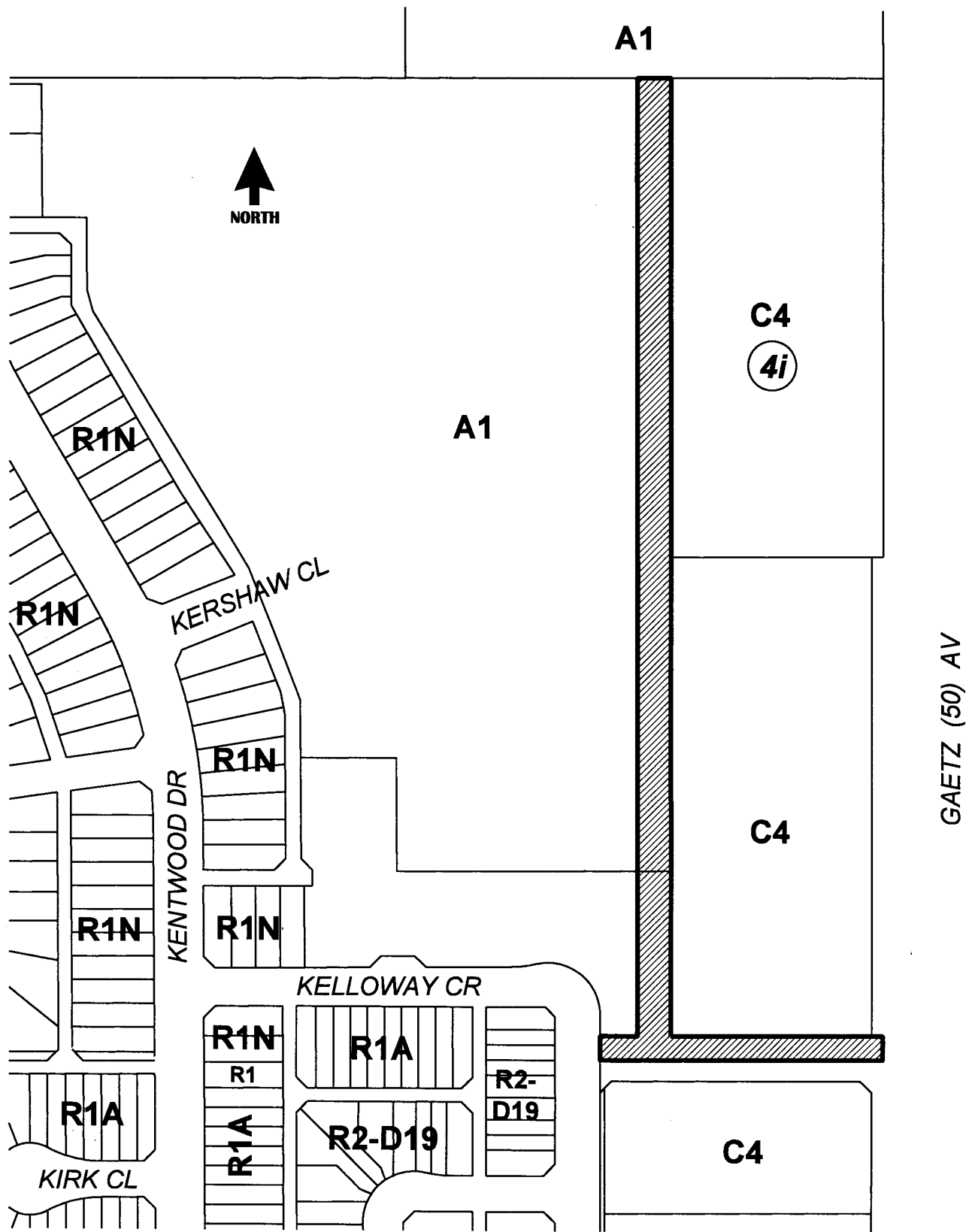
The proposal conforms with the Kentwood Northeast (Kingsgate) Neighbourhood Area Structure Plan and therefore it is recommended that City Council proceed with first reading of Land Use Bylaw Amendment 3156/V-2005.

Martin Kvapil

Attachments

The City of Red Deer

PROPOSED LAND USE BYLAW AMENDMENT



AFFECTED DISTRICTS:

A1 - Future Urban Development

P1 - Parks and Recreational

Change from :

A1 to P1 

MAP No. 18 / 2005

BYLAW No. 3156 / V - 2005

HIGHWAY 11A

N.E. 1/4 SEC.
32-38-27-4

A1

A1

N.E. 1/4 SEC. 32-38-27-4

Area to be Rezoned

A1

GAETZ (50) AV

(4)

C4

2

Area to be Rezoned

(6e)

Part Six of the Bylaw
outlines the Land Use
District Definitions

refer to the Index Map
for the Legend



NORTH
Scale 1:5,000

© The City of Red Deer,
Engineering Department

The City of Red Deer

Land Use Bylaw 3156/96

Amendments to NE 1/4 Sec 32

3156 / E-96 June 17, 1996
3156 / N-96 Nov 4, 1996
3156 / E-97 Mar 10, 1997
3156 / LL-98 Oct 5, 1998
3156 / T-2001 May 22, 2001
3156 / PP-2001 Nov 5, 2001
3156 / O-2002 May 21, 2002
3156 / U-2003 June 16, 2003
3156 / LL-2003 Sept 8, 2003

3156 / L-2004 June 14, 2004
3156 / V-2004 Aug 9, 2004

E16	F16	G16
E15	F15	G15
E14	F14	G14

NE 1/4 Sec 32
Twp 38- Rge 27 - W4th

printed on
September 10, 2004

Comments:

We agree that Council proceed with First Reading of the Land Use Bylaw Amendment. A Public Hearing would be held on Monday, August 15, 2005 at 7:00 p.m. in Council Chambers during Council's regular meeting.

"Jeffrey Dawson"
Deputy Mayor

"Colleen Jensen"
Acting City Manager



LEGISLATIVE & ADMINISTRATIVE SERVICES

July 19, 2005

Fax: 341-4165

Sabre Properties Ltd.
289, 28042 Highway 11
Red Deer County, AB T2S 2L4

Dear Sirs:

Land Use Bylaw Amendment 3156/V-2005
Portion of Lot 57, Block 8, Plan 992 6655
NE ¼ Sec. 3-38-27-W4m
Kentwood (Kingsgate) Neighbourhood

Red Deer City Council gave first reading to *Land Use Bylaw Amendment 3156/V-2005* at the City of Red Deer's Council Meeting held Monday, July 18, 2005. For your information a copy of the bylaw is attached.

Land Use Bylaw Amendment 3156/V-2005 provides for the rezoning of approximately 0.78 ha (1.92 ac) of land from A1 Future Urban Development District to P1 Parks and Recreation District in order to develop a municipal reserve parcel for the construction of a treed berm. The bermed area will provide a buffer between the existing adjacent commercial development and future adjacent residential development.

Council must hold a Public Hearing before giving second and third readings to the bylaw. This office will now advertise for a Public Hearing to be held on Monday, August 15, 2005 at 7:00 p.m. in Council Chambers of City Hall during Council's regular meeting.

According to the *Land Use Bylaw*, The City requires a deposit before public advertising. An amount equal to the estimated cost of advertising, which in this instance is \$400, is required by Wednesday, July 27, 2005. You will be invoiced for or refunded the difference once the actual cost of advertising is known.

Please call me if you have any questions or require additional information.

Sincerely,


Kelly Kloss
Manager
/attach.

c Parkland Community Planning Services
C. Adams, Administrative Assistant

Legislative & Administrative Services

DATE: July 19, 2005

TO: Martin Kvapil, Parkland Community Planning Services

FROM: Kelly Kloss, Legislative & Administrative Services Manager

SUBJECT: Land Use Bylaw Amendment 3156/V-2005
Portion of Lot 57, Block 8, Plan 992 6655
NE ¼ Sec. 3-38-27-W-4M
Kentwood (Kingsgate) Neighbourhood
Sabre Properties Ltd.

Reference Report:

Parkland Community Planning Services, dated June 30, 2005

Bylaw Readings:

Land Use Bylaw Amendment 3156/V-2005 was given first reading. A copy of the bylaw is attached.

Report Back to Council: Yes. A Public Hearing will be held on Monday, August 15, 2005 at 7:00 p.m. in Council Chambers, during Council's regular meeting.

Comments/Further Action:

Land Use Bylaw Amendment 3156/V-2005 provides for the rezoning of approximately 0.78 ha (1.92 ac) of land from A1 Future Urban Development District to P1 Parks and Recreation District in order to develop a municipal reserve parcel for the construction of a treed berm. The bermed area will provide a buffer between the existing adjacent commercial development and future adjacent residential development. This office will now proceed with the advertising for a Public Hearing. Sabre Properties Ltd. will be responsible for the advertising costs in this instance.

NOTE: Please provide an amended plan for advertising that provides for the roadway at the north portion of the municipal reserve.



Kelly Kloss
Manager

/attach.

/chk

c Director of Development Services
Inspections & Licensing Manager
Land & Economic Development Manager
C. Adams, Administrative Assistant
T. Edwards, Clerk Steno

BYLAW NO. 3156/V-2005

Being a bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of the City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1. That "Use District Map F15" contained within "Schedule B" of the Land Use Bylaw is hereby amended in accordance with Land Use District Map No. 18/2005 attached hereto and forming part of the bylaw.

READ A FIRST TIME IN OPEN COUNCIL this 18th day of July 2005.

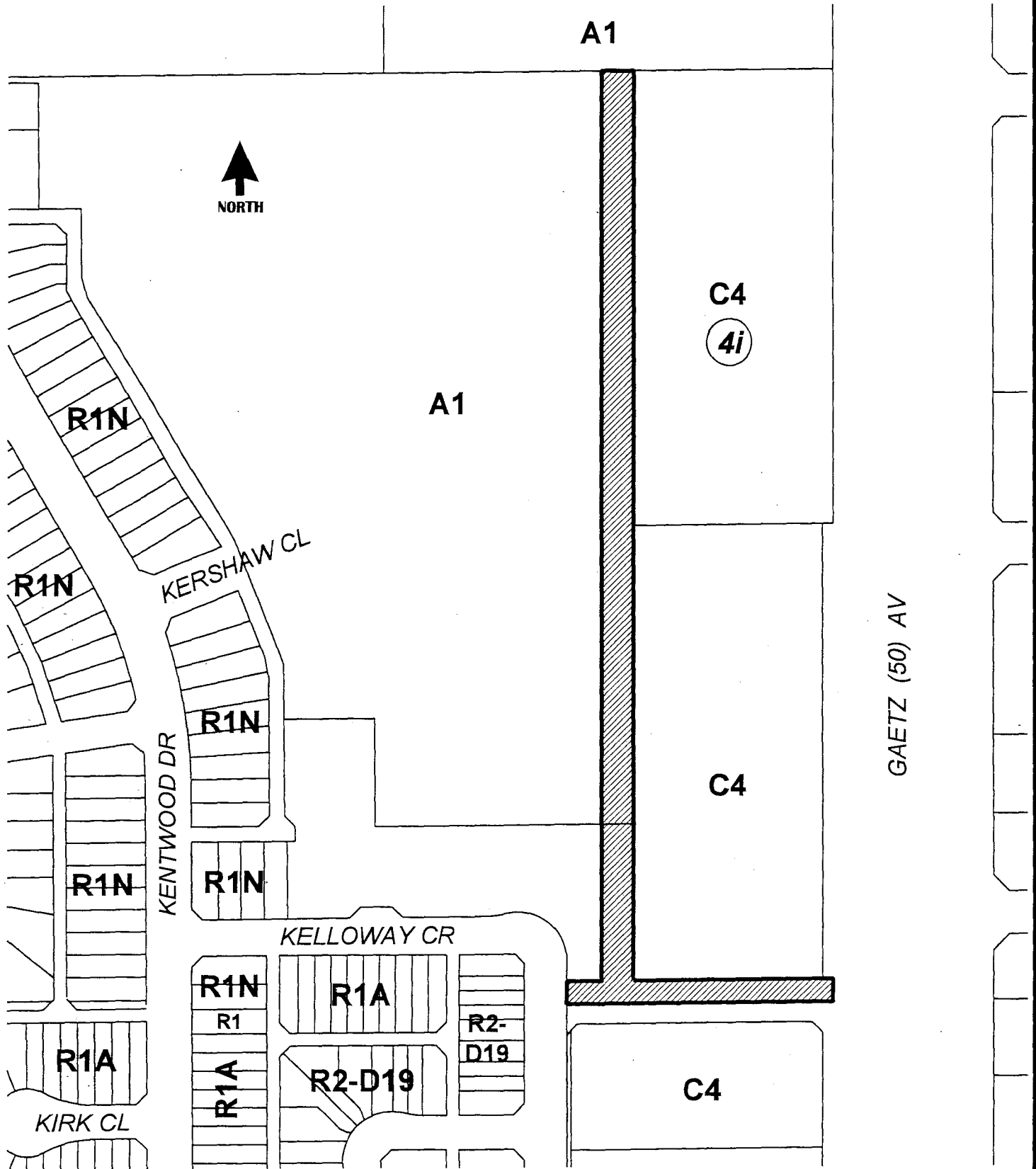
READ A SECOND TIME IN OPEN COUNCIL this day of 2005.

READ A THIRD TIME IN OPEN COUNCIL this day of 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

MAYOR

CITY CLERK



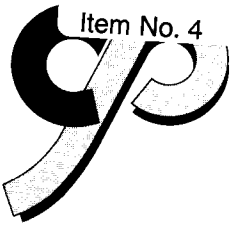
AFFECTED DISTRICTS:

A1 - Future Urban Development
P1 - Parks and Recreational

Change from :

A1 to P1 

MAP No. 18 / 2005
BYLAW No. 3156 / V - 2005



Item No. 4

**AND
COMMUNITY
PLANNING
SERVICES**

75

Suite 404, 4808 Ross Street
Red Deer, Alberta T4N 1X5
Phone: (403) 343-3394
FAX: (403) 346-1570
e-mail: pcps@pcps.ab.ca

DATE: July 6, 2005

TO: Kelly Kloss, Legislative and Administrative Services Manager

FROM: Martin Kvapil, Planning Assistant

RE: Land Use Bylaw Amendment No. 3156/W-2005
Portion of NE ¼ Sec. 7-38-27-W4M
Westlake Phase 9
Trademark West Park Inc.

Proposal

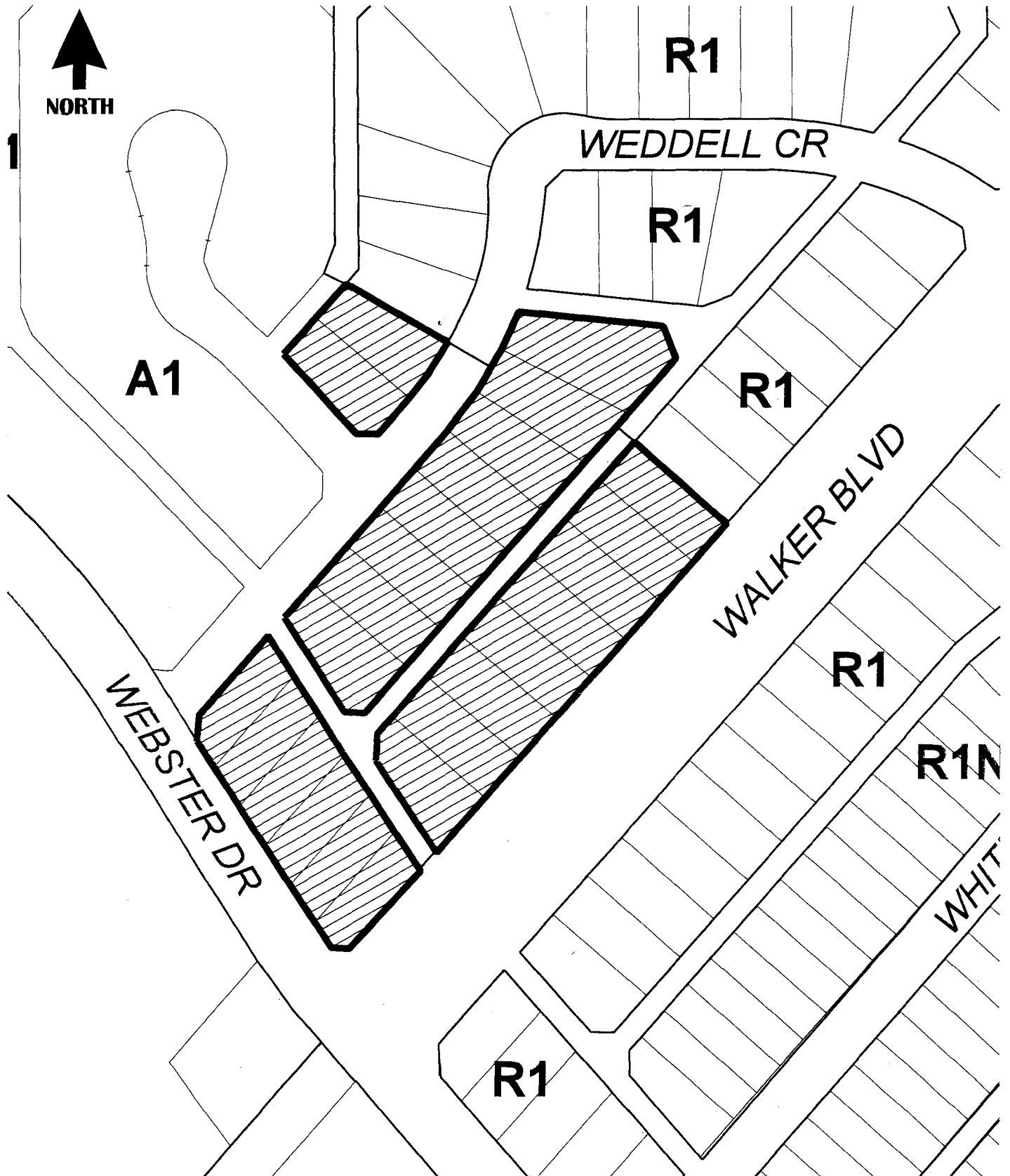
Trademark West Park Inc. is proposing to develop Phase 9 of the Westlake neighbourhood. Phase 9 is located within the northwesterly portion of the West Park Extension Neighbourhood Area Structure Plan (NASP). The applicant seeks to rezone approximately 2.008 ha (4.96 ac.) of land from A1 Future Urban Development District to R1 Residential Low Density District for the purpose of 24 residential lots, with a remainder.

Staff Recommendation

The proposal conforms with the West Park Extension Neighbourhood Area Structure Plan and therefore it is recommended that City Council proceed with first reading of Land Use Bylaw Amendment 3156/W-2005.

Martin Kvapil

Attachments



AFFECTED DISTRICTS:

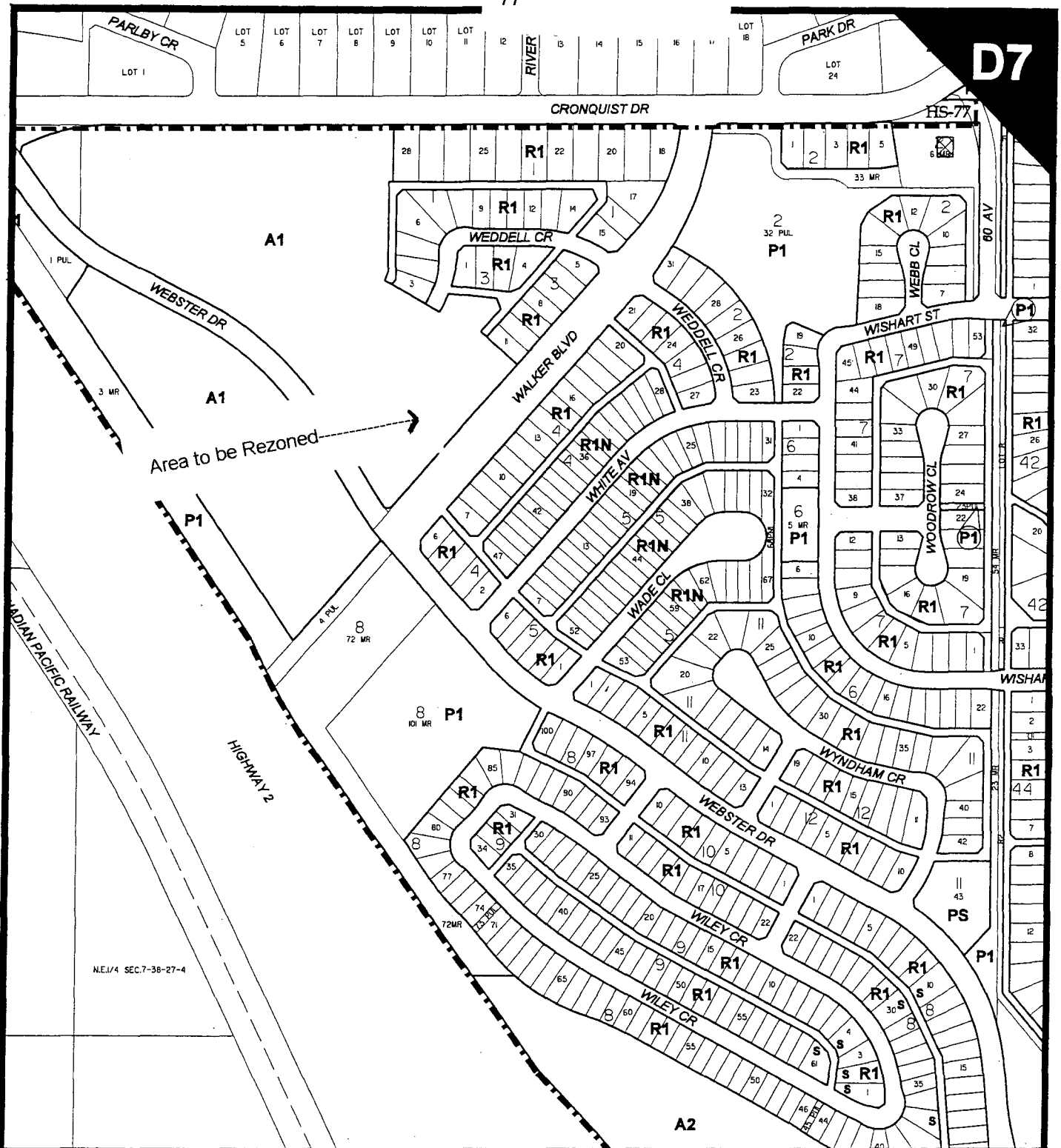
A1 - Future Urban Development

R1 - Residential (Low Density)

Change from :

A1 to R1 

MAP No. 19 / 2005
BYLAW No. 3156 / W - 2005



Part Six of the Bylaw
outlines the Land Use
District Definitions

refer to the Index Map
for the Legend



NORTH
Scale 1:5,000

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Engineering Department

The City of Red Deer

Land Use Bylaw 3156/96

Amendments to NE 1/4 Sec 07

3156 / P-2002	May 21, 2002
3156 / EE-2002	July 15, 2002
3156 / E-2003	Mar 10, 2003
3156 / G-2003	Apr 22, 2003
3156 / H-2003	Apr 22, 2003
3156 / JJ-2003	Sept 8, 2003
3156 / OO-2003	Sept 8, 2003
3156 / R-2004	July 12, 2004

3156 / II-2004

Jan 17, 2005

C8	D8	E8
C7	D7	E7
C6	D6	E6

NE 1/4 Sec 07
Twp 38 - Rge 27 - W4th

printed on
May 12, 2005

Comments:

We agree that Council proceed with First Reading of the Land Use Bylaw Amendment. A Public Hearing would be held on Monday, August 15, 2005 at 7:00 p.m. in Council Chambers during Council's regular meeting.

"Jeffrey Dawson"
Deputy Mayor

"Colleen Jensen"
Acting City Manager



FILE COPY

LEGISLATIVE & ADMINISTRATIVE SERVICES

July 19, 2005

Fax: 1-604-590-6766

Mr. Gary Grelish
Trademark West Park Inc.
#200, 6245 – 136 Street
Surrey, BC V3X 1H3

Dear Mr. Grelish:

Land Use Bylaw Amendment 3156/W-2005
Portion of NE ¼ Sec. 7-38-27-W4M
Westlake Phase 9

Red Deer City Council gave first reading to *Land Use Bylaw Amendment 3156/W-2005* at the City of Red Deer's Council meeting held Monday, July 18, 2005. For your information, a copy of the bylaw is attached.

Land Use Bylaw Amendment 3156/V-2005 provides for the rezoning of approximately 2.008 ha (4.96 ac) of land from A1 Future Urban Development District to R1 Residential Low Density District in order to develop Phase 9 of the Westlake neighbourhood. Phase 9 will include 24 residential lots, with a remainder.

Council must hold a Public Hearing before giving second and third readings to the bylaw. This office will now advertise for a Public Hearing to be held on Monday, August 15, 2005 at 7:00 p.m. in Council Chambers of City Hall during Council's regular meeting.

According to the *Land Use Bylaw*, The City requires a deposit before public advertising. An amount equal to the estimated cost of advertising, which in this instance is \$400, is required by Wednesday, July 27, 2005. You will be invoiced for or refunded the difference once the actual cost of advertising is known.

Please call if you have any questions or require additional information.

Sincerely,


Kelly Kloss
Manager
/attach.

c Parkland Community Planning Services
C. Adams, Administrative Assistant



Council Decision – July 18, 2005

Legislative & Administrative Services

DATE: July 19, 2005
TO: Martin Kvapil, Parkland Community Planning Services
FROM: Kelly Kloss, Legislative & Administrative Services Manager
SUBJECT: Land Use Bylaw Amendment 3156/W-2005
Portion of NE ¼ Sec. 7-38-27-W4M
Westlake – Phase 9
Trademark West Park Inc.

Reference Report:

Parkland Community Planning Services, dated July 6, 2005

Bylaw Readings:

Land Use Bylaw Amendment 3156/W-2005 was given first reading. A copy of the bylaw is attached.

Report Back to Council: Yes. A Public Hearing will be held on Monday, August 15, 2005 at 7:00 p.m. in Council Chambers, during Council's regular meeting.

Comments/Further Action:

Land Use Bylaw Amendment 3156/V-2005 provides for the rezoning of approximately 2.008 ha (4.96 ac) of land from A1 Future Urban Development District to R1 Residential Low Density District in order to develop Phase 9 of the Westlake neighbourhood. Phase 9 will include 24 residential lots, with a remainder. This office will now proceed with the advertising for a Public Hearing. Trademark West Park Inc. will be responsible for the advertising costs in this instance.



Kelly Kloss

Manager

/attach.

/chk

c Director of Development Services
Inspections & Licensing Manager
Land & Economic Development Manager
C. Adams, Administrative Assistant
T. Edwards, Clerk Steno

BYLAW NO. 3156/W-2005

Being a bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of the City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1. That "Use District Map D7" contained within "Schedule B" of the Land Use Bylaw is hereby amended in accordance with Land Use District Map No. 19/2005 attached hereto and forming part of the bylaw.

READ A FIRST TIME IN OPEN COUNCIL this 18th day of July 2005.

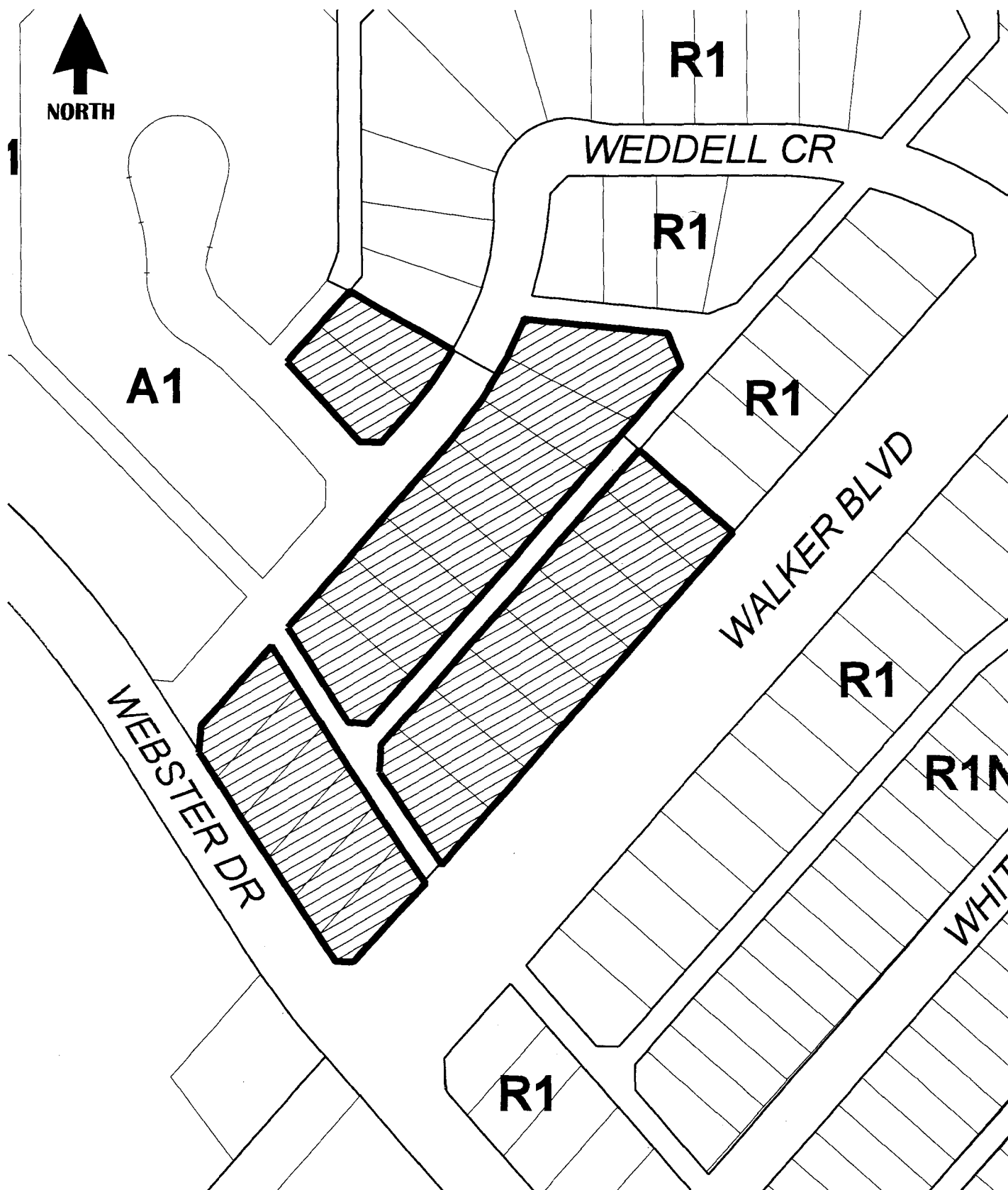
READ A SECOND TIME IN OPEN COUNCIL this day of 2005.

READ A THIRD TIME IN OPEN COUNCIL this day of 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

MAYOR

CITY CLERK

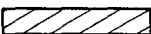


AFFECTED DISTRICTS:

A1 - Future Urban Development

R1 - Residential (Low Density)

Change from :

A1 to R1 

MAP No. 19 / 2005

BYLAW No. 3156 / W - 2005

Memo

Date: July 11, 2005

To: Kelly Kloss, Manager Legislative and Administrative Services

From: Howard Thompson, Land & Economic Development Manager

Re: **Road Closure (5157 MC) – 77th Street and
Consolidation of land Lot C2 Plan 273 RS**

Secura Technologies Inc. has purchased the former Canada Packers site in Riverside Heavy. Ron Sekura of Secura Technologies Inc. is interested in acquiring the adjacent surplus land, which includes property that is currently C2 Plan 273 RS and a portion of the right of way for road (5157 MC). The surplus land is owned by the City of Red Deer and is leftover due to the realignment of 77 Street. Please review attached site map with subject property shaded.

Land and Economic Development have through internal review and discussions with local appraisers determined that \$72,000.00 per acre is representative of the market value for serviced I2 heavy industrial development land. Combining Lot C2 Plan 273 RS and the portion of road (5157 MC) will result in the area size being approximately 0.636 hectares or 1.57 acres. The purchaser intends to develop the land for industrial uses, which is consistent with future I-2 zoning. The minimum site area within the I2 district is 1.2 hectares, therefore in order to meet the requirements of the Land Use Bylaw further consolidation with adjacent parcels of land will be required. Re-zoning to I2 of the potential road closure will be provided in another part of the Council agenda. The purchaser has agreed to this price and the consolidation of their adjacent land. They have also agreed to pay all other costs associated with this transaction including legal survey and advertising costs.

In order to proceed with this disposition the road must be closed to public travel by bylaw. The purchaser's legal surveyor provided the following as a legal description of the road to be closed:

"Plan 5157 M.C

All that portion of 77 Street as shown on Plan 5157 M.C. lying within the limits on Subdivision Plan _____."

RECOMMENDATION

Land and Economic Development recommend:

1. That City Council give first reading to a Bylaw having the effect of closing the following:

"Plan 5157 M.C

All that portion of 77 Street as shown on Plan 5157 M.C. lying within the limits on Subdivision Plan _____."

2. That Council approves the sale of a portion of 77th Street as described previously and Lot C2 Plan 273 RS to Secura Technologies Inc. subject to the following:
- The purchase price to be \$72,000.00 per acre with the proceeds of the sale going to the road reserve fund and land bank in proportionate amounts.
 - The purchaser is responsible for all costs associated with re-zoning, legal survey and advertising costs.
 - The purchaser consolidating the subject lands with their adjacent lands.
 - The purchaser granting Utility Rights of Way for all utilities within the land to be sold.
 - Purchaser entering into a agreement to purchase land with the City of Red Deer
 - Passage of Road Closure Bylaw 3349/2005.

Howard S. Thompson

Att.

c: Tom Warder, Engineering Services Manager
Martin Kvapil, Parkland Community Planning Services



RED DEER RIVER



SCALE:
1:20,000

LOCATION MAP
77 STREET ROAD CLOSURE

(ENGINEER)
DRAWING NO.:

#####DGN\$SPEC#####



SECURA INC.
(FORMERLY CANADA PACKERS)

GATX
Rail Canada

5157 MC

77 ST

C2





Action
Fibre Glass

Four Seasons
Services Ltd

42 AV

BJ Services
Company Canada

LEGEND:

	5157 MC	AREA=0.344ha
	C2	AREA=0.292ha
	TOTAL SUBJECT AREA	AREA=0.636ha
	EXISTING BUILDING	



Council Decision – July 18, 2005

Legislative & Administrative Services

DATE: July 19, 2005

TO: Howard Thompson, Land & Economic Development Manager

FROM: Kelly Kloss, Legislative & Administrative Services Manager

SUBJECT: Road Closure Bylaw 3349/2005
Road Closure (5157 MC) – 77th Street and
Consolidation of Land – Lot C2 Plan 273 RS

Reference Report:

Land & Economic Development Manager, dated July 11, 2005

Resolutions:

“Resolved that Council of the City of Red Deer having considered the report from the Land & Economic Development Manager, dated July 11, 2005, re: Road Closure (5157 MC) – 77th Street and Consolidation of Land Lot C2 Plan 273 RS, hereby approves the sale of a portion of 77th Street and Lot C2 Plan 273 RS to Secura Technologies subject to the following:

1. The purchase price to be \$72,000 per acre with the proceeds of the sale going to the road reserve fund and land bank in proportionate amounts.
2. The purchaser is responsible for all costs associated with re-zoning, legal survey and advertising costs.
3. The purchaser consolidating the subject lands with their adjacent lands.
4. The purchaser granting Utility Rights of Way for all utilities within the land to be sold.
5. Purchaser entering into an agreement to purchase land with The City of Red Deer.
6. Passage of Road Closure Bylaw 3349/2005.
7. Passage of Land Use Bylaw Amendment 3156/X-2005.”

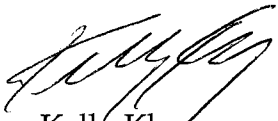
Bylaw Readings:

Road Closure Bylaw 3349/2005 was given first reading. A copy of the bylaw is attached.

Report Back to Council: Yes. A Public Hearing will be held on Monday, August 15, 2005 at 7:00 p.m. in Council Chambers, during Council's regular meeting.

Comments/Further Action:

Road Closure Bylaw 3349/2005 provides for the closure of a portion of right of way for road (5157 MC) that will be consolidated with surplus land owned by The City of Red Deer due to the realignment of 77th Street. Secura Technologies would like to purchase this land and rezone it to I2 heavy industrial development. This office will now proceed with the advertising for a Public Hearing. Secura Technologies Inc. will be responsible for the advertising costs in this instance.



Kelly Kloss
Manager

/attach.

/chk

- c Director of Development Services
- Inspections & Licensing Manager
- Land & Economic Development Manager
- C. Adams, Administrative Assistant
- T. Edwards, Clerk Steno

BYLAW NO. 3349/2005

Being a bylaw to close portions of road in the City of Red Deer, as described herein.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1 The following portions of roadway in the City of Red Deer are hereby closed:

“Plan 5157 M.C.

All that portion of 77 Street as shown on Plan 5157 M.C. lying
within the limits on Subdivision Plan _____.”

READ A FIRST TIME IN OPEN COUNCIL this 18th day of July 2005.

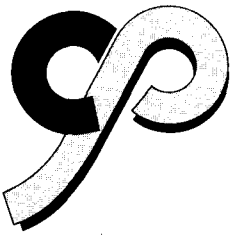
READ A SECOND TIME IN OPEN COUNCIL this day of 2005.

READ A THIRD TIME IN OPEN COUNCIL this day of 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

MAYOR

CITY CLERK



DATE: July 7, 2005

TO: Kelly Kloss, Legislative and Administrative Services Manager

FROM: Martin Kvapil, Planning Assistant

RE: Land Use Bylaw Amendment No. 3156/X-2005
Portion of Proposed Closed Road, Plan 5157MC
77 Street
Riverside Heavy Industrial

Proposal

The City of Red Deer seeks to rezone a proposed closed portion of road to I2 Heavy Industrial District. This closed portion would contain approximately 0.344 ha (0.85 ac.) of land. The proposed rezoning is being sought concurrently with a road closure bylaw and, upon successful closure and rezoning, the subject portion of land would be consolidated with adjacent parcels, in accordance with a prior subdivision application approval (RED 5210, May 24, 2005).

Staff Recommendation

Subject to first reading of the applicable road closure bylaw, it is recommended that City Council proceed with first reading of Land Use Bylaw Amendment 3156/X-2005.

Martin Kvapil

Attachments

The City of Red Deer

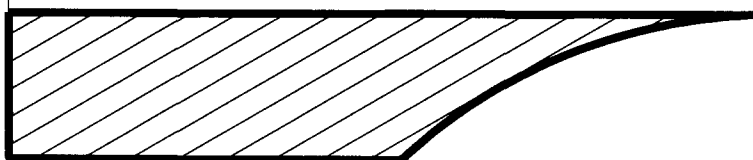
PROPOSED LAND USE BYLAW AMENDMENT



I2

CN RAIL

I2



77 ST

42 AV

I2

AFFECTED DISTRICTS:
I2 - Heavy Industrial

Change from :
ROAD to I2



MAP No. 20 / 2005
BYLAW No. 3156 / X - 2005

Comments:

We agree that Council proceed with the land sale subject to the passage of the Road Closure Bylaw and Land Use Bylaw Amendment. Public Hearings for the Road Closure Bylaw and Land Use Bylaw Amendment would be held on Monday, August 15, 2005 at 7:00 p.m. in Council Chambers during Council's regular meeting.

"Jeffery Dawson"
Deputy Mayor

"Colleen Jensen"
Acting City Manager



LEGISLATIVE & ADMINISTRATIVE SERVICES

July 19, 2005

Fax: 780-621-1639

Mr. R. Sekura
Secura Inc.
Box 7949
Drayton Valley, AB T7A 1S9

Dear Mr. Sekura:

Road Closure Bylaw 3349/2005 – Plan 5157 MC
Consolidation of Land – Lot C2 Plan 273 RS
Land Use Bylaw Amendment 3156/X-2005
Portion of Proposed Closed Road – Plan 5157MC
77th Street - Riverside Heavy Industrial

Red Deer City Council gave first reading to *Road Closure Bylaw 3349/2005* and *Land Use Bylaw Amendment 3156/X-2005* at the City of Red Deer's Council Meeting held Monday, July 18, 2005. For your information, a copy of the bylaws are attached. Council also passed the following resolution regarding the consolidation of land:

"Resolved that Council of the City of Red Deer having considered the report from the Land & Economic Development Manager, dated July 11, 2005, re: Road Closure (5157 MC) – 77th Street and Consolidation of Land Lot C2 Plan 273 RS, hereby approves the sale of a portion of 77th Street and Lot C2 Plan 273 RS to Secura Technologies subject to the following:

1. The purchase price to be \$72,000 per acre with the proceeds of the sale going to the road reserve fund and land bank in proportionate amounts.
2. The purchaser is responsible for all costs associated with re-zoning, legal survey and advertising costs.
3. The purchaser consolidating the subject lands with their adjacent lands.
4. The purchaser granting Utility Rights of Way for all utilities within the land to be sold.
5. Purchaser entering into an agreement to purchase land with The City of Red Deer.
6. Passage of Road Closure Bylaw 3349/2005.
7. Passage of Land Use Bylaw Amendment 3156/X-2005."

...2/

Secura Inc.
July 19, 2005
Page 2

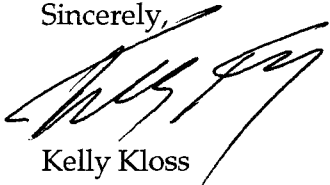
Road Closure Bylaw 3349/2005 provides for the closure of a portion of right of way for road (5157 MC) that will be consolidated with surplus land owned by The City of Red Deer due to the realignment of 77th Street. Secura Technologies would like to purchase this land and rezone it to I2 heavy industrial development. *Land Use Bylaw Amendment 3156/X-2005* provides for the rezoning of approximately 0.344 ha (0.85 ac) of land from Road to I2 Heavy Industrial District in order to consolidate a parcel of land to be purchased by Secura Technologies Inc.

Council must hold Public Hearings before giving second and third readings to the bylaw. This office will now advertise for Public Hearings to be held on Monday, August 15, 2005 at 7:00 p.m. in Council Chambers of City Hall during Council's regular meeting.

According to the Land Use Bylaw, The City requires a deposit before public advertising. An amount equal to the estimated cost of advertising, which in this instance is \$400, is required by Wednesday, July 27, 2005. You will be invoiced for or refunded the difference once the actual cost of advertising is known.

Please contact Mr. Howard Thompson, Land & Economic Development Manager at 342-8106 regarding the consolidation of land.

Sincerely,



Kelly Kloss
Manager

/attach.

c Land & Economic Development Manager
 Parkland Community Planning Services
 C. Adams, Administrative Assistant



Council Decision – July 18, 2005

Legislative & Administrative Services

DATE: July 19, 2005
TO: Martin Kvapil, Parkland Community Planning Services
FROM: Kelly Kloss, Legislative & Administrative Services Manager
SUBJECT: Land Use Bylaw Amendment 3156/X-2005
Portion of Proposed Closed Road, Plan 5157MC
77 Street
Riverside Heavy Industrial

Reference Report:

Parkland Community Planning Services, dated July 7, 2005

Bylaw Readings:

Land Use Bylaw Amendment 3156/X-2005 was given first reading. A copy of the bylaw is attached.

Report Back to Council: Yes. A Public Hearing will be held on Monday, August 15, 2005 at 7:00 p.m. in Council Chambers, during Council's regular meeting.

Comments/Further Action:

Land Use Bylaw Amendment 3156/X-2005 provides for the rezoning of approximately 0.344 ha (0.85 ac) of land from Road to I2 Heavy Industrial District in order to consolidate a parcel of land to be purchased by Secura Technologies Inc. This office will now proceed with the advertising for a Public Hearing. Secura Technologies Inc. will be responsible for the advertising costs in this instance.

A handwritten signature in black ink, appearing to read 'Kelly Kloss'.

Kelly Kloss

Manager

/attach.

/chk

c Director of Development Services
 Inspections & Licensing Manager
 Land & Economic Development Manager
 C. Adams, Administrative Assistant
 T. Edwards, Clerk Steno

BYLAW NO. 3156/X-2005

Being a bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of the City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1. That "Use District Map H14" contained within "Schedule B" of the Land Use Bylaw is hereby amended in accordance with Land Use District Map No. 20/2005 attached hereto and forming part of the bylaw.

READ A FIRST TIME IN OPEN COUNCIL this 18th day of July 2005.

READ A SECOND TIME IN OPEN COUNCIL this day of 2005.

READ A THIRD TIME IN OPEN COUNCIL this day of 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

MAYOR

CITY CLERK

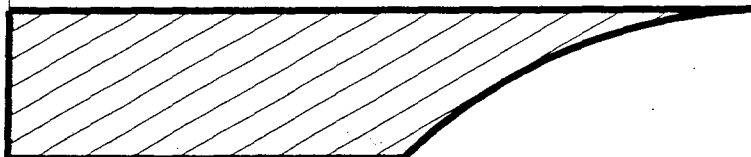


NORTH

I2

CN RAIL

I2



77 ST

42 AV

I2

AFFECTED DISTRICTS:
I2 - Heavy Industrial

Change from :
ROAD to I2



MAP No. 20 / 2005
BYLAW No. 3156 / X - 2005

BYLAW NO. 3213/A-2005

Being a bylaw to amend Bylaw No. 3213/98, the bylaw adopting the Northwest Major Area Structure Plan as a bylaw of the City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1. That Bylaw No. 3213/98 is hereby amended:

By substituting the revised page 4 of 9 and Map 4: Proposed Land Use, attached hereto and forming part of the bylaw, for the existing page 4 of 9 and Map 4: Proposed Land Use.

READ A FIRST TIME IN OPEN COUNCIL this 20th day of June 2005.
READ A SECOND TIME IN OPEN COUNCIL this day of 2005.
READ A THIRD TIME IN OPEN COUNCIL this day of 2005.
AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

MAYOR

CITY CLERK

The density for new residential neighbourhoods shall be between 12.35 and 17.30 dwelling units per gross developable hectare, if the major utility infrastructure so permits.

4.1 Industrial

Industrial growth within the plan area is primarily focused in the area west of the railway, however there are two additional areas where industrial growth will occur. The first additional area is at the south end of Johnstone Park where there will be a small extension of the Golden West Industrial area. This extension will allow the roads to be looped; the roads currently dead-end at the quarter section line. The second additional industrial area is the area between 68th Avenue and the railway tracks. No heavy industrial uses shall be allowed in the area covered by this plan.

4.2 Commercial

There are three major commercial areas within the Northwest Area Structure Plan. These include two areas north and south of 67th Street and an area along Gaetz Avenue. All of the areas will be districted to an appropriate land use district allowing for a wide range of retail uses. These areas together with existing commercial uses along Gaetz Avenue and 67th Street will serve the northwest district.

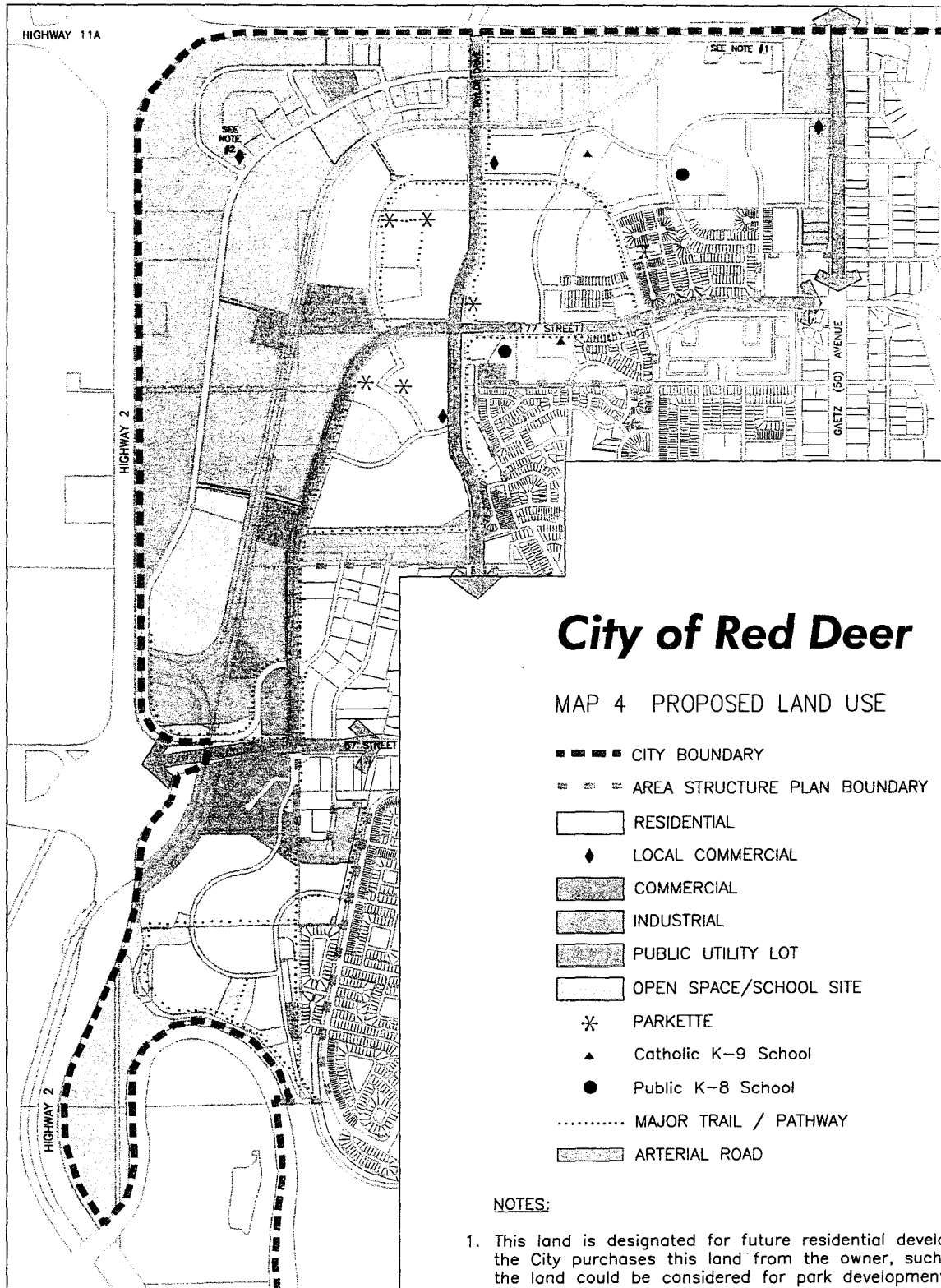
In addition to the commercial sites noted above, there are two neighbourhood convenience sites. These sites are intended to provide neighbourhood conveniences, including convenience store/gas bar, doctor's offices, hairdressing, pharmacy, video store, etc., each serving approximately two quarter sections of development.

4.3 Schools

Four school sites are proposed for the plan area. Two of the sites in the Glendale neighbourhood are existing. The two new sites include a Catholic K-9 school in Kentwood and a Public K-8 school in Kentwood. In accordance with the agreement between the City and the School Board, the school sites are provided through Municipal Reserve dedication; each school is located within a large central park site.

4.4 City Level Facilities

City level facilities are intended to serve the entire community and include arenas, recreation centres and large scale parks. Two large scale parks exist within the plan area. The first City level park is the Edgar Athletic Park which will contain a large number of sports fields. The second City level park is the Maskepetoon Natural Area. This Natural Area is intended for passive use.



MAY 2003

Prepared by PCPS & RD Engineering Dept.



Item No. 2

BYLAW NO. 3217/D-2005

Being a bylaw to amend Bylaw No. 3217/98, the bylaw adopting the neighbourhood area structure plans as a bylaw of the City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1. That Bylaw No. 3217/98 is hereby amended:

By substituting the revised Kentwood Northeast Neighbourhood Area Structure Plan, attached hereto and forming part of the bylaw, for the existing Kentwood Northeast Neighbourhood Area Structure Plan.

2. Appendix A and Appendix B of the existing Kentwood Northeast Neighbourhood Area Structure Plan are unchanged and remain part of the amended plan.

READ A FIRST TIME IN OPEN COUNCIL this 20th day of June 2005.

READ A SECOND TIME IN OPEN COUNCIL this day of 2005.

READ A THIRD TIME IN OPEN COUNCIL this day of 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

MAYOR

CITY CLERK

**KENTWOOD NORTHEAST
(KINGSGATE)**

**NEIGHBOURHOOD AREA
STRUCTURE PLAN**

Prepared for

**Laebon Developments Ltd.
and
Quantum IV Developments Inc.**

**September 1998
amended June 2003
amended August 2004
amended January 2005
amended June 2005**

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1. INTRODUCTION

This Neighbourhood Area Structure Plan was originally prepared in September of 1998 on behalf of Laebon Developments Ltd. and Quantum IV Developments Inc. in accordance with the City of Red Deer's 1996 Planning and Subdivision guidelines and as a precondition for redesignation and subdivision.

In June 2003 it was revised to change road patterns on the lands owned by 957292 Alberta Ltd. (Laebon), to add a small piece of land to the west of the subject site and to indicate utilities installed up to that date. The January 2002 version of the City of Red Deer Planning and Subdivision guidelines was applied to the update.

1.1 Location

The land is generally located west of Gaetz Avenue, south of Highway 11A, southeast of the Canadian Pacific Railway and north of the existing Kentwood subdivision (as shown on Figure 1).

1.2 Ownership as at September 1998

In September 1998 there were 45.91 hectares of undeveloped land, with ownership distributed as shown on Figure 2.

Parcel one - Block 3, Plan 212 HW - The area is owned by Quantum IV Developments Inc. It is located immediately southwest of the intersection of Gaetz Avenue and Highway 11A.

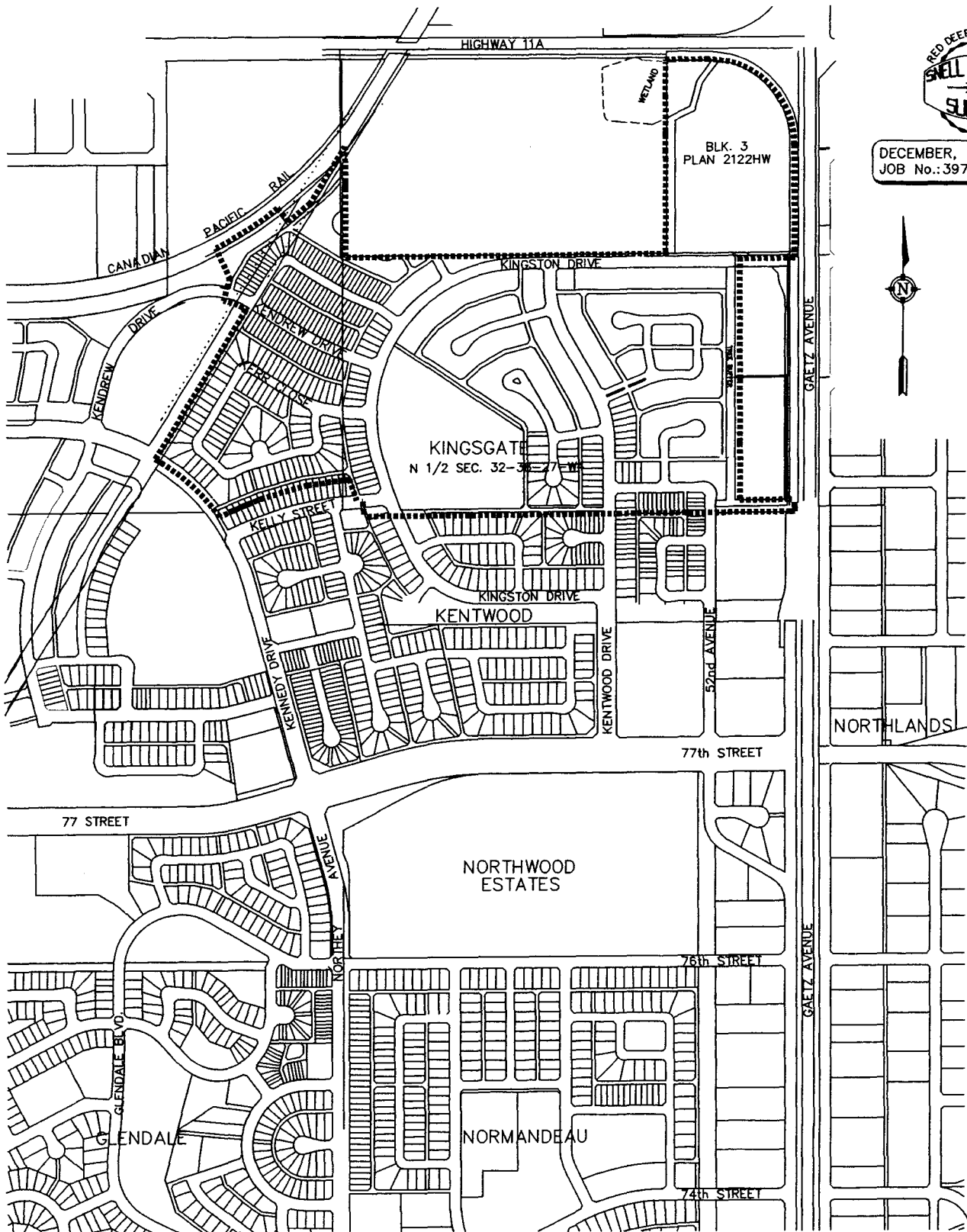
Parcel two - N ½ of 32-38-27-4 - In September 1998 this land was owned by Jacks Men's Wear (Red Deer) Ltd.

Parcel three - Various M-R zoned parcels owned by the City of Red Deer. The City owned land had been acquired as municipal reserve dedications from previous subdivisions.

1.3 Ownership as of January 2003

By January 2003 some of the original land had been developed. That area is shown on Figure 3, along with the current ownership of the undeveloped land.

Parcel one - In January 2003 parcel one, owned by Quantum IV Developments Inc. was unchanged.



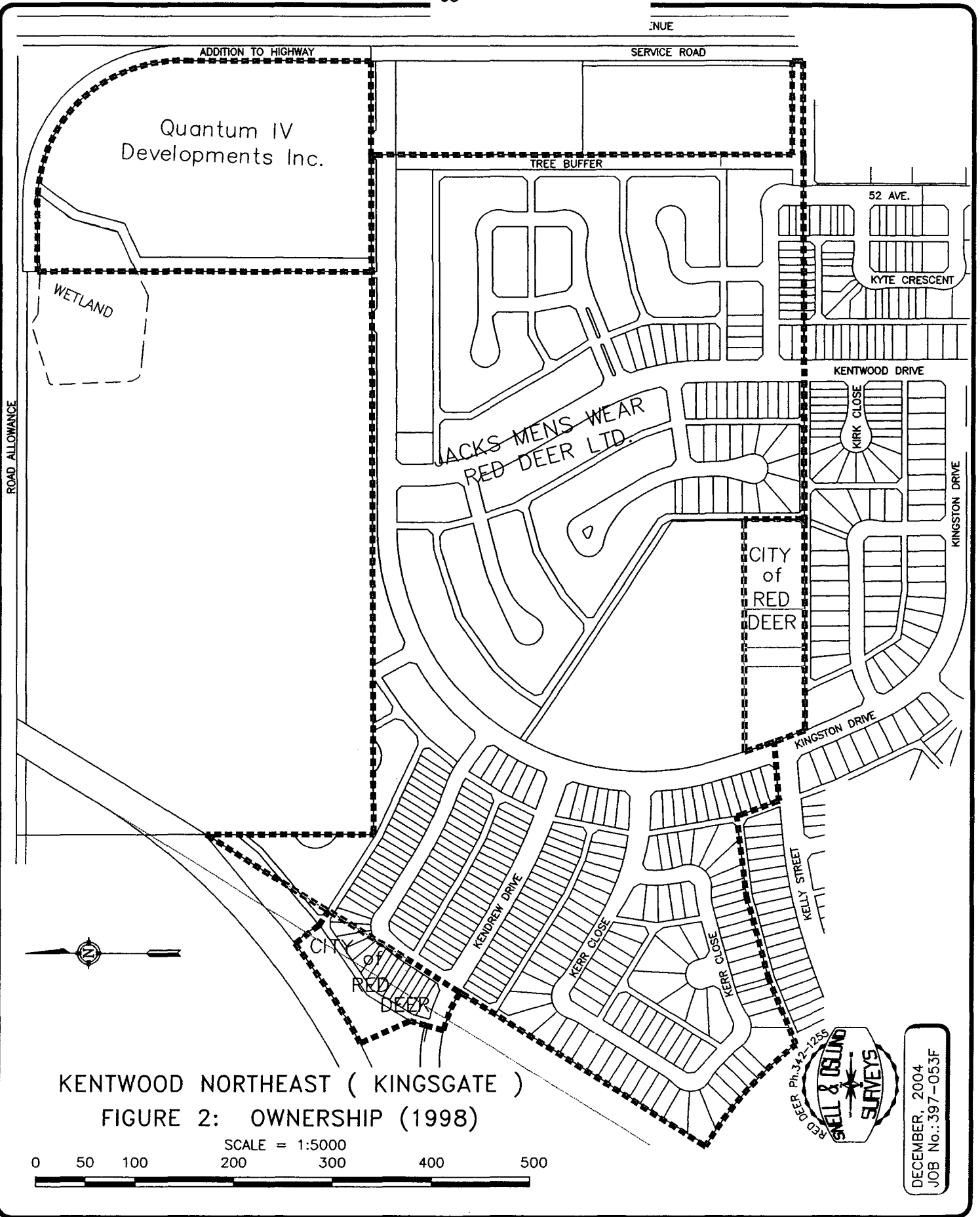
DECEMBER, 2004
JOB No.: 397-053F

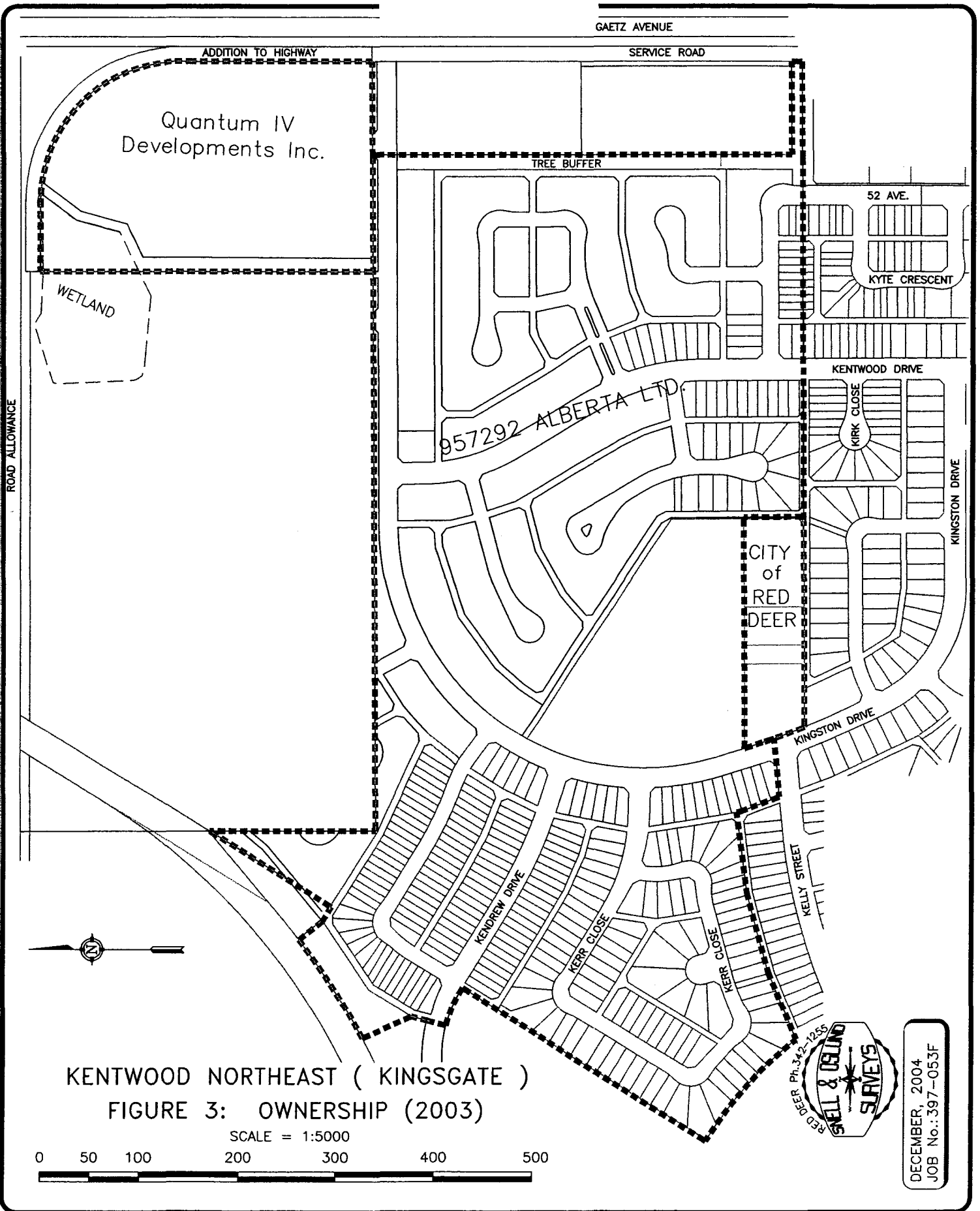
KENTWOOD NORTHEAST (KINGSGATE)

FIGURE 1: LOCATION PLAN

SCALE = 1:10000

0 50 100 200 300 400 500 Metres





Parcel two – The land owned by Jack's Men's Wear (Red Deer) Ltd. had been sold to 957292 Alberta Inc, which is owned by W. G. (Gord) Bontje, the owner of Laebon Developments Ltd.

Parcel three – Various M-R zoned parcels owned by the City of Red Deer. The City owned land had been acquired as municipal reserve dedications from previous subdivisions

Parcel four – The City of Red Deer owns a parcel of land at the west end of the site, and has agreed to sell a portion of it to Laebon Developments Ltd. That parcel was not included in the 1998 plan, but is being added to the plan area because it will logically be developed in conjunction with this plan area.

1.4 Site Area

The plan area is 47.341 hectares.

1.4.1 Site Area in September 1998

At the time this plan was originally prepared in September 1998, the undeveloped land totaled 45.91 hectares.

Parcel one – was 6.779 hectares, owned by Quantum IV Developments Inc.

Parcel two – was 37.632 hectares, owned by Jacks Men's Wear Ltd.

Parcel three – was 1.499 hectares, owned by the city of Red Deer.

1.4.2 Site area in January 2003

At the time of this revision to the plan in January 2003 the undeveloped land totaled 34.447 hectares.

Parcel one – is 6.779 hectares and remains undeveloped.

Parcel two – has been partially developed and is now 26.538 hectares.

Parcel three – is still 1.499 hectares owned by the City of Red Deer.

Parcel four – has been added to the plan area, and is 1.13 hectares.

2.0 SITE CHARACTERISTICS

2.1 Existing Land Use

The plan area is presently designated A-1, Future Urban Development District under the City of Red Deer Land Use Bylaw 3156/96. The general purpose of this district is: “to ensure that development on lands required for future urban development is restricted to ensure that future development may proceed in an orderly and well planned fashion, in keeping with the intent of the Municipal Development Plan”.

The plan area is situated within the boundary of, and is consistent with the objectives of the Northwest Area Structure Plan.

Redesignation to appropriate residential and commercial districts will be required before development can occur.

2.2 Natural Features

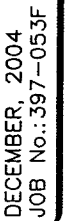
This Neighbourhood Area Structure Plan encompasses lands which are generally flat with elevations ranging from a high point of 881 meters on the west portion to a low point of 874 meters on the east portion (see Figure 4). The plan area is presently a mixture of cultivated land, tree covered areas and wetlands.

The City of Red Deer's Ecological Profile of the North Kentwood Natural Area identified five zones within the Neighbourhood Area Structure Plan area (Appendix A), and provided priority rankings for each zone, for the preservation of natural areas (A is top priority, C is low priority).

Zone 6 (old drive-in site) – Priority A – Recommendation R1. The area is covered by a sporadic growth of poplars intermixed with willows which also line the eastern part of the section. The area is characterized by diverse vegetative growth and is populated by a wide variety of birds. The profile encourages the preservation of as much of the natural habitat as possible.

Wetland areas will be retained in their natural state and will be used for storm water detention or retention during rainfall events which exceed the 1:5 year event. Many of the features outlined in the Ecological Profile will be lost as a result of commercial development.

City Parks department staff would like an opportunity to remove orchids from the site prior to development if the Owner has no plans to preserve them or relocate or use these plants.



Zone 7 – Priority A – Recommendation R2. A large mature northwest poplar wind break lines the north boundary of a commercial sales lot at the north end of Zone 7. The western edge of the commercial lot is lined with Manitoba maple, aspen, balsam and willow. A stand of mixed poplar trees runs north and south connecting Zones 6 and 7 along the boundary between the commercial lots on the west side of Gaetz Avenue and the Neighbourhood Area Structure Plan area. The profile encourages preservation of mature poplar tree stands running east and west located at the north and south ends of Zone 7. The ecological profile recommends retaining the tree stands in their entirety for use as entrance features at the collector road accesses into the neighbourhood.

The Kingston Drive/Gaetz Avenue intersection requires that additional lands be obtained from third party landowners. The City of Red Deer has developed a roadway concept for this intersection. Only those trees which need to be removed to accommodate construction of the roadway will be cleared.

Much of the poplar wind break identified along the west edge of the existing commercial area lies in a buffer area identified in the Neighbourhood Area Structure Plan. Only the portion of that site at the south end of the buffer (east of the proposed worship site and within the worship site) has been deemed possible to preserve.

Zone 8 – Priority B – Recommendation R3. This area is primarily made up of a large tree stand surrounded by a cultivated field. The north and west sides of the zone contain many aspen, poplar and various willow species, while the east side consists of mixed poplars and a few spruce trees. The profile recommends that the southeast portion of the poplar trees be incorporated into residential housing where possible. The north side of the zone extends into properties outside of the boundaries of the Neighbourhood Area Structure Plan area. As of January 2003, these tree stands had been eliminated by site grading of the plan area.

Zone 12 – Priority A – Recommendation R4. A small band of poplar trees on the south portion of the area should be dedicated as a municipal reserve.

This zone lies on the south edge of the proposed park/school site and it is feasible to retain a portion of the stand during development of the park/school site. Where the zone extends eastward from the school site along the rear of proposed residential lots, a four (4) metre wide municipal reserve is provided for a green linkage.

It is understood the services for the proposed residential lots will be extended from the south side to the north side of the four metre municipal reserve. Where the installation of utilities results in the loss of trees, the four metre wide municipal reserve will be revegetated and landscaped to the satisfaction of the City's Recreation and Culture department.

Southeast Wetland – Priority B – Recommendation R5. The area contains a dugout and drainage channel surrounded by semi aquatic grasses and a number of good quality willows and is part of a habitat area that was removed in 1997. The profile encourages preservation of this area and incorporation into future development as a linear drainage channel and passive walking area or incorporation into a future buffer. Preliminary site grading in 2001 eliminated much of the wetland.

2.3 Servicing

Existing municipal water, sewer and storm sewer facilities are in place on three sides of the Neighbourhood Area Structure plan area. Water mains, sanitary sewer trunks and mains and storm sewer trunks and mains will be extended through the Neighbourhood Area Structure plan area so as to enable servicing of properties to the north which are not part of this Neighbourhood Area Structure Plan. The municipal services will be constructed of such size and capacity so as to ensure that existing facilities which are located at the boundaries of the Neighbourhood Area Structure Plan are fully utilized.

It is the intent of the Owners of the Neighbourhood Area Structure Plan properties to maximize the potential for future development of properties outside the plan area by constructing water, sanitary sewer and storm sewer trunks and mains which can provide service to properties beyond their own.

The site can be serviced with municipal water, sanitary sewer and storm water utilities. An engineering study, required to establish the details of servicing, has been completed and supplied to the City of Red Deer, Engineering Department under separate cover.

2.4 Access

The 6.779 hectare parcel in the northeast corner of the plan area (Quantum IV lands) presently has access from the existing service road on the west side of Gaetz Avenue. The remainder of the plan area can be accessed via Kingston Drive in the west and Kentwood Drive in the southeast.

2.5 Emergency Services

The Neighbourhood Area Structure Plan area currently has an estimated Emergency Services response time of greater than six and one half (6.5) minutes.

2.6 Environmental Assessment

A level 1 Environmental Assessment has been completed by UMA Engineering and submitted to the City of Red Deer under separate cover. The environment site assessment revealed no significant sources of contamination of the subject property.

Based on the proximity to the industrial/commercial uses to the east, the report encourages further investigation to monitor the impact of nearby commercial land uses and to study the migration of potential contaminants from nearby quarter sections. Monitoring of the areas adjacent to commercial subdivisions where contaminants could originate will continue as development proceeds and encroaches on those areas.

2.7 Noise Recommendations

In 1999, the City of Red Deer undertook a study of noise levels in the Kentwood area. Two (2) noise criteria were used in the study. The City of Red Deer limitation for traffic noise of 60 dBA L_{eq} (24 hr.) was used to evaluate traffic noise and other continuous sources while a 70dBA criterion was used to evaluate train horns and other short term noises. The 70 dBA criterion is used as noise levels which exceed 70dBA may cause a "startle" effect. The report concluded that the 60 dBA L_{eq} (24 hr) criteria can be achieved in all areas with construction of low berms along Highway 11A and Taylor Drive and by construction of buildings along Highway 11A.. It also recommended the preferable method of reducing train noise would be to eliminate the need for horns to be sounded. This would require controlled rail crossings and/or grade separations at road/railway intersections. A barrier (combination berm and fence) was recommended if grade separation could not be provided at Taylor Drive. As a recently constructed grade separation at Taylor Drive has eliminated the need for train horns, the following strategies will be implemented to mitigate the effect of the noise on homeowners.

2.7.1 Barrier Height

An earth berm will be constructed adjacent to the rail line to a minimum height of four metres to reduce wheel and engine noise. The berm will be landscaped to standards set by the City of Red Deer.

2.7.2 Barrier Block Construction Techniques

All homes adjacent to the rail are to incorporate barrier block construction techniques to mitigate against noise effects.

2.7.2.1 Construction Details

All homes adjacent to the rail line are to incorporate the following construction aspects:

- 2 x 6 walls
- R24 insulation
- Double glazed windows

2.7.2.2 Home Design Considerations

The report suggests that in the first row of homes adjacent to the rail line, that noise sensitive rooms such as bedrooms could be located on the side of the home furthest from the rail line/industrial areas. This is not a requirement; it is only a suggestion.

2.7.2.3 Construction Initiatives

The reports author offers a number of other ideas that might be incorporated into home construction. He suggests central air conditioning might eliminate the need to open windows. Another is reducing the height of buildings, as bungalows will be better sheltered behind the berm.

3.0 DEVELOPMENT CONCEPT

The proposed Neighbourhood Area Structure Plan incorporates policies contained in the Northwest Area Structure Plan and other City of Red Deer guidelines and policy documents.

3.1 Land Distribution

The land use and development concept proposed for the Neighbourhood Area Structure Plan area is shown on Figure 5. The majority of the plan area is proposed for single family residential with some semi-detached development. Commercial uses are proposed for the northeast portion of the plan area. The proposed land use distribution is shown in Table 1.

Kentwood Northeast Neighbourhood Area Structure Plan

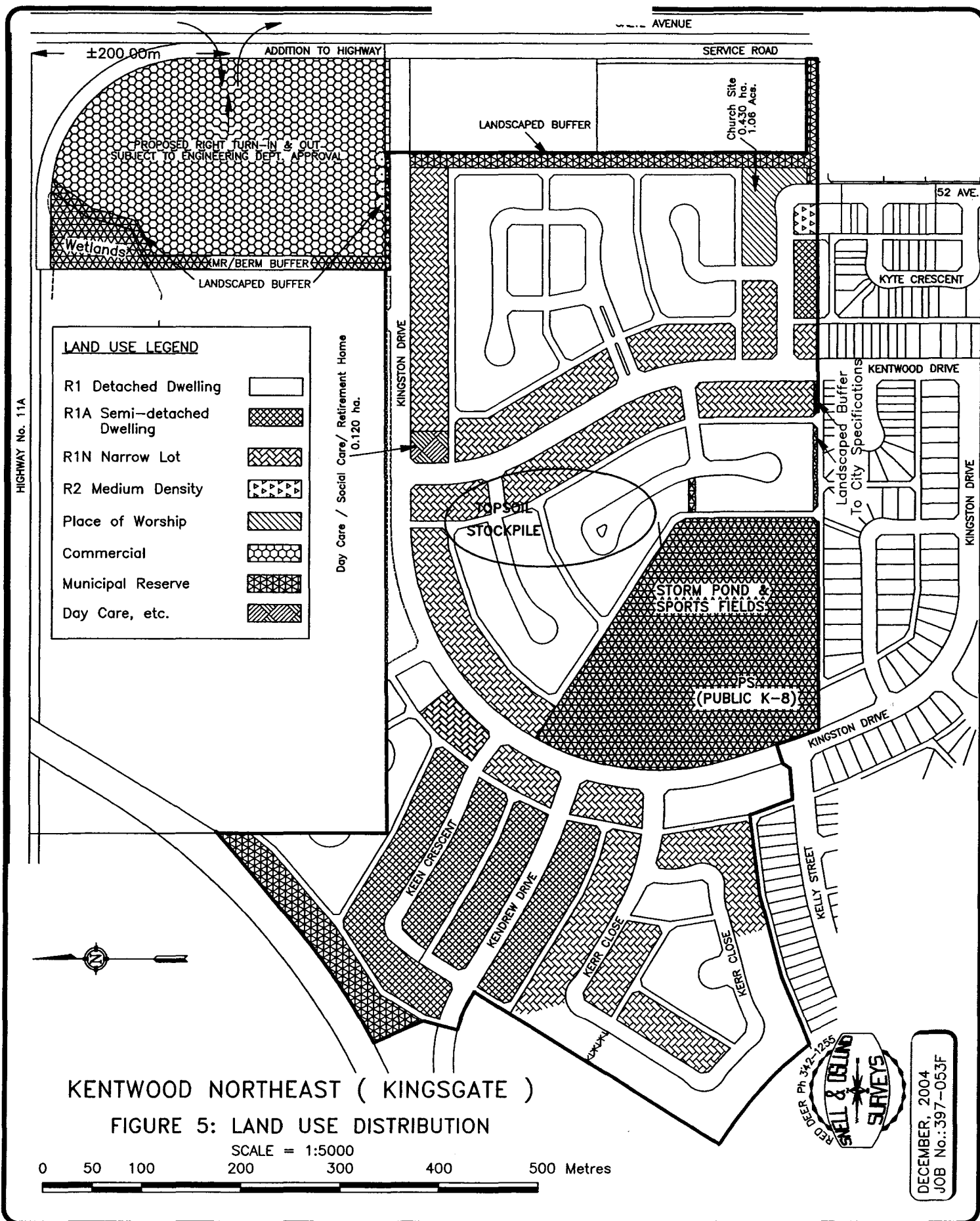
Table One

Plan Statistics - by

Land Use	Original Owner				Total
	Laebon	Quantum	City M-R	City/west	hectares
Existing R1	3.795				3.795
Existing R1N	3.712				3.712
Existing R1A	2.890			0.441	3.331
Existing R2	0.075				0.075
Proposed R1	7.230			0.015	7.245
Proposed R1N	3.987				3.987
Proposed R1A	0.017				0.017
Day Care/Social Care	0.117				0.117
Church	0.413				0.413
Central site M-R	3.917		1.385		5.302
Misc M-R	0.773	0.529	0.136	0.721	2.159
Wetland		0.481			0.481
Street/Lanes/PUL	10.837			0.256	11.093
Commercial	0.028	5.599			5.627
Total hectares	37.791	6.609	1.521	1.433	47.354

Plan Statistics - by percentage

Land Use	Original Owner				Total
	Laebon	Quantum	City M-R	City/west	percent
Existing R1	8.014				8.014
Existing R1N	7.839				7.839
Existing R1A	6.103			0.931	7.034
Existing R2	0.158				0.158
Proposed R1	15.268			0.032	15.300
Proposed R1N	8.420				8.420
Proposed R1A	0.036				0.036
Day Care/Social Care	0.247				0.247
Church	0.872				0.872
Central site M-R	8.272		2.925		11.197
Misc M-R	1.632	1.117	0.287	1.523	4.559
Wetland		1.016			1.016
Street/Lanes/PUL	22.885			0.541	23.426
Commercial	0.059	11.824			11.883
Total percent	79.805	13.957	3.212	3.026	100.000



3.2 Residential

The residential areas will consist mainly of R1 and R1N single detached dwellings with some areas zoned R1A which will accommodate semi-detached dwellings. There is a small area in the south east corner which abuts an existing R2 townhouse community that will accommodate a few townhouse units.

3.3 Commercial

A 5.599 hectare area in the northeast portion of the plan area is proposed for Commercial zoning. Development of the commercial property shall be completed in an attractive fashion which will be compatible with the nearby residential neighbourhoods. Uses, such as adult entertainment nightclubs, which may have a detrimental noise impact will not be allowed.

Landscaping and berming shall be used to enhance the visual appearance of the commercial development. Berming will also be used to control the noise impact of commercial development on lands to the west which are outside of the Neighbourhood Area Structure Plan. Development which will affect the wetland/retention pond located to the northwest of the of the commercial lands will not be allowed until detailed engineering is completed to define the operation of the storm water retention function of the wetland and to establish acceptable water levels for the wetland areas. The detailed engineering will be completed in consultation with the adjoining landowners to the west.

3.4 Density

Including all the lots developed since this plan was adopted in September 1998, and assuming the undeveloped areas are developed as per this plan, it is estimated that this Neighbourhood Area Structure Plan area will accommodate 155 single family R1 lots, 220 single family R1N lots and 140 semi-detached dwellings.

Assuming that 3.4 persons live in each single family dwelling and 3.3 persons in each semi-detached and town house dwelling, the total plan area will house a population of 1,737. A population density of about 42.1 persons per hectare is expected after full development. This equates to 12.48 dwelling units per hectare.

If the areas slated for use as day care, social care or retirement home site and place of worship are eventually used for development of housing (R1N or R1A), the population density in the area will increase. The commercial areas and lands dedicated to the City of Red Deer as municipal reserve from neighboring developments have not been included in the density calculations.

3.5 Open Space

The proposed park and open space system includes a neighbourhood park/school site, walkway, a separate municipal reserve parcel and a buffer area. A total of 15.764 percent of the plan area will be dedicated to municipal reserve.

3.5.1 Neighbourhood Park/School Site

A neighbourhood park/school site is proposed in the central area of the Neighbourhood Area Structure Plan area to accommodate a school and related playground facilities as identified in the Northwest Area Structure plan. The overall site is proposed to be 5.425 hectares (13.405 acres).

A development concept of the park/school site has been prepared by the City of Red Deer and has been provided as Appendix B. An integral part of the development concept is the storm water detention pond which will encompass the sports fields planned for the park (in particular the ball diamond and soccer pitch).

The school site will be zoned PS (public service). While the maps indicate that it will be a public K-9 (kindergarten to grade 9) school, it may be any combination of grades between kindergarten and grade 9.

3.5.2 Municipal Reserve Parcels

There are a number of municipal reserve parcels throughout the Neighbourhood Area Structure Plan area.

3.5.2.1 Link from neighbourhood park/school site to the east

A ten metre wide walkway .045 hectares (.111 acres) extending easterly from the school site to the residential area is proposed to connect the school site to the residential development. It will include a 1.5 metre walking trail.

3.5.2.2 Link from Kerr Close to the West

There is a six metre wide link between the west side of Kerr Close and the neighbourhood park/school site to the west. The area of this link is .022 hectares (.054 acres). The M-R strip will be landscaped to ensure access from the residential areas to the park.

3.5.2.3 Railway Area

A total of .416 hectares of municipal reserve will be incorporated into the berm separating residential development from the Canadian Pacific Railway.

3.5.2.4 East Boundary of Residential Area

The total area of this reserve parcel will be .753 hectares. The residential areas on the east edge of the property abut commercial lots fronting Gaetz Avenue. They will be separated by a ten metre wide municipal reserve. A treed berm will be constructed on the reserve. The berm will extend south from the south side of the future location of Kingston Drive to the north end of the proposed place of worship site. There are some trees on the place of worship site, and they will be left by the developer. This reserve will include a segment which will extend from 52 Street to the Gaetz Avenue Service Road which will be left in its present state.

3.5.2.5 South Boundary of Residential Area

An M-R parcel of .052 hectares will be created to link the neighbourhood park/school site to Kentwood Drive. This parcel will be four metres wide, and will be left as natural as possible. Utilities will have to be constructed through the area.

3.5.2.6 Quantum IV Buffer

A 0.344 hectare buffer on the Quantum IV lands will be provided to separate anticipated residential development on lands to the west of the commercial site, which are lands outside of the Neighbourhood Area Structure Plan, from the future commercial development in the northeast area of the plan. The buffer through this area will be developed as a landscaped berm. As well, other landscaping features along the berm will be used to effectively screen (visual) the residential areas from the commercial development. Landscaping features which are used to buffer the future residential areas from the commercial areas will be designed to enhance the visual appearance of the commercial development from the planned and future residential areas.

As well, a 0.058 hectare landscaped buffer will be planted along the southern boundary of the commercial area to provide screening from residential properties to the south and a 0.127 ha landscaped buffer will be provided to separate commercial areas from the wetlands to the northwest.

3.5.3 Wetlands

The wetland area in the northwest corner of the Quantum IV Development Inc. parcel will be maintained for aesthetic and future storm water management purposes. The zoning designation of the area will be the subject of negotiations between the owner and the City of Red Deer. The wetland area will be incorporated into an integral storm water management plan for areas included in this Neighbourhood Area Structure Plan and for areas which are beyond the extent of this plan.

The wetland extends into properties which could not be incorporated into this plan. Therefore the impact of any storm water management plan which includes those lands has not been accurately determined.

As a result, the eventual limits of the required area for the detention facilities have not been established. The proposed developments which would include the wetlands as part of the required storm water management concept would be developed in such a manner as to ensure there would be no detrimental impact on the natural features in the area.

Prior to development of the future commercial areas located on the east edge of the wetlands, detailed engineering studies will be completed, with cooperation from the landowners to the west of the commercial area, to establish the methods by which the wetlands will be used for storm water retention. Development by the owners of the commercial areas or by owners of future residential areas to the west, will not be permitted until the developers provide details regarding the operating parameters (including water elevations) for the wetland/retention pond.

3.6 Social Facilities

In accordance with the City of Red Deer's planning and subdivision guidelines, a site has been provided which is suitable for either a day care, social care residence or a retirement home, as well as a site for a place of worship.

3.6.1 Day Care/Social Care or Retirement Home Facility

The 0.12 hectare (.3 acre) site provided in the plan area is adjacent to an intersection of two collector roadways and is approximately 400 metres from the designated school site. Should a day care, social care facility or retirement home not be constructed, the site will be suitable for R1N zoning (single family dwellings).

3.6.2 Place of Worship Site

The .412 hectare (1.018 acre) designated place of worship site is at the south east corner of the site, between 52 Avenue and Kentwood Drive. If the site is not required for a place of worship it is suitable for R1A (duplex) zoning.

3.7 Transportation

3.7.1 Collector Roadways

The Neighbourhood Area Structure Plan contains collector roadways aligned in accordance with the Northwest Area Structure Plan.

The plan continues the collector roadway concept contained in the Kentwood West Neighbourhood Area Structure Plan and existing subdivisions to the south. There are three collector roads in the plan area.

3.7.1.1 Kingston Drive

The main collector roadway is a continuation of the existing Kingston Drive and is proposed to circle through the area from Kelly Street to a proposed intersection at Gaetz Avenue at the northeast corner of the plan area.

To complete the connection of the Neighbourhood Area Structure Plan to Gaetz Avenue in the north east corner of the proposed development, Kingston Drive will be constructed on lands which are not presently owned or controlled by either of the owners of the lands which are the subject of this plan.

In order for this plan to be effectively implemented, land required to complete the connection of Kingston Drive to Gaetz Avenue must be obtained. The City of Red Deer is collecting levies from area landowners for the acquisition and construction of the required roadway.

Where Kingston Drive intersects with the service road at Gaetz Avenue, the service road will be constructed to a suitable standard. Intersection designs will be submitted to the City of Red Deer engineering services for review and comment. Complete scaled drawings, showing dimension and significant detail will be prepared prior to development of the intersections.

3.7.1.2 Kentwood Drive

Kentwood Drive presently terminates at the south side of the plan area. It will be extended north through the plan area to connect with the future extension of Kingston Drive.

3.7.1.3 Kendrew Drive

Kendrew Drive extends west from Kingston Drive to residential development to the west.

3.7.2 Transit Stopping Zones

Where transit stopping zones are required along collector roads, efforts will be made by the developers to orient corner lots so that stopping zones will be provided at the side of the lots rather than at the front.

3.7.3 Local roadways

The system of local roadways provides access to individual lots throughout the plan area. Detailed drawings indicating road widths will be prepared and submitted to the City of Red Deer Engineering Services, prior to development.

Access to the commercial site is to be gained directly off of Kingston Drive. Additional access is also to be obtained by construction of a right in/right out intersection with Gaetz Avenue. The location and geometric form of the Gaetz Avenue access is to be determined by engineering studies.

3.7.4 Laneways

The majority of lots within the plan area back onto lanes. Lots 78, 79 and 80 Block 8, Plan 042-6836 in the existing Kentwood subdivision will not have access to the lane south of the close, as shown on Figure 12. Lot 78 will have access to the lane east of the close and Lot 80 will have access to the lane west of the close. Provision for rear yard garbage pickup will be made for Lot 79 across Lot 148MR.

3.7.5 Pedestrian and Bicycle Circulation

The sidewalks proposed to be developed within the road right of ways combined with the proposed reserve dedication will link the residential areas to the major park features proposed for the plan area and adjacent lands.

There is potential for bicycle-pedestrian pathways through the park/school site. The potential pathway would not be continued through the four metre linear park as this area is not wide enough to accommodate both a treed buffer and a trail. The final location of the central park pathway route will be determined based on the location of sports facilities and pedestrian wear patterns through the landscaped area.

The proposed location for the bicycle-pedestrian pathway is shown on the development concept drawing for the park/school site, prepared by the City of Red Deer, and included as Appendix B.

An additional Municipal Reserve parcel will ensure access from Kerr Close to the park area/school site to the west.

Within the right-of-way of Kingston Drive, adjacent to the west boundary of the park/school site a 2.5 metre wide bicycle path/walkway will provide pedestrian access to lands north of the plan area.

4.0 MUNICIPAL SERVICING

The Kentwood Northeast Neighbourhood Area Structure Plan area is serviced from existing sanitary sewer and water mains located at the southern boundaries of the Kentwood East properties.

4.1 Water Mains

The Kentwood Northeast Neighbourhood Area Structure Plan will be serviced by water from four locations.

The existing 300 mm westerly main, located within the Kennedy Drive right-of-way has been extended along the west side of the site to service early phases of area. The existing 150 mm main located on the east side of Kentwood phase 5E will be extended to complete looping.

The existing 200 mm main located along the eastern boundary of the proposed storm dry pond will be extended. The existing 200 mm easterly service located on Kentwood Drive will be extended north.

The water distribution network will be designed to accommodate all future development areas in the Neighbourhood Area Structure Plan area and those areas which have not been included as part of this plan lying between Kentwood Northeast and Highway 11A which may be developed in the future.

Looping of mains and cross connections to existing development areas will be completed as necessary to provide an efficient system with adequate fire flows. Figure 6 schematically shows the network of proposed water mains.

4.2 Sanitary Sewers

The Kentwood Northeast Area Structure plan area will be serviced by sanitary sewer from three main locations. The westerly connection will be made to a 450 mm main in the Kennedy Drive right-of-way. Another connection to a 200 mm main located on the east side of Kentwood phase 5E will be completed to service phase one and two. The easterly connection will be to a 300 mm main located on Kentwood Drive. The sewer has the capacity to serve the entire catchment area. Figure 7 schematically shows the proposed routing of the sanitary sewer system.

All sanitary sewers will be seated and installed in a suitable bedding material in order to provide long terms stability to the pipe. Pipe type will be specified to prevent the ingress of ground water to the system.

4.3 Storm Sewer System

4.3.1 Minor System

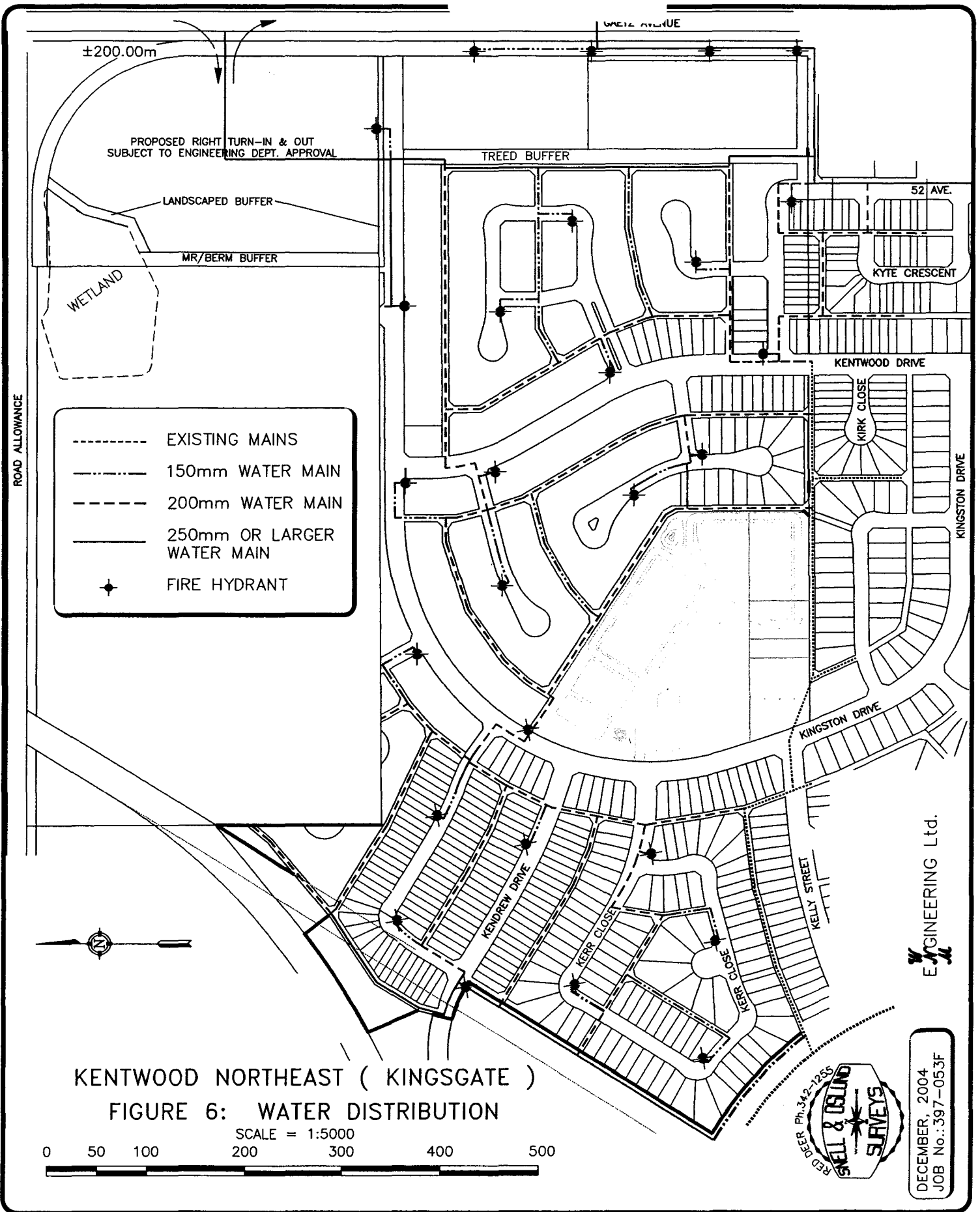
Run-off from storms up to the one in five year event will be conveyed by gravity via a piped system to two connections to the existing system. The westerly connection is a 1500 mm storm main located in the Kennedy Drive right-of-way and the easterly connection is a 1200 mm main in Kentwood Drive.

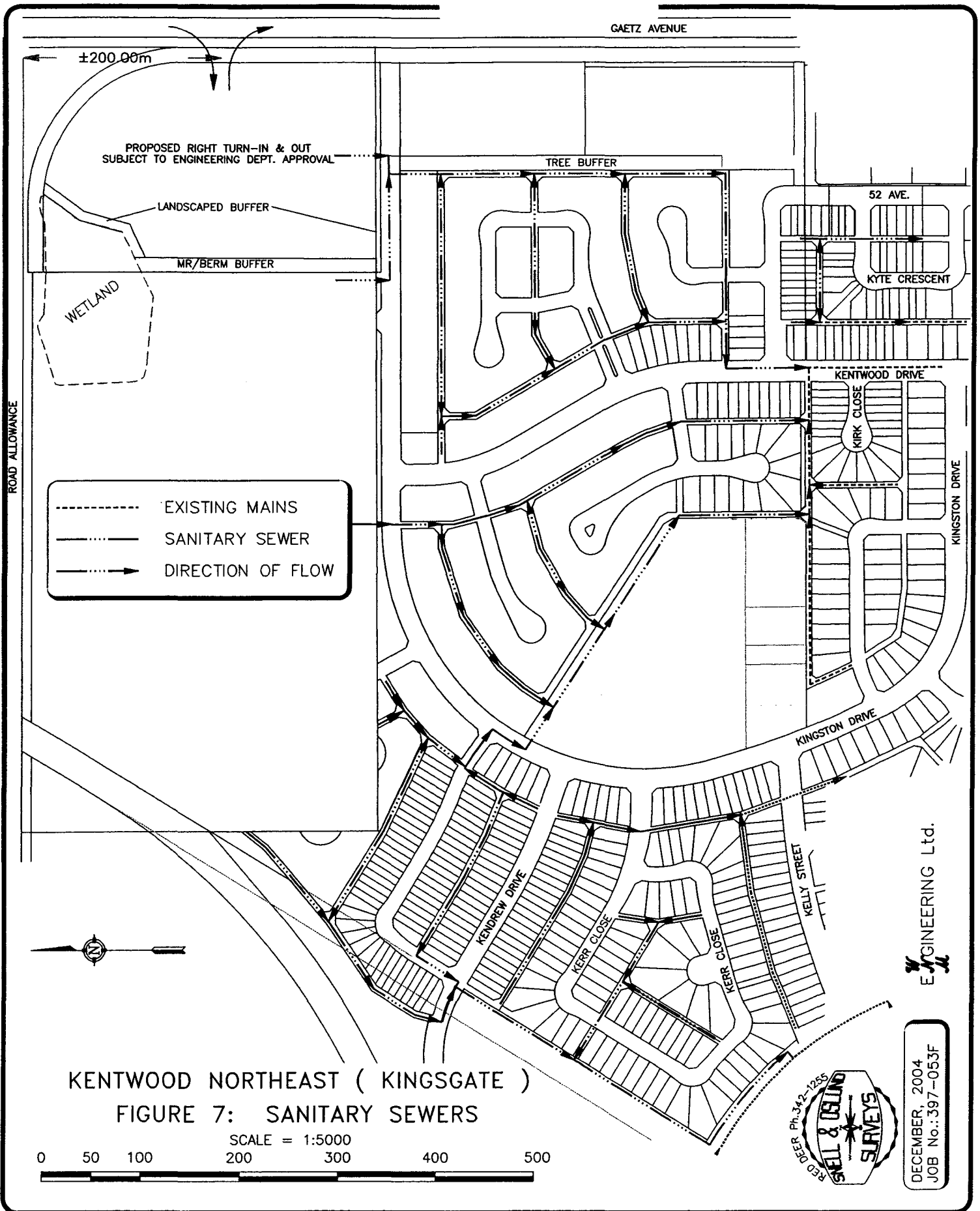
Figure 8 schematically shows the routing of the storm sewer system. Pipe sizes and materials will be designed in accordance with the City of Red Deer Design guidelines.

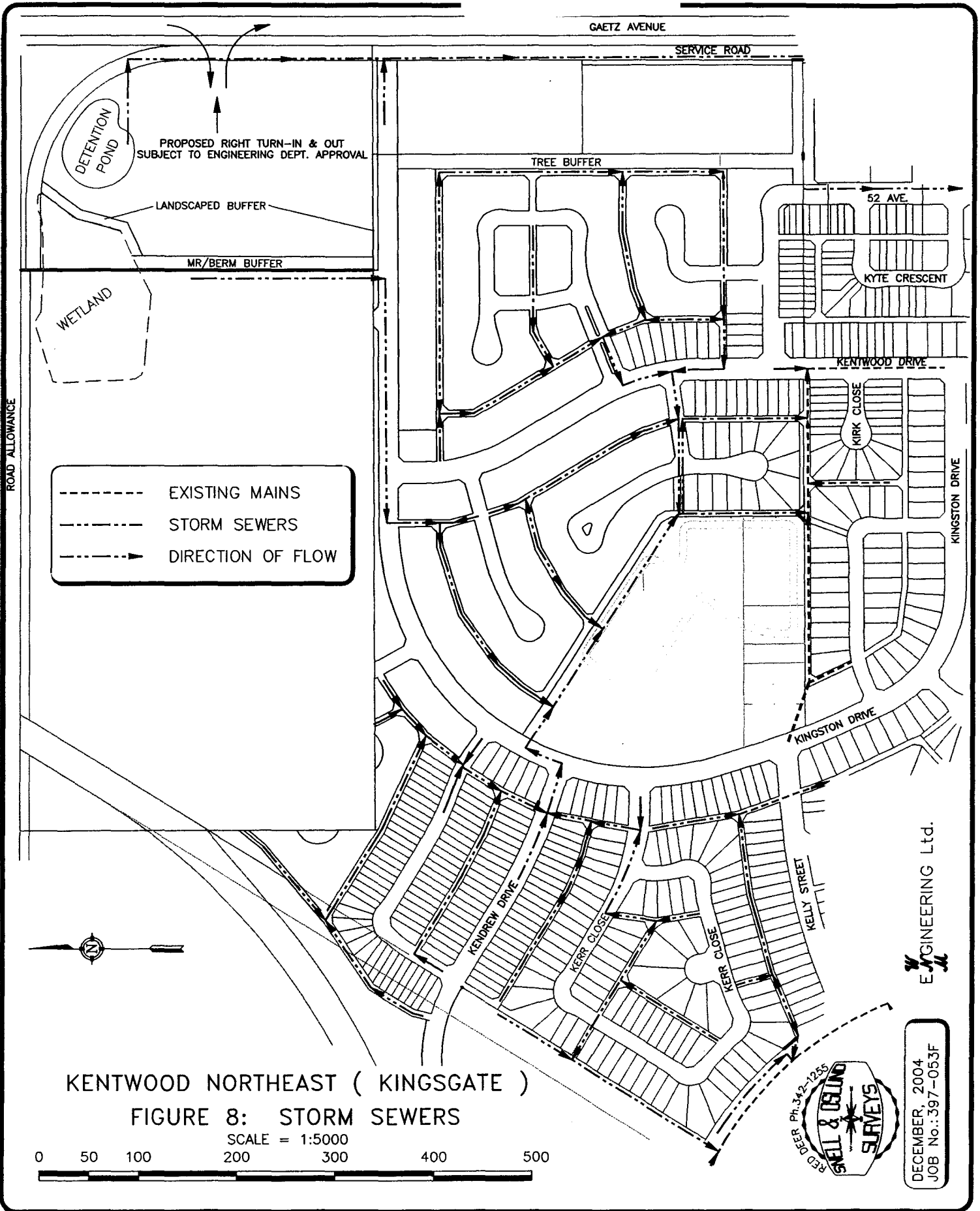
4.3.2 Major System

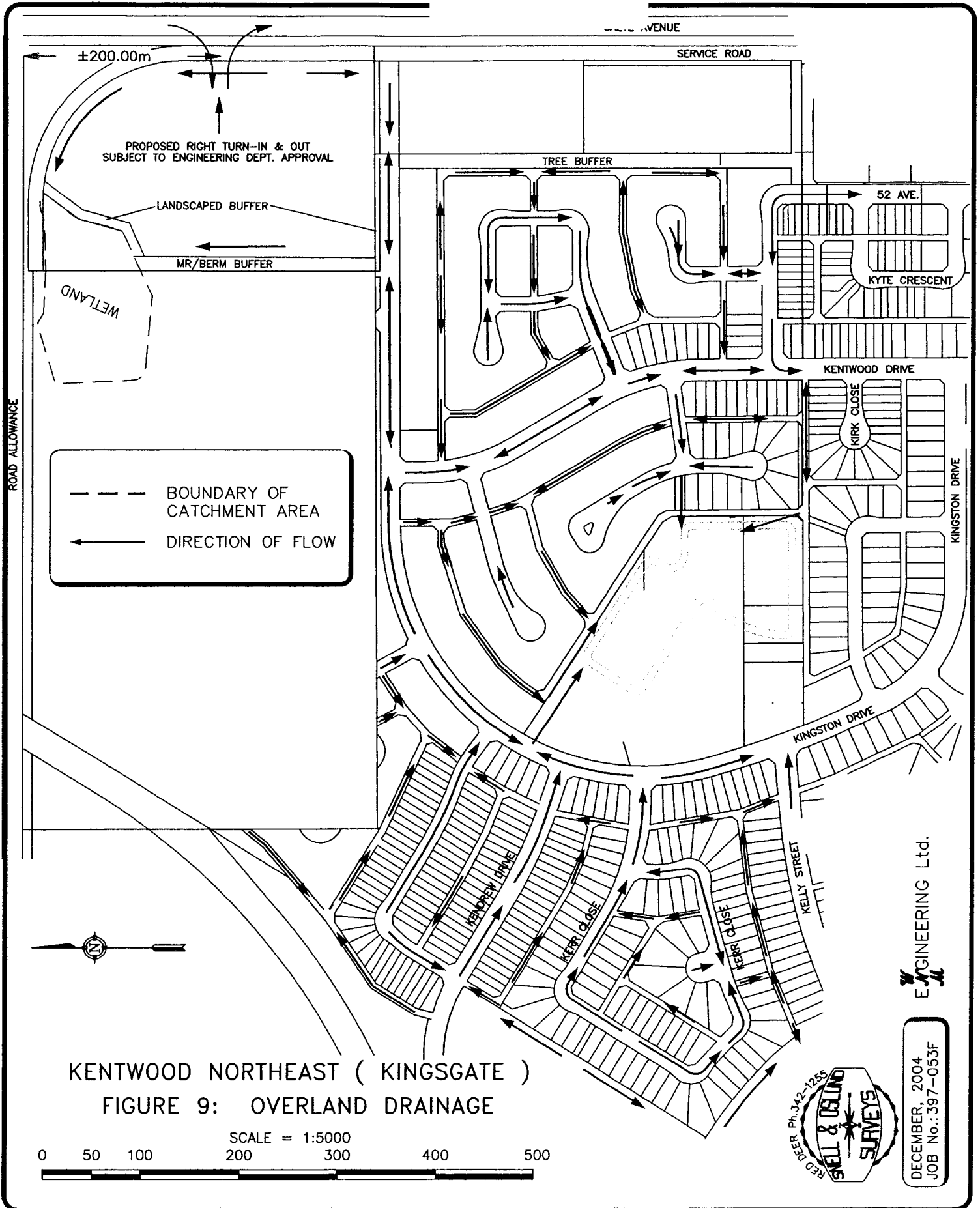
For storm events in excess of a one in five year event, roads and laneways will be designed to convey overland flows to storm water ponds located in the northwest and the south central part of the plan area.

Ponding of within roadways or lanes will be permitted in strict accordance with the City of Red Deer design guidelines. Area drainage and overland flow routes are indicated schematically on Figure 9.









4.4 Power, Telephone and Cable Vision

Red Deer Electric Light and Power, Telus and Shaw Cable advise that their networks have sufficient capacity, with some qualification regarding the sequencing of phasing, to fully develop the proposed Kentwood Northeast Neighbourhood Area Structure Plan development.

The City of Red Deer Electric Light and Power department has advised that two main utility lines will require underground alignments on the west side of Gaetz Avenue between 80th Street and Highway 11A. The utility lines will also require an alignment westward from Gaetz Avenue along a portion of Highway 11A. The underground alignments are required prior to the development of the commercial areas indicated as phase 5 of the plan.

A third main line will be required to service phases 4,5 and 6. This third main line will follow an alignment from 80th Avenue (at Gaetz Avenue) and along Kingston Drive. Expansion of the existing system will be required to complete the phase 1,2 and 3 development. This expansion will include switchgear alignments currently presumed to be required in the northwest and southwest corners of the park/school site and at Kingston Drive, adjacent to the west boundary of phase 5.

It is understood that any changes to the planned phasing of the development may require installation of temporary overhead lines to provide appropriate servicing levels.

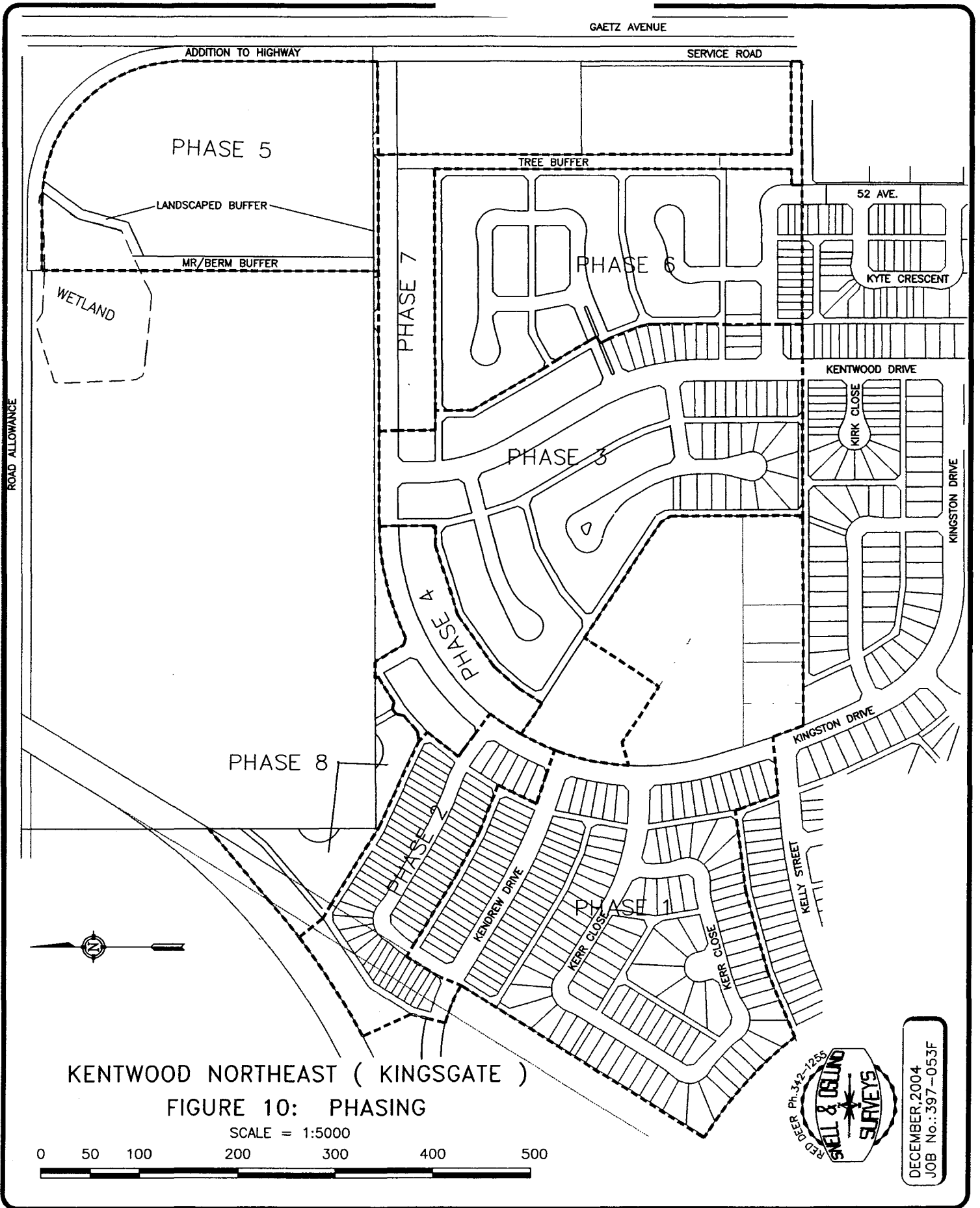
Telus has advised that infrastructure for telephone service to the area presently exists on the east side of Gaetz Avenue. Therefore, extending service to the plan area will require extension of the existing infrastructure westward along alignments reserved for collector road right-of-way (ie. Kingston Drive at the north end and Kentwood Drive at the south end of the plan area). Should either of these proposed collector roads be re-aligned, easements will be required to complete the extension of service to the area.

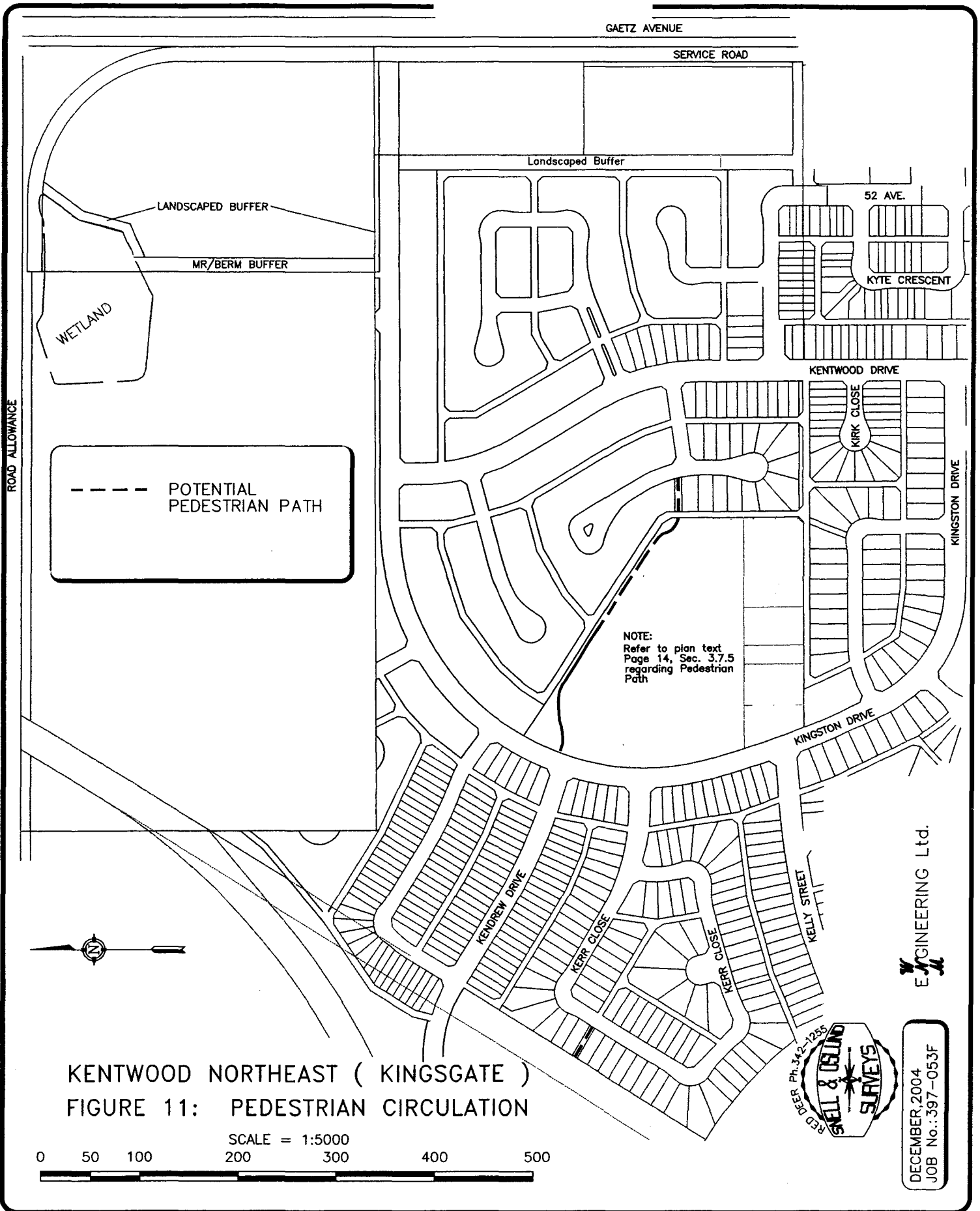
4.5 Natural Gas

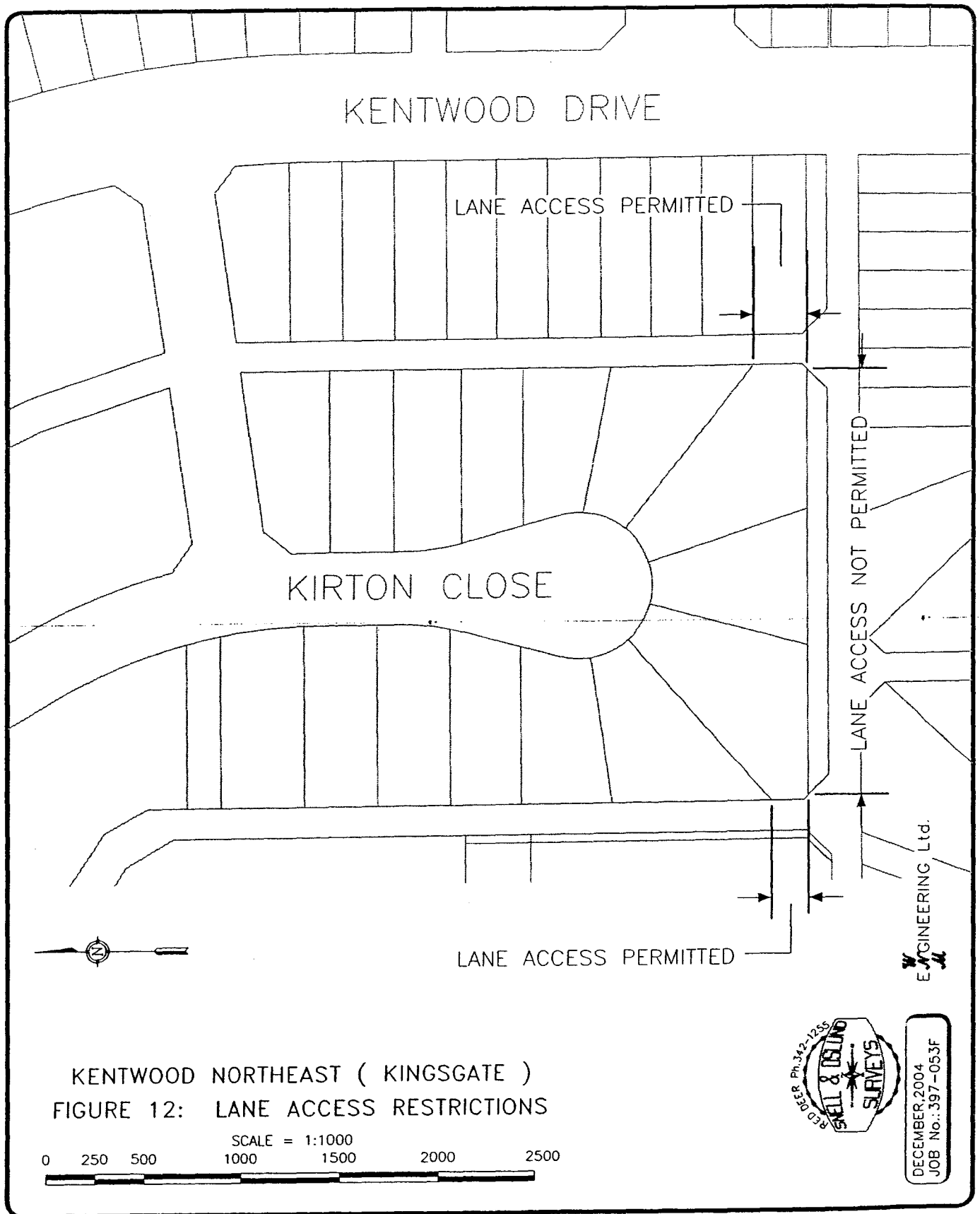
Atco Gas advises that they will be able to service the proposed development by extending their existing distribution facilities.

5.0 STAGING AND DEVELOPMENT

Figure 10 shows the proposed staging of development. The area labeled "Existing Development" has been serviced as of the end of 2002. The location of existing utilities dictates phases of development. Market conditions will influence the actual phasing of later developments.







Item No. 3

BYLAW NO. 3156/S-2005

Being a Bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of the City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

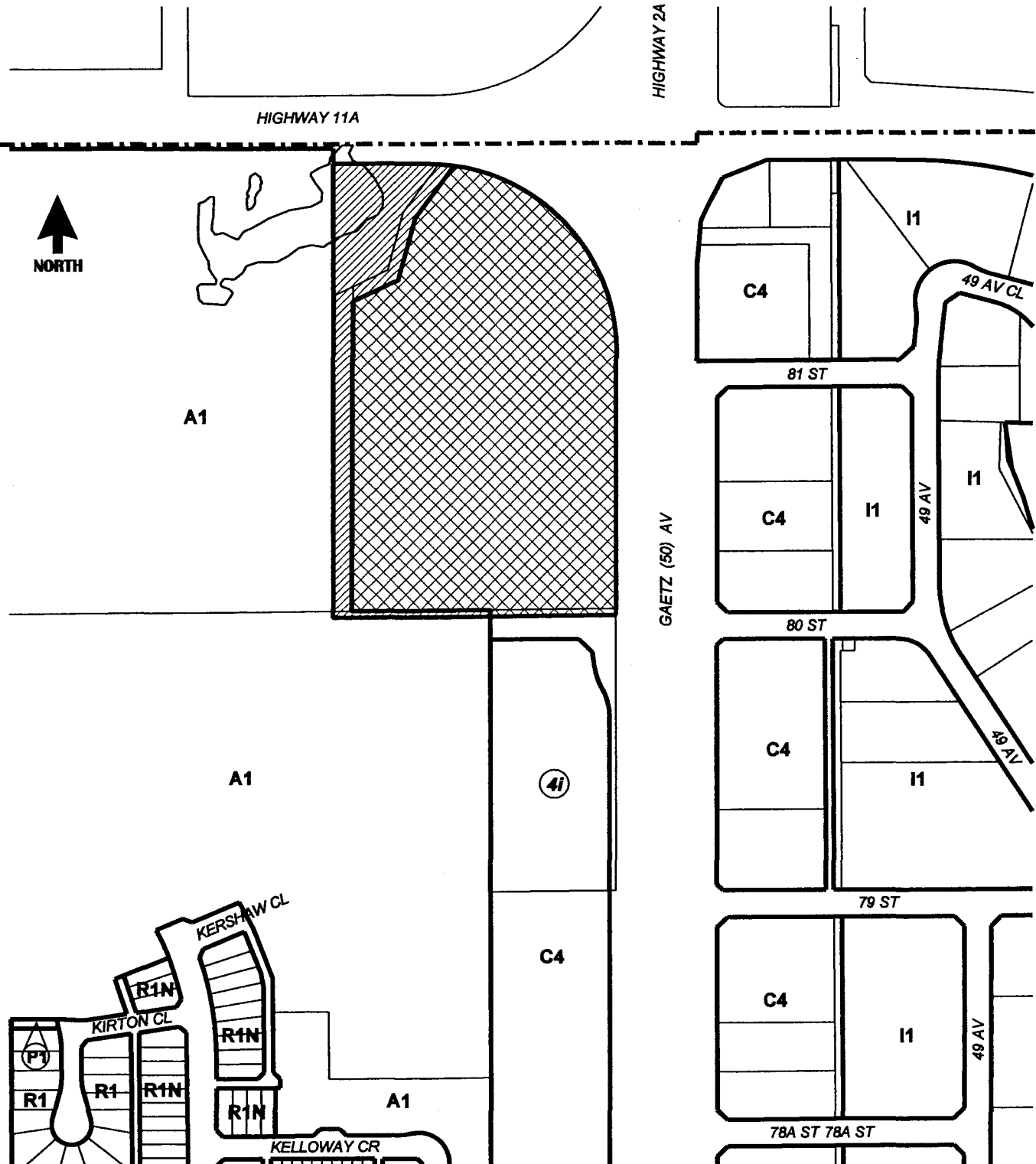
1. The "Land Use District Map F15" contained in "Schedule B" of the Land Use Bylaw is hereby amended in accordance with the Land Use Bylaw Amendment Map No. 15/2005 attached hereto and forming part of the bylaw.

READ A FIRST TIME IN OPEN COUNCIL this 20th day of June 2005.
 READ A SECOND TIME IN OPEN COUNCIL this day of 2005.
 READ A THIRD TIME IN OPEN COUNCIL this day of 2005.
 AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

 MAYOR

 CITY CLERK

The City of Red Deer PROPOSED LAND USE BYLAW AMENDMENT



AFFECTED DISTRICTS:

A1 - Future Urban Development

C2 - Commercial (Regional & District Shopping Centre)

P1 - Parks and Recreation

Change from :

A1 to C2 

A1 to P1 

MAP No. 15 / 2005
BYLAW No. 3156 / S - 2005

BYLAW NO. 3347/2005

Being a bylaw to close portions of road in the City of Red Deer, as described herein.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1 The following portions of roadway in the City of Red Deer are hereby closed:

“East Gaetz Avenue Service Road between 76th and 77th Street –
Part of Plan 752 1574, as per Appendix “A” attached .”

READ A FIRST TIME IN OPEN COUNCIL this 20th day of June 2005.

READ A SECOND TIME IN OPEN COUNCIL this day of 2005.

READ A THIRD TIME IN OPEN COUNCIL this day of 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

MAYOR

CITY CLERK



125



ROAD TO BE CLOSED

77 STREET

Appendix "A"
Bylaw No. 3347/2005

GAETZ AVENUE

CENTRE 76

CENTRE 76

76 STREET

KINDOPPS

BYLAW NO. 3156/V-2005

Being a bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of the City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1. That "Use District Map F15" contained within "Schedule B" of the Land Use Bylaw is hereby amended in accordance with Land Use District Map No. 18/2005 attached hereto and forming part of the bylaw.

READ A FIRST TIME IN OPEN COUNCIL this day of 2005.

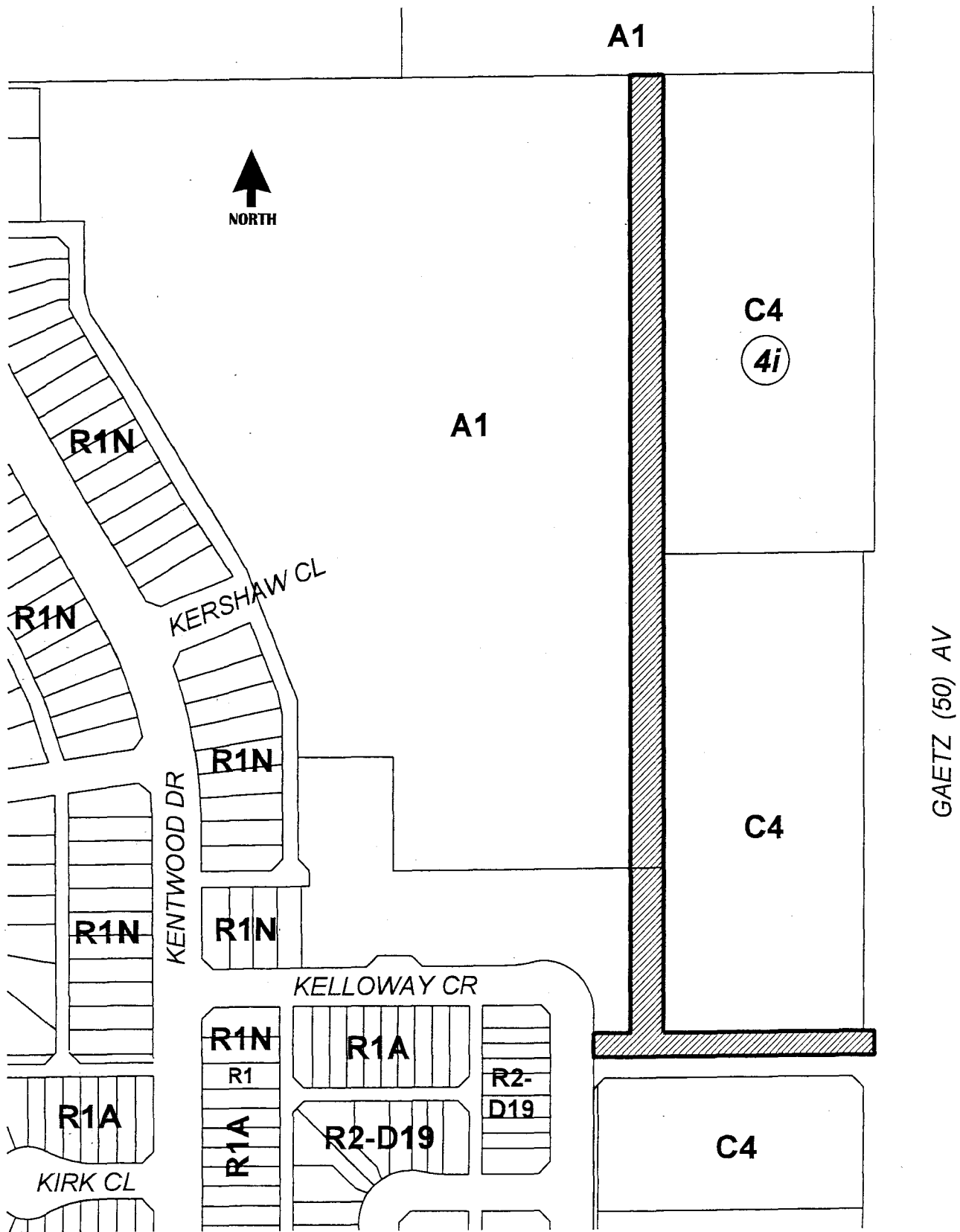
READ A SECOND TIME IN OPEN COUNCIL this day of 2005.

READ A THIRD TIME IN OPEN COUNCIL this day of 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

MAYOR

CITY CLERK



AFFECTED DISTRICTS:

A1 - Future Urban Development
P1 - Parks and Recreational

Change from :

A1 to P1 

MAP No. 18 / 2005
BYLAW No. 3156 / V - 2005

BYLAW NO. 3156/W-2005

Being a bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of the City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1. That "Use District Map D7" contained within "Schedule B" of the Land Use Bylaw is hereby amended in accordance with Land Use District Map No. 19/2005 attached hereto and forming part of the bylaw.

READ A FIRST TIME IN OPEN COUNCIL this day of 2005.

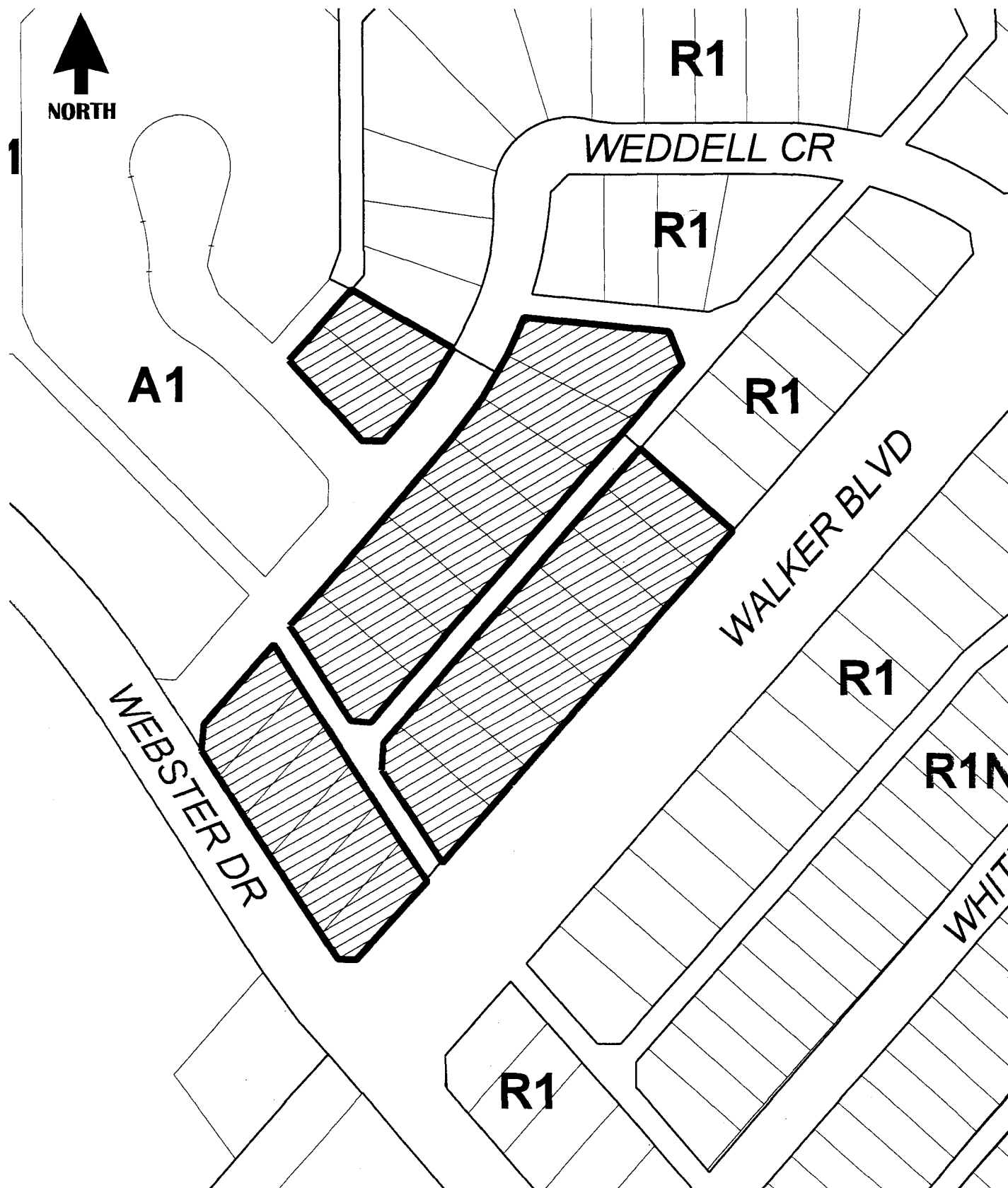
READ A SECOND TIME IN OPEN COUNCIL this day of 2005.

READ A THIRD TIME IN OPEN COUNCIL this day of 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

MAYOR

CITY CLERK




AFFECTED DISTRICTS:

A1 - Future Urban Development

R1 - Residential (Low Density)

Change from :

A1 to R1 

MAP No. 19 / 2005

BYLAW No. 3156 / W- 2005

BYLAW NO. 3156/X-2005

Being a bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of the City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1. That "Use District Map H14" contained within "Schedule B" of the Land Use Bylaw is hereby amended in accordance with Land Use District Map No. 20/2005 attached hereto and forming part of the bylaw.

READ A FIRST TIME IN OPEN COUNCIL this day of 2005.

READ A SECOND TIME IN OPEN COUNCIL this day of 2005.

READ A THIRD TIME IN OPEN COUNCIL this day of 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

MAYOR

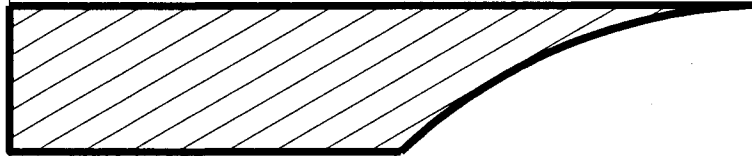
CITY CLERK



I2

CN RAIL

I2



77 ST

42 AV

I2

AFFECTED DISTRICTS:
I2 - Heavy Industrial

Change from :
ROAD to I2



MAP No. 20 / 2005
BYLAW No. 3156 / X - 2005

BYLAW NO. 3349/2005

Being a bylaw to close portions of road in the City of Red Deer, as described herein.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1 The following portions of roadway in the City of Red Deer are hereby closed:

“Plan 5157 M.C.
All that portion of 77 Street as shown on Plan 5157 M.C. lying
within the limits on Subdivision Plan _____.”

READ A FIRST TIME IN OPEN COUNCIL this	day of	2005.
READ A SECOND TIME IN OPEN COUNCIL this	day of	2005.
READ A THIRD TIME IN OPEN COUNCIL this	day of	2005.
AND SIGNED BY THE MAYOR AND CITY CLERK this	day of	2005.

MAYOR

CITY CLERK